



ANALYSIS ON THE CULTURE OF PROFESSIONALS IN THE SRI LANKAN CONSTRUCTION INDUSTRY

BY

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The Dissertation was submitted to the Department of Civil Engineering of
the University of Moratuwa in partial fulfillment of the requirement for the
Degree of Master of Science

Department of Civil Engineering
University of Moratuwa

2009

94507



Abstract

Construction industry is very significant to the Sri Lankan national economy. Therefore success in the construction industry always makes the way to success of a country. The construction industry is reliant upon human exchanges and large number of stakeholders in construction projects makes the industry prone to disputes. Because of the diversified nature of the industry, different values are held by different groups of individuals. When successfully managed, however, differences in the culture can lead to innovative business practices and faster and better learning within the organization.

Keeping all aforementioned facts in mind, the research seeks to investigate what is the culture of the professionals in Sri Lankan construction industry. Many cultural concepts such as Deal and Kennedy's model, Charles Handy's model, Garath Morgan's findings and many more were studied and evaluated beforehand the selection of Hofstede's four-dimensional cultural model as the foundation concept for the research.

By using the suitably adapted version of the Hofstede's Values Survey Module82 questionnaire (VSM82) and methodology, a survey was carried out among 300 construction professionals comprising Architects, Engineers and Quantity Surveyors, working within Sri Lanka to determine the cultural values of the construction industry. From this sample 180 professionals were chosen to represent the overall construction industry. Remaining 120 was divided in to two categories according to their industry of work engagement as road and building construction industry professionals. The results obtained from the 300 questionnaires were analyzed using Hofstede's four-factor approach of Power distance; Uncertainty avoidance, Individualism and Masculinity.



The research revealed differences as well as similarities of the cultural characteristics of Sri Lankan construction professionals as a whole and the professionals in the building and road construction industry. The reasons for the changes as well as similarities , revealed a fascinating insight in to the professional's culture of the Sri Lankan construction industry.

Keywords: Construction Industry, Culture, Professionals, Sri Lankan, VSM82.

DECLARATION

I hereby declare that this submission is my own work and that it contains no material previously published or written by another person nor material which, to a substantial extent has been accepted for the award of any other degree or diploma of a university of any other institute of higher learning, except where an acknowledgement is made in the text.

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ACKNOWLEDGEMENT

This research study owes many admirations to many people who contribute in numerous ways towards its completion.

At the very first I express my indebtedness, to Eng. Ranil Sugathadasa, my research supervisor for his valuable guidance throughout this study; without it this would not have been possible.

Sincere thanks also elongate towards Dr.Rangika Halwathura, Dr.Ashoka Perera and Dr.Lesley Ekanayake and all the other staff members of construction management unit of university of Moratuwa for their continuous support extended me throughout the past two years.

I owe my exceptional appreciation to those ladies and gentlemen who readily and willingly spend their valuable time in responding to the questionnaires.

My special gratitude goes to Mrs.Saranga Weerawardana for all the advice and encouragement given to me in the course of this research.

Finally but not any means by least, my heartfelt thanks convey to my family and colleagues for all encouragement and help given towards the completion of this research.

CONTENTS

CHAPTER 01	1
INTRODUCTION	1
1.1 Background.....	1
1.2 Problem Definition	3
1.3 Objectives	4
1.4 Scope and Limitations	4
1.5 Methodology.....	7
1.6 Guide to Report.....	7
CHAPTER 02	9
CULTURE, PROFESSIONALS & CONSTRUCTION INDUSTRY	9
2.1 Introduction.....	9
2.2 What is Culture?	9
2.2.1 Historical Perspectives on Culture	9
2.2.2 Definitions.....	10
2.3 Existing Cultural Models.....	11
2.3.1 Deal and Kennedy	11
2.3.2 Charles Handy	12
2.3.3 Gareth Morgan (1986).....	13
2.3.4 Fons Trompenaars.....	13
2.3.5 Peters and Waterman (1982).....	13
2.3.6 Schein (1985).....	13
2.3.7 Hofstede’s definition of Culture.....	14
2.4 Evaluation of Cultural Models.....	15
2.5 Selecting a Cultural Model	16
2.6 Hofstede’s Cultural Dimensions.....	16
2.6.1 Power Distance.....	16
2.6.2 Uncertainty Avoidance.....	17
2.6.3 Masculinity.....	17
2.6.4 Individualism.....	18
2.7 Focused Cultural Level.....	18
2.8 Culture of Construction	20
2.9 Definitions of a Professional	21

2.10	Historical Background of the Professional groups	22
2.11	Professionals' significance in the Construction Process	22
2.12	What is Professional Culture?	23
2.13	Implications of Understanding the "Professionals' Culture" Towards Project Performance	23
2.14	Summary	24
CHAPTER 03.....		26
RESEARCH METHODOLOGY.....		26
3.1	Introduction.....	26
3.2	Research design	26
3.3	Research Technique.....	28
3.4	Selection of Convenient Sample for the Study.....	28
3.4.1	Sample Population.....	28
3.4.2	Division of Sample to satisfy the research objectives	29
3.5	Type of Data Collected.....	29
3.6	Method of Analysis.....	30
3.6.1	Calculation of Power Distance Index (PDI).....	30
3.6.2	Calculation of Uncertainty Avoidance Index (UAI).....	32
3.6.3	Calculation of Individualism Index (IDV) & Masculinity Index (MAS)	32
3.7	Summary.....	36
CHAPTER 4.....		37
ANALYSIS & DISCUSSION OF RESULTS.....		37
4.1	Introduction.....	37
4.2	Case Studies Used for the Analysis	37
4.3	Analysis of Power Distance.....	42
4.4	Discussion on PDI Results.....	43
4.5	Analysis of Uncertainty Avoidance.....	45
4.6	Discussion on UAI Results.....	47
4.7	Analysis of Individualism (IDV).....	48
4.8	Discussion on IDV Results.....	50
4.9	Analysis of Masculinity (MAS).....	52
4.10	Discussion on MAS Results	53
4.11	Summary.....	55

CHAPTER 5.....	57
CONCLUSIONS AND RECOMMENDATIONS	57
5.1 Conclusions.....	57
5.2 Recommendations.....	59
5.3 Recommendations for Future Research.....	60
RERERENCES	62



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LIST OF FIGURES

Figure 1: Sample of Professionals for Construction Industry	5
Figure 2: Sample of professionals for building construction Industry	5
Figure 3: Three Levels of Culture	19
Figure 4: Construction Stereotypes	24
Figure 5 : Research Design.....	27
Figure 6: PDI Values for Construction Industry, Building Construction Industry & Road Construction Industry professionals.....	42
Figure 7: UAI Values for Construction Industry, Building Construction Industry & Road Construction Industry professionals.....	46
Figure 8 : IDV Values for Construction Industry, Building Construction Industry & Road Construction Industry professionals.....	49
Figure 9: MAS Values for Construction Industry, Building Construction Industry & Road Construction Industry professionals.....	53
Figure 10 : Summary of cultural Dimensions.....	56



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LIST OF TABLES

Table 1: Evaluation of Cultural Models	15
Table 2 : Work Goals for MAS	34
Table 3 : Work Goals for IDV	34
Table 4: Selected Case studies for Building projects 1-6	38
Table 5: Selected Case studies for Building projects 7-10	39
Table 6: Selected Case Studies for Road projects 1-5	40
Table 7: Selected Case Studies for Road projects 6-10	41
Table 8 : Results of PDI.....	42
Table 9 : Characteristics of Low & High Power Distance Groups.....	45
Table 10 : Results of UAI.....	46
Table 11: Characteristics of High and Low Uncertainty Avoidance Groups.....	48
Table 12 : Results of IDV	49
Table 13: Characteristics of Collectivist and Individualistic Groups.....	51
Table 14 : Results of MAS	52
Table 15: Characteristics of Feminine and Masculine Groups.....	55
Table 16: Summary of Cultural Dimensions in selected professional groups.....	56

ABBREVIATIONS AND ACRONYMS

- IDV** - Individualism Index
- MAS** - Masculinity and Femininity Index
- PDI** - Power Distance Index
- UAI** - Uncertainty Avoidance Index
- VSM** - Values Survey Module
- IESL** - Institute of Engineers Sri Lanka
- SLIA** - Sri Lankan Institute of Architects
- IQSSL** - Institute of Quantity Surveyors Sri Lanka
- ICTAD** - Institute for Construction Training and Development
- NOS** - Numbers
- SLR** - Sri Lankan Rupees
- VAT** - Value Added Tax
- RDA** - Road Development Authority