



**Total Quality Management Practices  
in the Service Sector:**

**A Case Study of the Department of  
Import and Export Control**



**The Thesis is submitted for the partial fulfillment of  
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## **Abstract**

The Total Quality Management (TQM) is one of the modern management concepts. TQM has been defined in different ways and giving meaning such as the quest of quality for excellence , creating the right attitudes and controls to make prevention of defects possible and optimize customer satisfaction by increased efficiency and effectiveness.

This research focuses on the Total Quality Management practices in the service sector and special attention is given to the Imports and Exports Control Department as a public sector organization that provides service to people.

Service providing organizations should maintain the quality of work and the organization mechanisms in a good position. In order to fulfill these requirements a modern management concept called "Total Quality Management" has been developed and most of the present organizations are trying to adopt these practices. When it examined the work of the Imports and Exports Control Department it can be seen, that this department does not follow the Total Quality Management practices properly. As a result it has created so many problems in the department. Some of such problems are delay of work, customer dissatisfaction, de-motivation of employees and finally low productivity and inefficiency. Therefore, this is an attempt to examine the Total Quality Management practices of the Import and Export Control Department and assessment of the contributing factors for TQM.

Three questionnaires were given to the management staff and employees of the department and to the customers. Researcher mainly focused on customer orientation, employee orientation and management commitment of the department. It was observed that the customer focus was not favorable in most of the time. Employee satisfaction is

also remain in a low level and management involvement appeared to be not at the required level. From the facts found out by the researcher it can be concluded , that TQM processes in the Department of Import and Export Control is weak.

Providing enough IT facilities, proper allocation of duties, appointment of adequate employees, taking steps to increase customer satisfaction and employee satisfaction is essential. Total commitment of top management should be enhanced. More efficient system should be introduced for the issue of licences.

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