



THE IMPLIMENTATION OF QUALITY MANAGEMENT SYSTEM IN CONSTRUCTION INDUSTRY IN PENANG

CHEW CHUN KEAT (PB13045)

BACHELOR OF PROJECT MANAGEMENT WITH HONORS FACULTY OF INDUSTRIAL MANAGEMENT,
UNIVERSITI MALAYSIA PAHANG.



ABSTRACT

ISO standard based QMS has been broadly adopted in the international construction field. It can bring benefits to company either in external or internet benefits. In Malaysia, major construction development projects faced problems reported by Rahman et al. 2012. The objectives of this study are to determine the barriers of implementation of Quality Management System and suggest the solution to the barriers in implementing Quality Management System. The research will be carried out as a controlled qualitative research, the data will be collected from the top management of the construction company in Penang. A semi-structure interview session is used in this research. Among eight construction companies which certified ISO 9001 in Penang, only four of construction companies accepted for having interview session.

INTRODUCTION

Quality topics normally consist if three key terms that involve objective explanation and discussion, there are quality, quality management system and total quality management. Based on Hakim et al. (2006) stated that Quality Management System is a formalized system that documents processes, procedures and responsibilities for achieving quality policies and objectives. **Implementation of ISO 9001 can bring benefit on management system.** According to Watson and Howarth (2011), they mentioned that it provide a clear and valid operating technique to management system. **However, there are few barriers** faced in implementing QMS, such as lack of top management’s commitment and concentration. Based on Bashir et al., (2010), top management need to deliver adequate resources and time in order to improve an effective plan and be able to changes arising from implementation process.

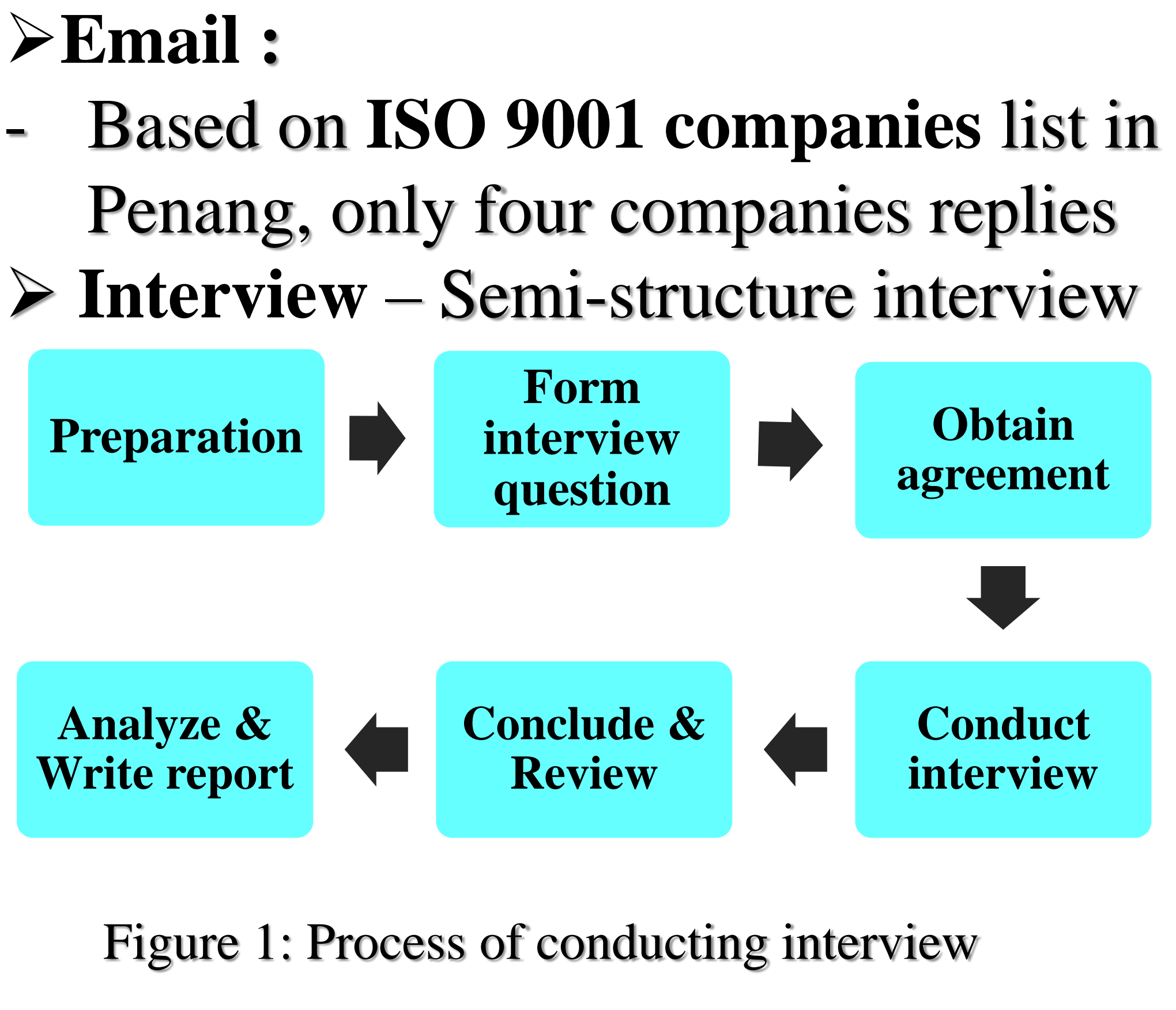
OBJECTIVES

- RO1 : To **determine the barriers** in implementation of QMS
- RO2: To **suggest the solutions** to the barriers in implementing QMS

RESEARCH QUESTIONS

- RQ1: **What are the barriers** in implementation of QMS
- RQ2: **What are the suggest solutions** to the barriers in implementation of QMS

METHODS



RESULTS

Below are the **barriers and solutions** in implementation of Quality Management System

Company	A	B	C	D
Barriers in implementation of QMS				
- Lack of top management’s commitment and concentration	/	/		/
- Insufficient resources	/	/	/	/
- Lack of improvement	/	/	/	
Solution to implementation QMS				
- Provide assistance and guidance to top management	/	/		/
- Using of Information and Communication Technology	/	/	/	/
- Integration of quality plan	/	/	/	

Table 1: Barriers and solution in implementation of QMS from literature reviews

Extra barriers and suggest solutions in implementation Quality Management System

Company	A	B	C	D
Barriers given by company				
- Every reviews are challenges	/			
- Lack of coordination among consultant and clients	/			
- Insufficient of time	/	/	/	/
- Resistance to changes		/	/	
- Lack of experience in internal audits			/	
- High registration cost			/	
- Inadequate technical knowledge of QMS				/
- Cost of quality				/
Suggest solution from company				
-Establish feedback system	/			
-Awareness of training program	/			/
-Proper quality system planning	/	/	/	/
-Strictly enforce and supervision in construction site	/			
-Audit Training Program		/		

Table 2: Extra barriers and suggest solutions in implementation of QMS from companies

CONCLUSIONS AND RECOMMENDATION

Conclusion of study: Barriers and solutions from research and previous research, companies agreed that the points as shown in Table 1. However, researcher and companies also have their own barriers and solutions in implementation of QMS as shown in Table 2.

Limitation : When conducting interview session, there are few company hesitate to accept my request on interview session due to the process and procedure of the companies. Next is the time constraint. Time to travel and conduct interview session from top management of the company in unexpected way.

Future studies: Future research on the ISO 9001 Quality Management System in **other field of industries**. In addition, find out other suggest solutions to the barriers in implementation of QMS.