



**THE EXTENT OF MANAGEMENT CAPABILITY,
RELATIONSHIP CAPABILITY, AND
COMPETITIVE ADVANTAGE INFLUENCE ON
BUMIPUTERA CONTRACTORS' PROJECT PERFORMANCE**

By

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ABSTRACT

Considering the major problems faced by the Malaysian construction industry in managing resources and understanding clients' needs, as well as the methodological and theoretical gaps in previous studies, this research attempts to investigate the extent of management capability, relationship capability and competitive advantage influence on Bumiputera construction project performance. This research utilised the resource-based view theory to determine the relationship between the construction companies' capabilities and their project performance. Survey questionnaires were sent to 1,600 construction companies' project managers listed on the CIDB's Malaysian Construction Industry Directory. Out of the 1,600 questionnaires sent, 420 were received. However, only 385 were usable which produced a response rate of 24 per cent. Management capability, relationship capability and competitive advantage were found to have significant positive influence on construction project performance. Thus, construction project performance is influenced by all the three components. The management must also ensure that all important elements of management and relationship capabilities such as competence, cooperation, project management methodology, comprehension and communication are practiced in their organisations. Further information is provided in the study.

Keyword: Construction, project performance, management capability, marketing capability, competitive advantage.

ABSTRAK

Berdasarkan permasalahan utama yang dihadapi oleh syarikat pembinaan di Malaysia berkaitan pengurusan sumber dan memahami kehendak pelanggan, serta jurang dari segi kaedah dan teori dalam kajian terdahulu, kajian ini dijalankan bagi mengkaji sejauh manakah pengaruh keupayaan pengurusan, keupayaan hubungan dan kelebihan daya saing terhadap prestasi projek syarikat-syarikat pembinaan Bumiputera di Malaysia. Kajian ini menggunakan teori pandangan berasaskan sumber (resource-based view) bagi menentukan hubungan antara keupayaan syarikat pembinaan dan prestasi projek. Soalan tinjauan dihantar kepada pengurus projek daripada sampel 1,600 buah syarikat yang tersenarai dalam direktori syarikat pembinaan CIDB. Daripada 1,600 soalan tinjauan yang dihantar, 420 jawapan diterima, namun hanya 385 daripadanya boleh digunakan. Ini menghasilkan kadar jawapan sebanyak 24 peratus. Keupayaan pengurusan, keupayaan hubungan dan kelebihan daya saing didapati mempunyai pengaruh positif yang signifikan terhadap prestasi projek. Justeru, prestasi projek adalah dipengaruhi oleh ketiga-tiga faktor. Pihak pengurusan mesti memastikan agar kesemua elemen penting seperti kecekapan, kerjasama, kaedah pengurusan projek, pemahaman dan komunikasi turut diamalkan dalam organisasi. Maklumat lanjut dibincangkan dalam kajian ini.

Kata kunci: pembinaan, prestasi projek, keupayaan pengurusan, keupayaan pemasaran, kelebihan daya saing.

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LIST OF ABBREVIATIONS

Abb.	Full Lists
APM	Association for Project Management
BNM	Bank Negara Malaysia
CIDB	Construction Industry Development Board
CII	Construction Industry Institute
CIMP	Construction Industry Master Plan
CSF	Critical Success Factors
DV	Dependent Variable
GDP	Gross Domestic Product
ICT	Information Communication Technology
ISO	International Organization for Standardization
IT	Information Technology
IV	Independent Variable
KMO	Kaiser-Meyer-Ollkin
KPI	Key Performance Indicators
MARA	Majlis Amanah Rakyat
MCI	Malaysian Construction Industry
MHLG	Ministry of Housings and Local Government
MIM	Malaysian Institute of Management
NST	New Strait Times
PKK	Pusat Khidmat Kontraktor
PM	Project Management
PMBok	Project Management Body of Knowledge
PMI	Project Management Institute
PPMS	Project Performance Monitoring System
PRINCE2	Projects IN Controlled Environments
QMS	Quality Management System
RBV	Resource Based View
SPA	Sales and Purchase Agreement
SPSS	Statistical Package of Social Sciences
UAE	United Arab Emirates

LIST OF ABBREVIATIONS

UK	United Kingdom
US	United State
UUM	Universiti Utara Malaysia
VIF	Variance Inflation Factor
WWW	World Wide Web

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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter provides an overview of the study background, problem statement, the research objectives, research questions and definition of terms used. Subsequently the discussion on the significance of this study is deliberated. Lastly, a summary of an organisation of remaining chapters was included towards the end of the chapter.

This study examined the extent of contractors' capabilities influence on projects performance in Malaysian Construction Industry (MCI) because construction industry seems to face a number of failures that are enough to stir negative perceptions among the buyers and publics. The important capabilities that have an impact on the construction project performance were identified via literature review. This study hereby needs to be conducted to determine the relevant factors that managers of construction firm should focus on to improve their project performance and ultimately the overall performance of MCI.

1.1 Background of Study

1.1.1 Importance of Construction Industry

Malaysian Construction Industry (MCI) is in general categorised into two major areas namely general construction and special trade works. General construction includes residential construction, non-residential construction and civil engineering construction. Special trade works area includes the "activities of metal works, electrical works, plumbing, sewerage and sanitary work, refrigeration and air-

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