

THE ORGANIZATIONAL STRUCTURE AND HUMAN RESOURCE NORMS  
FOR JKR DISTRICT OFFICE WITH PROJECTS BELOW RM10 MILLION

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## ABSTRACT

The success of a project depends on multiple factors such as financial capabilities, technical knowledge and sound project management practices. One very important factor that is often left out is the organizational structure and human resource requirement of a project organization. The setup of a project organization will determine how efficient and effective it will be and may be the deciding factor on whether a project will succeed or not. Not many researches have been done to determine how a particular project team structure can affect a construction project with the norm being a team is formed based on personal experience. Thus, this study aims to investigate the effectiveness of current JKR organization structure in managing conventional projects at the district level in order to propose an improved and more effective method on deciding the best team setup, and develop a model for project team structure and human resource requirement. This study is divided into three phases: Phase 1 is the literature review and preliminary interview; Phase 2 involves of identification and development of current norms model from expert interviews; Phase 3 focuses on analysis and improvement of current organizational structure model. The outcome of this study is a template of a JKR District Office organizational structure and human resource norms that is more effective and efficient through the integration of the 10 Principles of Organization.

## ABSTRAK

Kejayaan sesebuah projek bergantung kepada pelbagai faktor. Antaranya adalah kekuatan kewangan, kebolehan teknikal dan juga amalan pengurusan projek yang berkesan. Salah satu faktor yang jarang mendapat perhatian walaupun tidak kurang penting adalah struktur organisasi dan keperluan sumber manusia sesebuah pasukan atau organisasi projek. Susunatur organisasi akan menentukan kecekapan dan keberkesanan sesebuah pasukan projek dan ini adalah antara faktor utama yang menjayakan sesebuah projek. Sehingga hari ini, tidak banyak penyelidikan telah dilaksanakan untuk menentukan kesan struktur organisasi ke atas projek. Oleh demikian, kajian ini dilakukan untuk menyiasat keberkesanan struktur organisasi JKR dalam pengurusan projek jenis konvensional di peringkat daerah dan seterusnya mencadangkan satu struktur organisasi projek yang lebih mantap dan berkesan selain mengenalpasti keperluan sumber manusia. Kajian ini dipecahkan kepada tiga fasa iaitu: Fasa 1 untuk kajian ilmiah dan temuduga awalan; Fasa 2 untuk mengenalpasti dan membangunkan model struktur organisasi semasa dengan menemuduga pakar; dan Fasa 3 melibatkan analisa dan serta penambahbaikan ke atas struktur organisasi semasa berkenaan. Di akhir kajian ini, satu templet rekabentuk struktur organisasi serta norma sumber manusia untuk sebuah Pejabat Daerah akan terhasil berdasarkan 10 Prinsip Organisasi.

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