

**DEFINING THE CRITICAL SUCCESS FACTORS FOR THE
IMPLEMENTATION AND MAINTENANCE OF A TOTAL QUALITY
MANAGEMENT SYSTEM IN SOUTH AFRICAN CONSTRUCTION
COMPANIES INVOLVED IN BUILDING**

by

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ABSTRACT

Title of treatise: Defining the critical success factors for the implementation and maintenance of a Total Quality Management system in South African construction companies involved in building.

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The aim of this study was to determine what the requirements were for a South African construction company to successfully implement and maintain a system of quality control known as Total Quality Management. The need for the study originated from the higher levels of competition experienced in the construction sector due to globalisation together with the economic downturn experienced after the 1998 rise in interest rates.

The study was based on a literature study of the writings of pioneers in the field of quality such as Crosby and Juran. From these works a better understanding of what is meant by the word “Quality” was extracted. The characteristics of quality, as well as its relationship to productivity were explored. The meaning of quality in

the construction industry, methods for measuring quality and the costs pertaining to quality was also researched.

The next step was to determine what a Total Quality Management system entailed. Three axioms of Total Quality Management were identified and these were Commitment, Scientific knowledge and Involvement. It was shown that Total Quality Management required Primary- and Secondary strategies and had various focus areas.

In defining the critical success factors for the implementation of a Total Quality Management system, it was found that commitment; cultural change and empowerment were necessary. The process of installation also required the continuous repetition of fourteen steps.

The critical success factors in maintaining a Total Quality Management system was found to be leadership's ability to motivate people through communication, recognition, rewarding and empowerment as well as the management of areas such as team building, training and education.

Finally, conclusions were reached, recommendations made and possible subjects for future research identified.

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LIST OF ABBREVIATIONS

CBSF	Critical Business Success Factors
ISO	International Standards Organisation
NBR	National Building Regulations
OHSACT	Occupational Health and Safety Act
TQM	Total Quality Management