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### **ABSTRACT**

Total Quality Management is an integrative management philosophy which seeks continuous improvement in the quality of performance of HR processes, products and services of an organization to achieve customer satisfaction. There is a widespread consensus that TQM is a way of managing organizations to improve their overall effectiveness. However, there is no complete agreement on operating system elements of TQM. There is less agreement as to what the key elements of TQM are and what the critical factors that influence the TQM implementation process are. Therefore, organizations differ in their approach to TQM. Some focus on specific areas such as quality management systems or statistical process control whereas others take a holistic approach and attempt to implement TQM programmes covering all the key areas.

Base workshops are being highest level of repair structure in SLEME, needs an immediate transformation to save it from down falling and to make it efficient and effective to carry out its role and tasks to serve the Sri Lanka Army. It is high time for SLEME base workshops to reorient its resources, so that SLEME as regiment could maintain the technological edge over the other regiments in the Army to improve its image. TQM was chosen as the management tool to help SLEME base workshops to curb all lapses, short comings, mal – practices and pitfalls. This research, therefore, examines the TQM implementation process in SLEME base workshops and identifies the critical factors that determine the success of this process and recommend the strategies for the effective and efficient implementation of TQM principles in SLEME base workshops.

Through a detailed analysis of the literature, this research identified the eight variables which are Customer focus and Communication, Training and education, Work environment and Culture, Quality management, Leadership, Continues improvement, Resource Management and Process and system improvement as critical factors affecting the effective and efficient implementation of TQM in SLEME base workshops. A structured questionnaire was administered to gather data indicators of

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the above factors affecting TQM in SLEME and the results obtained through employing t-test with the support of the SPSS package. Attention was given to measure the reliability, content validity and construct validity of the TQM factors selected. Extent to which these factors prevail in SLEME base workshops was then identified with the mean values of each factor. Finally strategies for the implementation of effective and efficient TQM principles in SLEME were recommended after detailed analysis.

No doubt, can be the turning point as well as the base stone for the future development of policy in the Army as well as successful implantation of the concept will enhance the application of TQM will improve the customer satisfaction through effective and efficient working process. Hence, this will be a cost saving effort and will uplift the availability of resources. This will contribute to the overall operational efficiency of the SLEME base workshops.