

**CHALLENGES OF ISO 9001:2015 QUALITY  
MANAGEMENT SYSTEM IMPLEMENTATION IN  
MALAYSIAN CONSTRUCTION COMPANIES**

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## ABSTRACT

The purpose of this study is to investigate the barriers and challenges in the implementation of ISO 9001:2015 QMS in the Malaysian construction company. A random sample of 100 workers in construction companies in Malaysia has been used to identify these factors in a structured survey, resulting in a response rate of 49%. The measurement model's reliability and validity were evaluated using exploratory and conformity factor analysis. Structural Equation Modelling (SEM) was used to investigate the relationships between the latent constructs. The results show that surveyed construction companies implemented ISO 9001 QMS primarily for company performance and encountered numerous challenges during the implementation process. Furthermore, findings highlighted the importance of effective communication and organizational learning in enhancing company performance in construction organizations. According to the findings, these factors have a significant impact on companies in terms of effective communication, organizational learning, and company performance in construction organizations, at 95% confidence interval ( $p < 0.05$ ). The subjective data was based on individuals from a variety of organizations being surveyed, and the convenience sampling method was used due to the physical limitations from the most recent study. Previously, different researchers in different countries led studies on the barriers and challenges to ISO 9001 QMS implementation in particular. A few of these studies and research have been conducted in Malaysian construction firms. This study on the challenges to ISO 9001 QMS implementation in Malaysian construction companies will aid in the completion of the interlocking of difficulties encountered by organizations when implementing and retain the ISO 9001 certification. The results of this research provide Malaysian construction companies with a theoretical and practical understanding of the factors that challenge the company performance companies to retain ISO 9001 QMS certification. These challenges should be overcome by construction companies to achieve successful implementation and better performance of QMS.

**Keywords:** Quality Management System, ISO 9001, Challenges, Barriers, Effective Communication, Organizational Learning, Company Performance, Construction Industry, Malaysian

# CABARAN PELAKSANAAN ISO 9001: 2015 SISTEM PENGURUSAN KUALITI DI SYARIKAT PEMBINAAN MALAYSIA

## ABSTRAK

Tujuan kajian ini adalah untuk menyiasat halangan dan cabaran dalam pelaksanaan QMS ISO 9001: 2015 di syarikat pembinaan Malaysia. Sampel rawak 100 pekerja di syarikat pembinaan di Malaysia telah digunakan untuk mengenal pasti faktor-faktor ini dalam tinjauan berstruktur, yang menghasilkan kadar tindak balas sebanyak 49%. Kebolehpercayaan dan kesahan model pengukuran dinilai menggunakan analisis faktor penerokaan dan kesesuaian. Structural Equation Modeling (SEM) digunakan untuk menyiasat hubungan antara konstruk pendam. Hasilnya menunjukkan bahawa syarikat pembinaan yang ditinjau menerapkan ISO 9001 QMS terutamanya untuk prestasi syarikat dan menghadapi banyak cabaran selama proses pelaksanaan. Selanjutnya, penemuan menunjukkan pentingnya keberkesanan komunikasi dan pembelajaran organisasi yang berkesan dalam meningkatkan prestasi syarikat dalam organisasi pembinaan. Hasil penemuan, faktor-faktor ini mempunyai pengaruh yang signifikan terhadap syarikat dari segi komunikasi yang berkesan, pembelajaran organisasi, dan prestasi syarikat dalam organisasi pembinaan, pada tahap keyakinan 95% ( $p < 0.05$ ). Data subjektif didasarkan pada individu dari berbagai organisasi yang ditinjau dan kaedah pengambilan sampel digunakan kerana keterbatasan fizikal dari kajian terbaru. Sebelum ini, penyelidik yang berlainan di negara yang berlainan membuat kajian mengenai halangan dan cabaran pelaksanaan ISO 9001 QMS secara khusus. Hanya sebilangan kecil kajian dan penyelidikan ini telah dilakukan di firma pembinaan Malaysia. Kajian ini mengenai cabaran pelaksanaan ISO 9001 QMS di syarikat pembinaan Malaysia akan membantu menyelesaikan saling kesulitan yang dihadapi oleh organisasi ketika melaksanakan dan mengekalkan pensijilan ISO 9001. Hasil penyelidikan ini memberikan syarikat pembinaan Malaysia pemahaman teori dan praktikal mengenai faktor-faktor yang mencabar syarikat prestasi syarikat untuk mengekalkan pensijilan ISO 9001 QMS. Cabaran ini harus diatasi oleh syarikat pembinaan untuk mencapai kejayaan pelaksanaan dan prestasi QMS yang lebih baik.

**Kata kunci:** Sistem Pengurusan Kualiti, ISO 9001, Cabaran, Halangan, Komunikasi Berkesan, Pembelajaran Organisasi, Prestasi Syarikat, Industri Pembinaan, Malaysia

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## LIST OF ABBREVIATIONS

CIDB	Contractor Industrial Development Board
CITP	Construction Industry Transformation Plan
CSF	Critical Success Factor
ISO	International of Standardization Organization
IQA	Internal Quality Audit
NST	New Straits Times
TC	Technical Committee
TQM	Total Quality Management
QA	Quality Assurance
QC	Quality Control
QMP	Quality Management Principles
QMS	Quality Management System
G7	Grade 7 CIDB Contractor <i>(Register as an CIDB G7 contractor, a mandatory ISO 9001:2015 certification)</i>

## **CHAPTER 1**

### **INTRODUCTION**

The most important factor in the performance of construction projects is quality. Contractors are a key player in the industry, and previous studies show that introducing a Quality Management System (QMS) improved their efficiency and provided quality benefits. As a result, it became necessary to determine if it is capable of improving project performance so that the QMS's gain and efficacy could be assessed using project management theory. The benefits of implementing ISO 9001:2015 QMS, the fulfilment of ISO 9001:2015 QMS requirements, and quantitative analysis is used to describe the contractors' projects' effectiveness in terms of "time", "cost", "quality", and "customer satisfaction". According to the study's findings, ISO 9001:2015 QMS is more effective on external factors (customer satisfaction) than on internal factors (time, cost, and quality) of contractors' construction projects. The International Organization for Standardization (ISO) certification has been found to improve an organization's reputation and image of company performance in order to attract customers. The findings have showed that after contractors have been certified, they don't really apply the full potential of ISO 9001:2015 QMS. By completely implementing the seven main ISO 9001:2015 QMS principles and ensuring continuous improvements, the contractors will achieve full dvantages of effectiveness execution of ISO 9001:2015. Implementing a quality management system has proven to be a viable solution for achieving the desired level of quality in accordance with ISO 9001 standards (Karimi & Pimplikar, 2020)

In this research firstly, I'll give a brief overview of the literature on the quality management system in construction industries and overview of ISO 9001 principal. Second, we look at the challengers of identifying and implementing a quality management system in the industries. I'll use data from my research on quality in the construction and others industry to explain how identifying the company performance, effective comunication and organizational learning issue in the quality management system implementation. Third, we concentrate the on company performance of ISO 9001 quality management system implementation in Malaysia construction companies to retain ISO 9001 certification. I will develop a questionnaire for a quality survey using those data. Fourth, I can easily predict the main factor affecting of a quality management system implementation based on the survey results. Fifth, the most well-established main factor in relationship the effective comunication, organizational learning and company performance to challenges of QMS implementation. Finally, the research contributed to the development of a challenges results for effective ISO 9001 QMS implementation in Malaysia construction companies. At the end, make any recommendations to the organisation at the conclusion of the study.

## **1.1 Research Background**

Quality is one of the most important aspects of project performance, and it has long been a problem in the construction industry. It is identified as fulfilling the project's requirement specification (Karimi & Pimplikar, 2020). Any construction project's primary aim is to deliver high-quality work. Construction work of low quality is a common issue in developing countries. Modification or improvement of quality control systems in construction companies is needed for effective completion of construction projects. The quality of a construction project determines whether it succeeds or fails.

Several management tools, methodologies, and techniques are used to maintain quality while reducing project budget and time, with ISO 9001 standards being one of them (Ali Shaikh & Sohu, 2020).

Quality is a key ingredient for long-term success and customer satisfaction. Contractor quality efficiency is considered critical for customer satisfaction in construction projects. However, the majority of businesses, especially in Malaysia, do not implement a quality management system (Othman et al., 2018). This occurrence occurs as a result of a number of factors that cause the QMS system to fail when they are implemented. Quality is a necessary factor for long-term success and customer satisfaction. Contractor quality efficiency is considered critical for construction project in terms of customer satisfaction. However, the large number of businesses, especially in Malaysia, do not fully implement a quality management system. This happens as a result of a variety of issues that cause the QMS system to fail during implementation, such as a lack of information about the QMS (Othman et al., 2018).

The aim of a quality management system implementation in construction projects is to fulfill construction quality in compliance with required standards in order to satisfy customers, which will help businesses maintain long-term competitiveness and business endurance (Mallawaarachchi & Senaratne, 2015). According to Taylor et al. (2003), senior managers' participation, understanding, and customer focus are crucial factors in the project's success. The commitment of top management is critical to the effective implementation of a QMS. Construction site issues will be reduced as a result of high levels of management commitment. In today's world, quality is the most key factor for a company's growth and sustainability, and customers expect long-lasting and better services (Chin-Keng & Abdul-Rahman, 2011).

Customer satisfaction is achieved by effectively quality management system implementation. The quality management system is a set of management practises that define objectives, policies, and responsibilities, and then apply them to the quality management system through activities such as “quality planning”, “quality control”, “quality assurance”, and “quality improvement”. It is important for top management to be dedicated to the quality of construction projects in order to ensure that the QMS is consistently improved (Mane & Patil, 2015). In Malaysia's construction industry, effective quality execution has become a challenges in terms of built up the company performance and construction final products meeting the client requirements and satisfying customers requirements.

## **1.2 Problem Statement**

### **1.2.1 Quality Problems in Construction**

Several construction companies in Malaysia are well aware of the ISO 9001 quality management system, but a large number of them have yet to implement it. Construction companies can face unexpected challenges when implementing ISO 9001 QMS. Unexpected obstacles can take the form of financial and physical resistance from employees. As a result, it is important to investigate the reasons for the low adoption of QMS in Malaysian construction. It is essential to investigate the challenges of ISO 9001 QMS by considering how construction companies address implementing ISO 9001:2015 QMS.

Even though CIDB has made an effort to pressure all Grade 7 Malaysian contractors to obtain ISO certification, there are still issues and concerns to be addressed. The construction industry is also grappling with how to incorporate a quality management system (QMS). This is due to a number of issues and problems that arise at both the organisational and project levels. Project-based QMS, according to a survey,

is lagging. Since construction is a project-based business, it's best to consider QMS early on in the process (King, 2009).

ISO 9001:2015 QMS implementation is not a straightforward task. Many barriers would prevent it from being implemented. There are several benefits to ISO certification, but this does not guarantee that an organisation can benefit from any of them. Even if the construction company was successful in obtaining certification, retaining it required a lot of effort from all involved parties. All organisations seeking to adopt ISO 9001:2015 certification must resolve this critical problem (Keng & Kamal, 2016).

## **1.2.2 Actual Cases of Poor Project Quality Control**

### **1.2.2.1 Taman Desa Apartment Building Under Construction Partially Collapsed**

A disaster occurred on February 14, 2020, when the Taman Desa Apartment building partially collapsed while still under construction. Two staff were initially stuck, according to NST news online. Housing and Local Government Minister Zuraida Kamaruddin said investigate this accident occurred in order to determine if the condominium building was being done correctly and according to specifications. "Employers and employees have a duty to ensure the workplace is safe and secure," she said, adding that "workplace safety practises and the nature of the materials used are among the factors that can trigger mishaps" (NST, 2020) (Kin, 2020)

### **1.2.2.2 Building Collapsed Near the Gombak LRT Terminal**

Another disaster occurred on the 23rd of May 2019 in Taman Melati, Gombak Selangor, when a building collapsed near the Gombak LRT Terminal. Two Indonesian workers were killed at a construction site, according to a CIDB Media statement and NST news online. Their bodies were found under a pile of debris, and it was thought



that they were buried by falling iron beams. According to reports, three other workers were injured as a result of the incident. Authorities were investigating the cause of the building's collapse, and reportedly said the its weak structure was a possible cause (Times, 2019).

Dato' Ir. Ahmad 'Asri Abdul Hamid, CIDB Chief Executive, commented on the accident, emphasising the importance of building safety. “The significance of improving safety in the Malaysian construction industry is highlighted by this incident. Despite the target reduction set out in the Construction Industry Transformation Plan 2016-2020 (CITP), the industry has seen an alarming increase in construction site deaths in recent years This shows that the construction industry still has a long way to go in terms of instilling a safety culture on construction sites,” Dato' Ir. Ahmad 'Asri said (CIDB, 2019).

### **1.2.3 Problems in implementing quality management system in construction**

In implementation of quality management system in construction project is crucial in maintaining a higher quality level of construction work. Poor quality construction work can result in lower productivity, as well as the need to rebuild and repair the defect. Failure in the construction work would result in a loss of the company's image, as well as a loss of market share. Poor project quality management can lead to project delays, cost overruns, and poor-quality materials and workmanship. However, current problems with QMS implementation in general, such as a lack of understanding of the ISO 9001:2015 quality standard, make it too difficult to enforce. According to (Keng & Kamal, 2016), poor construction material quality, building defects, construction delays, high accident rates, and environmental impact concerns are among the most frequently discussed topics. The public's confidence in the construction industry has been severely harmed as a result of these accidents. To fix

these concerns, ISO 9001 QMS must be implemented. It indicates that all construction companies interested in implementing ISO 9001 QMS should be aware of potential barriers. Even if the contractor is expected to implement a quality management system, the quality of a construction project would not automatically improve. This is due to the fact that the contractor's attitude toward quality management is a vital factor in the system's performance (Keng & Kamal, 2016).

As a result, the objective of this research is to determine the challenges of implementing ISO 9001 QMS in construction projects, especially those carried out by Grade 7 ISO 9001 certified contractors. The objective of this study is to look into and validate the effective of communication, organizational learning and company performance with implementing a quality management system in construction companies carried out by Grade 7 ISO 9001 certified contractors, primarily in the Klang Valley.

### **1.3 Research Objective**

The main objective of this thesis research is to determine how beneficial it is for Malaysian construction companies to implement ISO 9001:2015 QMS in order to deliver better project quality. Customer satisfaction is expected to increase as a result of having a framework for the efficient implementation and continuous improvement of QMS by Malaysian construction companies, suggesting improved project management control. Construction companies will then be expected to begin adopting Total Quality Management (TQM) practices, which can aid in the development of their construction project delivery capability and, as a result, provide them with a competitive advantage in local, national, and international. The objectives include:

1. To investigate the barriers and challenges of implementing ISO 9001:2015 QMS in construction companies affect company performance.

2. To validate the effective of communication, organizational learning and company performance.
3. To evaluate the effect of communication on the company's performance and to evaluate the effect of organizational learning on the company's performance.

### **1.3.1 Research Questions**

Three key questions needed to be answered in order to achieve the study goals and resolve the concerns raised in this section:

1. What are the challenges of implementing ISO 9001:2015 QMS in the construction industry on company performance?
2. How does a construction company retain the ISO 9001:2015 certification?
3. How does the construction companies resolve the critical problems that arise while maintaining the ISO 9001:2015 certification?

### **1.4 Significance of the Research**

In Malaysia, the quality management system is well-known in the construction industries. However, quality management are difficult to enforce, and based on reality, the entire Malaysian construction industries is struggling, and profits are low due to COVID-19 issues. The role of challenges in the QMS is crucial to the study's success. When the opinions and insights of construction industry experts are collected, the challenges may be narrowed. The findings of the study can then be used to determine whether Malaysia is still capable of promoting quality management practices in the construction industry.

### **1.5 Chapter Layout**

This master's thesis is divided into five sections: introduction, literature review, research methodology design, questionnaire survey implementation, data collection

and analysis, and research conclusion. The five chapters are listed in detail Table 1.1 below.

Table 1.1: Thesis Chapter Layout

Chapter	Description
Chapter 1 – Introduction	This chapter covers the fundamentals of the topic. It briefly explains the ISO 9001 QMS, as well as the study purpose, study objective, problem statement, and background of the ISO 9001 QMS in Malaysia
Chapter 2 – Literature review:	This chapter examined the literature on QMS in the construction and the challenges for ISO 9001 QMS around the world. It also explored into the ISO 9001:2015 QMS overview including the challenges of implementation in the Malaysian construction industry, as well as the relationship between communication, organizational learning and company performance. In addition, there is a summary.
Chapter 3 – Research Methodology:	This chapter addresses the research methods, the research design, the study population, data collection, data interpretation, and conclusion.
Chapter 4 – Data Analysis	This chapter discusses the outcomes of data analysis. The quantitative survey data from a questionnaire survey will be analysed using SPSS and Smart PLS tools.
Chapter 5 – Discussion, Recommendation and Conclusion	In this chapter, the study outputs will be used to address the important research. The responses aided in recommending what should be done and highlighting study limitations. The conclusion of the review of the major study issues is included in this chapter.

organisations cannot be verified as evidence of their weakness. The study has also shown that effective communication and organisation learning is important for the implementation of effective QMS standards in ISO 9001:2015. Poor communication and lack of effective continuous learning means ineffective QMS implementation in the maintenance of ISO 9001 certification.

Overall, the analysis results show that the main challenges encountered by organisations with the implementation of ISO 9001 QMS in Malaysia Construction Industry are “Lack of Awareness of Company Directions and Operational Plans,” followed by a “Need, Knowledge to Learn and be Trained for Continuous Learning Opportunities for Employee Education and Growth”

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## APPENDICES

### Appendix A

#### Summary of Research Problem, Research Questions, Research Objectives and Research Hypotheses

**Summary of Research Problem, Research Questions, Research Objectives and Research Hypotheses**

Research Problem	Research Questions	Research Objectives	Research Hypotheses
<p>ISO 9001 QMS implementation is not a straightforward task. Many barriers would prevent it from being implemented. There are several benefits to ISO certification, but this does not guarantee that an organization can benefit from any of them. Even if the construction company was successful in obtaining certification, retaining it required a lot of effort from all involved parties. All organizations seeking to adopt ISO 9001 QMS certification must resolve this critical problem (Keng &amp; Kamal, 2016).</p>	<p>RQ1: What are the challenges of implementing ISO 9001:2015 QMS in the construction industry on company performance?</p> <p>RQ2: How does a construction company retain the ISO 9001:2015 certification?</p> <p>RQ3: How does the construction companies resolve the critical problems that arise while maintaining the ISO 9001:2015 certification?</p>	<p>RO1: To investigate the barriers and challenges of implementing ISO 9001:2015 QMS in construction companies affect company performance.</p> <p>RO2: To validate the effective communication, organizational learning and company performance.</p> <p>RO3-1: To evaluate the effect of effective communication on the company's performance.</p> <p>RO3-2: To evaluate the effect of organizational learning on the company's performance.</p>	<p>*Focus Group Output</p> <p>* Focus Group Output</p> <p>H1: A supportive the effective communication has significant relationship with the company's performance</p> <p>H2: A supportive the organizational learning has significant relationship with company's performance</p>

## Questionnaire Survey

## Questionnaire Survey

**ISO 9001 Quality Management System applied in Construction Industry, Klang Valley**

Malaysia is experiencing poor quality issues as a result of a lack of understanding of the ISO 9001 Quality Management System (QMS) and poor-quality practises on construction sites. As a result, there is a risk of poor performance or poor project efficiency. The aim of this study is to determine the requirements and challenges the implementation of ISO 9001 QMS in the construction industry, Klang Valley, as well to promoting QMS implementation and increasing awareness about ISO 9001 QMS. Please contribute to the completion of this questionnaire; all answers are kept confidential. Your help and cooperation are greatly appreciated. Thank you so much.

<b>A1 Section A1: Respondents Information (Tick your answer)</b>		
1.	Gender:	Female
		Male
2.	Job Position:	Director / General Manager
		Project Manager / Construction Manager
		Quality Manager / Quality Personnel
		Engineer
		Quantity Surveyor
		Site Supervisor
		Other: (please specify : _____ )
3.	Working Experience:	1 - 5 years,
		6 - 10 years
		11 - 15 years
		16 years or above
<b>A2 Section A2: Company Information (Tick your answer)</b>		
4.	Types of construction project involved:	Building
		Infrastructure
		Industrial
		Other: (please specify: _____ )
5.	Company size:	Less than 5 employees
		6 - 50 employees
		51 - 100 employees
		101 - 150 employees
		More than 150 employees
6.	Do you have implementing ISO 9001 QMS practices on site?	Yes
		No
7.	Company establishment:	< 10 years
		> 10 years
8.	Business Nature:	Property Developer
		Consulting Firm
		Construction Contractor
		Other: (please specify: _____ )
9.	Obtained ISO 9001 Certification:	< 10 years
		> 10 years

	<b>Legend</b>	<b>No</b>	<b>Description</b>				
	For Section B, Section C and Section D Questionnaire. Please tick one only.	1	Strongly Disagree				
		2	Disagree				
		3	Neutral				
		4	Agree				
		5	Strongly Agree				
<b>B.</b>	<b>Section B: <u>Effective Communication</u> will affect in implementing ISO 9001 Quality Management System in Construction Projects</b>						
	This section concerns your opinion to rank the <u>effective communication that affecting success in implementation ISO 9001 Quality Management System</u> . Please tick your answer.						
	<b>Effective Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
1.	Company policy and objectives are documented and shared with employees						
2.	Everyone aware of how the the quality policy and objectives affects his/her job.						
3.	All employees are known and understand their roles and goals						
4.	Top management shares the strategic direction of the organization with employees on periodic basis.						
5.	All employees play a role in the formulation of company strategic and operational plans.						
6.	The company financial position is shared with employee on a periodic basis.						
<b>C.</b>	<b>Section C: <u>Company Performance</u> give impact results to ISO 9001 Quality Management System in Construction Projects</b>						
	This section concerns your opinion to rank the <u>company performance that impact in implementing ISO 9001 Quality Management System</u> . Please tick your answer.						
	<b>Company Performance</b> <i>(Compare with other organization)</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
1.	Financial performance improved <i>(Income increase and profitability meet stakeholder expectations)</i>						
2.	Cost effectiveness increased <i>(Cost reductions within budget limits)</i>						
3.	High product performance <i>(Works purposely and systematically meet the technical performance goals)</i>						
4.	New product and process innovation <i>(Competitiveness improvement and contribution to the solution of problems)</i>						
5.	High product quality and reliability <i>(Consistently produces a lot of high-quality work)</i>						
6.	Meet on time delivery <i>(Punctual in completing works and meet project schedule goals)</i>						
7.	Better organization's responsiveness <i>(Ability to meet changes of customer requirements, customer expectations and satisfaction)</i>						

<b>D. Section D: <u>Organizational Learning</u> will affect in implementing ISO 9001 Quality Management System in Construction Projects</b>						
This section concerns your opinion to rank the <u>organizational learning that effecting success in implementing ISO 9001 Quality Management System</u> . Please tick your answer.						
	<b>Organization Learning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	All employees are adequately trained for the work they perform.					
2.	All employees continually improve their work and performance.					
3.	Company promotes individual employee development and motivation					
4.	Company create continuous learning opportunities for employee education and growth.					
5.	Company encourage learning collaboration and team learning spirit					
6.	Company provide strategic leadership for long term learning to all company leaders					
7.	Company create systems to capture and share learning program to all employees					

Thank you for your precious time and cooperation in completing the questionnaire and in sharing valuable information. I would be highly appreciated if you could send back the questionnaire before 30 June 2021 email to [rashidghani@oum.edu.my](mailto:rashidghani@oum.edu.my) or fill in online google survey form <https://forms.gle/G68VxuJEe3dfmmQb8>



**Email to Respondents**

Survey of Challenges in the implementation of ISO 9001:  
2015 Quality Management System (QMS) In Malaysian  
Construction Company, Klang Valley.

**MOHAMAD RASHID BIN ABD GHANI STUDENT** <rashidghani@oum.edu.my>  
11:36 AM

to

Assalamualikum wbt and Salam Sejahtera,

Sir/Madam,

**SURVEY OF CHALLENGES IN THE IMPLEMENTATION OF ISO 9001: 2015 QUALITY  
MANAGEMENT SYSTEM (QMS) IN MALAYSIAN CONSTRUCTION COMPANY, KLANG  
VALLEY**

I am pleased to inform you that I am a student at OUM who is conducting a survey on "Challenges in the Implementation of ISO 9001: 2015 Quality Management System in Malaysian Construction Companies" to get feedback from all construction company employees. The purpose of this study is to evaluate the success factors of the implementation of Grade 7 (G7) contractor companies in Klang Valley that have been certified ISO 9001: 2015 to obtain feedback on the benefits and barriers in the implementation of ISO 9001: 2015. The main purpose of this study is to improve and enhance the quality management system used during the construction phase.

Seek the cooperation of you who work from a construction-related company to answer the questionnaire google form (online) through the following link:

<https://forms.gle/G68VxuJEe3dfmmQb8>

(or wasap this link to the employee handphone number is highly appreciated)

Please help me to disseminate or forward the email to all your construction employees' companies to get more responses and all answers are kept confidential.

Survey Period: 1 to 30 June 2021

Target survey: > 100 respond

Thank you for answering this survey.

**MOHAMAD RASHID ABD GHANI**  
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Malay version to construction company personnel

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Assalamualaikum dan Salam Sejahtera

Tuan/ Puan,

**KAJI SELIDIK CABARAN DALAM PELAKSANAAN ISO 9001:2015 SISTEM PENGURUSAN KUALITI (SPK) DI SYARIKAT PEMBINAAN MALAYSIA, KLANG VALLEY**

Sukacita dimaklumkan bahawa saya pelajar di OUM sedang menjalankan kajian berkenaan "Cabaran Dalam Pelaksanaan ISO 9001:2015 Sistem Pengurusan Kualiti di Syarikat Pembinaan Malaysia" bagi mendapatkan maklum balas dari pekerja-pekerja syarikat pembinaan. Tujuan pelaksanaan kajian ini adalah untuk menilai faktor kejayaan pelaksanaan syarikat kontraktor Gred 7 (G7) di Klang Valley yang telah diperakui ISO 9001:2015 bagi mendapatkan maklum balas mengenai faedah dan halangan dalam pelaksanaan ISO 9001:2015. Tujuan utama kajian ini adalah untuk meningkatkan dan menambahbaik sistem pengurusan kualiti yang digunakan semasa fasa pembinaan.

Mohon kerjasama tuan/puan yang bekerja dari syarikat berkaitan pembinaan untuk menjawab soal selidik secara atas talian (online) melalui pautan berikut:

<https://forms.gle/G68VxuJEe3dfmmQb8>

(atau wasap link ini, ke nombor telefon bimbit pekerja anda amat dihargai)

Saya memohon jasa baik tuan / puan untuk menyebarkan atau menghantar email ini kepada semua pekerja syarikat pembinaan tuan/puan untuk mendapatkan lebih ramai maklumbalas and semua jawapan soalselidik adalah dirahsiakan.

Tempoh Kajian: 1 hingga 30 June 2021

Target Survey: > 100 maklumbalas

Terima kasih kerana sudi menjawab kajian ini.

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Histograms Variables



