

**FACTORS AFFECTING TIME PERFORMANCE OF  
REFURBISHMENT PROJECTS IN SINGAPORE**

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**DISSERTATION SUBMITTED IN FULFILMENT OF THE  
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**FACULTY OF BUILT ENVIRONMENT  
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## ABSTRACT

Refurbishment is becoming an important economic driver in Singapore's construction industry due to existence of high number of ageing buildings, limited vacant land for new development and the rapid changes of technology used. There are limitations and even drawbacks to these efforts as the time required to complete the refurbishment projects is frequently greater than the time originally specified in the contract. The main purpose of the study is to identify factors affecting the time performance for refurbishment projects in Singapore.

This study used mixed method approach with quantitative as the main data. Semi-structured interviews that involved twenty projects were carried out to verify the project characteristics of refurbishment in Singapore. The result of the interviews was used to identify the project characteristics variables for the next stage of data collection. One-hundred (100) questionnaires were distributed to main contractors who have experience in refurbishment and a contract value of minimum two-hundred-and-fifty thousand dollars. Of those, 33 replied and were found to be useful for data analysis.

Statistical Package for the Social Sciences (SPSS) was used to analyse the data. From the data analysis, three variables were found to be significantly correlated with time performance variable. They are non-payment of salary to workers causing slow down; conflict and disputes between contractor and superintending officer; and uncertainty and complexity of the project. From the correlation analysis result, a prediction model was developed using multiple regression analysis. The result indicated that to control the time performance of refurbishment projects in Singapore, three variables need to be given more attention through the equation of  $Time\ Performance = 0.945 + 0.076Finance-NP + 0.035Contractual-CD + 0.076Site-UC$ .

From the findings, it could be concluded that the time performance of refurbishment projects is affected by the project characteristics. Thus, more focus probably needs to be given to those factors in order to improve the time performance of refurbishment projects in Singapore.

## ABSTRAK

Pembaharuan bangunan telah menjadi suatu pemacu ekonomi yang penting dalam industri pembinaan di Singapura. Ini disebabkan wujudnya banyak bangunan yang lama dan tapak pembangunan yang terhad serta perubahan teknologi yang semakin pesat. Walaubagaimanapun, masa persiapan yang terhad telah melemahkan projek pembaharuan bangunan. Oleh itu, tujuan utama kajian ini adalah untuk mengenal pasti faktor-faktor yang mempengaruhi prestasi masa untuk menjalankan projek pembaharuan dalam industri pembinaan di Singapura.

Kaedah Pendekatan Campuran telah digunakan dalam kajian ini, di mana kuantitatif-kuantitatif menjadi data utama. Temu bual separa berstruktur yang melibatkan dua puluh projek telah dijalankan untuk mengesah ciri-ciri projek pembaharuan bangunan di Singapura. Hasil temu-bual tersebut telah digunakan dan ciri-ciri projek telah dikenal-pasti untuk kajian peringkat seterusnya. Seratus (100) soal selidik berstruktur telah diedarkan kepada kontraktor-kontraktor utama yang berpengalaman dalam kerja-kerja pengubahsuaian dan pembaharuan dalam industri pembinaan, dan dengan kontrak bernilai lebih daripada dua ratus lima puluh ribu dolar (\$250,000.00). Sebanyak tiga puluh tiga (33) daripada seratus (100) soal selidik didapati berguna untuk analisis data.

Cara “Statistical Package for the Social Sciences (SPSS)” telah digunakan untuk menganalisis data-data yang dikumpulkan. Dari analisis tersebut, terdapat tiga (3) pembolehubah yang didapati paling berkait-rapat dengan prestasi masa. Pembolehubah-pembolehubah tersebut ialah pembayaran gaji perkerja, konflik and pertikaian di antara Kontraktor dengan Pegawai Penguatkuasa dan kerumitan projek tertentu. Dari hasil analisis korelasi, satu model ramalan telah diwujudkan dengan menggunakan “Multi Regresion Analysis”. Hasil tersebut telah menunjukkan bahawa terdapat tiga (3) pembolehubah yang perlu diberi perhatian untuk mengawal pretasi masa (dengan menggunakan persamaan di bawah) dalam projek pembaharuan di Singapore.

$$\text{Prestasi Masa} = 0.945 + 0.076\text{Kewangan-NP} + 0.035\text{Kontractual-CD} + 0.076\text{Site-UC}.$$

Sebagai kesimpulan, ciri-ciri projek telah mempengaruhi masa untuk projek pembaharuan dalam industri pembinaan. Oleh itu, untuk meningkatkan kawalan pretasi masa dalam projek pembaharuan di Singapore, faktor-faktor tersebut perlu diberi tumpuan.

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## TABLE OF CONTENTS

Abstract	i
Abstrak	ii
Original Literary Work Declaration	iii
Acknowledgement	iv
Table Of Contents	v
List Of Tables	viii
List Of Figures	ix
List Of Abbreviations	x

### CHAPTER 1 - INTRODUCTION

1.0	Introduction	1
1.1	Problem statement	3
1.2	Objectives of the study	5
1.3	Scope and limitation of study	6
1.4	The benefits of the study	7
1.5	The structure of the research	8
1.6	Summary	9

### CHAPTER 2 - LITERATURE REVIEW ON GENERAL OVERVIEW OF REFURBISHMENT CONSTRUCTION INDUSTRY

2.0	Introduction	10
2.1	Definitions of refurbishment	12
2.2	The criteria to success in refurbishment projects	13
2.3	Types of delay in refurbishment projects	16
2.3.1	Excusable delays that lead to claims for delays	17
2.3.2	Non- excusable delays	19
2.4	Clauses for extension of time under different forms of contract (General)	20
2.4.1	Contract Administration to Singapore Institute of Architects (Conditions of Building Contract:9 <sup>th</sup> Edition)	22
2.4.2	Contract Administration Guide to REDAS (Design and Build Conditions Contract:3 <sup>rd</sup> Edition)	23
2.4.3	Public Sector Standard of Contractor For Construction Works	24
2.4.4	Summary of conditions of contract	26
2.5	Summary	28

## CHAPTER 3-LITERATURE REVIEW :TIME PERFORMANCE

3.0	Introduction	29
3.1	Time performance	30
3.2	Factors affecting to time performance of refurbishment projects	32
3.2.1	Contractor's financial related factors	33
3.2.2	Contractor related factor	35
3.2.3	Designer related factors	39
3.2.4	Client attributes	43
3.2.5	Contractual relationship related factors	44
3.2.6	Skilled labor related	49
3.2.7	Material related factors	52
3.2.8	Project or site related factors	54
3.2.9	Unpredictable weather condition	61
3.3	Summary	64

## CHAPTER 4-RESEARCH METHODOLOGY

4.0	Introduction	65
4.1	Research process	66
4.2	Method of data collection	67
4.2.1	Review of research methods adopted in other related studies	68
4.2.2	Method adopted in this research	70
4.3	Theoretical framework	72
4.4	Research design	73
4.4.1	Stage one-Literature review	76
4.4.2	Stage two-Semi-structured interview	76
4.4.3	Stage three- Final survey questionnaire	82
4.5	The structure of the questionnaire	83
4.6	Primary data collection	85
4.7	Identification of research population and criteria for selecting respondents	86
4.8	Refurbishment project parameters in the questionnaire survey	87
4.9	Data transformation	88
4.9.1	Frequency distribution and descriptive statistics	88
4.9.2	Bi-variate analysis	89
4.9.3	The General Regression Model	92
4.10	Summary	93



## CHAPTER 5-RESEARCH FINDINGS: DESCRIPTIVE ANALYSES

5.0	Introduction	95
5.1	Final data collection for time performance of refurbishment projects	95
5.2	Time performance of refurbishment projects in Singapore	98
5.2.1	Finance related factors	98
5.2.2	Contractor related factors	99
5.2.3	Designer related factors	101
5.2.4	Client attributes	105
5.2.5	Contractual relationship related factors	106
5.2.6	Skilled labor related factors	110
5.2.7	Material related factor	111
5.2.8	Project or site related factors	113
5.2.9	Unpredictable weather condition	116
5.3	Significant factors affecting time performance of refurbishment projects in Singapore	118
5.4	Current level of time performance for refurbishment projects in Singapore	122
5.5	Summary	124

## CHAPTER 6- DEVELOPING A PREDICTION MODEL FOR TIME PERFORMANCE OF REFURBISHMENT PROJECTS IN SINGAPORE

6.0	Introduction	126
6.1	Correlation analysis	128
6.1.1	Non-payment of salary to workers causing slow down	130
6.1.2	Conflict or disputes between contractor and superintending officer	130
6.1.3	Uncertainty and complexity of the project	131
6.2	Discussion on regression model of refurbishment projects	132
6.2.1	The validity of regression models	135
6.3	Summary	136

## CHAPTER 7 CONCLUSION AND RECOMMENDATION

7.0	Introduction	138
7.1	Conclusion of the study	138
7.1.1	Objective 1: To study on the current condition of time performance of refurbishment project in Singapore	138
7.1.2	Objective 2: To identify the factors that affecting time performance during the construction stage of refurbishment projects in Singapore.	139
7.1.3	Objective 3: To establish a prediction model on time performance based on identified factors.	141
7.2	Main conclusion of the study	142
7.3	Recommendations for future research	143
	References	145

Appendices

## LIST OF TABLES

Table	2.1	Occurrence of EOT Claims in Hong Kong based on 57 projects	21
Table	2.2	Possible reasons behind the use of EOT Clauses in refurbishment	27
Table	3.1	The state of completion of design before refurbishment work commences	42
Table	3.2	Labor Productivity by Industry	50
Table	3.3	Statistic for labor in Singapore from 1994 to 2009	50
Table	3.4	The difficulty of access to refurbishment projects site	57
Table	3.5	Average rainfall in Singapore	62
Table	4.1	Result of semi-structured interviews between first 15 and last 5 interviews	81
Table	4.2	Table for determining sample size from a given population	84
Table	4.3	Reliability Analysis-Scale (Alpha)	91
Table	5.1	Finance related factors	98
Table	5.2	Contractor related factors	100
Table	5.3	Designers related factors	101
Table	5.4	Clients related factors	105
Table	5.5	Contractual relationship related factors	106
Table	5.6	Skilled labor related factors	110
Table	5.7	Material related factors	111
Table	5.8	Project or Site related factors	113
Table	5.9	Unpredictable weather condition	117
Table	5.10	Significant factors affecting time performance	122
Table	6.1	The Correlation Matrix between Project Variables and Time Performance	129
Table	6.2	Coefficients (a) of Regression Analysis in Refurbishment Projects.	132
Table	6.3	Model Summary	133

## LIST OF FIGURES

LIST OF FIGURES			
Figure	2.1	Construction Demand in Singapore	11
Figure	3.1	BCA Building works TPI	30
Figure	3.2	Average Monthly Recruitment Rate	51
Figure	4.1	Theoretical Framework	72
Figure	4.2	Flow of Three Stages of Data Collection Methods	74
Figure	4.3	Flow of Research Methodology	75
Figure	5.1	Job title of the respondents	96
Figure	5.2	Number of years involved in the construction industry	96
Figure	5.3	Number of years involved in refurbishment projects	97
Figure	5.4	Current level of time performance for refurbishment projects in Singapore.	123
Figure	6.1	The Correlation Test Diagram between Project Variables and Time Performance	127
Figure	6.2	The Expected Results Diagram for Correlations Tests between Project Variables	128
Figure	6.3	Regression Standardized Residual	136
Figure	6.4	Dependent variable-Time Performance Index	136

## ABBREVIATIONS

BCA	Building & Construction Authority
BRE	Building Research Establishment
CIDB	Construction Industry Development Board
CIOB	Chartered Institute of Building
CIRIA	Construction Industry Research And Information
CTP	Construction Time Performance
EOT	Extension of Time
KPI	Key Performance Index
PSSCOC	Public Sector Standard of Contract For Construction Works
MAS	Monetary Authority of Singapore
MBAM	Master Builders Association Malaysia
MITI	Ministry of International Trade and Industry (MITI)
MRA	Multi Regression Analysis
NEA	National Environment Agency
NEDO	National Economic Development Office
QS	Quantity Surveyor
REDAS	Design and Build Condition Contract
RICS	Royal Institute of Chartered Surveyor
SDS	Singapore Department of Statistic
SIA	Singapore Institute of Architect Condition of Contract
SIAC	Singapore International Arbitration Centre
SO	Superintending Officer
SPI	Schedule Performance Index
SPSS	Statistical Package for the Social Science
TFP	Total Factor Productivity
TPI	Time Performance Index