

**TO IMPROVE EFFICIENCY IN PROJECT MANAGEMENT  
AT APEX MARINE ENGINEERING SDN BHD.**

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A project report submitted in partial fulfillment of the requirements for the  
award of the degree of Master of Business Administration.

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## **DEDICATION**

To my lovely wife and children, who make untold sacrifices for my achievements and provide me with unwavering moral support; To my siblings for their steadfast support; To my supervisor Mr.Hj Siae Zaiful Hasmi Bin Mohd Hashim who has always kept me going and helped me finish my thesis; To everyone who shone brightly along the way;

This study of research is dedicated to you.

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## ABSTRACT

The concept of low productivity syndrome, which results in work inefficiency becoming a significant challenge to the organization, has persisted throughout the years. A jump in the number of complaints is something to keep an eye on, and it's now generating a lot of interest for further research. Proper business management methods and workers responsibilities will now be required to reduce the occurrence of work inefficiency issues. They believed that the best way to increase technical productivity in the company was to improve current job knowledge practices and motivate worker's responsibilities. This study aims to discover the variables that influence the inefficiency of workers in Apex Marine Engineering Sdn Bhd. Also, the study seeks to measure the effectiveness of onsite project management in increasing employee efficiency by conducting three measurements: motivation, knowledge, and career development and customer satisfaction. To ensure consistency in research findings, a mixed-method approach was used that involved the use of interviews, surveys, and observations with on-site respondents who were directly involved in the research.

A job handling onsite, project management that has been put in place in this organization proved to be effective by revealing statistically significant results after conducting a mixed-method Analysis and paired samples test analysis. Therefore, future researchers should investigate job satisfaction practices, which are designed to help increase efficiency, in further detail. This research will be relevant to serving as a guide for other business management strategies in their sector. Keywords: Time management, Work Efficiency, Motivation, Knowledge, customer satisfaction.

## ABSTRAK

Konsep sindrom produktiviti rendah, yang mengakibatkan ketidakcekapan kerja menjadi cabaran penting kepada organisasi, telah berterusan sepanjang tahun. Peningkatan bilangan aduan adalah sesuatu yang perlu diperhatikan, dan ia kini menjana banyak minat untuk penyelidikan lanjut. Kaedah pengurusan perniagaan yang betul dan tanggungjawab pekerja kini diperlukan untuk mengurangkan berlakunya isu ketidakcekapan kerja. Mereka percaya bahawa cara terbaik untuk meningkatkan produktiviti teknikal dalam syarikat adalah dengan menambah baik amalan pengetahuan pekerjaan semasa dan memotivasikan tanggungjawab pekerja. Kajian ini bertujuan untuk mengetahui pembolehubah yang mempengaruhi ketidakcekapan pekerja di Apex Marine Engineering Sdn Bhd. Selain itu, kajian ini bertujuan untuk mengukur keberkesanan pengurusan projek di tapak dalam meningkatkan kecekapan pekerja dengan menjalankan tiga pengukuran: motivasi, pengetahuan, dan pembangunan kerjaya dan kepuasan pelanggan. Untuk memastikan ketekalan dalam dapatan kajian, pendekatan kaedah campuran telah digunakan yang melibatkan penggunaan temu bual, tinjauan dan pemerhatian dengan responden di tapak yang terlibat secara langsung dalam penyelidikan.

Pengendalian kerja di tapak, pengurusan projek yang telah dilaksanakan dalam organisasi ini terbukti berkesan dengan mendedahkan keputusan yang signifikan secara statistik selepas menjalankan analisis kaedah campuran dan analisis ujian sampel berpasangan. Oleh itu, penyelidik akan datang harus menyiasat amalan kepuasan kerja, yang direka bentuk untuk membantu meningkatkan kecekapan, dengan lebih terperinci. Penyelidikan ini akan relevan untuk dijadikan panduan untuk strategi pengurusan perniagaan lain dalam sektor mereka.

Kata kunci: Pengurusan masa, Kecekapan Kerja, Motivasi, Pengetahuan, kepuasan pelanggan.

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## LIST OF ABBREVIATIONS

APEX	-	Apex Marine Engineering Sdn Bhd.
N. D	-	No Date.
NVIVO	-	Non-numerical Unstructured Data Indexing Searching and Theorizing.
SPSS	-	Statistical Package for the Social Sciences Software.
SWOT	-	Strengths, Weaknesses, Opportunities, and Threats.
UTM	-	Universiti Teknologi Malaysia.



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# **CHAPTER 1: INTRODUCTION**

## **1.0 Introduction**

Technical development in organizational skills and management strategies are significant. For new and aspiring technological development in the company, the project will help sustain its market. At the same time, texts on project management skills are popular. The material presented here is unique, focusing on skill creation, a challenging project management segment due to the high degree of complexity, the need for a comprehensive collection of problem-solving strategies, and a need for large cross-functional teams.

The research also focuses on more than just project management strategies on time, including comprehensive restructuring and transactional leadership care on Apex Marine Engineering SDN BHD's critical technical task. Other topics discussed include problem-solving design, development, ongoing process change needed in project task development, risk identification and management, and proper contact with staff.

## **1.1 Information about the case company**

Apex Marine Engineering Sdn Bhd (APEX) was started in the year 2007. The company has contributed much to the Oil and Gas Industry by offering engineering services and supply products. APEX has professional laborers who often support the needs of the industry. The company bears many experiences required in maximizing production and efficiency, reducing downtime, and overcoming economic challenges. Ideally, APEX is known for its continuous provision of engineering services, technical supports, engineering products, and consulting services required to meet the needs of the electrical and mechanical engineering problems tailored towards specifications of client needs (Apex Marine Engineering Sdn Bhd (n.d.)) The company has continued to contribute responsibly to various project management techniques to oil and gas by supporting a balanced approach to the shipyard conversion phase. The offshore

operation in the production phases helps give complete reverence to environmental integrity (Apex Marine Engineering SDN BHD (n.d). APEX vision forms the leading principle in supporting the organization towards attaining global recognition like an independent provider in the service industry of innovative technologies and unswerving services.

## **1.2 Purpose of the study**

The methods used in project management for the development of technical products have strengths and weaknesses and the critical path process. Project management skills assist in offering strategies that could be used in handling projects needing technical tasks. This assists in the completion of these tasks within the required timeframe by the customers. Thus, this research shall recognize APEX problems in terms of timely delivery of goods and services (Kennish, 2016). This study will assist in improving critical technical knowledge in the company and perform tasks assigned timely. Besides, the study will help recognize root problems, which make installation delay due to expertise concerning critical technical tasks. Implementing study results would help improve job tasks by offering staff training to enhance their competency.

## **1.3 SWOT analysis**

It includes a number of interrelated time-bound project activities that must be considered when making decisions about projects. As a result, design professionals are almost always using appropriate tools and techniques that have both the capacity to quickly generate the best possible initial plan, and to allow for on-the-fly responsiveness in the event of deviations, allowing for needed corrections to be implemented immediately. Many different project management techniques have emerged from the search for an effective tool.

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is most frequently associated with a research project led by Albert Humphrey at Stanford University in the 1960s. Their goal was to figure out why the corporation's planning

didn't work. As a result of this research, numerous critical areas were found and the software tool used to investigate these areas was called Soft Analysis. The original research team, in developing their theory, first sorted their concepts into the categories "What is satisfactory now is Good, and what will be beneficial in the future is a Potential. Conversely, what is bad now is a Fault, and what will turn into a danger in the future is a Threat. SWOT analysis took this concept a step further and evolved from there.

An assessment of the company's internal strengths and weaknesses as well as external opportunities and threats is known as a SWOT analysis (Bradford et al., 1999). Useful project management information is found in comparing the project's resources and capabilities to the competition.

### **1.3.1 SWOT as project Management tools**

SWOT is a strategic planning tool used to examine the project's overall strengths, weaknesses, opportunities, and threats. The project objective must be stated and the factors favorable and unfavorable to achieving that objective must be identified. If a strength or weakness can be found within an organization, then the opportunity or threat to that strength or weakness will also be found within the organization.

**STRENGTHS:** The strengths of the organization are the features that enable the project to succeed. Prior organization's history of similar projects (similar successes), the availability of resources, skill levels, processes, and systems, as well as the lack of a poor reputation.

**WEAKNES:** Organizational weakness are the characteristics of the organization that prevent project accomplishment. Assumed knowledge and expertise, are vulnerable to both internal and external threats. Complexity of content and publishing schedule Budget and financial resources These include projects like competing products, processes, and systems. Poor coordination with ground work staff.

**OPPORTUNITIES:** Opportunities are things like the weather, other people, and their needs, that assist in accomplishing the project objective. Change in consumer behavior, Emerging and developing markets, new innovations (R&D), and new

technology & infrastructure. And give motivation and team building awareness about company goal.

**THREATS:** Threats are the environmental factors that could adversely affect the project. Various sources such as political influences among workers, environmental factors, competitor activity, and the satisfaction job can have an impact on businesses.

By making the project manager aware of areas that need improvement, it enables them to identify where to focus their attention. To ensure that a project is completed on time and within budget, proper methodologies must be used for the analysis. Strengths, weaknesses, opportunities, and threats are called SWOT. Using SWOT analysis, the project manager can increase the productivity of the entire project or various tasks, each of which offers an opportunity for increased efficiency. It helps alleviate risk when handling tasks, and as a result, improves the entire process. The team members have the ability to use less resources with more efficacy. It is important to conduct the SWOT analysis during the start-up phase due to the type of analysis that is required backbone of the project plan. (Rosanne Lim (2012)).

## **1.4 Problem statement**

Again, delay of material installation and equipment as the specification of customers lead to their mass exodus for not being satisfied with APEX service delivery. This leads to low sales turnover as many clients quit using the products and going to alternative companies capable of doing installation without delay. APEX has weak project management coordination for the technical tasks, which leads to poor project management, thus collapse of the multiple projects which have been started in enhancing service and product delivery. Similarly, there is a delay when it comes to handing over the completed tasks to the customers. However, customers are fined on the side whenever they take their completed projects from the company when the time has elapsed. This discourages many customers from using the products and services of APEX due to such imposed penalties.

## **1.5 Research objectives**

These are the research objectives for this study:

- i. To determine the effects of incompetent employees in the company project management process.
- ii. To investigate measures that should be taken in addressing delay installation problems in APEX.
- iii. To determine the company staff satisfaction.

## **1.6 Research questions**

These are research questions to be answered during this study:

- i. Does employee job satisfaction affect the efficiency of the work process in Apex?
- ii. Does the department overlook time management leading to delay in various APEX processes?
- iii. What measures can the management employ in addressing problems facing the APEX?
- iv. Are the project management criteria for Apex company weak or strong?

## **1.7 Role of the researcher in this study**

During this study process, the researcher shall play a significant role in foreseeing and solving promptly study problems. Again, the researcher shall collect the dataset needed for the analysis of research objectives and questions. The researcher will write and present a proposal when required. The researcher will do data analysis and establish suitable elements for solving project management tasks. All these would help steer the project forward in getting appropriate results for the study. All these roles shall be performed concerning the institution's ethics regulation board in conducting such studies.

## **1.8 Importance of the proposed research**

The research shall offer helpful guides in establishing the major causes of delays in handling critical technical tasks for the customers. It will determine problems workers face in delivering client orders timely verses their skills (Zhou, Gu, Liu, Wang, Miao,

Liu& Zhu, 2019). Thus, shall be helpful in the project management of technical projects within a provided period. Similarly, the research will deliver ways that sales managers could use to reduce time wastage during the report compilation period. This will help improve the management skills required in the company for effective delivery of the products and services to the customers. The study will incorporate ways of solving problems and create new forms that could assist in practical service and product delivery. The study could be a reference for future research methodologies by other researchers who wish to explore similar fields. In the future, other researchers could utilize this study concept to further excellently better their research topics. In this, they would be capable of identifying mistakes made and making improvements, yielding effective results that are more informative concerning the study area.

## **1.9 Definition of terms**

The keywords which shall be used all through this research include time management, technical tasks, problem-solving approaches and project management.

Time management describes organization and planning methods on ways time can divide into particular activities (Foley et al., 2010). Effective time management often assists in enabling the employees in an organization to work smarter but not hard. Problem-solving methods are ways to use when it comes to solving problems bedeviling the company. Technical tasks describe duties that require expert skills for their completion.

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