

Factors Affecting Total Quality Management Implementation in the Construction Industry

Benjamen Sunkanmi Adeyemi¹, Clinton Ohis Aigbavboa¹,
and Wellington Didibhuku Thwala²

¹CIDB Centre of Excellence, Faculty of Engineering and the Built Environment,
University of Johannesburg, Johannesburg, South Africa

²Department of Civil Engineering, College of Engineering, Science and Technology,
University of South Africa, South Africa

ABSTRACT

Total quality management (TQM) is an organisation idea that regularly enhances the superiority of products as well as services by concentrating on the customers' necessities and desires to improve customer satisfaction. This paper aimed to review previous literatures on various issues affecting TQM implementation in the construction industry such as absence of benchmarking, employee confrontation to change, absence of understanding, inadequate preparation, absence of top management obligation, absence of customer focus, absence of rewards and acknowledgment, inadequate evaluation processes, insufficient fund, inefficient management, inadequate raw materials, lack of proper communication and unproductive leadership. This research source for information through recognised articles in journals, conference papers, government reports and so on. The findings from the extensive literature review from previous studies are cross-sectional. According to the previous research, it was revealed that those challenges of total quality management are vary. It is recommended that construction stakeholders should always avoid any obstacle that can affect total quality management in the construction industry.

Keywords: Total quality management, Construction industry, Total quality management barriers.

INTRODUCTION

TQM comprises entire organisation employees in the way of meeting customers' desires by applying problem solving approaches to improve the superiority of all managerial products as well as services. The foremost emphasis of TQM idea is to accomplish an extensive incorporation among organisational construction professionals and their purposes so as to achieve improved development, advancement, and maintenance of services superiority to attain customer contentment (Talib, 2013). However, TQM is still deliberated as innovative idea and its philosophies and implements are unacquainted for a huge range of establishments, leaders and personnel most specifically in the construction industry. According to Gharakhani et al (2013), TQM comprises numerous quality tools and techniques, in accumulation to different

philosophies and opinions that every employee within the same establishment shares. Esin and Hilal (2014) sees TQM as a company-extensive organisation idea of constantly enhancing the superiority of the services by concentrating on the clients wants as well as anticipations to improve customer fulfilment and industry efficiency. Ayandele and Akpan (2015) described TQM as a methodical quality enhancement way for company extensive organisation for the tenacity of enhancing efficiency regarding superiority, output, customer's contentment as well as efficiency. TQM as a plan that targets to generates and interchange additional proficient and quality products, through accomplishing collaboration among organization members (Lakhal, Pasin, and Liman, 2006). This paper reviews previous literature on numerous factors affecting construction industry TQM practices.

FACTORS AFFECTING TQM IMPLEMENTATION IN THE CONSTRUCTION INDUSTRY

Understanding various obstacles that are probable to obstruct the practice of the TQM, permits construction professionals to improve additional active approaches for enhancing the probabilities of fruitfully organise TQM and so to accomplish superiority in the industry (Jacobsen, 2008). According to Johnson and Kleiner (2013), the main obstructions were revealed as absence of benchmarking and personnel confrontation to change. Establishments should recognise that benchmarking is a device applied to ascertain capability as well as feebleness in disparity by means of the finest firms in every industry. However, personnel confrontation might be overwhelmed by suitable instruction and including them in the scheduling and application stages of TQM. It was likewise revealed that inadequate materials are among the challenges of total quality management. A study carried out by Ahmed and Hassan (2003) exhibited that the subsequent are the issue recognised in the application of TQM: lack of idea of quality in the industry; absence of unblemished idea, undertaking and solid quality strategy for the organisation; lack of understanding on modern concept and obligation by the leader; organisations have deprived observation, upkeep and control of superiority of industrial implementation; absence of time as well as resources and majority of industries prefer temporary desires to the lasting ones; the course of accomplishing TQM is difficult comprising all participants of the organization; and firms need adequate period to transform employees' old-style perspective to the idea of superiority.

Based on the assertion of Panuwatwanich and Nguyen (2017), the disappointment of TQM practices is mainly because of inadequate incorporation of TQM with cultural transformation. It is a slightly a composite task for an establishment. Though various research have recognised the kinds of organization culture to guarantee fruitful application of TQM and link these establishment cultures among one another to demonstrate their cooperation constructively and destructively to TQM efficiency (Prajojo, & McDermott, 2005). A study conducted by Ezeani and Ibijola (2017) recognised some major factors affecting TQM such as insufficient fund, unproductive

management, inadequate raw materials, little profit, and inexperienced employees. The discovery in Ezeani and Ibijola (2017) agreed with the perception of Anunibe (2009) and Osadebe (2010) who both perceived that the challenges linked with TQM application are habitually possess a decreasing impact on efficiency, employees, absence of raw materials, insufficient fund product advancement that do not satisfy the necessity conditions of a superiority product. However, when the ratio contribution is greater than what the stage of efficiency would be, this will critically affect the efficiency of the establishments. Assensoh-Kodua and Imrith (2016) identified various major challenges of TQM such as absence of understanding, inadequate preparation (no financial plan, no sponsor), confrontation to change, absence of top management obligation, absence of Customer Focus, absence of rewards and acknowledgment and inadequate evaluation processes and benchmark indices.

According to Suleman and Gul (2015), studies have discovered that insufficient understanding, absence of tools, absence of capital, absence of viable leadership obligation, deprived data and placement strategies, obstinacy of disorganized application, improbable anticipations, and insufficient managerial skills are several probable obstacles in the course of fruitful application of TQM. Brown et al (1994) stated that lack of upper management obligation obstructs TQM capability destructively which is among the foremost causes of disappointment in TQM efforts. Dale et al (2007) opined that inefficient leadership; obstacle to transformation; inconsistent rules; unsuitable organisational structure; and deprived organisation of the transformation procedure are additional inadequacies in applying TQM. A study by Kosgei (2014) recognized that several barriers in applying TQM were absence of management obligation as well as some employees, professionals' organizational philosophy, deprived documentation, insufficient training of employees, and inadequate communication.

Hamidi and Zamanparrar (2008) cited in Ater (2013), described issues as well as challenges for TQM implementation as absence of top as well as central management obligation. They stated that the absence of management obligation and making proper and helpful organizational culture, there would be no improvement. They further opined that in emerged and emerging nations, absence of top management obligation was recognised as a significant issue that results to disappointment information in TQM practices. They likewise specified training platforms for leaders and employees for improving their capability in methods and total quality implements as vital issues for active TQM achievement. Likewise, Rosa and Amaral (2007) indicates a number of obstacles in applying TQM in an organisation such as lack of proper communication; the challenges in measuring higher organisation performance, the co-existence of numerous determinations and aims for an organisation, the focuses in the individualism and important amount of inner opposition; the administrative policymaking procedure; and the absence of a good leadership, extremely dedicated to the notions and philosophies it needs to apply as well as capable of comprising all the organisation members. Table 1 demonstrates the summary of previous literature review on factors affecting TQM.

Table 1. Summary of previous literature review.

Factors Affecting TQM	Authors
Absence of benchmarking and personnel confrontation to change	Johnson (2013)
lack of idea of quality in the industry, absence of unblemished vision, mission and solid quality strategy for the organisation; lack of understanding on modern concept and obligation by the leader; organisations have deprived observation, upkeep and control of superiority of industrial implementation; absence of time as well as resources.	Ahmed and Hassan (2003)
Insufficient fund, inefficient management, inadequate raw materials, little profit and inexperienced employees.	Ezeani and Ibijola (2017)
A decreasing impact on efficiency, employees, absence of raw materials, insufficient fund product advancement.	Anunibe (2009) and Osadebe (2010)
Absence of understanding, inadequate preparation (no financial plan, no sponsor), confrontation to change, absence of Top Management obligation, absence of customer focus, absence of rewards and acknowledgment and inadequate evaluation processes and benchmark indices.	Assensoh-Kodua and Imrih (2016)
Insufficient knowledge, absence of implements, absence of finance, deprived data, and placement strategies, obstinacy of disorganized implementation, improbable anticipations, and insufficient managerial skills.	Suleman and Gul (2015)
Inefficient leadership; obstacle to transformation; inconsistent rules; unsuitable organisational structure; and deprived organisation of the change procedure.	Dale et al (2007)
Absence of management commitment as well as some employees, professionals organizational philosophy, deprived documentation, insufficient training of employees, and inadequate communication.	Kosgei (2014)
Absence of top and middle management commitment.	Hamidi and Zamaparrar (2008)
Lack of proper communication; the challenges in measuring higher organization performance, the coexistence of numerous determinations and aims for an organisation, the focuses in the individualism and important amount of inner opposition, the administrative policymaking procedure, and the absence of a good leadership.	Rosa and Amaral (2009)

RESEARCH METHODOLOGY

This research paper reviewed previous literatures on several issues of construction industry TQM implementation. The research source for information through the use of recognised articles in journals, conference papers, government reports, internets, and thesis. However, this article will therefore present the findings that were gotten from an extensive reviewed of previous literatures.

FINDINGS

The findings pertaining the extensive literature review from previous studies have revealed several issues influencing TQM in the construction industry generally. A study by Johnson (2013) identified most notable obstruction of total quality management which are absence of benchmarking as well as personnel confrontation to change. However, any Organizations need to recognise that benchmarking is a device adopted to ascertain capability and flaws in contrast with the superlative firms in every industry. Also, personnel confrontation might be overwhelmed by suitable instruction and encompassing them in the preparation and application stages of TQM. It was similarly discovered by Ahmed and Hassan (2003) that TQM are mostly affected through absence of idea of quality in the industry; absence of unblemished vision, mission, and solid quality strategy for the organisation; lack of understanding on modern concept and obligation by the leader. However, lack of idea by construction professionals in order to ensure in the construction usually has adverse effect on total quality management. Likewise, it was revealed by Ezeani and Ibijola (2017) that insufficient fund, inefficient management, and inadequate raw materials are foremost issues of TQM. Hence, in a situation whereby there is inadequate fund in any organisation, it will surely affect the TQM of the organisation. Also, absence of raw material can never ensure quality of service in the construction industry. Moreover, absence of understanding, inadequate preparation, confrontation to change, and absence of top management obligation are among the major challenges of TQM (2016). However, deprived preparation among professionals in the construction on how to perform a task can definitely affect the TQM.

CONCLUSION

In this article, various literatures that are relating to this particular study has been discussed. It was found through the numerous existing literatures that some major issues affecting TQM in the construction industry are absence of benchmarking and employee confrontation to change, absence of understanding, inadequate preparation, lack of top management obligation, absence of customer focus, absence of rewards and acknowledgment, inadequate evaluation processes, insufficient fund, inefficient management, inadequate raw materials, lack of proper communication and unproductive leadership. Therefore, it is recommended that all issues that can affect TQM in the construction industry should be evaded.

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