

ESTABLISHING THE NORM OF ORGANISATIONAL
STRUCTURE FOR PUBLIC WORKS
DEPARTMENT

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**ESTABLISHING THE NORM OF ORGANISATIONAL STRUCTURE FOR
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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

Establishing a norm for project organisational structure is a very crucial and challenging task. In order to establish the new norm the individual or project manager has to look into the current norm existing in the organization such as JKR. Then the second factor is to look into the needs of the people involved in the particular project itself. This particular process will definitely takes time because it falls under the authority of human resource department. So, the aim of this study is to look into the project existing norm of organizational structure, problems related to it and finally to suggest and propose an improvement to the current existing norm. There are three distinguished phases in the study: phase 1 involves determination of the topic, aim, objectives, scope and literature review; phase 2 comprises of Research design, research questions and questionnaire preparation supplemented by focus group interview together with individual expert interview question and followed by data collection from the respondent involved; phase 3 consist of analyzing the data and subsequently propose the solution for the improvement of the norm. As found out by observation at the site and face to face interview that all those projects are managed by one professional staff full time at the site. Finally the outcomes of this study are establishment of the norm that could apply to other JKR project as a whole in the same category.

ABSTRAK

Menetapkan satu norma baru bagi struktur organisasi projek bukan satu perkara yang mudah dan agak mencabar. Bagi membolehkan satu norma struktur organisasi projek dapat ditetapkan maka setiap individu yang bertanggungjawab perlu melihat dan memerhatikan terlebih dahulu apa sebenarnya yang terdapat dalam struktur yang sedia ada dalam projek JKR. Perkara kedua yang perlu diperhatikan adalah apakah keperluan yang diperlukan oleh setiap individu dalam kumpulan projek tersebut. Untuk melaksanakan proses ini tentunya mengambil masa dan kebetulan pula pihak yang sebenarnya bertanggungjawab dalam mengatur pertukaran dan keperluan perjawatan adalah Unit Pembangunan Sumber Manusia, Cawangan Pengurusan Korporat, JKR. Terdapat tiga peringkat dalam kajian ini. Fasa pertama adalah melibatkan perkara menentukan tajuk, tujuan, objektif, skop dan kajian literatur dan temuramah awalan. Fasa kedua melibatkan rekabentuk kajian, soalan kajian dan persediaan soalan bancian ditambah dengan temuramah berkumpulan dan juga individu serta disertai dengan pengumpulan data daripada pihak yang berkenaan. Fasa ketiga pula meliputi analisa data-data yang dikumpul dan seterusnya mencadangkan penetapan norma baru. Adalah didapati dari pemerhatian dan temuramah bahawa ketiga-tiga projek tersebut diuruskan oleh seorang pegawai tapak sepenuh masa. Akhirnya hasil keputusan dari kajian ini ialah penetapan norma yang boleh digunapakai bagi projek JKR yang lain dalam kategori projek yang sama.

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CHAPTER 1

INTRODUCTION

1.0 Background

Jabatan Kerja Raya (JKR) or Public Works Department (PWD) as it was formerly known has been formed since 1872. Since it started with the traditional method of organizational structure for quite sometime and has undergone a few changes in type of procurements. Until recently due the tremendous changes happening here locally and abroad JKR has to embark on the transformation of reorganisation or known as restructuring process of JKR organization so that it will align with the current development (www2.jkr.gov.my/v2/malay/aboutus/OS_history).

Nowadays, matrix organization structure has been practiced by many organization and they are in the process of implementing it in many stages. Some has gone to the stage where they have really implemented it and had seen the success of its implementation. JKR has started implementing the matrix organizational structure somewhere in the beginning of 2007 and since then, is in the transitional process of adjusting it from the former traditional (classical) functional organizational structure to the matrix organizational structure. Of course there must be some kind of resistance from the organization especially the lower group but since it is a top management

decision, then everybody has to oblige. Since JKR have adopting it as their daily routine job now and the feel that something is lacking especially by the project manager and program manager to improve it further. This is usually true because the cross functional group has to do dual reporting to two different bosses although there are in the project team. (Kerzner. H. Project Management, 2006).

There was already a paper prepared by the Complex Project Management Branch to come up with some form of a norm for Design and Build project in Woman and Child Hospital in Kuala Lumpur General Hospital organizational structure with 14 professional staff comprising Engineers from JUSA level, grade J54, J48 and J44 together with 7 supporting staff from the grade J36 and J22. Since this project has been postponed due to some allocation constraint and subsequently this proposal paper submitted for an approval from the top management consisting the first norm of the JKR organizational structure could not be put forward into implementation (Prokom, JKR, December 2007).