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The practice of time management on construction project

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Abstract

The Malaysian construction industry plays a vital role in the country development. CIOB in 2008 [1] has indicated that the quality of time-management on construction projects is generally poor. Therefore, an effective time management for the construction project is important in managing risk of the delayed completion project. The aim of this project is to examine the practice of time management on construction project. The objectives of this study are to assess the respondents' participation in the planning of construction works, to investigate how progress records are kept and to identify the process of monitoring the progress of work on the construction industry. To achieve these objectives, there were thirty questionnaire sets distributed to the respondents. From the findings, the project manager has the highest percentage in both drafting a planning method statement and project planning meetings. Most of the respondents had their experience of the sequence was planned as a result of a discussion and written method statement, the activity durations being calculated in whole or in part, the price was allocated in separate documents with contingency, date constraints were used constraint the performance to the dates given in the contract documents and float constraints were used to control critically. As for the progress reports, the majority prefer to keep the records on the paper but were immediately input into the database. Most of them had the experience of additional work related to labour allocation. When it came to relating the resource used to the work done and in which location, it was the experience of majority respondents identified task on schedule for both labour and plant and equipment records. The respondents preferred to report the progress in meeting or correspondence and the schedules were updated monthly. Lastly, most of them have corrected the logic to conform to progress achieved to deal with consequences of out of sequence work.

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1. Introduction

Construction industry only contributed only around 3 percent to the Gross Domestic Product in the year 2010 but however it makes up an important part of the Malaysian economy due to the involvement with other industry branches such as the metals processing industry and the mechanical engineering or the tourism sector. Therefore, the construction industry is a substantial economic driver for Malaysia (ANK Malaysia, 2012) [2]. But however, construction has been facing numerous issues and one of them is time management issues which have cause delayed completion of a project [3, 4]. According to Westland [5], time management is the process of recording and controlling time spent by staff on the project. The issues are poor management of time, choice of procurement methods, participation of shareholders, poor planning of construction works, lack of implementation of software, poor site records and etc. Thus these issues can lead to delays are insidious often resulting in time overrun, cost overrun, disputes, litigation, and complete abandonment of projects [5]. Hence, this paper will look into the issues mentioned to minimize and avoid delay in any construction project. A research conducted by the Chartered Industry of Building (CIOB) [1] in 2008 has indicated that the quality of time-management on construction projects is generally poor. The research also indicates that the growth in training, education and skill levels within the industry in the use of time-management techniques has not kept pace with the technology available. In addition, there are also very few projects are currently managed by reference to modern methods of time control. Ahmed et al. [6] found that delay happen in every construction project and the magnitude of these delays varies considerably from project to project. Some projects are only a few days behind schedule and some are delayed by over a year. Also, conflicts in shareholders are one of the factors of unsuccessful projects. El-Razek et al [7] identified that different parties of construction in Egyptian construction projects do not agree with each other on the importance of various factors of delay, and they mostly blaming each other of delays. He too finds that team effort is vital in the success of a project. Liberatore et al [8] has mentioned that high percentage of the construction respondents used project management software for general work planning or presentation. Thus this has shown the importance of use of project management software in construction works. Also, Scott and Assadi in [9] has stated that majority of respondents did not keep records of progress that show each of the work activities on the contractor's programme, exactly when work took place. The problems were lack of an organized and formalized approach, lack of clear rules and guidelines on how the records are kept and organized, difficulties in ensuring the consistency of reporting by various responsible individuals, inexperience staffs and etc [9]. Therefore, the importance of project control techniques in managing time to improve the risk of delayed project are needed to be known and recognize so that the risk of project delayed can be minimized.

The aim of this study is to examine the practice of time management on construction project and the objectives of this study are to assess the respondents' participation in the planning of construction works; to investigate how progress records are kept on construction industry and to identify the process of monitoring the progress of work on construction industry.

Successful project management insures the completion of project in time, within budget, and to the project specifications. Therefore, this study is significant to investigate on how time is managed on construction industry. So that the managerial staffs can get a clear understanding on time management and they are able to prevent them early. Shareholders need to know their roles and their responsibilities. Construction works need to have a good and detail progress records to deal with future claims. This study is to let the managerial staff to know the importance of monitoring the progress of work on construction industry. Lastly, this study can become a guideline for future development in other possible areas.

2. Literature Review

A project is a collection of activities to achieve a specific objective. Project management involves project planning, monitoring, and control. In project planning, it includes definition of work specification, determination of quantity of work, and estimation of resources required [10]. In project management, time management together with cost management is the most visible area. The initial objectives of time management are to control time and prepare schedules, networks and so on [11]. Mackenzie [13] tells a wider definition for time management: "Time Management is the function required to maintain appropriate allocation of time to the overall conduct of the project through the successive stages of its natural life-cycle, (i.e. concept, development, execution, and finishing) by means of the

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