

# AN ANALYSIS OF PERCEPTUAL DIFFERENCES OF “QUALITY” IN THE CONSTRUCTION INDUSTRY

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(09/9765)



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Degree of Master of Science in Project Management

Department of Building Economics

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Dissertation submitted in partial fulfillment of the requirements for the  
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*I dedicate this dissertation to University of Moratuwa*

*with much honour*



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## ABSTRACT

“Quality” is a one among cost and time in the traditional golden triangle affecting for a successful project delivery. However, many disputes are arising on that among the design and construction personnel in a construction project as it is the least understood and least valued due to its subjective nature. Therefore, identifying an objective quality definition on common ground is necessary. That led this study to identify the perceptual differences on quality in the construction industry. Therefore, this study identified the prevailing quality concepts among the design and construction personnel of a construction project and the structuring of their quality image.

For this task, it used a qualitative research method. Collected data through open interviews and coding being the analysis tool in content analysis and using both inductive and deductive methods, analyzed the responses for quality and structuring of the quality image due to the affecting factors which are aroused in grounded theory approach.

Through that process, it identified a common quality definition as ‘as per the specifications and drawings’ prepared considering the quality in every aspect of a product which is a quantitative measure. Furthermore, quality perception depends on the culture. Education, occupation, experience and organizations represent the different cultural levels of culture and all of them were significantly affecting to structure the quality image. Quality image constructs on one, more than one or on all these cultural elements. Moreover, quality image moves from the basics to comprehensive quality definitions with the increase of educational, occupational, experience levels within different organizational cultures. Structuring the quality image is in a web within the pool of culture and experience was the most affecting cultural element while education and organizational cultures being the secondary.

Therefore, parties especially the management including project managers in a construction project should give more concern on the preparation of project specifications and drawings considering the quality in every aspect with accuracy and also achieving them at site. Meanwhile, to give more concern on quality incorporating quality culture into education through educational policies and strengthening the standards, rules and regulations by regulatory and standard institutes as a nation is necessary. Seminars, courses, continuous professional developments, making a relationship between the occupants and motivating, making quality policies into organizational strategies by individual organizational may be beneficial.

Key words: Quality, Quality concepts, Perception, Qualitative method, Culture

# TABLE OF CONTENTS

Declaration of the candidate and supervisor	i
Dedication	ii
Acknowledgements	iii
Abstract	iv
Table of contents	v
List of Figures	viii
List of Tables	x
List of abbreviations	xi
List of Appendices	xii
1. INTRODUCTION	
1.1 Background	01
1.2 Significance of the study	03
1.3 Aim and objectives	04
1.4 Research methodology	05
1.5 Similar previous studies	07
1.6 Scope and limitations	07
1.7 Structure of the study	08
2. CONCEPT OF “QUALITY”	
2.1 Introduction	10
2.2 History of the era’s of quality concept evolution	10
2.3 Subjectivity of quality concepts	11
2.4 Quality concepts and analysis	12
2.4.1 Product quality concepts	12
2.4.2 Process quality concepts	16
2.5 Architectural quality and perceived quality	21
2.6 ‘Quality’ as a management function	24

2.7	Remarks	25
3.	<b>PERCEPTION AND PERCEPTUAL DIFFERENCES</b>	
3.1	Introduction	26
3.2	Perception	26
3.3	Reasons for the perception gaps	29
3.4	Perception and the construction industry	32
3.5	Stereotypes and occupational stereotypes	35
3.6	Culture and construction quality	38
3.7	Remarks	42
4.	<b>RESEARCH METHODOLOGY</b>	
4.1	Introduction	43
4.2	Research design	43
4.3	Method of data collection	45
4.3.1	Type of interviews	45
4.3.2	Background characteristics of the respondents	45
4.3.3	Sample composition	45
4.3.4	Categorization of respondents in interviews	46
4.3.5	Analysis of demographic characteristics of respondents	50
4.4	Method of data analysis	53
4.4.1	Coding categories	53
4.4.2	Coding procedure	54
4.4.3	Inter-coder reliability	54
4.4.4	Content analysis	55
4.4.5	Trustworthiness of study	57
4.4.6	Analysis criteria	58
4.5	Remarks	59
5.	<b>DATA ANALYSIS AND THE OUTCOME OF THE RESEARCH</b>	
5.1	Introduction	60
5.2	Quality perceptions among different job categories	60
5.2.1	Project managers vs. quality definitions	61

5.2.2	Architects vs. quality definitions	62
5.2.3	Engineers vs. quality definitions	63
5.2.4	Quantity surveyors vs. quality definitions	64
5.2.5	Supervisors vs. quality definitions	64
5.2.6	Findings and discussion	66
5.3	Structure of the quality perception in construction	67
5.3.1	Quality definitions vs. job category	67
5.3.2	Quality definitions vs. education level	68
5.3.3	Quality definitions vs. level of experience	73
5.3.4	Quality definitions vs. organization culture	75
5.3.4	Weightings of each factors affecting for quality perception	78
5.3.6	Findings and discussion	81
5.4	Structure of the quality perception in a personal selection	82
5.4.1	Quality definitions vs. job category	83
5.4.2	Quality definitions vs. education level	83
5.4.3	Quality definitions vs. level of experience	85
5.4.4	Quality definitions vs. organization culture	86
5.4.5	Findings and discussion	87
5.5	Remarks	87
6.	<b>CONCLUSIONS AND RECOMMENDATIONS</b>	
6.1	Summary of the study	92
6.2	Conclusions	93
6.3	Recommendations	95
6.4	Further studies	96
	List of References	97
	Appendices	103



## LIST OF FIGURES

	Page
Figure 2.1	Quality as performance measurement criteria for mega projects 21
Figure 2.2	Two major quality definition streams 23
Figure 3.1	TQM with quality perception 31
Figure 3.2	Perception gaps with interpretation 33
Figure 3.3	Product quality perception gaps 34
Figure 3.4	Conceptual image: structuring process of perception 37
Figure 3.5	Three levels of mental programming 38
Figure 3.6	The ‘Onion diagram’: manifestations of culture at different levels 39
Figure 3.7	The learning of values and practices 39
Figure 3.8	Conceptual image: effect of culture for the structuring of perception 40
Figure 3.9	Conceptual image: levels of culture 41
Figure 4.1	Research design 43
Figure 4.2	Sample composition 46
Figure 4.3	Sample distribution within project managers’ sample 47
Figure 4.4	Sample distribution within the architects’ sample 48
Figure 4.5	Sample distribution within the engineers’ sample 48
Figure 4.6	Sample distribution within the quantity surveyors’ sample 49
Figure 4.7	Sample distribution within the supervisors’ sample 49
Figure 4.8	Educational background of the total sample 50
Figure 4.9	Working experience distribution of the total sample 51
Figure 4.10	Present organizational cultural distribution of total sample 52
Figure 4.11	Respondents’ total experience in different organizational cultures 52
Figure 4.12	Exposure to a foreign construction culture of the total sample 53
Figure 4.13	Content analysis flow chart 56
Figure 4.14	Conceptual image for construction quality image structuring 58

Figure 4.15	Data analysis structure	58
Figure 5.1	Project managers' quality definitions as a whole	62
Figure 5.2	Architects' quality definitions as a whole	62
Figure 5.3	Engineers' quality definitions as a whole	63
Figure 5.4	Quantity surveyors' quality definitions as a whole	64
Figure 5.5	Supervisors' quality definitions as a whole	65
Figure 5.6	Quality perceptions among the occupations	65
Figure 5.7	Quality definitions with the levels of education	68
Figure 5.8	Quality definitions with main educational backgrounds	69
Figure 5.9	Quality perception movement with the education	70
Figure 5.10	Quality perception developments with the educational development	71
Figure 5.11	Quality perception development on quality with education	72
Figure 5.12	Quality definitions with the levels of experience	73
Figure 5.13	Quality perception movements with experience years' movement	74
Figure 5.14	Quality definitions with different organizational cultures	76
Figure 5.15	Weightings of each factor affecting for quality	79
Figure 5.16	Respondents perception about the most important aspect on quality	80
Figure 5.17	Quality perceptions with job category	83
Figure 5.18	Quality perceptions with the education levels	83
Figure 5.19	Quality perceptions with the main education levels	84
Figure 5.20	Quality perception movements with development of education	84
Figure 5.21	Quality perceptions with the levels of experience	85
Figure 5.22	Quality perception movements with the increase of experience	86
Figure 5.23	Quality perceptions with organizational cultures	86
Figure 5.24	Structuring of the individual quality image	89
Figure 5.25	Individual quality images (web) due to the affecting factors	89
Figure 5.26	Conceptual image for the quality images in a "web"	90
Figure 5.27	Conceptual image for 'the quality images in the pool of culture'	90

## LIST OF TABLES

	Page
Table 3.1 Perception process	28
Table 4.1 Sample composition	46
Table 5.1 Most significant quality concepts among the occupations	66



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## LIST OF ABBREVIATIONS

Abbreviation	Description
PM	Project Manager
QD	Quality Definition
QS	Quantity Surveyor
TQC	Total Quality Control
TQM	Total Quality Management
U.S.	United States
USA	United States of America



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## LIST OF APPENDICES

Appendix	Description	Page
Appendix A	History of quality concept evolution	103
Appendix B	Analysis of significant quality concepts	104
Appendix C	Questionnaire 01	105
Appendix D	Questionnaire 02	108
Appendix E	Demographic data of the total sample	109
Appendix F	Sample distribution within project managers' sample	109
Appendix G	Educational background of the total sample	110
Appendix H	Working experience distribution of the total sample	110
Appendix I	Organizational cultural background of the total sample	111
Appendix J	Exposure to a foreign construction culture of the total sample	111
Appendix K	Summary of coding categories	112
Appendix L	Keys	113
Appendix M	Quality perceptions among main parties	114
Appendix N	Quality definitions with the levels of education	115
Appendix O	Quality definitions with the main levels of education	115
Appendix P	Quality definitions with the levels of experience	116
Appendix Q	Quality definitions with different organizational cultures	116
Appendix R	Respondents' quality perceived methods	117
Appendix S	Respondents perception about the most important aspect on quality image	117
Appendix T	Quality perception on a personal selection with job category	118
Appendix U	Quality perception with the levels of education	118
Appendix V	Quality perception with main educational streams	119
Appendix W	Quality perceptions with experience	119
Appendix X	Quality perception on a personal selection with organization culture	120