

National University of  
Science and Technology

AN ANALYSIS OF THE EFFECTIVENESS OF LABOUR  
PRODUCTIVITY MEASUREMENT TECHNIQUES;  
A CASE OF SELECTED PROJECTS IN HARARE

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### ABSTRACT

This study investigated and analyzed the labour productivity measurement techniques that are utilized in the construction industry of Zimbabwe, particularly projects in Harare in order to embrace the benefits that come with them. Research findings showed that 71% of respondents had full understanding of the labour productivity measurement techniques. Findings also showed that 44% of the respondents employed Historical Data as the main labour productivity measurement technique with also Parametric estimation with 26% and that the two were called accountancy based techniques which are essentially inseparable, Time study was utilized by 17%, Foremen Delay surveys with only 4% whilst Craftsmen Questionnaires were not being used at all. Respondents that said they employed the techniques for every project had a response rate of about 84% whilst those respondents that rarely employed such techniques in their projects made 16% of the respondents. Data from the field research was mainly composed of the questionnaires given out to contractors in different categories of the CIFOZ listing. Two Case studies were undertaken, one at a Tollgate plaza and the other an office block in and findings from the two showed that there was improper application of the labour productivity measurement techniques and a common reluctance to change such techniques in response to inevitable external and internal changes that are required to be taken into account in application of the techniques there were utilizing. Suggestions following the research findings included the following: (1) that the construction industry as a whole carry out effective current-trends oriented labour productivity measurement techniques that are especially suited for establishing standards through reviewing techniques to cater for changes in the construction operating environment (2) the importance of some form of direct productivity measurement (engineering based techniques) to complement the indirect relative control measures (accountancy based techniques systems) that compare performance to the estimate and past records (3) Addressing the issue of information asymmetry (4) need of companies to have correct application of labour productivity measurement techniques (5) coupling up labour productivity measure with evaluation of the on going projects and (6) need for catering of factors affecting labour productivity measurement techniques.