

THE PERFORMANCE OF
FELDA PLANTATIONS SDN. BHD. CONTRACTORS

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Specially Dedicated To

My Parents

My Beloved Father and Mother
“ *You have done all the best for my life*”

My Wife

Puan Zalina Bt. Zakaria
&
Puan Normayati Mohd. Yassin
“ *Thank you for your love & supports*”

My Childrens

Nur Baiti bt. Ramzi
Muhammad Faris Bin Ramzi
Siti Nur Aisyah bt. Ramzi

“ *You’re the heart of my life*”
“*for my son and daughters – I hope you all will be success and growing up as a good citizens and may Allah bless your peacefull life*”

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ABSTRACT

Performance is the measure of the ability of the contractors to execute work on time, cost and quality. This study presents the result of the investigation on performance of the contractor that registered under Felda Plantations Sdn. Bhd based on workmanship. The objectives of the study are to identify the factors that influence the contractor's performance; to establish the critical factors that influence their performance; and to identify the strategies to improve the situation. The method of the study involved literature review, data collection and analysis is using an Average Index method. The result for this study is found that the three most important factors that influence the contractors performance were the experience and skilled worker; understand the method of work; and good planning and scheduling . The three best method to improve the contractor's performance were to focus on the client needs; meet the client requirements; and exceed the client expectation; to improve the method of supervision of labors work and to improve the planning and scheduling techniques. It is hope that this study will provide useful information on future work for contractors not only for their future jobs at Felda Plantations Sdn. Bhd. but to the benefit to the construction industry.

ABSTRAK

Prestasi kerja kontraktor didefinisikan sebagai keupayaan kontraktor menjalankan kerja dengan mengamalkan pengurusan masa, kos dan kualiti yang berkesan. Kajian ini memberikan tumpuan terhadap keupayaan prestasi kerja kontraktor yang berdaftar dengan Felda Plantations Sdn. Bhd berdasarkan kualiti kerja yang telah ditunjukkan oleh mereka. Tujuan kajian ini adalah untuk mengenalpasti faktor yang mempengaruhi prestasi kerja kontraktor, mengenalpasti faktor kritikal yang mempengaruhi keupayaan prestasi kerja mereka serta mengenalpasti strategi bagi meningkatkan keupayaan prestasi sediaada. Kaedah kajian yang dijalankan merangkumi kajian literatur, pengumpulan data dan seterusnya menganalisa data yang diperolehi dengan menggunakan kaedah statistik. Keputusan kajian mendapati tiga faktor utama yang mempengaruhi mutu kerja atau prestasi kerja kontraktor adalah dengan menyediakan pekerja yang mahir dan berpengalaman, memahami kaedah carakerja yang akan dijalankan dan mengamalkan kaedah perancangan dan penjadualan kerja yang baik. Manakala tiga kaedah utama yang boleh diamalkan bagi meningkatkan prestasi kerja adalah dengan menumpukan dan fahami kehendak pelanggan, mempertingkatkan kaedah pengawasan kerja yang dijalankan oleh buruh dan meningkatkan kemahiran dalam kaedah merancang dan menjadualkan kerja. Adalah diharapkan kajian ini bakal menyediakan maklumat yang berguna bagi meningkatkan mutu kerja pada masa akan datang amnya bagi kerja-kerja di Felda Plantations Sdn. Bhd. dan bagi keseluruhan industri pembinaan umumnya.

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LIST OF ABBREVIATIONS

| | | |
|------|---|---|
| CCM | - | Company Commission of Malaysia |
| CIDB | - | Construction Industry Development Board |
| CIOB | - | Chartered Institute of Buildings |
| FPSB | - | Felda Plantations Sdn. Bhd. |
| MOF | - | Ministry of Finance |
| PKK | - | Pusar Khidmat Kontraktor |

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The contractor performance issue is one of the milestone of identifying a contractor who can undertake the client's project, and take it to the satisfactory conclusion, that is to meet the client's time, cost and quality expectations. Most clients want superior quality performance, but at the same time they want the minimum price. The combination of quality performance and the service paid for that quality is the value received by the client. Satisfaction can be viewed in terms of process of "expectancy disconfirmation," in which satisfaction is based largely on meeting or exceeding client's expectations. The construction industry in Malaysia is mostly characterized by a large number of small contractors and a relatively small number of large contractors that carry out most of the industry's workload. Sometimes the contractors incompetency in making the right decision to maintain the good quality performance of work to satisfy the clients needs and expectations.

1.2 Background of the Study

The construction sector is vital for the development of any nation. It is without doubt that the task of physical nation buildings rest with the construction sector. In many ways, the pace of the economic growth of a nation can be measured by the degree of activity in the development for physical infrastructures such as roads, buildings and bridges. However, the need has never been felt more acutely now the quality is no longer an icing on the cake but an essential ingredient in the cake itself.

The quality performance is vital not only for the purpose of marketing a company's products and services, but it is a life-line in the survival of the company itself. Through the implementation of quality systems and quality management practices, the safety of products and even of the workers in the factory and the worksite can be enhanced. The concern of quality performance also prevents rework and wastage thus reducing unproductive repetition of jobs and ultimately increases efficiency and productivity.

The often forgotten objective in the project management is the performance target. This target is not just a technical specification. It is a translation of the customer's needs into performance criteria, and that the translation may be a technical specification. The concurrent project management requires that the customers be part of the entire process from concept through completion, with next-in-line being the operational definition of customer. Failure to meet the needs of the next-in-line is a violation of the practice of quality at the project level, (Lewis, 2005).

Therefore, any attempt to formulate a strategy for improving the performance of the construction practice would require a reliable understanding of the past, present and probable situation of the industry.

1.3 Problem Statement

Sometimes in the construction project, the contractor still cannot perform to the expectation (especially on the workmanship or the quality of work) although they had done many similar project before, some of them still cannot perform to the expected quality of work and deliver the final product to the client with satisfied workmanship. It is very sad to say that they only get the job and then manage by the third party or depends on the workers or sub-contractors. If they are lucky to get the good workers or sub-contractors they might finished the project on time with average standard of quality, if not, the project ending with the poor quality workmanship with lack of specification, delay and extension of time, carried to the termination of contract or the worst case ending with disputes. Some of them do not have any basic background knowledge in technical field especially in construction.

1.4 Aim and Objectives of Study

The aim of this study is to investigate the quality performance (especially on workmanship) of the contractors which registered under Felda Plantations Sdn. Bhd. and how to improve their performance. To achieve this aim, three objectives are being delineated. Those are as follows:

- 1) To identify the factors that influence the performance of contractors;
- 2) To establish the critical factors that influence the performance of contractors; and
- 3) To identify the strategy to improve the contractor performance especially on quality of work or workmanship.

1.5 The Scope of Study

The scope of this study is narrowed down to simplify the process of information gathering, so it can be analyzed within an appropriate time limit. The aspects being considered are:

- 1) Focused on the contractors which registered under Felda Plantations Sdn. Bhd. listed from the year 2004 to 30th of June 2005;
- 2) The scope of work is on building construction projects such as public utilities, staff quarters and workers quarters;
- 3) The study focus on the quality performance; and
- 4) The area of this study is on engineering works in all Felda Plantations estate in Peninsular Malaysia.

1.6 Research Methodology

The main focus of the study is to achieve earlier stated objectives through the collection of data using survey questionnaires and interviews, (Lee and Tan, 2003). The methodology is set to gather the data to achieving the outlined objectives. The first step of study is to rationalize the issue to set up the topic of study. Then the statement of problems, aims and objectives being developed. This study employed several methods of data collection for the purpose of objective's achievement. For the knowledge acquisition phase, the literature in connection with the study to be carried out is reviewed through journals, books, conference papers, magazines, and websites. From that information, a set of questionnaire form has been developed. The respondents are the contractors which registered under Felda Plantations Sdn. Bhd. in all class and the scheme managers. The data then analyzed using statistical

method. The final phase of the study is to define the conclusions and recommendation with reference to the objectives, subsequent to the analysis from the interview. The Methodology Flow Chart is as shown in Figure 1.1 below.

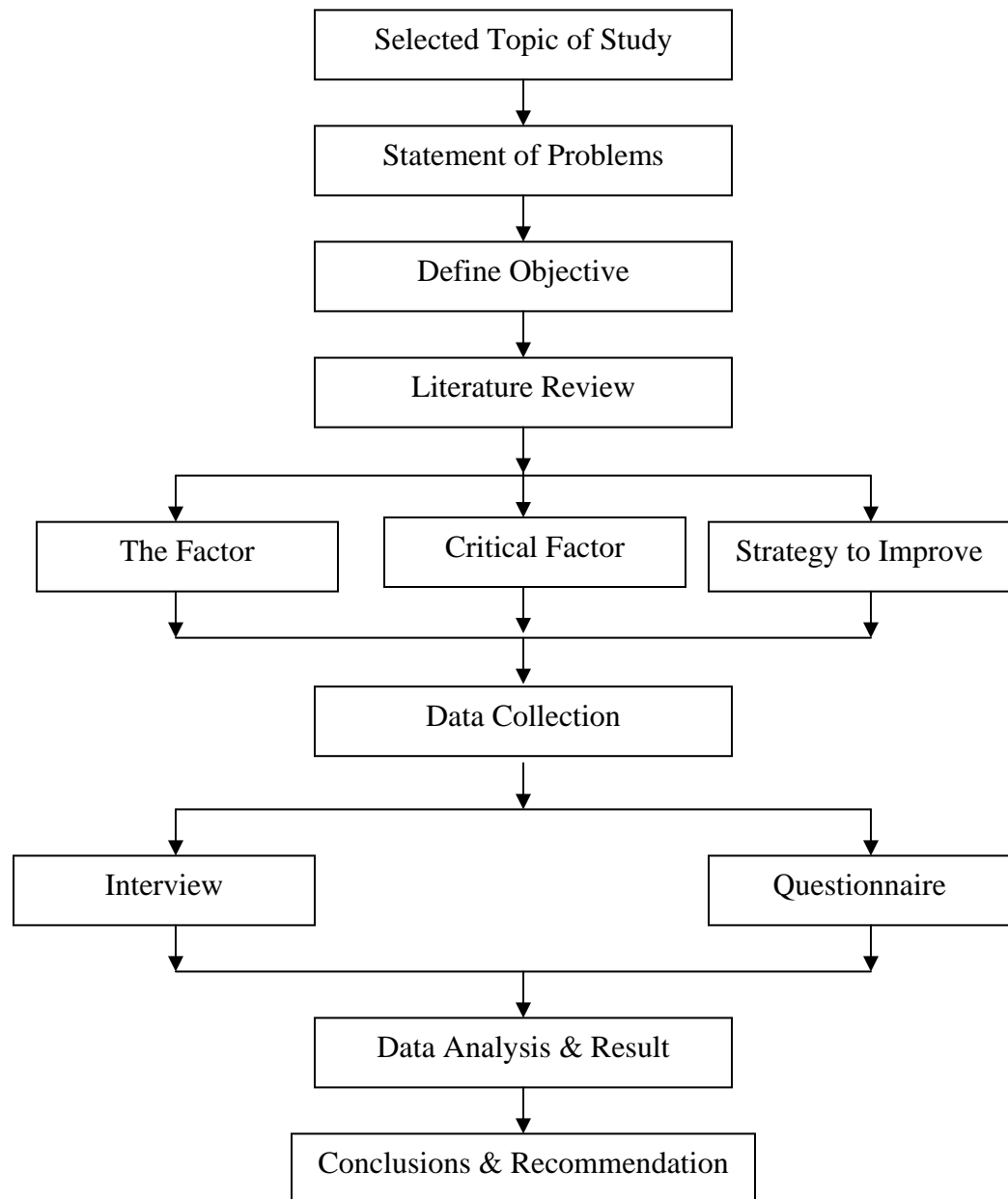


Figure 1.1 : Methodology Flow Chart

1.7 Summary

This study provides some valuable insights into the relative importance of the performance especially on the quality of works that the contractor have to maintain when executing their projects.

The study is consist of six chapter. The first chapter is the introduction of the research, which include the statement of problems, the aim and objectives of the study, the scope and justification of the study, and research methodology. The Second Chapter is on literature review, focus on the identification the factors that influence the quality of performance of the contractors; Third Chapter continue with the literature review on method to improve the contractors performance. The fourth chapter is the Research Chapter that discuss the method of research. The data analysis and result is discussed in the Fifth Chapter, its consist of the background of the company, the project, the background of the contractors, the data analysis, result and findings. The Sixth Chapter is highlight the conclusions and the recommendation.

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