

FACTORS ASSOCIATED WITH COMMUNICATION PERFORMANCE IN IIR

FAZILAH BINTI MUSA

UNIVERSITI TEKNOLOGI MALAYSIA

FACTORS ASSOCIATED WITH COMMUNICATION PERFORMANCE IN JKR

FAZILAH BINTI MUSA

A capstone project report submitted in partial fulfillment of the
requirements for the award of the degree of
Master Project Management

Faculty of Civil Engineering
Universiti Teknologi Malaysia

DECEMBER 2010

ABSTRACT

The purpose of this study is to identify methods of communication that is being practiced currently in JKR at design stage. This paper will also outline the current problems faced by JKR regarding project communication during its course of project implementation at design stage. Location of the study is in Specialist Sector in JKR Headquarters. The methodology used for this study is survey by giving questionnaires to 75 respondents at the design office by email and by hand. The respondents are selected among the professional and management group. Data gathered from questionnaires was analysed using descriptive statistical method and results are calculated on mean, ranking, percentage, and standard deviation. The findings from the study showed that not all methods listed in the questionnaire were used in the Specialist Sectors. Mainly, the feedback showed that the problems were due to people compared to process and technology. The quality level of project information is moderate. In conclusion, to have a high communication performance, the organization must use proper methods, break the barriers in order to have effective communication, and continuous improvement on the quality of project information. These are the factors that associated with effective project communication. As a proposal, a 4P's conceptual model is introduced for effective project communication in Specialist Sector, JKR.

ABSTRAK

Tujuan kajian ini adalah bagi menentukan kaedah komunikasi yang di gunakan pada masa ini di JKR pada peringkat rekabentuk. Kertas ini juga akan menggariskan masalah yang dihadapi oleh JKR berkaitan komunikasi projek semasa pelaksanaan projek diperingkat rekabentuk. Kajian ini dijalankan di Sektor Pakar di JKR Ibupejabat. Kaedah yang diguna pakai adalah kajian lapangan dengan mengedarkan soalan kajian kepada 75 responden di pejabat rekabentuk melalui email dan tangan. Responden adalah dari kalangan pegawai dari kumpulan professional dan pengurusan. Data yang dikumpul dari soalan kajian dianalisa menggunakan kaedah statistik diskriptif dan keputusan di kira berdasarkan purata, peratus, ranking dan sisihan piawai. Keputusan telah menunjukkan bahawa tidak semua kaedah yang disenaraikan didalam soalan kajian digunakan di pejabat rekabentuk di Sektor Pakar. Kebanyakan maklumbalas menunjukkan masaalah berkaitan komunikasi adalah lebih kepada manusia berbanding dengan proses dan teknologi. Aras bagi kualiti komunikasi projek adalah sederhana. Kesimpulannya, bagi mendapatkan prestasi komunikasi projek yang tinggi, pihak organisasi mestilah menggunakan kaedah yang betul, memecahkan halangan kepada komunikasi berkesan dan pembaikan secara berterusan kepada kualiti maklumat. Ini adaalah faktor yang berkaitan dengan prestasi organisasi. Sebagai cadangan, Model konsep 4Ps disyorkan diguna pakai untuk projek komunikasi yang berkesan di Sektor Pakar, JKR

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xi
	LIST OF FIGURES	xiii
	LIST OF ABBREVIATIONS	xv
1	INTRODUCTION	1
	1.1 Background	1
	1.2 Problems Statement	4
	1.3 Research Questions	4
	1.4 Purpose and Aims	5
	1.5 Scope of the Study	5
	1.6 Significant of Study	6
	1.7 Definition of Terms	6
2	LITERATURE REVIEW	8
	2.1 Introduction	8
	2.2 Project Implementation	8
	2.2.1 Planning Stage	10
	2.2.2 Design Stage	13
	2.2.3 Procurement Stage	15
	2.2.4 Construction Stage	17

2.2.5	Handing Over Stage	19
2.3	Effective Communication	20
2.3.1	Methods of Communication	23
2.3.2	Project Communication Strategy	25
2.3.3	Communication Channel	27
2.3.4	Effective Project Communication	28
2.3.5	Barriers to Successful Communication	30
2.3.6	Barriers to Effective Listening	31
2.4	Project Communication	32
2.5	Project Communication Management	32
2.5.1	Initiation Process Group	33
2.5.2	Planning Process Group	34
2.5.3	Executing Process Group	35
2.5.4	Monitoring and Controlling Process Group	35
2.5.5	Closing Process Group	37
2.6	Performance and Quality	37
2.7	4P's Conceptual Model	38
2.8	Previous Research	40

3 RESEARCH METHODOLOGY 46

3.1	Introduction	46
3.2	Research Design	46
3.3	Location of Study	50
3.3.1	Mechanical Engineering Branch	50
3.3.2	Electrical Engineering Branch	51
3.3.3	Civil, Structure and Bridge Engineering Branch	52
3.3.4	Road and Geotechnical Engineering Branch	53
3.3.5	Architectural Branch	54
3.4	Population, Sample and Research Subject	55

2.2.5	Handing Over Stage	19
2.3	Effective Communication	20
2.3.1	Methods of Communication	23
2.3.2	Project Communication Strategy	25
2.3.3	Communication Channel	27
2.3.4	Effective Project Communication	28
2.3.5	Barriers to Successful Communication	30
2.3.6	Barriers to Effective Listening	31
2.4	Project Communication	32
2.5	Project Communication Management	32
2.5.1	Initiation Process Group	33
2.5.2	Planning Process Group	34
2.5.3	Executing Process Group	35
2.5.4	Monitoring and Controlling Process Group	35
2.5.5	Closing Process Group	37
2.6	Performance and Quality	37
2.7	4P's Conceptual Model	38
2.8	Previous Research	40

3	RESEARCH METHODOLOGY	46
3.1	Introduction	46
3.2	Research Design	46
3.3	Location of Study	50
3.3.1	Mechanical Engineering Branch	50
3.3.2	Electrical Engineering Branch	51
3.3.3	Civil, Structure and Bridge Engineering Branch	52
3.3.4	Road and Geotechnical Engineering Branch	53
3.3.5	Architectural Branch	54
3.4	Population, Sample and Research Subject	55

3.5	Research Model	56
3.6	Research Instruments	56
3.7	Reliability and Validity of Research Instruments	61
3.8	Method of Data Collection	62
3.9	Data Analysis	62
4	ANALYSIS OF DATA	65
4.1	Introduction	65
4.2	Data Analysis of Part A	67
4.2.1	Distribution of Respondents by Gender	67
4.2.2	Distribution of Respondents by Race	68
4.2.3	Distribution of Respondents by Years of Working Experience in Design Office	68
4.2.4	Distribution of Respondents by Designation	70
4.2.5	Knowledge in Project Communication Management	71
4.3	Data Analysis of Part B	73
4.4	Data Analysis of Part C	75
4.5	Data Analysis of Part D	78
4.6	Data Analysis of Part E	79
4.7	Correlation Analysis	80
4.8	Conceptual Model of Effective Communication	85
5	CONCLUSION AND RECOMMENDATION	87
5.1	Introduction	87
5.2	Findings and Discussion	87
5.2.1	Identify the Current Methods of Communication	87
5.2.1.1	Methods Used in Communication Planning	88
5.2.1.2	Methods Used in Information	88

	Distribution	
5.2.1.3	Methods Used in Performance Reporting	89
5.2.1.4	Methods Used in Manage Stakeholder	89
5.2.2	To Identify the Factors That Contributes to Problems and Weaknesses in Project Communication	90
5.2.3	To Investigate the Existing Level of Project Communication Performance	94
5.2.4	Opinion on the Benefit and Impact to the Organization	95
5.3	Conclusion	95
5.4	Recommendation	97
5.4.1	Recommendation to the Organization	97
5.4.2	Recommendation for Further Study	98

REFERENCES	99
-------------------	-----------

Appendix A	104
-------------------	------------

CHAPTER 1

INTRODUCTION

1.1 Background

Jabatan Kerja Raya (JKR) Malaysia (originally known as Public Works Department) was formed in 1872. For all these years, JKR is the technical advisor to the government, responsible for the implementation of development projects and maintenance of infrastructure assets. JKR clients include twenty-eight ministries and numerous departments, authorities and states. Under the Ninth Malaysia Plan, JKR has over 7000 projects to be implemented by 2010. JKR aspires to contribute to the strengthening of the country's institutional and implementation capacity as outlined in the national mission.

Currently, JKR is establishing their Asset Management Sector in line with the Prime Minister's directive for JKR to manage all government assets. JKR is also moving from being just an implementer to strategic partners with their clients to help them deliver policy outcomes.

Public Works Department (PWD) was formed in 1872 with Major J.F.A McNair as the first head of the organization. The events that lead to the formation of PWD began earlier than 1872 when the British East India Company - trades between England, India, and China - needed a safe port for refitting their ships. They found it in Penang which was well positioned for these purpose. In 1786, they persuaded the Sultan of Kedah to give up the rights of Penang Island to the company. They

managed to get Penang in 1791 through a treaty. In 1825, through the Anglo-Dutch Treaty, Malacca was reverted to the British in exchange for Bengkulu. Thomas Stamford Raffles, then in 1819, entered into a treaty with Sultan Hussein and Temenggong Abdul Rahman giving the British the rights to establish settlements in Singapore. These three territories (Penang, Malacca, and Singapore) formed the Straits Settlement in 1826.

Many buildings were built by PWD in Federated Malay States capitals Kuala Lumpur between 1896 to 1941 including Sultan Abdul Samad Building, Selangor Museum, Residency, King's Palace, Masjid Jamek Kuala Lumpur, and many more.

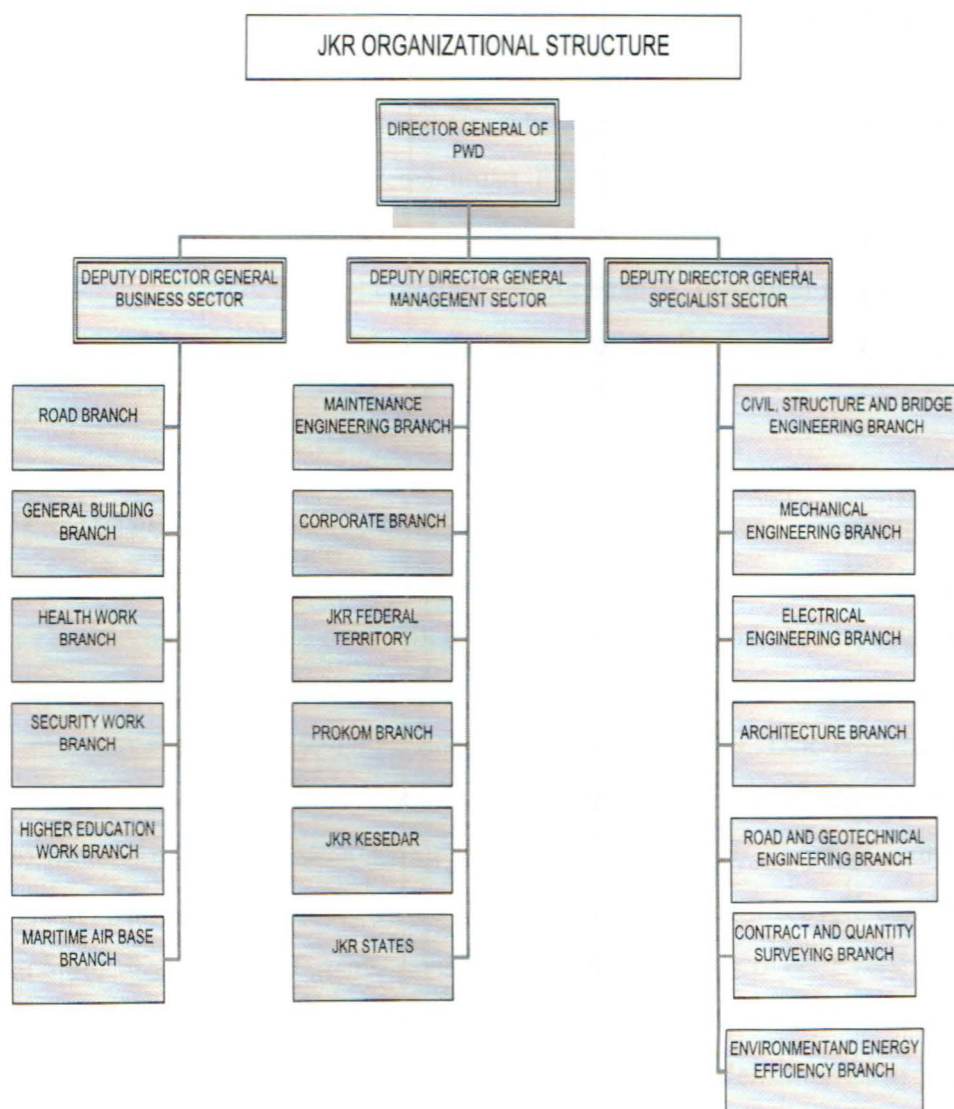


Figure 1.1: JKR Organizational Structure

Currently, PWD Malaysia is headed by a Director General of Public Works and is assisted by three Deputy General Director of Public Works. Administration of Public Works Department includes the whole of Malaysia except Sabah and Sarawak. JKR organizational structure is shown in Figure 1.1. For administrative purposes, PWD Malaysia is divided into two tiers, Head Office level and the State level.