

Total Quality Management in Airline Industry

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Abstract— Since the introduction of Total Quality Management (TQM), it plays a pivotal role in many companies that can enrich their performance. Thus, the internal and external clients' needs can be coped up by the organizations in the name of products and quality services, and also an efficient and profitable business can be developed by them. The main theme of this paper is to showcase the progress by the addition of TQM and application in aircraft industry.

Keywords— Customer Satisfaction, Quality Assurance, commitment, Assurance, Timely Delivery, Continuous Improvement.

I. INTRODUCTION

Due to the rapid technological and socio-cultural changes, the methods to make sure of the quality and services have been upgraded which marks the evolution of the society in this century. The main policy aiming to develop customer interests in the European Union is the customer protection policy.

Overall, the significant effects of this policy on other EU policies such as: environment, transport and energy policy, Common Agricultural Policy which also tends to consumer rights.

Taking these requirements into account, since the 80s, quality integrated assurances have been implemented. The "new philosophy" defined by Feigenbaum was the starting point of all these strategies: Total Quality Control.

The concept of Total Quality Management is used in parallel relation to the "total quality." More guidelines can be highlighted with the definition of Total Quality Management.



Fig. 1

a) Most of the authors agree that a new model of enterprise culture known as TQM, strive with the main aim is the focus towards consumers in all its activities and processes and optimizing them for long-term benefits. TQM is a

professional ideology merely focusing on consumer contentment with the help of standard intention of the entire organization. TQM is a schematic approach of maintaining an outcome of a firm. TQM includes difference in culture and infrastructure, way to analyze every member of the organization to incorporate with new management strategies and enabling enhanced increase of quality as analyzed by the client.

b) Many of the authors defines TQM as an analytical extend, the aspects that are included in this philosophy. TQM must be approached in a different manner such as a two-element system, which also includes a system of inter-relationships that will be accepted between them.

c) To some authors, TQM is a three-element analysis, a management theory with certain logic which also includes the advantage of various kinds of methods and techniques, resulting in its third element which is the technical one.

In short, a theory of business management handling primarily with enhanced development of consumer contentment with the idea of quality management, approached in the entire firm. It is a new way of approaching by implementing total quality ideas to corporate management across the firm.

II. DEFINITION OF TQM

The appropriate definition is to describe a approach for success in long term with consumer contentment as primary goal. Participation of every member of a firm in the field of enhancing services, products, processes and the way in which they can handle the work.

It can also be defined as a management system for consumer contentment firm which encourages to involve every employee for step by step enhancement. Many of the concepts are also present in modern Quality Management Systems which is the successor to TQM. The 8 principles of total quality management are given below:



Fig. 2

III. THE EIGHT BASIC ELEMENTS OF TOTAL QUALITY MANAGEMENT

3.1 FOCUS ON CUSTOMERS:

Quality level is decided by the customers. Whatever a firm does to enhance quality development—practicing talented workers, incorporating quality into the design function, enhancing computer software, or handling new mathematical tools, the consumer has the final say if the efforts were worthy.

3.2 INVOLVEMENT OF EMPLOYEES:

Every employee should participate in giving their fullest to achieve their collective objective. The commitment of all employees will be achieved only if they can be brave enough in the workspace, when entitlement has arisen, and has been enriched with good ambiance. Work systems with high performance incorporate with repeated enhancement attempts handling common business functions.

3.3 ACTIVITY-ORIENTED:

Every employee should participate in giving their fullest to achieve their collective objective. The commitment of all employees will be achieved only if they can be brave enough in the workspace, when entitlement has arisen, and has been enriched with good ambiance. Work systems with high performance incorporate with repeated enhancement attempts handling common business functions.

3.4 INTEGRATED SYSTEM

An organization consists of various functional specialties which are often structured into structured areas, it is the process which is intercorrelation with these operations which is the prime objective of TQM.

- Larger processes are combined from micro processes, and all these processes join to form into a business processes which is mandatory for structuring and executing strategies. Everyone should get along with the mission, the quality policies, the guiding principles, and crucial activities of the firm. Performances of business should be observed and conveyed continuously.
- After the Baldrige National Quality Program criteria, an integrated business system can be modelled and incorporated with the ISO 9000 standards. Each and every firm has a special work custom, it is also nearly out of question to gain brilliance unless a good quality custom has been implemented. To increase the predictions of the consumers, workers, and other shareholders, an intercorrelation system connects business enhancements dimensions in a way to radically enhance.

3.5 ANALYTIC AND SCHEMATIC APPROACH:

Analytic and Schematic approach is understood to be the most critical area of the quality management to gain an organization's mission, and targets. It also involves the formation of an analytic plan that also incorporates quality as the most critical area.

3.6 RECURRENT ENHANCEMENT:

Recurrent enhancement is the major part of TQM. Recurrent enhancement also drives a firm to be both statistical and innovative to become more ambitious driven and more advantageous at catching up with the predictions of stakeholder.

3.7 REALITY-BASED RESOLUTION MAKING:

It is important to understand how good a firm is working; performance measures facts are necessary. An organization that gather and interpret facts in order make accurate decisions, achieve consensus, and predict based on history is required by TQM.

3.8 COMMUNICATIONS:

When there is a change in organization or in everyday operations, successful communications play a key role in handling self-esteem and in enhancing confidence level in employees at their best heights. It also involves analytics, timeliness, and method.

These dimensions are recognized to be so important to TQM that many firms structure them in such a way that as a series of important values and facts on which the firm is to be functioned.

IV. IMPLEMENTING OF TQM

When planning and implementing a total quality management system or quality management strategy, there is no one solution for every situation.

Each organization is unique in terms of the culture, management practices, and the processes used to create and deliver its products and services. The quality management strategy will then vary from organization to organization; however, a set of primary elements should be present in some format.



Fig. 3

V. GENERAL STRATEGY MODEL FOR IMPLEMENTING TQM SYSTEMS

- The higher administration studies and makes decisions to be committed to Total Quality Management. Total Quality Management's accepted as one of the company's plans.
- The company examines the present cultures, fulfilment of clients' needs, and assurance.
- The higher administration visualizes broader and standards that need to be followed and conveys them.
- Total Quality Management main idea is expanded on the base of procedures above.
- The company visualizes and higher priority for customers' demands and solution to satisfy the customers.
- The administration shows the important steps by which the company meets the fulfilment of the clients.
- Management foresees how the team is formed for improvement of step effort.
- The impetus of the Total Quality Management efforts is headed by the guiding council.
- The heads provide separately to the efforts by hosting outlining, practicing, tutoring, or other ways.
- DPM and stabilization takes place.
- Advancement is examined, and the plans are corrected as required.
- Continual staff apprehension & responses on statuses that are given, and a token of appreciation is accepted.

VI. ADVANTAGES OF IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT

- Improvement in the organizations' stature - mistakes & issues are determined fast.
- Increase in fulfilment of clients, which brings to more sales.
- A certain decline of waste resource
- Increment in productiveness since the employees efficiently uses their time.
- Increment in the readerships on a lengthier time.
- The workforces are motivated by more work, hard work of the team and in making certain decisions based on Total Quality Management.
- Reduction in cost.
- There should be a continuous improvement in the growth.

VII. IMPLEMENTING IN THE AIRLINE INDUSTRY

In order to practice Total Quality Management, the focus of any industry should follow four important steps that contribute to the growth of the company:

- Lowering costs continuously
- Focuses on how to fulfil the clients' needs perfectly at a whopping price
- Covering business growth by connections & cooperation
- Maximizing returns on own flights through investing in reservations made through computers.

Any management by the company is trusted to be perfect and to be an organization that is known all around the world, they use certain ideas and steps that should make perception & inspires the staffs that they can rely on the company.

In order to become the trusted in this industry, the management team has excelled through the hard work of the team, customer satisfaction, reputation and profitability.

VIII. ALONG THE PATH FOR IMPLEMENTATION OF TQM, THE FOLLOWING KEY STEPS WERE FOLLOWED:

A study needs to be conducted to identify where it stands with the workshops and reporting outcomes. All levels of management need to provide complete aid and a being committed to Total Quality Management. The staff needs to learn the principle of Total Quality Management and make differences based on its importance. Policy changes, steps & task exercises that would meet and make fresh managerial culture that is needed. Beginning the improvement of quality processes. Surveying progresses made & encouraging a committed company. In some companies to check the disputable conundrums faced by the staffs, a certain review was given to all the staffs from workshops to all clients and in supplying areas. The tackle taken by the organization in collecting perfect costs were the breakdown of staff activities related to quality in three major activities,

Anticipation - Functions that expect perfect performance on the first try.

Assessment - Functions that examines the concept of "right first time" is completed

Failure - Functions from the non-performance of the concept "right first time."

In a company, every team leader/manager was given a task to prepare a report of how their subordinates spent their time during work. Knowing how to adjust the quality costs has a perfect aid in teaching them on the concepts of Total Quality Management as well as the principle of Total Quality Management too.

It also helped to strengthen and justify the need for training personnel in consideration with TQM, to overcome any rationalism about TQM, to promote considerable discussions on this issue and to ensure that the perfection of projects activity that can be measured.

There are some small problems in any company or industry with working staff due to misunderstanding and different behavior. To overcome that all problems and make a company successful may implement following things:

- The way the staffs view the management by the company.
- administrative style.
- execution of changes.
- Connection
- Methods and procedures.
- Provisions and conditions.
- Attitude of staffs.



Fig. 4.

IX. CONCLUSION

In conclusion, total quality management does have the better system to help the company to produce high-quality product or services to meet the consumer's requirement. "Total Quality Management has given business a new avenue on to improve products and services". It also created a better work environment for the workers. The effective teamwork increases the revenues for the company by focusing more on the needs of the consumers. "The world is a global marketplace; companies no longer have to just compete

against the store or factory across the street or the country but also across the world".

Therefore, Total quality management is also being encouraged to use over the world. There are many rewards are created to encourage people to use total quality management. "Total quality management Awards aim to increase quality awareness of companies". This program was distinguished by customer priority, process advancement and process management and planning. TQM process of performance takes a long step of procedures.

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