ENHANCEMENT OF JKR MATRIX ORGANISATION

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OBJECTIVES

- TO DETERMINE THE LEVELS OF UNDERSTANDING AND ACCEPTANCE OF JKR MATRIX ORGANISATION
- TO IDENTIFY PROBLEMS IN CURRENT JKR MATRIX ORGANISATION
- TO PROPOSE ENHANCEMENT OF CURRENT JKR MATRIX ORGANISATION
WHY IT IS IMPORTANT?

- OVERLAPPING OF WORKS BETWEEN BUSINEESS AND SPECIALIST SECTOR STILL CONTINUE
- TO CREATE SYNERGISM THROUGH SHARED RESPONSIBILITIES
- TO ENSURE SUCCESSFUL PROJECT DELIVERIES
RESEARCH METHODOLOGY

- IDENTIFY PROBLEM STATEMENT
- LITERATURE REVIEWS
- PRELIMINARY INTERVIEWS
- DISTRIBUTING QUESTIONNAIRES
- DATA INPUT INTO SPSS SOFTWARES
- ANALYSE DATA
- RESULT
- DISCUSSION
- RECOMMENDATION
- CONCLUSION
METHODOLOGY

- **LIKERT SCALE QUESTIONNAIRES**
- **RESPONDENTS**: 1500 PROFESSIONALS AT JKR HQ (DATA OBTAINED FROM JKR WEBSITE)
- **STRATIFIED SAMPLING**: 168 SAMPLES (RAOSAMPLE SOFTWARE)
- **200 QUESTIONNAIRES DISTRIBUTED**
- **160 RESPONDENTS**
- **ANALYSE USING SPSS VERSION 17**
<table>
<thead>
<tr>
<th>NO</th>
<th>SECTION</th>
<th>TOPIC</th>
<th>SCALE</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Section A</td>
<td>Demography of the Respondent</td>
<td>Nominal</td>
<td>Gender, name of branch, and designation</td>
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<tr>
<td>2</td>
<td>Section B</td>
<td>To study the perception of JKR Professionals toward JKR Matrix organization</td>
<td>Perception</td>
<td></td>
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<tr>
<td>3</td>
<td>Section C</td>
<td>To identify problems in current JKR Matrix Organization</td>
<td>5-point Likert Scale (Level of Quality): 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree</td>
<td>Problems</td>
</tr>
<tr>
<td>4</td>
<td>Section D</td>
<td>To identify methods to enhance the current JKR Organization</td>
<td>Solutions</td>
<td></td>
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</table>
• DEMOGRAPHY OF THE RESPONDENTS
  ▪ RESPONDENTS OF AGE 20 – 30 YRS OLD
  ▪ YOUNG PROFESSIONALS (J41)
  ▪ MORE RESPOND FROM DESIGN OFFICE (HODT)
  ▪ DISCIPLINE CIVIL & STRUCTURE
SECTION A: ANALYSIS BY FREQUENCY (%)

DISCIPLINE INVOLVEMENT

- CIVIL & STRUCTURE: 57%
- ELECTRICAL: 12%
- MECHANICAL: 10%
- QUANTITY SURVEYORS: 10%
- ARCHITECT: 11%
- MECHANICAL: 10%
SECTION A: ANALYSIS BY FREQUENCY (%)

SECTOR'S INVOLVEMENT

- DESIGNERS, HODT: 36%
- PROGRAM MANAGER, HOPT: 29%
- QUANTITY SURVEYORS: 10%
- CONSTRUCTION MANAGERS: 6%
- OTHERS (CORPORATE): 27%

Total: 100%
SECTION B : ANALYSIS ON THE MEAN

LEVEL OF UNDERSTANDING MATRIX IN JKR

- FUNCTIONAL SECTOR MUST POSSESS HIGHER TECHNICAL KNOWLEDGE (4.2875)
- INFORMATION TECHNOLOGY IS VERY IMPORTANT (4.2813)
- PROJECT MANAGER’S ROLE IS GOAL SETTING, PROGRESS MONITORING AND ACHIEVING OBJECTIVES (4.2579)
SECTION C : ANALYSIS ON THE MEAN

PROBLEMS WITH CURRENT JKR MATRIX ORGANIZATION

- UNBALANCE ALLOCATION OF HUMAN RESOURCES BETWEEN THE SECTORS (4.1069)
- FUNCTIONAL SECTORS ARE OFTEN OVERBURDENED BY TOO MANY PROJECTS AT ONE TIME (4.0881)
- LACK OF EFFECTIVE COMMUNICATION (4.0755)
ENHANCEMENT OF JKR MATRIX ORGANIZATION

- ROLES AND RESPONSIBILITIES MUST BE CLEARLY DEFINED (4.4843)
- TEAMWORK DEVELOPMENT FOR PROJECT AND FUNCTIONAL MANAGERS (4.4277)
- BALANCED DISTRIBUTION OF HUMAN CAPITAL FOR BUSINESS AND DESIGN SECTORS (4.4214)
DISCUSSION

DEMOGRAPHY OF RESPONDENTS

- MAJORITY OF THE RESPONDENTS CAME FROM J41 AT THE AGE VARIES FROM 20 – 30 YRS OLD
- MIDDLE GROUPS RESPONDED WELL BY GIVING SUGGESTIONS AND BENEFICIAL COMMENTS
- HODT HAS GIVEN MORE INPUT
- CIVIL ENGINEERS DISCIPLINES
DISCUSSION

• PERCEPTION TOWARD JKR MATRIX ORGANIZATION

  ▪ MAJORITY OF THE RESPONDENTS ARE AWARE ABOUT JKR MATRIX ORGANIZATION
  ▪ ABLE TO DIFFERENTIATE FUNCTIONAL AND PROJECT TASKS;
    ▪ FUNCTIONAL INVOLVE WITH TECHNICAL TASKS (DESIGN SECTION)
    ▪ PROJECT MANAGER RESPONSIBLE FOR PROJECT SCOPE, BUDGET AND SCHEDULE OF THE PROJECT LIFE CYCLE
• PERCEPTION TOWARD JKR MATRIX ORGANIZATION

• INFORMATION TECHNOLOGY IS VERY IMPORTANT
  ▪ KEY PERFORMANCE INDICATOR FOR PROJECT AND FUNCTIONAL MEASURED THROUGH SKALA
  ▪ SKALA NOT GIVING REAL TIME INFORMATION
  ▪ USE ELECTRONIC COMMUNICATION THROUGH E-MAILS, INTERNET, SMS
DISCUSSION

• PROBLEMS WITH JKR MATRIX ORGANIZATION
  ▪ UNBALANCE ALLOCATION OF HUMAN RESOURCES
  ▪ DESIGNERS ARE OVERBURDENED BY TOO MANY PROJECTS AT ONE TIME
  ▪ STRESS, FRUSTRATION TO THE DESIGNERS
  ▪ DELAY THE PROJECT
  ▪ EFFECTIVE COMMUNICATION BETWEEN PROJECT AND FUNCTIONAL MANAGERS
DISCUSSION

• ENHANCE MATRIX ORGANIZATION
  ▪ CLEARLY DEFINED ROLES AND RESPONSIBILITIES
  ▪ WRITTEN FUNDAMENTAL TASK LIST FOR PROJECT AND FUNCTIONAL MANAGERS
  ▪ BALANCED DISTRIBUTION OF HUMAN CAPITAL AND LOGISTIC FOR BOTH SECTORS
DISCUSSION

- ENHANCE MATRIX ORGANIZATION
  - TEAMWORK DEVELOPMENT FOR PROJECT AND FUNCTIONAL MANAGERS
    - TO PROVIDE FOCUS AND FEELING OF BELONGING
    - BALANCE DISTRIBUTION OF HUMAN CAPITAL FOR BUSINESS AND DESIGN SECTION
RECOMMENDATION

1. SELLING AND BUYING OF MATRIX ORGANIZATION
   - PROMOTE JKR MATRIX – ROAD SHOW
   - SELLING OF IDEAS
   - TRAININGS AND WORKSHOPS
RECOMMENDATION

2. IMPROVE JKR ORGANIZATION CHART
   - SHOW CLEAR RELATIONSHIP BETWEEN BUSINESS, FUNCTIONAL AND CORPORATE SECTORS
   - PROMOTES EXPERTISE
   - FOSTER CROSS FERTILIZATION OF IDEAS
• 3. CLEARLY DEFINED ROLES AND RESPONSIBILITIES

- CREATING WRITTEN ROLES AND RESPONSIBILITIES FOR BOTH PROJECT AND FUNCTIONAL MANAGERS
- PUBLISH THE LIST
- TIME FRAME
4. SERVICE LEVEL AGREEMENT (SLA)

- FORMALISED SPECIFIC PROJECT AGREEMENT
- TO ENSURE THE WRITTEN ROLES AND RESPONSIBILITIES ARE FOLLOWED
- MEETING THE PROJECT SCOPE, BUDGET AND SCHEDULES
- ELIMINATE BOTTLENECKS CREATING POOR RESOURCES LEVELLING
• SETTING UP PROJECT MANAGEMENT OFFICE (PMO)
  ▪ GOOD KNOWLEDGE MANAGEMENT
  ▪ TO ALIGN PROJECTS WITH STRATEGY AND ORGANIZATIONAL GOAL
  ▪ FORMAL TRACKING OF THE PROJECTS
  ▪ FUNCTIONAL USER INVOLVEMENT
RECOMMENDATION

• ADAPTING HUMAN RESOURCE PLANNING (HRP)
  - TO BALANCE ALLOCATION OF HUMAN RESOURCES AND LOGISTICS ACCORDINGLY
  - TO FORESEE IN ADVANCE GAP IN RESOURCES AND HUMAN CAPABILITIES FOR FORTHCOMING PROJECTS
7. EFFECTIVE COMMUNICATION

- DEVELOP STRONG COMMUNICATION SKILL
- TEAMWORK SPIRIT
- POWER SHARING BETWEEN FUNCTIONAL AND PROJECT MANAGER
- REDUCE STATUS QUO
- OVERCOME RESISTANCE ASSOCIATED WITH CHANGE
CONCLUSION

- MOST OF JKR PROFESSIONALS ARE AWARE ABOUT MATRIX SYSTEM BUT NEED TO BE CLEARLY DEFINED AND UNDERSTOOD.

- PROBLEMS WITH THE CURRENT MATRIX ARE IDENTIFIED AND IMPROVEMENT NEED TO BE DONE

- SUGGESTION TO ENHANCE MATRIX IN JKR ARE GIVEN AS STATED IN THE RECOMENDATION
THANK YOU