



# Implementation of Total Quality Management in Airline (Case Study Emirates Airline)

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## ABSTRACT

Total quality management is the assurance of the quality suspecting in an organization and continuous improvement with the entire employees are actively participating in the improvement of the organization. The main aim is to achieve organization's aims and goals. This research will firstly about the quality management issues with respect to Emirates Airlines and how they improved after the implementation of total quality tools. Emirate airlines are one of the best airlines in the world and they are ranked as the sixth among all. Customer behavior plays a great role in making a good reputation of an airline and emirates airlines have a good consumer behavior which comprehends the internal variables such as motivation, personality, perception and attitude of the airline

## KEYWORDS

Total quality management – making profits and revenues – continuous improvement – better customer relations – Aviation industry – e-commerce - sales – Profitability

## 1. INTRODUCTION

Total quality management is the continuous improvement of the quality of an organization in which every employee working in the firm actively contributes in the improvement of their organization and to help the organization to maintain their values, aims, and goals. It is the technique to check the excellence of the products and services, customer satisfaction, problem-solving tool for many organization and quality assurance.

Total quality management is the continuous improvement and the improvement in the production process. The major benefits of implementation of quality management are improved quality, employee participation in the decision making process in the organization, teamwork, internal and external customer satisfaction, customer loyalty, productive communication, profitability, and market share. Seven basic tools play an essential role in total quality

management such as for cause and effect diagram, check sheet, control chart, histogram, Pareto chart, Scatter diagram and flowchart. Cause and effect diagram is used to identify the problems in a certain area and find out the solution for it. The check sheet is prepared to go through the data and analyze it. The histogram is used for showing the distribution of data or information. The control chart shows that how a process is changed with the time period. Pareto chart is a bar graph. Scatter diagram shows the variables in different axis and last, the flow chart is the chart that separates the data in different sections and it is most frequently used. [1]

There are 3 basic things in quality assurance of quality management such as quality planning that is the utmost. The second one is quality controlling and the third one is the quality improvement. Quality planning is the making an overview of the whole plan and to get off the strategic plan to target the customers. To think of something that will attract the customers. The second is the quality control and that is to control or check the process that is happening and assure the quality of the current process and last is the quality improvement. It is to improve the area which needs improvement.

Quality of an organization is measured by a customer's experience with that organization. There some principles of total quality management such as customer focused that the company should be very much focused towards their customers because the quality is only being assured when the customers are fully satisfied with it. Leadership is the second principle, which states that every person in an organization should have the quality of a leader and only then they can understand the real problems in the organization and they can find solutions for that. The third principle is involvement of employee, which states that the employees of the organization should consider themselves as a family and they should be actively involved in the organizational decision-making. The fourth principle is processed approach that the employees should carry out-processing efficiently. A fifth principle is a systematic approach to management which that that there should be system and systematic approach leads to quality management. Continuous improvement is the sixth

principle and it states that there should be a continuous improvement in the organization and quality management helps in improving rapidly. Decision making is the seventh principle which states that the decision that has been made in the organization should be factual. The last principle is a mutually beneficial supplier relationship which states that there should be the good relation with the suppliers, customers, and the partners.

The core element of quality management is customer satisfaction. Survival chances are very less for an organization if all the elements are present in the organization but their customers are not satisfied.

Emirates Airline was established in 1985. They started with only two aircraft. Since from the start, Emirates Airline is being very much concerned about the quality of service they are providing. This airline has worked really hard to maintain the standards of an influential global travel player. Emirates Airline is by Dubai's government and is under government protection. The reason behind their sustainable success is the continuous improvement and growth in the field of aviation. They are taking care of their quality services. They have got many international awards and they have been awarded as the leading airline with respect to operations of Boeing 777 and Airbus A380 aircraft.

## 2. RESEARCH QUESTIONS

- 1) What is the effect of implementation of total quality management in the industry of aviation?
- 2) How aviation industry can be sustained in this competitive industry?
- 3) What is the success factor of total quality management implemented in aviation industry?

## 3. LITERATURE REVIEW

In this today's competitive world, many companies are under pressure. They should implement quality management to their organization for good brand image and corporate structure. Total quality management is maintaining the corporate culture and continuously improving the quality of the organization with that every employee should be actively engaging themselves in the activities of the organization. According to an article G.S.Kim (2016), quality management consists of three factors. These three factors are quality leadership, process management, and customer focus. In an organization, the leader establishes the mission, vision, and core value of the organization. A quality leader should create and maintain the internal environment in which people can become fully capable of achieving the quality objectives. So, the corporate image depends upon the quality they are giving to the customers. [2]

According to an article by S.Qasim and A.Zafar (2016), total quality management (TQM) is one kind of structured approach for management of the organization that improves the quality of the products and services.

Nowadays many airlines feel that for being remain in the competitive aviation market some kind of changes must be done. Quality should be the utmost importance in every industry or field because only the quality of service will let the customers remember the brand quality and corporate image. [3]

These are so many factors of success of Emirates Airline; the first success factor of emirates airlines in implementing TQM is the high quality of service. The quality of Emirates Airline is being secured by the aviation operations management team, employee trainers and protection of cargo and proper flight catering service. The customers are the one who is going to assure the quality of the aviation industry. Customer focused is the second success factor. This will help the aviation industry to earn the profit, revenue and market share. The third success factor of total quality management in Emirates Airline is the teamwork; all the employees are concerned about their organization. The fourth success factor in implementing total quality management in Emirates Airline is the achievement of desired process approach. This will reduce the production costs and operational costs. Emirates Airline has implemented total quality management with that they have also implemented 8 principles in their organization such as leadership, continuous improvement, Stakeholder Involvement, Customer Focus, Process Approach, Systematic Management and Factual Decision Making. Leadership in TQM is very much applied in Emirates airlines because they have a strong team of pilots, air hostess and all the other team members. This is the reason that many customers believe in them. Emirates airline has also continuously improved with the passage of time. They try to understand what their consumers actually needs. The processes in emirates airlines are carried about the specialized team. Every organization is customer focused and Emirates airlines aim to satisfy their customers through everything from safety of them to luggage, food and hygiene, booking ticket to buying it, they facilitate their consumers with ease. This is how TQM is implemented in Emirate Airlines for the quality management.

According to an article by S.Qasim and A.Zafar (2016), aviation industry has succeeded around the world for offering a good quality of service that is highly affordable and safe. [3]

Total quality management tool is regarded as a system that is capable of achieving the important gain in the field of business performance. Apart from the quality of total quality management that focus on the ability and quality for bringing the process of the enterprise under the statistical analysis. AvPro Software is a software tool that could be one of the best examples of the available information system usable for the quality management in the aviation industry. AvPro Software offers aviation maintenance software application which helps in counting

or checking the Inventory, work orders, component maintenance, and accounts.

Quality of aviation industry is assured by the service they are providing to their customers. IATA (International Air Transportation Association) is one example of total quality management which gives the service of reservations of seats, retailing tickets, registration at the airport, cabin service, luggage delivery and the services offered at destination airports. With that, the travelers expect good hygiene, food, and protection in the airline. For effectiveness, productivity, customer satisfaction and quality supervision, total quality management has been applied by commercial airline.

Emirates Airline assure the customer satisfaction by giving quality management from flight booking all the way through to check-in, baggage drop, boarding, plane conditions, inflight services such as food and beverage, entertainment and shopping, right through to disembarkation and final baggage. That is the reason that customers are very much satisfied by the Emirates airlines and ranked as the sixth best airline.

**4. METHODOLOGY**

I have distributed the questionnaire of this research paper to 10 people from Emirates Aviation University. 5 were the faculty member and 5 were the students. There was all type of questions in the survey such as yes or no question, multiple choice questions and open-ended questions.

**5. PARTICIPANTS**

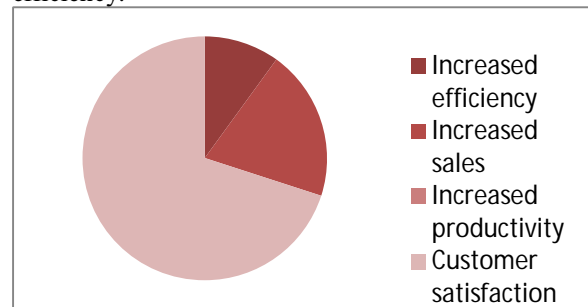
The questionnaire survey was distributed among the 5 students and 5 faculty members of Emirates Aviation University. The reason why I conducted this research was to get an idea of their knowledge about the implementation of total quality management in the aviation industry.

**6. RESULTS**

The name of my research paper is “Implementation of total quality management in the airline (case study Emirates Airline)”. The survey was distributed among different people in Emirates Aviation University. The **first question** I asked in my questionnaire survey was “what is the effect of implementation of total quality management in the industry of aviation?” and it was an open-ended question. I received many answers to this question. The most common answer that I got for this question was that total quality management has become a core part of every industry in today’s world including the aviation industry. Total quality management ensures quality control and quality assurance with these parameters. The aviation industry has become safe as in this industry; there are hundreds of lives on a stake so it ensures quality and safety.

The **second question** I asked in the questionnaire survey was “How aviation industry can be sustained in this competitive industry?” It was an open-ended question. The most frequent answer that I got for this question was that aviation industry can sustain in this competitive market by the continuous improvement which should be according to the demand of people and their motto should be only the customer satisfaction because it will increase the profitability and sales of the aviation industry.

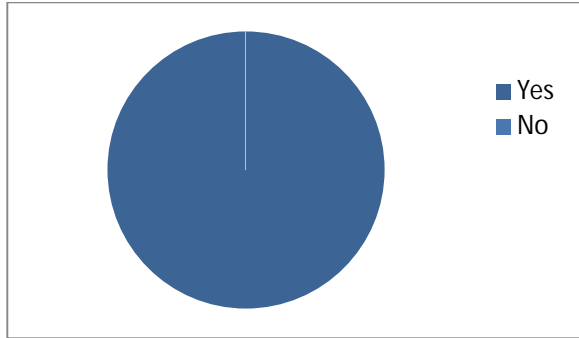
The **third question** I asked was “What is the success factor of total quality management implemented in the aviation industry?” The most common answer I got for this question was the success factor of total quality management in the aviation industry is a great stake and by ensuring the total quality management we can ensure customer retention and make it possible. Implementation of TQM in aviation industry will make it for affordable and safe for the consumers. It will also help in sustaining the infrastructure. It will also help in gaining business advantage and better business performance. The **fourth question** I asked in this questionnaire was “What is the result of an application of total quality management in airlines?” and it was multiple choice question. The option that was given to this question was increased productivity, increased sales, increased efficiency in airlines and Customer satisfaction. **Figure (1)** Shows that 7 out of 10 people voted for customer satisfaction, 2 people voted for increased sales and only one person voted for increased efficiency.



**Figure (1) Participations Response to the Fourth Question**

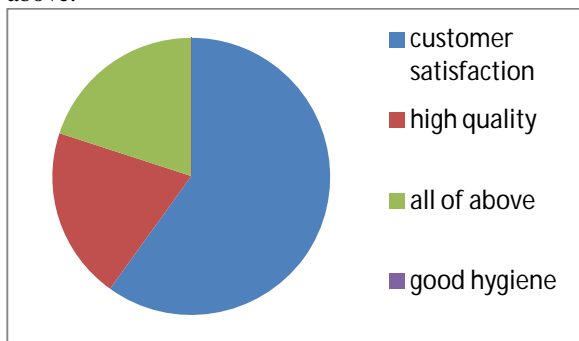
The **fifth question** I asked in questionnaire was “Whenever you have travelled in an airline, what do you notice the most?” It was an open ended question. The answer which I frequently got for this question was hygiene, staff relation with the customers, food and protection and the quality of service.

The **sixth question** that I asked in my questionnaire was “Do total quality management in airline helps them in making a good corporate image?” It was a question with yes or no option. **Figure (2)** Shows everyone voted for yes. It means people believe that total quality management helps the airline services to make good corporate image.



**Figure (2) Participations Response to the Sixth Question**

The **last question** in my questionnaire was “How Emirates Airline has sustained their brand image in this competitive market?” It was a multiple choice question. The option that I gave was Good hygiene, High quality of service, Customer satisfaction and all of above. **Figure (3)** Shows 6 people voted for customer satisfaction, 2 people voted for high quality of service and 2 people voted for all of above.



**Figure (3) Participations Response to the Last Question**

quality management in their airline and their customers are fully satisfied with their services. This is the reason of increase in their sales in every time of the year.

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**Raya Muslim Sadik** received the M.S.C in Mechatronics Engineering at University of Technology, in( 2000)- Baghdad-Iraq, she has been teaching Business and Information Technology courses since 2001; She is interested in the following Fields (Total Quality of Management ,Knowledge Management, Management information system

**7. CONCLUSION**

The main aim of this study was to check and investigate the effectiveness of total quality management in aviation industry. The result of the study is that it plays a great role in airlines. It is to satisfy the airline and the customers both. With that, total quality management in airline is to check that the effectiveness of the operations and productivity. It eliminates the weak points and strengthens the services of the airline. The reason why Emirates Airline is the best airline is that they have implemented