

PROPOSAL FOR THE ENHANCEMENT OF JKR MATRIX ORGANIZATION

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ABSTRACT

The matrix is a complex organizational structure that groups individuals from different functional organizations work together to accomplish a common purpose. The advantage is, it balance up both technical and project goals by specifically allocate responsibilities to both. In contrast the disadvantage is the creation of two lines of supervision with its potential for conflict for project team members and between the project and functional managers relating to skill resources.

The aim of this study is propose several methods to enhance the current JKR Matrix Organization. Matrix Organization has been implèmented in the headquarters of JKR since 2007. But due to some reasons, overlapping of works, confusion of roles and responsibilities between the project and the functional manager still exist. Therefore, in meeting the aim above, three objectives are stipulated, that are to study the perception of JKR professional towards JKR Matrix Organization, to determine what are the problems encountered with the system and thus the proposals for enhancement are recommended.

The study has focused into matrix organization at the headquarters of JKR Malaysia, Kuala Lumpur. The respondents are the professional in the JKR headquarters ranging from Jusa post until J41 and they came from various disciplines at the three sectors available in the current JKR Organization chart. Questionnaires are formulated into written set of questions with likert scale to measure the level of agreement or disagreement and a quantitative research output are expected. 200 questionnaires' are given out and 160 have responded giving the percentage respondent of 95.6%. Analysis done using Statistical Packages for Social Sciences (SPSS) version 17 to obtain the mean, frequency and the result are presented into table and simplified into pie chart.

ABSTRAK

Matrix adalah satu struktur organisasi yang kompleks dimana kumpulan individu dari berbeza fungsi organisasi bekerjasama untuk menjayakan sesuatu tujuan yang sama. Kelebihannya ialah mengimbangi matlamat teknikal dan juga projek dengan pembahagian tanggungjawab yang khusus kepada setiap struktur. Sebaliknya terdapat juga kekurangan dimana ianya menjadikan dua punca pengawasan yang berpotensi menyebabkan berlakunya konflik antara ahli-ahli pasukan projek dan antara kedua pengurus projek dan fungsi yang berkaitan dengan sumber kemahiran.

Tujuan kajian dijalankan ialah untuk mencadangkan beberapa kaedah untuk menambaihbah matrix Organisasi JKR semasa. Organisasi matrix telah dilaksanakan di Ibu Pejabat JKR Malaysia semenjak 2007 lagi. Walaubagaimanapun, atas beberapa sebab tertentu, pertindihan kerja masih berlaku dan terdapat kekeliruan peranan dan tanggungjawab di antara pengurus projek dan fungsi. Oleh yang demikian, untuk mencapai matlamat di atas, tiga objektif utama digariskan iaitu untuk mengetahui persepsi professional JKR terhadap organisasi matrix JKR, untuk mengenalpasti masalah-masalah yang dihadapi oleh organisasai matriks JKR dan juga untuk mencari jalan penyelesaiannya.

Kajian ini memberikan focus kepada organisasi matrik di peringkat Ibu Pejabat JKR Malaysia, Kuala Lumpur. Responden terdiri dari pegawai-pegawai professional di Ibu Pejabat dari jawatan Jusa sehingga kepada pegawai J41 dari pelbagai bidang di ketiga-tiga sektor yang sediada didalam carta organisasi semasa JKR. Soalan-soalan di formulasikan dengan menyediakan set-set soalan dengan menggunakan skala Likert untuk mengukur tahap bersetuju atau tidak bersetuju dan hasil kajian kuantitatif adalah diharapkan. 200 soalan telah diedarkan kepada kakitangan terpilih dan hasilnya seramai 160 responden telah memberikan maklumbalas dengan peratus sebanyak 95.6%. Analisa menggunakan 'Statistical Package for Social Science (SPSS) versi 17 telah digunakan untuk mendapatkan penengahnya, kekerapan dan juga keputusan dalam bentuk jadual dan juga 'pie chart'.

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