"PERFORMANCE LEVEL OF CONSTRUCTION PROJECTS IN EASTERN UNIVERSITY"

By

MR. MOHAMED SALLY MOHAMED ILAHI
EU/IS/2006/MS/50

Department of Management
Faculty of Commerce & Management,
Eastern University, Sri Lanka.
2011

Page no.

Declaration I

Acknowledgement II

Abstract III

List of table IV

List of figures V

Abbreviations VI

Chapter – 1 Introduction.

1.1. Background of the study 01

1.2. Problem statement 03

1.3. Research questions 03

1.4. Objectives of the study 03

1.5. Scope and limitation 04

1.6. Assumption 04

Chapter -2 Literature Review

2.1. Introduction 05

2.2 Performance measurement and management 05

2.2.1. Relationship between performance measurement and Performance management 06

2.2.2 Performance measure. 07

2.2.3 Performance measurement system 08

2.2.3.1 Traditional performance measurement system 08

2.2.3.2 Multi-dimensional performance measurement system 09

2.2.4 Importance of performance measurement 12

2.2.5 Limitations of multi-dimensional performance measurement system 12

2.3. Performance measurement in the global construction industry 13

2.4 Performance measurement in Sri Lankan organizations 14

2.5 Summary 15

Chapter – 3 Conceptualization Framework

3.1. Introduction. 16

3.2. Conceptualization framework 16

3.2.1 Financial Perspective 16

3.22 Customer Perspective 17

3.23 Internal Business Process Perspective 18

3.24 Innovation, Learning and Growth Perspective 18

3.3 Operationalization 19

3.4 Summary 20

Chapter – 4 RESEARCH METHODOLOGY

4.1. Introduction 21

4.2. Research sample 21

4.2.1 The Choice of the Sample 21

4.2.2 Random Sampling 21

4.3 Data collection techniques 22

4.3.1 Primary Data 22

4.3.2 Secondary Data 23

4.4 Structure of Questionnaire 23

4.4.1. Personal Information 24

4.4.2. Research Information 24

4.5 Data analysis 24

4.6 Data evaluation 25

4.7 Summary 26

2.5 Summary 15

Chapter – 3 Conceptualization Framework

3.1. Introduction. 16

3.2. Conceptualization framework 16

3.2.1 Financial Perspective 16

3.22 Customer Perspective 17

3.23 Internal Business Process Perspective 18

3.24 Innovation, Learning and Growth Perspective 18

3.3 Operationalization 19

3.4 Summary 20

Chapter – 4 RESEARCH METHODOLOGY

4.1. Introduction 21

4.2. Research sample 21

4.2.1 The Choice of the Sample 21

4.2.2 Random Sampling 21

4.3 Data collection techniques 22

4.3.1 Primary Data 22

4.3.2 Secondary Data 23

4.4 Structure of Questionnaire 23

4.4.1. Personal Information 24

4.4.2. Research Information 24

4.5 Data analysis 24

4.6 Data evaluation 25

4.7 Summary 26

Chapter – 05 Data Presentation and analysis

5.1. Introduction. 27

5.2. Personal information 27

5.3. Research information 31

5.4 Data presentation of main variable 40

5.5 All variables at same time 43

5.6 Summary 43

Chapter – 6 Discussions

6.1. Introduction. 44

6.2. Variables. 44

6.3 Summary 51

Chapter 7 Conclusion and recommendations

7.1. Introduction. 52

7.2. Recommendations and conclusions 52

7.3 Summary 56

Appendix

Appendix – 1 The Questionnaire used for Study

Reference

ABSTRACT

The study is set out to highlight the factors affecting the performance of construction on Construction projects within Lagos State. This will assist clients in the choice of the right Contractors to select for realizing their projects. A descriptive research survey was used and Simple random sampling technique was adopted for the study. From the results obtained, it was found that the most suitable performance yardsticks to ascertain whether a contractor has performed adequately are the quality of work, the delivery of the project on time, the productivity rate of the contractor and project completion within the estimated budget. It was discovered that significant factors affecting performance as categorized into ten groups are site conditions, complexity of project, subcontractors experience, collaboration of project participants, experience of workers, quality control of materials amongst others. Excellent contractor performance would lead to reduced construction cost, improved quality of work and reduction in waste among others.

The research objectives of this research study are to measure the satisfactory level of construction project, Perfect evaluation system for construction in EUSL and Reason for bad performance of construction projects. Construction projects are single entities which are the output of the construction industry. As these projects are identical for each other and having a long period as the life of the construction with involving a huge cost, consideration on performance has become a vital aspect to remain competitive in the long-run. However the traditional view of performance measurement highly relies on financial and accounting data which gives only the past performance. It has been identified that the performances have not been measured quantitatively and qualitatively in the Sri Lankan construction industry. Literature reveals that Balanced Scorecard (BSC) used in manufacturing industry as well as construction industry as an appropriate performance measurement system to overcome the limitations in traditional paradigms. Thus the gap of implementing BSC for construction project performance can be identified.

Keywords: Contractors, Performance, Construction projects, Balance Scorecard.