A STUDY OF COMMUNICATION AND LANGUAGE SKILL PROBLEMS IN GOVERNMENT BUILDING CONSTRUCTION PROJECTS IN SRI LANKA

Thakshila Dasuni Kariyawasam

(138410A)

Dissertation submitted to partial fulfilment of the requirement for the Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa Sri Lanka

June 2018

DECLARATION

I declare that this is my own work and this dissertation does not incorporate without acknowledgement any material previously submitted for a degree or Diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by any other person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my dissertation, in whole or part in print, electronic or rather medium. I retain the right to use this content in whole or part in future works (Such as articles or books).

Signature:	Date:
The above candidate has carried out research	ch for the Masters Dissertation under my
supervision.	
Signature of the supervisor:	Date:

ABSTRACT

A study of communication and language skill problems in government building construction projects in Sri Lanka

The international construction market faces a rapid increase. However, the glitches created regarding poor communication abilities seems to be the most significant contemporary challenge commonly faced by construction project managers. Though not recognized in the education system of Sri Lanka as vital as it is required, language skill is a principal factor that plays a critical role, particularly in the service industry. The competency in language skills in all aspects of spoken and written skills secures more employment opportunity within the work force in both private and public sectors alike. Communication and teamwork skills are basic expectations of any employer in construction world today. In Sri Lanka, not only Sinhala or Tamil but English language is also in high demand. Employees who can communicate coherently in demanded languages are able to counterpart with project team successfully that make them an asset to their employers.

This study was conducted to determine critical constrains found in construction industry, concerning government building project in present day. Specific problems regarding communication and language skills as a competency requirement for professional practice and team work are also identified in this study.

Findings from literature survey and key findings from interviews conducted which are supported by a case study on an actual government construction project were analyzed to identify problems. Survey reveals that there are numerous problems arising due to poor language skills. It also disclosed how project work suffered which resulted in cost and time overruns with poor quality deliveries leading to disappointments for all parties concerned.

Finally, suggestions were discussed to overcome such problems that arise due to language skill problems in government construction projects. These suggestions were made by professionals and stakeholders to support and standardize professional practices. Objectives of the research were achieved and concluded with relevant recommendations to improve government construction project work regarding communication aspect which will help project standardization in the future.

Thus, this research is to discuss the result of the interview with the Design Team and Construction Team of Government Building construction projects. It was carried out along with a single case study, regarding communication and language problems that occur in the construction industry in Sri Lanka today and the relevant improvement suggestions that can be implemented.

Keywords: Communication, language skills, Building Construction, Project teams, Government building projects.

DEDICATION

With my heart full of gratitude,

I dedicate this dissertation to

my loving Mother,

who has supported me

in every possible way to

make this a success.

ACKNOWLEDGEMENT

This dissertation would not have been possible without the kind support and help of many individuals and organizations. I would like to extend my sincere thanks to all of them.

I am highly indebted to Dr. K.A.K. Devapriya, for his guidance and constant supervision as well as for providing necessary information regarding the dissertation work and the support extended to me in completing the research. Furthermore, I would also like to acknowledge Dr. K.A.K. Devapriya with much appreciation for giving me undivided attention and time.

I would like to express my special gratitude to Archt. Pramodhini Jayalath who has invested her full effort in correcting and guiding me throughout this report.

I would like to express my gratitude towards my mother & husband, for their kind cooperation and encouragement which helped me immensely in the completion of this research work.

My thanks and appreciation also goes to my friend, Archt. Roghithan Ratnam who has willingly helped me out with his abilities.

I would like to give my sincere thanks to, all the staff at TDK ARCHITECTS, Academic staff of the Department of Building Economics and the University of Moratuwa for all the guidance that they have given me.

TABLE OF CONTENT

Declara	ation	i		
Abstrac	ct	ii		
Dedica	tion	iii		
Ackno	wledgement	iv		
Table o	of Content	v		
List of	figures	ix		
List of	Tables	xi		
List of	Abbreviations	xii		
List of	Appendices	xiii		
СНАР	TER 1 – Introduction	1		
1.1	Introduction	1		
1.2	Problem Statement	3		
1.3	Aim / Objectives	4		
1.4	Purpose of the Study	4		
1.5	Scope and Limitations	5		
1.6	Research Methodology	6		
1.7	Chapter breakdown	7		
СНАР	TER 2 – Background / Literature review	8		
2.1	Introduction	8		
2.2	Building Construction Industry in Sri Lanka	8		
2.3	Sri Lanka construction - SWOT analysis	12		
2.4	Construction Industry Development Authority			
2.5	Key issues faced by the industry	15		
2.6	Project team	15		
2.7	Building Construction project process			
	2.7.1 Procurement process in a building construction project	21		
2.8	Communication in construction industry			
	2.8.1 Defining Communication	23		
	2.8.2 Interactions during Construction	23		
	2.8.3 Group Development within the temporary project team	24		

		2.8.4 Co	ommunicating to achieve project objectives	25
		2.8.5 Co	ommunication research during the construction phase	25
		2.8.6 Th	ne importance of effective communication	26
		2.8.7 Ca	auses of ineffective communication	28
,	2.9	Professio	nal engagement and procurement	29
		2.9.1 Co	onstruction Progress Review meetings	30
		2.9.2 M	isunderstandings and conflicts within the team	31
		2.9.3 Cı	risis management within a team	32
,	2.10	Group I	nteraction	32
		2.10.1	Multidisciplinary groups and organizational communication	32
		2.10.2	Group Development and group norms	33
		2.10.3	Group participation and interaction	35
,	2.11	Summary	⁷	36
CH	AP	TER 3 – (Construction project culture	37
•	3.1	Introduct	ion	37
•	3.2	Managen	nent of a construction project	37
		3.2.1 Pr	roject Administration Issues - Government Client	38
		3.2.2 Pr	roject Organization and project team	40
		3.2.3 Li	ne of communication	41
		3.2.4 Cl	haracteristics of project Managers / Leaders	42
		3.2.5 Co	oordination, Monitoring and Controlling	44
		3.2.6 Ef	fects of construction project management	45
•	3.3	Project M	fanager's role in construction project	.46
•	3.4	Building	project team and organizational structure	47
•	3.5	Language	e, communication skills and project performance	48
•	3.6			48
•	3.7 Relative issues in other countries			.50
•	3.8 Suggested solutions		d solutions	52
•	3.9	Summary	<i>T</i>	53
CH	AP	TER 4 – I	Research methodology	54
4	4.1	Introduct	ion	54
4	4.2	The basic	types of research	54

		4.2.1	Quantit	ative and Qualitative evaluation methods	56
		4.2.2	Researc	h process	57
	4.3	Selection of a research methodology			58
	4.4	Research design for this study			59
	4.5	Case study methodology			60
	4.6	6 Research design phase			61
		4.6.1	Researc	h problem	61
		4.6.2	Selection	on of the Participants and Sample Size	61
	4.7	Metho	ds of dat	a collection	62
	4.8	Selected data collecting method			63
	4.9	Summ	ary		64
C	HAP'	TER 5	– Data o	collection and analysis	65
	5.0	Introd	uction		65
	5.1	Case s	tudy An	alysis	66
	5.2	2 Analysis of semi-structured interviews with the focused groups on			
		language skill and communication problems			72
		5.2.1 Semi-structured interviews with Professionals		72	
		;	5.2.1.1.	Problem arising in construction Industry due to	
				miscommunication	72
		:	5.2.1.2.	Misinterpretation and revisions due to poor language skills	
				in Schematic Design Stage	73
		:	5.2.1.3.	Misinterpretation, delays and revisions due to poor language	
				skills in Design Development Stage	74
		:	5.2.1.4.	Poor language skills resulted in obtaining Council permit	75
		:	5.2.1.5.	Problems encountered with incomplete, inaccurate, or	
				improper drawings at working drawing Stage	78
		:	5.2.1.6.	Problems encountered due to poorly written documents in	
				Tender Document Stage	80
		:	5.2.1.7.	Negative impact on project work due to poor language skills	
				in Bidding and Negotiations Stage	81
		:	5.2.1.8.	Project work suffered due to misconceived message types	
				in Construction Stage / Contract Administration	84
			5219	Language Skill Training for professionals	86

	5.2.1.10	D. Ensuring good Language skills of Staff in projects	87
5.2.2 Semi-structured interviews with other stakeholders on language			
skills and communication problems			92
	5.2.2 Education	on level of the sample	92
	5.2.2.1	Problems arising in Construction industry due to	
		Miscommunication at construction stage	93
	5.2.2.2	Problems encountered due to poorly written Documents	95
	5.2.2.3	Discipline with poor language skills result negative	
		impact on Construction Stage / Contract Administration	97
	5.2.2.4	Language Skill Training for stakeholders	100
	5.2.2.5	Ensuring good Language Skills of staff/workmen at	
		construction phase	102
5.3	Results chart		104
5.4	Validation in	the research	105
5.4	Summary		105
CHAP	TER 6 – Conc	clusion and recommendations	106
6.1	Introduction .		106
6.2	Revisiting the	Objectives	106
6.3	Conclusion		112
6.4	Recommenda	tions	113
6.5	Summary		115
List of	references		117
Appen	dix A: Questio	nnaire for the Semi-structured interviews with	
	Professi	ionals	122
Appen	dix B: Questio	onnaire for the Semi-structured interviews with	
	Other S	takeholders	125
Appen	dix C. List of r	respondents participated on interview	127