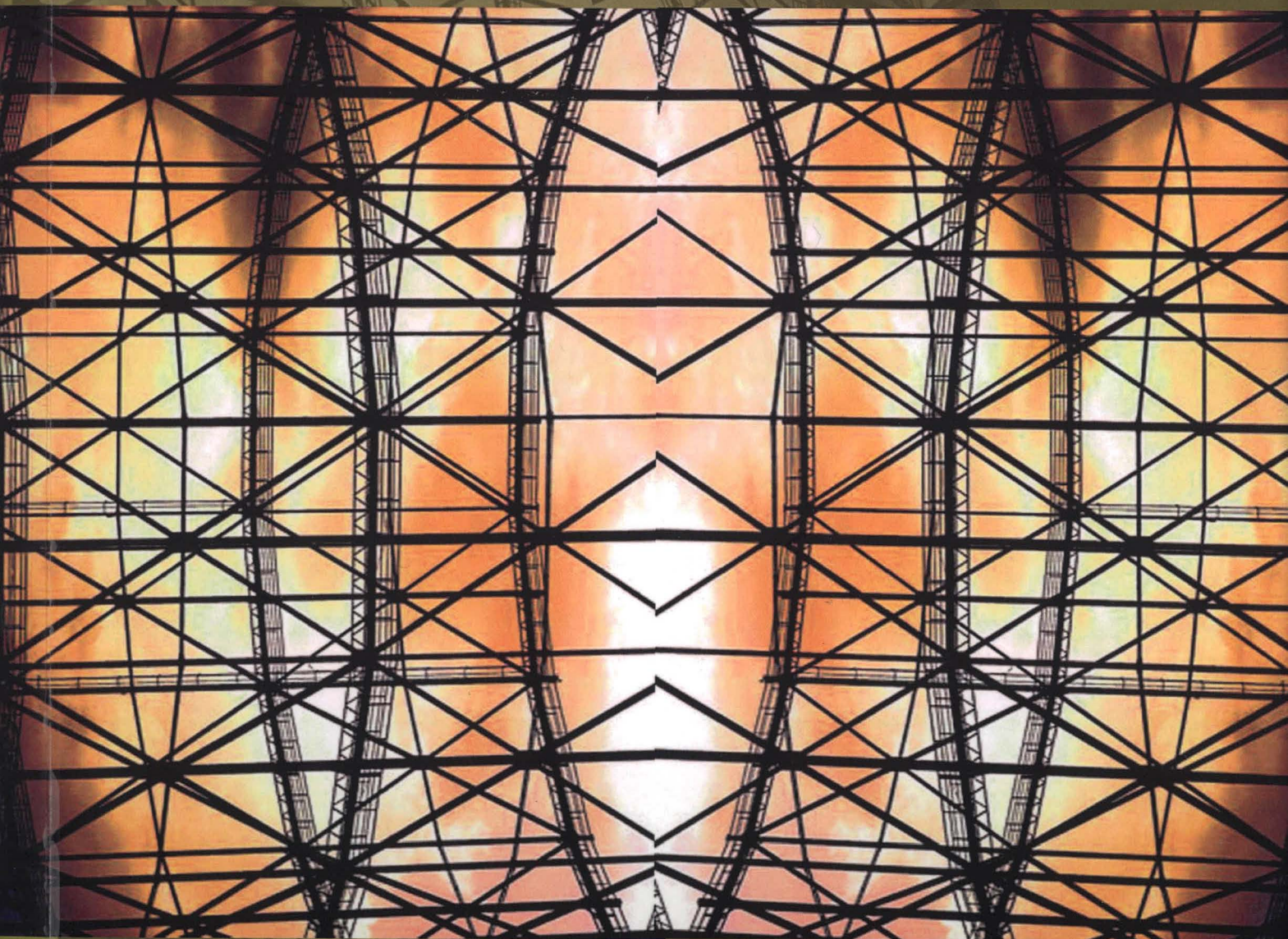


RESEARCH IN *QUANTITY SURVEYING*

Tan Chin Keng



Research Management Centre
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA



RESEARCH IN QUANTITY SURVEYING

**Editor
Tan Chin Keng**



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CHAPTER 5

CASE STUDIES OF HUMAN-RELATED PROBLEMS IN THE IMPLEMENTATION OF QUALITY MANAGEMENT

Tan Chin Keng, PhD¹

ABSTRACT

The implementation of quality management has been associated with problems. This study aims to explore the human-related problems encountered by the construction companies in the implementation of quality management using case studies approach. For the purpose of the study, twelve construction companies were interviewed separately. The findings revealed that most organizations do not work for excellence Human resources limitation is closely related to the allocation of human resources by the management of an organization. Due to cost saving factor, some organizations do not allocate sufficient staff on sites. There were problems affecting the performance quality of project staff seen on certain organizations studied, namely: lack of competency, low understanding in quality management, lack of training and lack of initiative. The common feedback on the foreign workers is they have good attitude towards work and are willing to learn to improve themselves. However, the awareness on quality system is low for those who are new and inexperienced. Most sub-contractors are not really interested in the quality system of the organizations. Their compliance on the quality system is mainly built on the basis of the financial gains they would get from the completion of their works in the projects. The communication problems appear either within or beyond an organization.

Keywords: Quality management, human-related problems, construction companies.

INTRODUCTION

The implementation of quality management has been associated with problems. Many researchers discussed about the problems in relation to quality management implementation. Among others, Low (1994) found that the major difficulties in implementing ISO 9000 among construction companies were insufficient checking of

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