



An investigation into the adverse impacts of incompetency of site managers on productivity of Iranian construction projects

M. Reza Hosseini, Nicholas Chileshe
University of South Australia, Adelaide, Australia

Mohammad.Hosseini@unisa.edu.au

Abstract

Taking into account that in many construction projects in Iran operatives are paid based on hours of presence on sites, any wasted time equals loss of revenue for the contractors by adversely affecting the productivity on sites. On the other hand, ineffective management of construction sites is regarded as one of the factors contributing to the loss of productive time in construction projects in many countries including a developing country such as Iran. This paper defines some general indices and symptoms of ineffective construction site managers. Aiming at evaluating the quantitative effect of these elements, the authors conducted a survey in order to elicit the perceptions of Iranian construction project managers regarding the intensity of foregoing elements in declining the productivity level. The results showed that delegating the management of sites to unqualified managers would increase the actual time for activities completion up to 58% of the average logical required time.

Keywords: Productivity, Site management, Construction Project, Iran

1. INTRODUCTION

Construction industry is one of the most important drivers for all the economies all over the world [1, 2] as it contributes to at least 10% of the gross national product in developed countries [3]. Presumably, construction industry is much more important in countries in need of developing infrastructure in comparison to countries with developed industries and economies [4]. The great share of construction industry in the economy shows that even a slight improvement in productivity level of construction projects would bring about noticeable benefits for the economy of developing countries.

However, the relevant studies in Iranian industry during previous two decades demonstrate an unacceptable level of performance for the construction sector in terms of productivity [5-8]. In this regard, the activity sampling showed noticeable amount of wasted time on construction sites in Iran [9] which is in alignment with the results of recent studies [7]. Therefore, it seems that enhancing the level of productivity is a must for Iranian construction industry [6]. Likewise, construction industry in international level has always been damaged by the low level of productivity as well [10] and is in dire need of implementing strategies to enhance the level of productivity [11]. Logically, any improvement in productivity of construction industry relies on promoting in-detail awareness of affecting factors and in-depth knowledge of related variables [7]. Obviously, enhancing those factors that positively affect productivity and modifying the influence of factors with a negative effect will eventually increase productivity. Besides, being aware of all the variables determining the level of productivity, will enable us to forecast the existing correlations between the variables and the productivity [12].

On the one hand, one could come across the theories presented by Olomolaiye et al. [13] mandating the idea that factors influencing productivity could not be the same in all the countries, and are different even from project to project. On the other hand, the study by Mojahed and Aghazadeh [14], showed us that although major productivity factors may be different in various projects and different locations, but they seem to be similar in some aspects. Therefore, knowledge gained regarding productivity determinants in one project is applicable to other projects and other situations.

Based on all the above discussions the authors argue that ascertaining the factors having influence on different aspects of productivity in one country would provide the whole construction industry with valuable guidelines for improving productivity around the globe.