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NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

Faculty of The Built Environment

Topic :AN ANALYSIS OF THE IMPACT OF GOKWE SOUTH RURAL DISTRICT COUNCIL (GSRDC) ORGANISATIONAL CULTURE ON THE SUCCESSFUL IMPLEMENTATION OF INFRASTRUCTURE PROJECTS.

A Dissertation Submitted To The Department Of Quantity Surveying In Partial Fulfillment Of The Requirements Of Masters Of Science In Construction Project Management Degree

By

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ABSTRACT

Infrastructure project failure is one of the serious problems facing Zimbabwean local authorities. It does not only affect the intended project beneficiaries like the residents and business community but the country's economic development strategies are also hampered. Half the time, local authority construction project failure results in disputes and loss of goodwill of the local authorities making them lose funding opportunities from the donor community. This has an adverse effect on their service delivery mandate. GSRDC is one of the rural LAs which have received bad publicity in terms of performance on infrastructure project delivery. It has been noted that among the many factors that affect efficiency in project delivery, organisational culture has received very little attention. This research therefore focused on analysing the impact of Gokwe South Rural District Council (GSRDC) organisational culture on the successful implementation of infrastructure projects. Firstly, the existing literature on organisational culture was reviewed. Some dimensions of culture and projects success indicators for GSRDC were listed from interviews and secondary data sources. The list was used to formulate questionnaires which were distributed to a sample of the population which consisted of the residents, council employees, contractors, heads of government department, consultants and NGOs. Quantitative analysis of the data was done using SPSS software. The research revealed that GSRDC has the following cultural orientations; communication orientation, stakeholder and time orientation, management orientation, flexibility and innovative cultures, detail-oriented cultures, employee orientation, manpower development & cost oriented culture, interdepartmental differences orientation and teamwork oriented cultures. Analysis revealed that of these orientations only four of them highly impact on the success of the LA's infrastructure projects. These dimensions are communication orientation, stakeholder and time orientation, management orientation, detail-oriented cultures. A correlation analysis was applied on these dimensions with the Key Success Indicators for the LA which are H&S and time indicator, employee's satisfaction, workplace disputes and council/client satisfaction indicator. As the local authority strives to improved project delivery outcomes, it was therefore recommended that in GSRDC some resources and attention are devoted towards improvements in these cultural practices.