SUMMARY

CONQUAS was developed in 1989 to measure quantitatively the quality of construction workmanship of buildings in Singapore. CONQUAS 21 was launched together with the Bonus Scheme for Construction Quality (BSCQ) for public projects. BSCQ rewards contractors who can achieve high CONQUAS scores with monetary bonuses. This dissertation studies the workings of various editions of CONQUAS, CONQUAS 21 and BSCQ and their effectiveness in improving construction quality.

Organisation culture is the set of shared values, beliefs, attitudes and norms that shape the behaviour and expectations of each member of the organisation. It is a pattern of behaviour that is enduring and specific to one company. A strong, widely recognised organisation culture is frequently cited as a reason for the success of companies. Literature review shows that there are several theories of organisation culture identified by researchers that affect company performance.

This study was undertaken to determine the influence of organisation culture and management system on quality in the Singapore construction industry. It involves studying the company management system and behavioural traits and quality control practices of local construction firms.

The practices that are found to be prevailing in the local construction industry include the existence of company mission statement that is highly integrated into business, functional organisation culture and moderate division of job scope. There is little interest in investment in modern and state-of-the-art technology and quality improvement schemes. Local firms provide long-term employment and carry out slow and qualitative evaluation of employee’s performance. They are also more concerned with their bottom line than their employees. There is also a high tendency to prioritise timely completion over quality of product.
Companies with good performance in terms of construction quality tend to employ more professionals than technical staff and encourage employee's participation in industry/professional associations. They emphasis on quantitative measures of performance and believe that achievement of quality will limit avoidable costs. Shop drawings and mock-ups are highly used to translate quality requirements and additional mock-ups are constructed to show expected quality standards.

It is important to promote the implementation of modern technology and quality improvement schemes to achieve better construction quality. There is a need to raise the awareness that a reasonable contract period is required for good quality. The study reveals a strong need to study the influence of design and specification on construction quality. There is also more concern on company's performance than staff welfare. There is a high recognition of the benefits in winning BCA awards.

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