

# EFFECT OF MANAGEMENT COMMITMENT ON TOTAL QUALITY MANAGEMENT IN CONSTRUCTION PROJECTS OF FATA (PAKISTAN)

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## ABSTRACT

With the integration of Federally Administrated Tribal Areas of Pakistan, the government's drive to develop the area with vast opportunities for construction industry. The chances can be converted into success if management of the firms demonstrates commitment for quality. This research fundamentally discovers the outcome of Administration Commitment on Entire Quality Management in construction projects with particular orientation to companies associated with reconstruction projects in war-torn Federally Administrated Tribal Areas of Pakistan. These construction projects are different from civil works in many ways. The advantages of efficient management and time bound decisions are contrasted with drawbacks of minimal expertise and exposure to limitations on account of assets and threats in field environment. Individually the concepts of value management are implemented in a befitting manner. However, the absence of integration of quality processes to achieve total quality management is acerbic. The research applied semi-structured interview approach. The target population comprised of project management practitioners from construction entities associated with Ministry of Defense and participating in Federally Administrated Tribal Areas reconstruction projects. The sample size is kept small and manageable (a sample of 250) participants from construction firms associated with Ministry of Defense in Federally Administrated Tribal Areas). The outcomes of the study stated that Management Obligation has significant effect on Total Quality Management and the problems are found in relation to establishing quality objectives that need consideration and added research. The research is cross sectional and limited to a specific area.

**Key Words:** *Quality Management, Field Restrictions, Commitment, Conflict Zone.*

## 1.1 Introduction

Each construction project is distinctive in respect of its mechanical atmosphere and context. Therefore, TQM for a construction project depends upon multiple regulating factors that dictate the fulfilment of desired quality standards (Hakim, 1997). Hypothetically, we can say that TQM would be an application of factors like customer focus, quality improvement planning; and human and environmental context (Ahire *et al.*, 1996). Management Commitment (MC) has a bearing for efficient completion of a construction project. Management must incorporate all factors which may affect the construction project both in short and long term evaluation. The reconstruction projects in FATA are no exception. Additionally, construction projects in FATA are pushed to meet close timelines, many a times in emergent field situations under threat of sabotage or disruption (Luu *et al.*, 2008).

The field commanders are usually working as project managers, having vast administrative experience but least civil works expertise. Usually the project output is to show up in a short time for achieving popular support of the masses. It's not simply a project, as it combines project management with security considerations. The focus on TQM may get compromised on account of shortened timelines and restricted resources with least available expertise in civil works / construction field. Here the MC might bear an overriding effect (Hallibur, 2011). The significance of contriving a TQM construction work plan has been sensed after the reclamation of FATA. MC would influence practicing TQM. The problem will be more pronounced when all is to be done in a war-torn area under constraints of field environment (Sirmon & Hitt, 2003).

This study has endeavored to investigate the effect of MC on TQM in reconstruction projects in FATA. It has also identified the need for understanding by field managers the concept of TQM implementation to derive sustained benefits from construction projects being undertaken in FATA.

## 1.2 Purpose of the Study

This research aims at finding out effect of Management Commitment (MC) and Quality Management Implementation (QMI) problems on practicing Total Quality Management (TQM) in reconstruction projects in Federally Administrated Tribal Areas (FATA).

### 1.3 Objectives of the Study

The study has ensuing objectives:-

- To ascertain management awareness of TQM in construction firms of FATA.
- To investigate the effect of MC on TQM in construction projects of FATA.
- To find effect of MC strategies on TQM implementation in construction projects of FATA.

### 1.4 Statement of the Problem

There is a dire need to understand effect of MC on TQM in FATA construction projects.

In this research, these factors are examined and interpreted, and their significance is ascertained.

### 1.5 Research Questions

With respect to current research, following specific research questions are addressed:-

- How peculiar limiting factors in FATA can be addressed for TQM in construction projects?
- How MC influences TQM in FATA construction projects?
- How MC strategies would overall shape the TQM implementation in FATA construction projects?

### 1.6 Study Significance

The study will help the project managers in the construction field gaining understanding in the implementation of TQM. The study will also give an understanding for improving the construction projects quality in post war rehabilitation projects in war torn areas like FATA.

### 1.7 Organization of the Study

The current research is explorative in essence. It is based on managerial behaviors in construction projects. A questionnaire is administered for data collection to assess the level of MC for urge to implement TQM in field environment. Collected data is analyzed in light of objectives. Conclusions and recommendations are drawn on the basis of data analysis and interpretation.

## 2.1 Literature Review

From more than last three periods, the quality management had been progressively observed as a perilous armament for competition among the firms all over the world. The Obligation of management has been considered as one of the most affective factors for impacting the achievement for operation of TQM practice in an organization. The same had been acknowledged by quality gurus like (Arditi & Gunaydin, 1997) that commitment to quality is crucial if companies are to prosper in a viable atmosphere that would be virtually unrecognizable in a decade or so.

TQM is usually defined as a comprehensive management framework that pervades all aspects of an organization and places quality as a prime concern. TQM is achieved through a coordinated

effort among all departments of an organization to enhance customer's satisfaction by constantly improving the performance. ISO certification has become a trend in several industries as well as housing industry. Jung & Wang (2006) claimed that ISO 9000 standards series might kind and have shaped the premise for a adept and profitable quality management system in housing industry. Mustafa & Bon (2012) argued that ISO 9000 certification may not be a selection however rather a compulsion for construction companies that wish to and withstand fight in today's modest trade setting.

Jha & Iyer (2006) conferred 3 key sorts of quality tools and techniques for quality programs i.e. laborious value tools, mix strategies and soft strategies. laborious quality tools are formal documented quality systems, management charts, quality prices, and applied mathematics sampling standards. mix strategies ar plan and action plans review, management charts, elasticity of organization arrangement, quality designing tools and quality circles.

## 2.2 Definitions

### 2.2.1 Management Commitment

Direct participation by managers and executives is an explicit and key important aspect or program of a firm. Its sub-components are given below.

**Organizational Commitment.** It is the gift of sensation for accountability that the employee has for the assignment of association.

**Affective Commitment.** It is the emotional attachment of the worker with an organization that inclines the worker to stay with the organization.

**Continuance Commitment.** The need constituent of organizational promise is called continuance commitment. It is also called gains verses damages of working in a firm.

**Normative Commitment.** This type of commitment is based on sense of obligation or ideology of the organization.

### 2.2.2 TQM

It is the organization method of an organization based on quality and contribution of all its members. It aims at long period success by customer gratification and envisions assistances to all members of the firm and society.

### 2.2.3 Construction Projects

Grading, dredging, clearing and excavating of land along with associated activities with buildings, structures, bridges, dams and roads etcetera are considered as construction projects.

## 2.3 TQM Model

TQM facilitates employees in concentrating on quality rather than quantity of work and make them excel in their profession. Many thinkers and philosophers own the credit for TQM process and teachings. Beer (2003) and many others who had studied organizational management had added meritoriously towards TQM. Cahill (2010) argued that customers' feedbacks and anticipations are most critical when new strategies are to be formulated and implemented to provide better products and finally earn higher profits for the firm. Customers and their feedbacks are the base-stones of TQM models.

## 2.4 TQM Strategies

### 2.4.1 Customer Focus

Anderson *et al.* (1994) determined that customer gratification is the degree to which an organization's customers persistently notice that their requirements are met by products and services offered by the firm. A high degree of gratification is a precursor of customer loyalty and future buying decisions (Cahill *et al.*, 2010; Caruana, 2002).

### 2.4.2 Quality Improvement Planning

Black, Akintoye, & Fitzgerald (2000) stated that progressive development is a subcomponent of repeated development, with greater focus on lined and incremental development within the current process

### 2.4.3 Human and Environmental Context

Karuppusami, & Gandhinathan (2006) concluded that the availability of manpower for staffing an organization and suitable industrial culture would give significant advantage to construction firms.

## Research Type

This is an exploratory Research that identifies the cause and effect relationship between variables.

## 3.1 Research Framework

As we discussed TQM above as a function of MC, so in the conceptual framework MC is independent variable and TQM is a dependent variable.

## 3.2 Conceptual Model

The Figure-3.1 pronounces the conceptual aspects of this research.

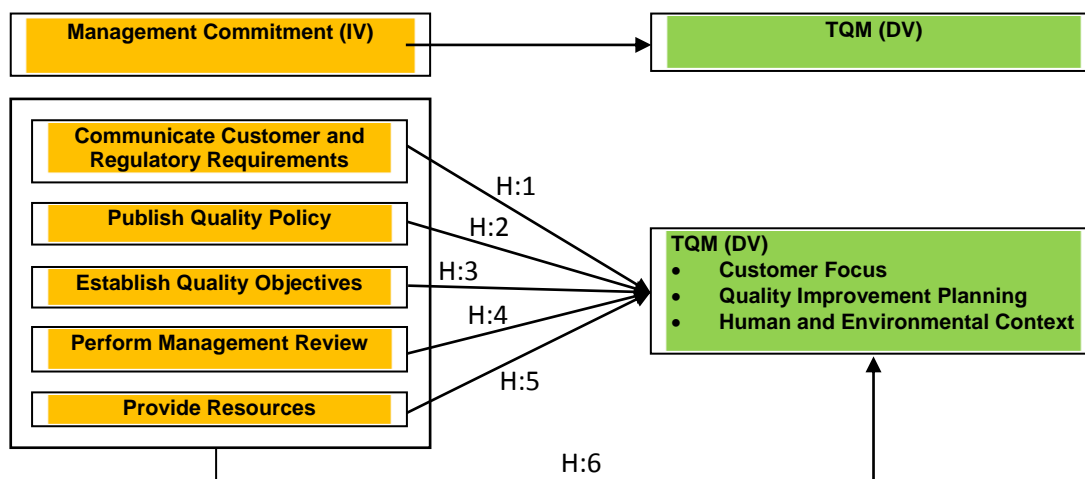


Figure 3.1 - Conceptual Model of Effect of MC on TQM

### 3.3 Hypotheses

- H1: Communicating customer and regulatory requirements has positive effect on TQM.
- H2: Publishing quality policy has positive effect on TQM.
- H3: Establishing quality objectives has positive effect on TQM.
- H4: Performing management reviews has positive effect on TQM.
- H5: Providing resources has positive effect on TQM.
- H6: Five dimensions of Management Commitment have positive variation in TQM.

### 3.4 Population and Sample

Construction organizations related with Ministry of Defence (MoD) in FATA, Pakistan were selected as population of the study. The organizations selected for this study include; National Logistics Cell (NLC), The Frontier Works Organization (FWO), Engineer Battalions of Pakistan Army (EBs), Repair and Maintenance Units (RMUs), Rapid Repair Facility Squads (RRFS) and Military Engineering Services (MES). They were selected because management of these construction organizations have an experience of working in FATA environs and it was convenient to collect data from them.

### 3.5 Sample Strategy and Size

Convenience sampling (nonprobability technique) was adopted for the sample collection. A sample of 250 was selected employees of construction organizations in FATA Pakistan. 230 responses were received back 13 of which were not usable due too inadequate information. Final sample size is 217 with notable response rate of 92%.

### 3.6 Data Collection

Data collection in this research was accomplished by distributing survey questionnaires amongst the management of construction firms based in FATA, Pakistan. This is the most common approach used for collection of data samples.

## 5.1 Discussion

This current research tends to explore the unrequited queries about effect of management commitment on TQM in the context of FATA where the situation is quite different from rest of the Pakistan. The management commitment strategies are very important and their possible effect on TQM implementation and organizational growth is of key importance. This research with theoretical sustenance recommended that the TQM in FATA reconstruction projects can be affected by the level of commitment of the management. The main justification of this study was to evaluate and ascertain the possible effect that MC would bear on a construction programme's TQM implementation strategy. The vary purpose of the research was acknowledged by thorough study of existing literature and ascertaining what areas still remained unrequited or not yet discussed. The hypotheses considered in this study are found supported. The major finding of the study was to ascertain a degree of effect between MC and TQM in FATA context. Findings established that MC strategy; CCRR has weak positive effect on TQM. Further on the basis of existing literature it was anticipated that PQP has positive effect on TQM.

## 5.2 Conclusion

This research concludes that management commitment have a positive effect on TQM. It plays a very important role in TQM implementation strategy of construction organizations in FATA. MC is defined as direct participation of managers and executives in vital and critical organizational program or aspect. The research carried out clearly shows that MC plays a pivotal and critical part in TQM implementation in the organization. Importance of MC in a conflict zone reconstruction effort cannot be over-emphasized. However, there are numerous dynamic factors e.g. age, education, work-experience, position in the organization, demography, organizational culture and workplace behavior, which would affect MC strategies. It is more so

because strict timelines are difficult to follow in conflict zones, and consequent scope and cost spill overs might render quality objectives redundant.

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