

## **An Empirical Study of Barriers to Total Quality Management Implementation in Construction Industries**

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**Abstract :** Total quality management (TQM) has become a widely accepted approach in the modern industry over recent years. There is a general consensus that by adopting TQM, the overall effectiveness and performance of an industry can be improved. It is also proved that as long as TQM is adopted fully and practiced effectively in the industry, potential benefits of TQM will be delivered. But despite the benefits of TQM as articulated by many quality gurus and academicians, these benefits are not achieved in practice. Many service industries have found it difficult to implement TQM successfully. This paper, therefore, explores the barriers to TQM's successful implementation in construction firms. The aim is to identify and rank the barriers to successful TQM implementation in order to make them know and get a better understanding by the managers and practitioners of the Construction Industries. The research methodology adopted in this study was an extensive literature review on barriers to TQM implementation followed by a survey of selected construction firms using the self-administered instrument. The results also showed that only lack of effective communication and lack of top management support were not significantly associated with the level of implementation of TQM.

**Keywords :** total quality management, construction firms, barriers, successful implementation

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