

**PROJECT MANAGEMENT MATURITY AND PERFORMANCE
MEASURES OF PROJECT MANAGEMENT KNOWLEDGE AREAS
IN JABATAN KERJA RAYA**

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ABSTRACT

The importance of project management maturity models has become essential in assessing an organization's current capabilities. These models are used to assess the maturity of an organization and to ensure of its efficiency and uniformity in delivering projects. Besides that, these models are used to further improve the organization to be a better one. Jabatan Kerja Raya (JKR) has received many critics from its clients for the "lack of quality" in delivering projects. Many incidents reported in the media have affected the credibility of JKR as the technical advisor and executor of government projects. Thus, in overcoming this weakness, the objectives of this study are to determine the adoption of the nine knowledge areas of project management in JKR, to assess the current maturity level of project management as perceived by project managers in JKR, to identify initiatives of the nine knowledge areas of project management to improve the maturity level of JKR and to establish the key performance indicators of the nine knowledge areas of project management to improve the maturity level of JKR. 65 project managers and project team members were asked to answer the designed questionnaires. Descriptive analysis was applied to answer the research questions and objectives. The study has revealed that almost 90 percent of the respondents felt that understanding the nine project management knowledge areas was important when managing projects. JKR project managers applied project management knowledge areas when managing projects by the mean score ranging from 3.6 to 4.1. The overall maturity level of JKR was analyzed to be at Level 2. 25 key performance indicators were proposed in the study in order to improve JKR maturity level from Level 2 to Level 3.

ABSTRAK

Penggunaan Model Kematangan Pengurusan Projek telah menjadi perkara yang perlu dalam menilai keupayaan semasa bagi sebuah organisasi. Model Kematangan Pengurusan Projek digunakan untuk menilai keupayaan sesebuah organisasi untuk memastikan keseragaman dan keberkesanan dalam menjalankan sesuatu projek. Selain itu, model ini juga digunakan untuk mengenalpasti penambahbaikan yang perlu untuk memajukan organisasi tersebut. Jabatan Kerja Raya (JKR) telah menerima banyak kritikan daripada pihak pelanggan mengenai kualiti projek yang dilaksanakan olehnya. Kejadian mengenai struktur bangunan runtuh dan lain-lain insiden yang dilaporkan di dalam media telah memberi kesan kepada kredibiliti JKR sebagai penasihat teknikal dan pelaksana projek-projek infrastruktur kerajaan. Dalam menangani kelemahan ini, kajian ini dilakukan untuk mengenalpasti penggunaan sembilan bidang pengetahuan dalam pengurusan projek, menilai kematangan semasa pengurusan projek bagi JKR, mencadangkan inisiatif-inisiatif dan pengukur prestasi bagi meningkatkan kematangan pengurusan projek JKR. Sejumlah 65 pengurus projek dan ahli pasukan projek telah mengambil bahagian dalam kajian ini. Analisa diskriptif telah dilakukan untuk menjawab persoalan dan objektif kajian. Hasil kajian ini menunjukkan 90 peratus daripada responden menyatakan pemahaman kepada sembilan bidang pengetahuan dalam pengurusan projek adalah penting dalam mengurus projek. Pengurus projek dan ahli pasukan projek menggunakan sembilan bidang pengetahuan dalam pengurusan projek semasa mengurus projek mereka dengan skor purata 3.6 hingga 4.1. Kematangan semasa pengurusan projek JKR yang telah dianalisa adalah pada kematangan tahap 2 dan sejumlah 25 inisiatif dan pengukur prestasi telah dicadangkan untuk menambahbaik kematangan pengurusan projek JKR daripada kematangan tahap 2 kepada kematangan tahap 3.

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