

**MAINTENANCE MANAGEMENT AND SERVICES
(CASE STUDY: PERKESO BUILDING'S IN PENINSULAR OF MALAYSIA)**

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*Special dedication to my entire family member and for my beloved wife's Lina Fazlyanna
Mac Fadzli and daughter's Aisyah Ahmad Riza.*

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ABSTRACT

Maintenance Management and Services is a combination of several actions in which to retain or restore an item to perform its required action. PERTUBUHAN KESELAMATAN SOSIAL (PERKESO) as one of the semi government sector in Malaysia that has many assets, needs maintenance to prevent the assets from deterioration. Maintenance in PERKESO was monitor and control by Property Unit and Local PERKESO Office. There are two maintenance system presently implemented at PERKESO: Preventive maintenance and Corrective Maintenance. The maintenance and services in PERKESO are divided to two building type: stand alone building and shop lot building. Maintenance and services for stand alone PERKESO building is total preventive maintenance and services scope and for shop lot PERKESO building scope maintenance and services only cover cleaning, M&E preventive maintenance and Pest Control. Aim of this study to propose maintenance management & services system. To achieve the aim of this study, five objectives have been set, to study the maintenance management system presently implemented. To identify the common problem in maintenance management and services. To identify the tenant satisfactory level upon the maintenance and services implemented. To identify tenant opinion to make improvement for maintenance management and services. From the data analyze and propose maintenance management and services system. This research focused on PERKESO Building's in Peninsular of Malaysia. To obtain the data the following knowledge acquisition methods were used by interview, questionnaire and archives. An interview were set for two session, pre-interview done before set questionnaire and interview after the analysis data had done Result of the study showed the responds of the end user customer for the overall building conditions and the services given is fair. To achieve the tenants' satisfaction level, a new maintenance management system is proposed.

ABSTRAK

Penyelenggaraan adalah gabungan dari beberapa tindakan untuk mencegah atau membaikpulih sesuatu item untuk menunjukkan arah tindakbalas yang diperlukan. Pertubuhan Keselamatan Sosial (PERKESO) adalah salah satu badan berkanun di Malaysia yang sudah semestinya mempunyai banyak aset, memerlukan sistem penyelenggaraan untuk melindungi aset daripada mengalami kerosakan. Di PERKESO, Property Unit adalah unit yang bertanggungjawab penuh untuk mengawal dan menyelaras semua harta milik PERKESO terutamanya bangunan milik PERKESO. Sasaran kajian ini adalah untuk menyelidik sistem pengurusan penyelenggaraan dan perkhidmatan untuk bangunan PERKESO di Semenanjung Malaysia. Untuk mencapai sasaran kajian ini, empat objektif telah ditetapkan, iaitu menyelidik pengurusan penyelenggaraan yang dilaksanakan di PERKESO di Semenanjung Malaysia; mengenalpasti keadaan sebenar bangunan PERKESO; mengkaji tahap kepuasan penyewa mengenai perkhidmatan penyelenggaraan dan perkhidmatan di bangunan PERKESO; dan mengusulkan cadangan untuk pengurusan penyelenggaraan dan perkhidmatan di bangunan PERKESO. Beberapa kaedah kajian telah digunakan dalam menjayakan kajian ini termasuk menimba pengetahuan dari Property Unit PERKESO, pengguna bangunan PERKESO, dan penyewa ruang bangunan PERKESO. Hasil keputusan kajian menunjukkan responden yang diwakili oleh pengguna fasiliti untuk keseluruhan keadaan bangunan dan perkhidmatan adalah agak baik. Untuk mencapai tahap kepuasan penyewa, satu system pengurusan penyelenggaraan baru telah dicadangkan.

TABLE OF CONTENTS

LIST OF CONTENTS	PAGE
Title	i
Declaration	ii
Dedication	iii
Acknowledgment	iv
Abstract	v
Table of Contents	vii
List of Tables	xi
List of Figures	xii
List of Charts	xiii
List of Appendices	xiv

CHAPTER	TITLE	PAGE
I	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Background of Study	2
	1.3 Problem Statement	10
	1.4 Aim and Objective of Study	11
	1.5 Scope of Study	11

	1.6 Research Methodology	13
II	LITERATURE REVIEW:	
	MAINTENANCE MANAGEMENT	14
	2.1 Introduction	14
	2.2 Definition	15
	2.3 Maintenance Classification	15
	2.4 Maintenance Standard	19
	2.5 Maintenance Objective	20
	2.6 Life Cycle Cost	21
	2.7 Maintenance Cost	23
	2.7.1 Costing System	24
	2.7.2 Setting Up a Costing System	25
	2.7.3 Maintenance Budget	26
	2.8 Design Effect of Building Maintenance	28
	2.9 The Role of Designer	30
III	RESEARCH METHODOLOGY	33
	3.1 Introduction	33
	3.2 Archives Data	34
	3.3 Questionnaire	34
	3.4 Interview	35
	3.5 Data Analysis	36
IV	MAINTENANCE MANAGEMENT AND SERVICES	
	AT PERTUBUHAN KESELAMATAN SOSIAL	38
	4.1 Introduction	38
	4.2 Historical Background	40
	4.3 Organizational Structure	43
	4.4 Scope of Work	45
	4.5 Standard Operational Procedure	47
	4.5.1 Preventive Maintenance	47
	4.5.2 Corrective Maintenance	49

4.6	Common Defect Problem In Maintenance Management And Services	53
4.7	Satisfaction level to maintenance management And Services.	54
4.8	User opinion on improving maintenance Management and services	55
4.9	General Building Condition	57
4.10	Problem in maintenance Management and Services Industry	59
4.11	Maintenance Unit Work Performance	60
V	DATA ANALYSIS AND FINDINGS	61
5.1	Introduction	61
5.2	Respondent Characteristics	63
5.3	Gender of respondents	65
5.4	Length of Using Facilities	65
5.5	Background Distribution Of Respondents	66
5.6	What are the common problem in maintenance And management	67
5.6.1	Menara PERKESO Kuala Lumpur	69
5.6.2	Pejabat PERKESO Seberang Perai	71
5.6.3	Pejabat PERKESO Langkawi,	72
5.6.4	Pejabat PERKESO Kangar	73
5.6.5	Pejabat PERKESO Seremban	75
5.6.6	Pejabat PERKESO Batu Pahat	76
5.6.7	Pejabat PERKESO Kulim	78
5.6.8	Pejabat PERKESO Klang,	80
5.6.9	Pejabat PERKESO Sungai	81
5.6.10	Pejabat PERKESO Muar	83
5.6.11	Pejabat PERKESO Kluang,	84

5.6.12 Pejabat PERKESO Rawang	85
5.6.13 Pejabat PERKESO Segamat	87
5.6.14 Pejabat PERKESO Ipoh	88
5.6.15 Pejabat PERKESO Taiping	90
5.6.16 Pejabat PERKESO Teluk Intan	91
5.7 Cause of Building Defect	93
5.7.1 Lift Service	94
5.7.2 Electric Installation	94
5.7.3 Waterproofing Leakage	95
5.7.4 Plumbing System	96
5.7.5 Internal Fixture	97
5.7.6 Alarm System	97
5.7.7 Roof Defect	98
5.7.8 Others	98
5.8 Satisfaction Level With Management And Services	100
5.8.1 Menara PERKESO	102
5.8.2 Pejabat PERKESO Seberang Perai	103
5.8.3 Pejabat PERKESO Langkawi	105
5.8.4 Pejabat PERKESO Kangar	106
5.8.5 Pejabat PERKESO Seremban	108
5.8.6 Pejabat PERKESO Batu Pahat	109
5.8.7 Pejabat PERKESO Kulim	111
5.8.8 Pejabat PERKESO Klang,	112
5.8.9 Pejabat PERKESO Sungai Petani	114
5.8.10 Pejabat PERKESO Muar	115
5.8.11 Pejabat PERKESO Kluang	117
5.8.12 Pejabat PERKESO Rawang	118
5.8.13 Pejabat PERKESO Segamat	120
5.8.14 Pejabat PERKESO Ipoh,	121
5.8.15 Pejabat PERKESO Taping	123

5.8.16 Pejabat PERKESO Teluk Intan	124
5.9 Respondent opinion on improve maintenance Management and services that be apply to PERKESO	126
5.9.1 Menara PERKESO	127
5.9.2 Pejabat PERKESO Seberang Perai	129
5.9.3 Pejabat PERKESO Langkawi	131
5.9.4 Pejabat PERKESO Kangar	133
5.9.5 Pejabat PERKESO Seremban	135
5.9.6 Pejabat PERKESO Batu Pahat	137
5.9.7 Pejabat PERKESO Kulim	139
5.9.8 Pejabat PERKESO Klang,	141
5.9.9 Pejabat PERKESO Sungai Petani	143
5.9.10 Pejabat PERKESO Muar	145
5.9.11 Pejabat PERKESO Kluang	147
5.9.12 Pejabat PERKESO Rawang	149
5.9.13 Pejabat PERKESO Segamat	151
5.9.14 Pejabat PERKESO Ipoh,	153
5.9.15 Pejabat PERKESO Taping	155
5.9.16 Pejabat PERKESO Teluk Intan	157
5.10 Analysis and Discussion	159
5.10.1 Weakness of the Existing Maintenance Management and Services	160
5.10.2 The Fragmented Management Cultural.	160
5.10.2.1 The solution For Fragmented Management	161
5.10.3 Structural and Organization	162
5.10.3.1 Control and Monitor System	164
5.10.3.2 Proposal improvement to corrective maintenance and preventive maintenance	164

5.10.3.3	Preventive Maintenance Shop Lot	
	PERKESO Buildings	166
5.10.4	Relation Building And	
	Maintenance Team	167
5.10.5	Relation Maintenance Team And	
	End User Customer	167
5.10.6	Relation Maintenance Team And	
	Other Department	167
5.10.7	Training And Skill	168
VI	CONCLUSION AND RECOMMENDATION	169
6.1	Introduction	169
6.2	Conclusion	169
6.2.1	PERKESO Maintenance Management	
	& Services	170
6.3	What Are The Problems In Maintenance	
	Management And Services?	170
6.4	Satisfaction Level with Maintenance	
	Management And Services	171
6.5	Respondents Opinion on Improvement	
	Maintenance Management And services That	
	That Best Be Apply To PERKESO	171
6.4	Recommendation	172
	REFERENCES	175-176
	APPENDICES	81 – 92

LIST OF TABLES

TABLE NO.	TITLE	PAGE
1.1	List of PERKESO buildings in the scope of research	12
3.1	Rating scale of average index	29
4.1	Maintenance team scope of work	45
4.2	Common problem occur in PERKESO	53
4.3	Indicator to define the satisfactions level of respondent	54
4.4	Itemize the ideal opinion to make improvement to Maintenance management and services for the respondent	56
5.1	Question for get respondent information	63
5.2	Showed the distribution and return of the questionnaire	63
5.3	Point/Marks for common problem in maintenance management and services.	67
5.4	The common problem occurred at the PERKESO buildings	68
5.5	Five (5) top common problem maintenance at PERKESO Buildings	69
5.6	Defect List at Menara PERKESO Kuala Lumpur	70
5.7	Five (5) top common problem maintenance at Menara PERKESO Kuala Lumpur	70
5.8	Defect List at Pejabat PERKESO Seberang Jaya	71
5.9	Five (5) top common problem maintenance at Pejabat PERKESO Seberang Jaya	72
5.10	Defect List at Pejabat PERKESO Langkawi	73

5.11	Five (5) top common problem maintenance at Pejabat PERKESO Langkawi	73
5.12	Defect List at Pejabat PERKESO Kangar	74
5.13	Five (5) top common problem maintenance at Pejabat PERKESO Kangar	75
5.14	Defect List at Pejabat PERKESO Seremban	76
5.15	Five (5) top common problem maintenance at Pejabat PERKESO Seremban	76
5.16	Defect List at Pejabat PERKESO Batu Pahat	77
5.17	Five (5) top common problem maintenance at Pejabat PERKESO Batu Pahat	78
5.18	Defect List at Pejabat PERKESO Kulim	79
5.19	Five (5) top common problem maintenance at Pejabat PERKESO Kulim	79
5.20	Defect List at Pejabat PERKESO Klang	80
5.21	Five (5) top common problem maintenance at Pejabat PERKESO Klang	81
5.22	Defect List at Pejabat PERKESO Sungai Petani	82
5.23	Five (5) top common problem maintenance at Pejabat PERKESO Sungai Petani	82
5.24	Defect List at Pejabat PERKESO Muar	83
5.25	Five (5) top common problem maintenance at Pejabat PERKESO Muar	84
5.26	Defect List at Pejabat PERKESO Kluang	85
5.27	Five (5) top common problem maintenance at Pejabat PERKESO Kluang	85
5.28	Defect List at Pejabat PERKESO Rawang	86
5.29	Five (5) top common problem maintenance at Pejabat PERKESO Rawang	86
5.30	Defect List at Pejabat PERKESO Segamat	87
5.31	Five (5) top common problem maintenance at Pejabat PERKESO Segamat	87

5.32	Defect List at Pejabat PERKESO Ipoh	89
5.33	Five (5) top common problem maintenance at Pejabat PERKESO Ipoh	90
5.34	Defect List at Pejabat PERKESO Taiping	91
5.35	Five (5) top common problem maintenance at Pejabat PERKESO Taiping	91
5.36	Defect List at Pejabat PERKESO Teluk Intan	92
5.37	Five (5) top common problem maintenance at Pejabat PERKESO Teluk Intan	93
5.38	Five (5) major categories causes of defect Rating scale of average index	93
5.39	List of causes defect to lift service	94
5.40	List of causes defect to electric installation	95
5.41	List of causes defect to waterproofing leakage	95
5.42	List of causes defect to plumbing system	96
5.42	List of causes defect to internal fixture	97
5.44	Respond of satisfaction level with Maintenance Management and Services at PERKESO Buildings	100
5.45	Five (5) top the lowest satisfaction level with Maintenance Management and Services at PERKESO Buildings	101
5.46	Respond of satisfaction level with Maintenance Management and Services at Menara PERKESO Kuala Lumpur	102
5.47	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Menara PERKESO Kuala Lumpur	102
5.48	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Seberang Jaya	103

5.49	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Seberang Jaya	104
5.50	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Langkawi	105
5.51	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Langkawi	105
5.52	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kangar	106
5.53	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kangar	107
5.54	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Seremban	108
5.55	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Seremban	108
5.56	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Batu Pahat	109
5.57	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Batu Pahat	110
5.58	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kulim	111

5.59	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kulim	111
5.60	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Klang	112
5.61	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Klang	113
5.62	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Sungai Petani	114
5.63	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Sungai Petani	114
5.64	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Muar	115
5.65	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Muar	116
5.66	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kluang	117
5.67	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Kluang	117
5.68	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Rawang	118

5.69	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Rawang	119
5.70	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Segamat	120
5.71	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Segamat	120
5.72	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Ipoh	121
5.73	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Ipoh	122
5.74	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Taiping	123
5.75	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Taiping	123
5.76	Respond of satisfaction level with Maintenance Management and Services at Pejabat PERKESO Teluk Intan	124
5.77	Five (5) top the lowest satisfaction level with Maintenance Management and Services at Pejabat PERKESO Teluk Intan	125
5.78	List of opinion on improves maintenance management and services that best to be apply to PERKESO	126
5.79	Five (5) top opinion on improves maintenance management and services that best to be apply to PERKESO	127

5.80	List of opinion on improves maintenance management and services that best to be apply to Menara PERKESO Kuala Lumpur	128
5.81	Five (5) top opinion on improves maintenance management and services that best to be apply to Menara PERKESO Kuala Lumpur	128
5.82	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Menara PERKESO Kuala Lumpur	129
5.83	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Seberang Jaya	130
5.84	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Seberang Jaya	130
5.85	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Seberang Jaya	130
5.86	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Langkawi	132
5.87	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Langkawi	132
5.88	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Langkawi	132
5.89	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kangar	134

5.90	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kangar	134
5.91	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Kangar	135
5.92	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Seremban	136
5.93	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Seremban	136
5.94	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Seremban	137
5.95	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Batu Pahat	138
5.96	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Batu Pahat	138
5.97	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Batu Pahat	138
5.98	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kulim	140
5.99	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kulim	140

5.100	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Kulim	141
5.101	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Klang	142
5.102	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Klang	142
5.103	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Klang	143
5.104	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Sungai Petani	144
5.105	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Sungai Petani	144
5.106	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Sungai Petani	145
5.107	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Muar	146
5.108	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Muar	146
5.109	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Muar	147

5.110	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kluang	148
5.111	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Kluang	149
5.112	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Kluang	149
5.113	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Rawang	150
5.114	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Rawang	150
5.115	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Rawang	151
5.116	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Segamat	152
5.117	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Segamat	152
5.118	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Segamat	153
5.119	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Ipoh	153

5.120	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Ipoh	154
5.121	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Ipoh	154
5.122	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Taiping	155
5.123	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Taiping	156
5.124	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Taiping	156
5.125	List of opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Teluk Intan	157
5.126	Five (5) top opinion on improves maintenance management and services that best to be apply to Pejabat PERKESO Teluk Intan	158
5.127	Comparison of the top five (5) results for all PERKESO Buildings vs. top five (5) results for Pejabat PERKESO Teluk Intan	159

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	Procedure of tender flow process	7
1.2	Research methodology flow chart	13
2.1	Cyclic nature of design process	32
4.1	Property Unit Structure Organizations	42
4.2	Preventive Maintenance flow chart	49
4.3	Corrective Maintenance flow chart	51
4.2	Combination continuously corrective maintenance flow chart and preventive maintenance	52
5.1	Existing Organization Chart Property Unit	162
5.2	Proposal new organization chart for Property Unit	163
5.2	Flow process existing for preventive maintenance and corrective maintenance	164
5.3	Proposal new organization chart for Property Unit	163
5.4	Proposal new process flow in corrective maintenance	165

LIST OF CHARTS

CHART NO.	TITLE	PAGE
5.1	Questionnaire return/answer From each PERKESO Buildings	64
5.2	The respondent gender distribution	65
5.3	The respondent length of using facilities.	66
5.4	The respondent background distribution	67
5.5	Percentage of the satisfaction level due to maintenance management and services at PERKESO buildings.	101
5.6	Percentage of the satisfaction level due to maintenance management and services at Menara PERKESO Kuala Lumpur.	103
5.7	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Seberang Jaya.	104
5.8	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Langkawi	105
5.9	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Kangar	107

5.10	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Seremban	109
5.11	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Batu Pahat	110
5.12	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Kulim	112
5.13	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Klang	113
5.14	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Sungai Petani	115
5.15	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Muar	116
5.16	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Kluang	118
5.17	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Rawang	119
5.18	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Segamat	121
5.19	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Ipoh	122

5.20	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Taiping	124
5.21	Percentage of the satisfaction level due to maintenance management and services at Pejabat PERKESO Teluk Intan	125

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Full Set of Questionnaire	177-183
B	Questionnaire Results	184-190

CHAPTER I

INTRODUCTION

1.1 Introduction

A successful construction industry is essential to us all. We all benefit from housing, hospitals or infrastructure project that are constructed. Malaysia as one of the development countries in South East Asia was growing rapidly almost in all sectors, including construction sector. Large and complex project have been built due to the demands of both the public and private sectors. To meet the high demand of both sectors' need, it is expected that many error and defects will have occurred during the design and construction phase of the project, later resulting the high cost of maintenance.

Under normal condition all building begins to deteriorate the moment after they are constructed, and of course maintenance is needed. One research conducted in United Kingdom revealed about 20% of the average annual expenditure on repairs in building arises from defects (Sadi Assaf et al, 1996). As consequences if the number of defects could be reduce it would reduce the maintenance expenditures.

It is obvious that the need of maintenance is very important and needed for all sectors including properties sectors. Regard to the highly cost of maintenance it is important to study maintenance problem so that an effective maintenance can be carried out.

We know that is not easy to sustain radical improvement in an industry as diverse as maintenance and services. But, we must do so to secure our future. We have to commit to driving forward the modernization of the maintenance management and services industry.

1.2 Background of Study

Project construction life cycles are divided to few stages:

1. Conceptual and feasibility stage,
2. Engineering and design,
3. Procurement,
4. Construction,
5. Implementation,
6. Utilization,

But for building life cycles not only until the utilization stage but it continues to next stages they are:

7. Maintenance,
8. Demolition.

In the industry practice in Malaysia, in the construction stage the contractor are responsible to maintain the building until handing over stage from contractor to the project owner after finish the defect liability period. Once project handled over, the responsibility will be transferred from contractor to the owner, including the responsibility of maintaining the property after the defect liability period. Maintenance stage is the longest period among the other construction process until the property demolished. In the maintenance period there are included activities renovation, upgrading facilities, refurbishment and repair works. That is why maintenance is separately from construction phase the group of management team. Our practices in Malaysia not define those process or cycle as one, seem like fragmented and divided to construction stage and separated from maintenance stage. There no cross functional culture of work, no collaborative teamwork among development team and maintenance team. In PERKESO the maintenance team not

involved in the engineering and design stage, the maintenance team is not involved in feasibility study stage either in development project or in acquires project/facility. This type of management by sequent rigid movement some author called “separate over the wall syndrome”. After the construction stage is completed, and the “Defect Liability Period” has expired then the responsibility to maintain given to the maintenance team. There is having positive and negative impacts from the fragmented management cultural. The positive side with these separation management culture make the team more focus to their job and responsible. The negative sides create the flow of work become rigid and every team not shares a same goal.

The concept of the cross functional team by four principles:

- i. Consideration of downstream requirement during the design development.
- ii. The use of the cross functional teamwork.
- iii. Consideration of the customer requirements in the product development.
- iv. Use of lead time as source of competitive advantage.

Regarding to Reginald Lee (1986), to put the maintenance problem as mentioned above, it is important to view maintenance in the context of the overall building process. The role played by maintenance in the construction process can be started from design stage. The involvement of maintenance department in this stage is as an adviser for the designer to figure out the maintenance problem in the future.

Some of the advantages of the involvement of maintenance department in early stage are it would able to check the practicability of the design details, the suitability of patent joint, anticipate leaks, staining, expansion joints, and many other things that can prevent further defects in the future caused by miss-design (Armstrong R. W., 1984).

British standard (BS 3811: 1984) classified maintenance as three parts as follow,

- i. Planned maintenance; described as organized maintenance and carried out with forethought, control, and the use of records to predetermined plan.
- ii. Preventive maintenance, it is carried out at predetermined or to other prescribed criteria and intended to reduce the likelihood of an item not meeting an acceptable condition.
- iii. Running maintenance, which can be carried out whilst an item is in service.

These research which focus on the maintenance management and services. Maintenance Management and Services is a combination of several actions in which to retain or restore an item to perform its required action. PERTUBUHAN KESELAMATAN SOSIAL (PERKESO) as one of the semi government sector in Malaysia that has many assets, needs maintenance to prevent the assets from deterioration. Maintenance in PERKESO was monitor and control by Property Unit and Local PERKESO Office.

There are two maintenance system presently implemented at PERKESO:

- i. Preventive maintenance.
- ii. Corrective maintenance.

The maintenance and services in PERKESO are divided to two building type:

- i. Stand alone building
- ii. Shop lot building.

Maintenance and services for “stand alone” PERKESO building is total preventive maintenance package. The total preventive maintenance scope included of:

- i. Specification for Mechanical and Electrical.
- ii. Specification of Civil and Structure.
- iii. Specification of cleaning.
- iv. Specification of pest control.
- v. Specification of security services.

Maintenance and services for the “shop lot” PERKESO building scope maintenance and services only cover the scope cleaning work, M&E preventive maintenance and Pest Control.

In the PERKESO property management for PERKESO building are divided to (2) two main department or unit responsibility:

- i. Rental buildings manage by the Administration PERKESO Department.
- ii. PERKESO own buildings were managed by PERKESO Property Unit.

This project research are focused on PERKESO own buildings in Peninsular of Malaysia which not included those PERKESO rented buildings. To obtain the data the following knowledge acquisition methods were used by:

- i. Interview,
- ii. Questionnaire
- iii. Archives.

Interviews done into (2) two times in separate section/stage in this research:

- i. Pre-interview : Before finally produce the questionnaire.
- ii. Interview : During stage analyze data gained from questionnaire

The important of the pre-interview are development process get to produce a good questionnaire, and the target is to get valuable data shall be analyzed.

The interview which are arrange after the analyze data process is to study and section finding the root of the problem by using the transition law from macro to micro. After recognize the root of the problem then define the corrective action to be taken. Continuingly the corrective actions propose also other meant is to set up the proposal of the maintenance management and services system. Corrective actions were categories into two namely:

- i. Short – term corrective actions; and
- ii. Permanent corrective actions.

The short – term corrective actions do not remove or improve the factors of maintenance management and services problem but is aimed at correcting the problem i.e. to recover or improve maintenance management and services system. Permanent corrective actions aim is to correct or improve the

maintenance management and services system critical factors and this type of corrective action is more economical and effective compared to the earlier type.

. Corrections are the action taken to improve the situation by first identifying the root – causes (factors), specifically factors of maintenance management and services system. The correction should also include improving the process itself and corrective actions taken to improve performance can be permanently embedded in the process.

The maintenance cost implemented in PERKESO by the yearly system budgeting. Those budget will estimated by every branch PERKESO office and every department office. The budget maintenance management and services were included:

- i. Budget for repair works “corrective maintenance”.
- ii. Budget for renovation works.
- iii. Budget upgrading/refurbishment.
- iv. Budget of “preventive maintenance”.

For unforeseen budget, emergency budget will propose by Property Unit for all PERKESO building which indicates as contingency budget. The entire yearly budgets to be spend with the open tender. In PERKESO practice and well implemented to appoint any contractor or any consultant for any job/work by the open tender system. Open completion tender culture is implemented in PERKESO. These cultural of open tendering system create the low profitable to the industry. The reflected in following:

- i. Unreliable rates of profitability which are usually too low to sustain healthy development.
- ii. Little investment in research and development which are damaging the industry’s ability to keep abreast with innovation in processes and technology,
- iii. Declining levels of trained personnel, skills shortages and ill-defined career structure to develop supervisory and management grades,
- iv. The continued practice, by clients, of selecting designers and contractors almost exclusively on the basis of tendered priced.

All the scopes of work and specification for maintenances management and services in PERKESO were prepared by Property Unit. The scope and specification must to be check and verify by a committee. For confirmation and validity the scope of work and the specification suitable for any maintenance tender will be by committee's specification of tender. The committee responsible to checks and go through all the scope of works and specification document, if the entire member agree to all the content of the document then the document can to be bind and it's valid as the tender document. These committees were appointed by Chief Executive Officer PERKESO. Usually which department or unit are given responsible to produce the scope of work and specification will be also appoint as one of the committee member in the specification tender committee.

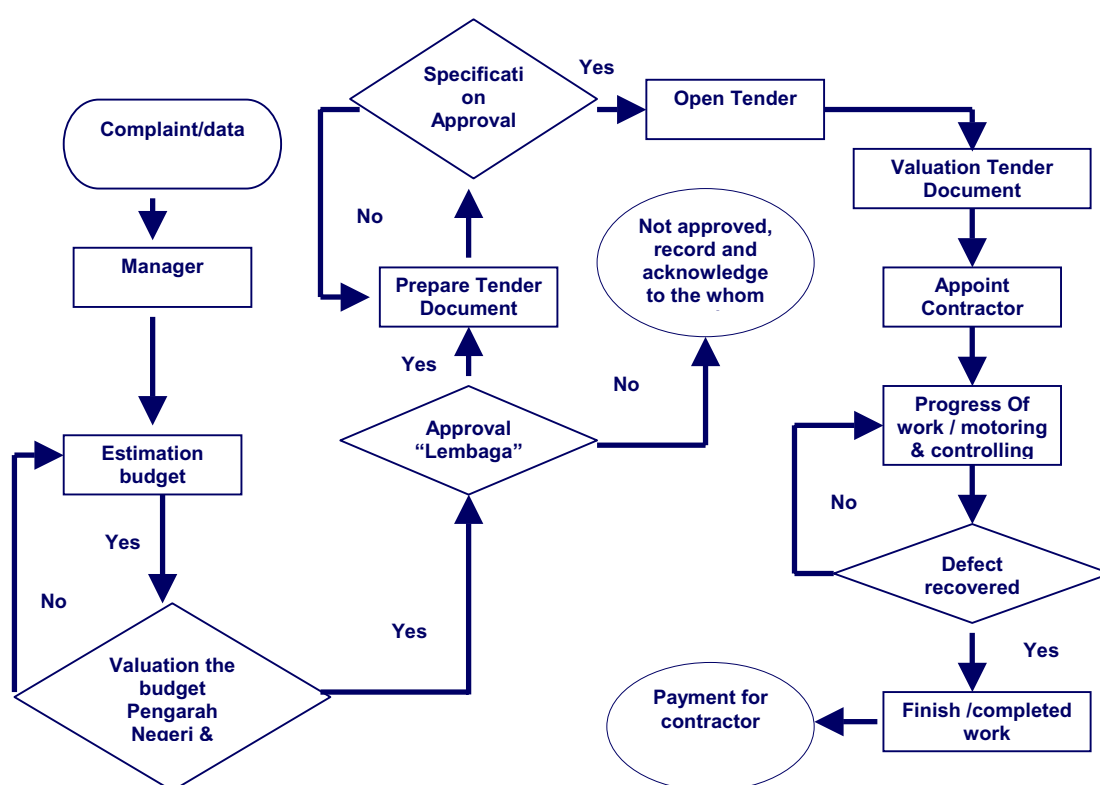


Figure 1.1 Procedure of tender flow process (produce from gain information by interview with Manager Property Unit PERKESO)

When the contractor or the consultant appoint, the progress of work will be monitor and control to which department or state office involve to the project. The progress of work will be monitor and control by the Manager Office PERKESO. Usually the Manager of the State office is non technical personnel.

Role of Property Unit in maintenance management and services in PERKESO:

- i. Property unit responsible to produces the scope of work and specification document tender for maintenance and services for all PERKESO buildings.
- ii. Property Unit totally fully control and monitoring the Maintenance Management and Services for stand alone buildings.
- iii. PERKESO Branch / PERKESO State fully control and monitoring the Maintenance Management and Services for branch/ state PERKESO building.
- iv. By appointed by Chief Executive Officer as committee for:
 - a. Specification of tender
 - b. Open tender
 - c. Valuation of tender.
- v. Recommendation payment of contractor for all maintenance and services claims.

Organizing is the process by which managers establish the structure of working relationship among employees to allow them to achieve organizational goals efficiently and effectively. Organizational structure is the formal system of task and reporting relationship that determines how employees use resource to achieve organizational goals. Organizational design is the process by which managers make specific organizing choice that result in the construction of a particular organizational structure.

The differential of group and team in an organization.

- i. Group: two or more people who interact with each other to accomplish a goal.
- ii. Team: group who work intensively with each other to achieve a specific common goal.

All teams are groups, BUT, not all groups are teams. Teams often are difficult to form. Takes time for members to work together. Teams can improve organizational performance.

Property unit is a small unit if to compare to the burden of work and responsibility given by PERKESO. To fulfill all the requirement and demand needs, Property Unit with (11) eleven number of people with different specialization or discipline background were organize and structure divide to two main groups:

i. Maintenance team.

Main responsibilities and role to manage maintenance management and services of PERKESO buildings in Malaysia. There are (33) thirty three numbers of PERKESO buildings in Peninsular of Malaysia, Sabah and Sarawak. The maintenance team will cooperate and work together with Branch PERKESO office closely to realize the objective of maintenance of PERKESO building can be achieved.

ii. Development team.

Main responsibilities and role to manage and control development PERKESO project in Malaysia, currently there are 8 projects is in construction stage out of from 10 total numbers planned. The other balance 2 numbers of the construction project are in feasibility stage.

The development team are responsible from process from feasibility stage, engineering and design stage, procurement stage, construction stage, implementation stage, utilization stage meant it a continue from the inception of the project until handling over of the building to user. Included the project closes activities is monitor and control by development team. After the D.L.P “defect liability period” finished the building will be handing over to the maintenance team.

During the D.L.P “Defect Liability Period” the maintenance is taken under responsibility of the contractor, unless for the defect that caused by vandalism or miss-used by the user. It is critical to identify the defective works under construction done by contractor or the malfunction, faults, or broken items done by user.

In these processes and responsibilities briefly mentioned above, Property Unit is involved and deal with big quantities of reports and records. The keeping record is a very important in PERKESO, and the system to keeping those records must be an efficient and easy to access.

1.3 Problem Statement

Derek Miles et al (1986) described three main problems in maintenance; inadequate financial, bad management, and poor building design.

Financial is the main measurement for the action will take for maintenance activities and for some householders' maintenance budget is the easiest part to cut if they faced financial problem.

The second problem is bad management, which could be interpreted as idleness and waste among the maintenance personnel. The maintenance manager and the staff's dexterity and responsive to the maintenance problem is one of the tool of effective maintenance management.

The building design also part of the problem in maintenance. It is important to give more attention to decide which materials and elements will be use, and unfortunately it is uncommon at the design state both designer and owner take maintenance as one of the design consideration. Poor building design also include the poor quality materials used.

- The PERKESO buildings have different capacity and facility. The differences will trigger a different approach in maintenance management.
- It is important to identify whether the present maintenance management and services system is suitable for the all buildings.

Regarding to PERKESO's maintenance management & services, it is important to identify whether the present maintenance management & services implemented still appropriate with all buildings. The development of buildings in PERKESO since 1998 has dramatically changes the capacity and facilities provided. Obviously, the Menara PERKESO 21 floor building with the bigger capacity up about to 30 to 40 staff per floor and new facilities such as lift that is totally different with the previous buildings. The differences in capacity and facility would triggered a different maintenance treatment requires the study to identify whether the present maintenance system is can be implemented to the all buildings. The fact that some of the new multi storey buildings are still under Defect Liability Period (D.L.P) will make this study appropriate and important to be conducted.

1.4 Aim and Objective

Aim of this study is to improve the maintenance management and services system for PERKESO building. To achieve the above aim, the following objectives have been identified:

1. To study the maintenance management & services system presently implemented at PERKESO buildings.
2. To identify the defect normally occur in PERKESO Building.
3. To find out the satisfactory factors of tenants/students at PERKESO Buildings.
4. To improve the maintenance management & services system for buildings at PERKESO.

1.5 Scope of Study

The scope of this study is focus on the buildings in PERKESO at Peninsular Malaysia. The study covers only the PERKESO own buildings.

Table 1.1 List of PERKESO buildings in the scope of research

Bil.	Building Name	Location	Building type	Area i) Lot ii) Floor net (KPS)
1	Menara PERKESO,	281 Jln.Ampang, 50538 Kuala Lumpur.	Stand alone 20 storey	i) 38,000.00 ii) 224,000.00
2	Pejabat PERKESO Seberang jaya	Lot PT 3969, Mukim 1 Seberang Perai Tengah Pulau Pinang.	Stand alone 7 storey	i) 56,713.00 ii) 59,863.00
3	Pejabat PERKESO Langkawi	No.8, Lebuah Bunga Raya 5, Langkawi Mall 07000 Kuah, Langkawi.	Shop lot 2 storeys. (1 intermediate lot)	i) 1,119.00 ii) 2,238.00
4	Pejabat PERKESO Kangar	Lot 30, Komplek Kedai 3 Tingkat Fasa III, Jalan Hospital, Kangar.	Shop lot 3 storey (1 intermediate lot)	i) 1,200.00 ii) 3,420.00
5	Pejabat PERKESO Seremban	Lot 37, Betaria Business Centre, Seremban. Negeri Sembilan.	Shop lot 4 storey. (1 intermediate lot)	i) 2,243.00 ii) 7,786.00
6	Pejabat PERKESO Batu Pahat	Lot PTD 25084 & 25085 Tmn.Setia Jaya, Jln.T.S. Hoe, Batu Pahat, Johor.	Shop lot 3 storey. (2 intermediate lot)	i) 1,540.00 ii) 7,720.00
7	Pejabat PERKESO Kulim	Plot 4 & 5 di atas lot 926, Mukim Keladi, Kulim, Kedah.	Shop lot 3 storey. (2 intermediate lot)	i) 2,800.00 ii) 6,628.00
8	Pejabat PERKESO Klang	No.2, Jalan Tiara 2, Bandar Baru Klang, Selangor.	Shop lot 5 storey. (Conner lot)	i) 4,125.00 ii) 17,175.00
9	Pejabat PERKESO Sungai Petani	No.30 & 31, Lengkok Cempaka, Amanjaya, Sg.Petani, Kedah.	Shop lot 3 storey. (2 intermediate lot)	i) 2,800.00 ii) 7,130.00
10	Pejabat PERKESO Muar	PTB 10956 & 10957, Tmn.Tun Dr.Ismail (1) Bandar Maharani, Muar.	Shop lot 3 storey. (2 intermediate lot)	i) 3,080.00 ii) 7,784.00
11	Pejabat PERKESO Kluang	Lot 8927, No.28 Jln.Duku, Kampung Haji Manan, Kluang, Johor.	Shop lot 3 storey. (Conner Lot)	i) 4,373.00 ii) 8,559.00
12	Pejabat PERKESO Rawang	No.29, Jalan Setia Rawang 1, 48000 Rawang, Selangor.	Shop lot 3 storey (Conner lot)	i) 2,100.00 ii) 5,785.00
13	Pejabat PERKESO Segamat	No.13, Jalan Emas, Taman Bukit Hampar, 85000 Segamat, Johor.	Shop lot 4 storey. (intermediate lot)	i) 1,540.00 ii) 4,786.00
14	Pejabat PERKESO Ipoh	Lot No.9587N, Jalan Hospital, Ipoh, Perak Darul Ridzwan.	Stand alone 5 storey	i) 26,237.00 ii) 2,941.55
15	Pejabat PERKESO Taiping	Lot PT No. 1233 & 1234, Bandar Taiping Daerah Larut Matang Perak Darul Ridzwan	Shop lot 3 storey (2 Lot) (Conner lot)	i) 3,338.00 ii) 7,183.00
16	Pejabat PERKESO Teluk Intan	No. 8, 9 & 10 Medan Sri Intan Jalan Sekolah Teluk Intan, Perak	Shop lot 3 storey. (3 lot) (intermediate lot)	i) 3,600.00 ii) 8,806.00

1.6 Research Methodology

To carry out the study, several research methodologies were used, which includes literature review, knowledge acquisition, and data analysis techniques. Figure 1.1 showed the activity flow used to achieve the objectives that have been set.

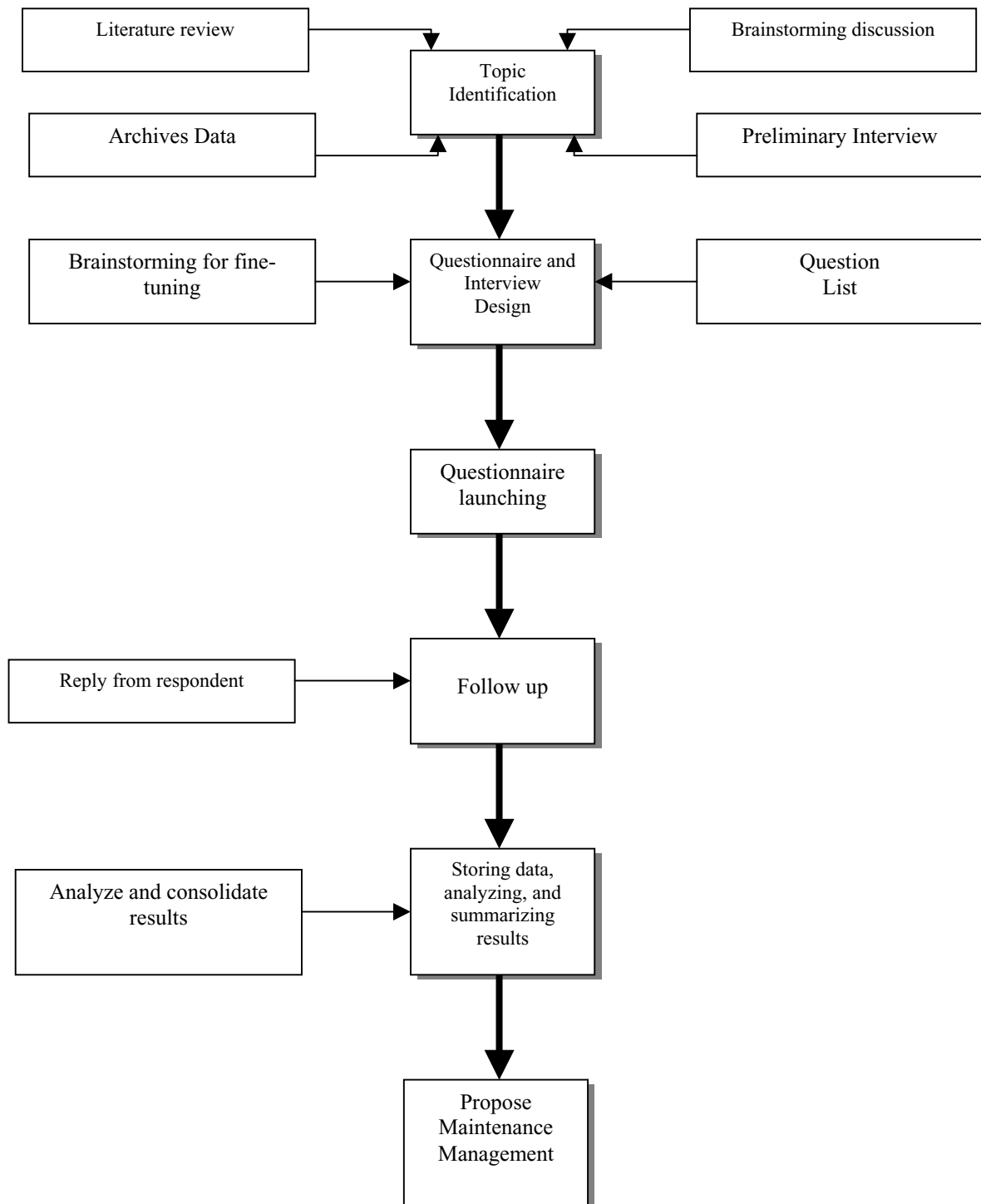


Figure 1.2 Research methodology flow chart

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