

UNIVERSITI TEKNOLOGI MARA

**THE WORK ETHICS OF MALAY CONSTRUCTION
PROJECT MANAGERS**

MADINAH HUSSIN TORRANCE



**Thesis submitted in fulfillment of the requirements
for the degree of
Doctor of Philosophy**

Faculty of Architecture, Planning and Surveying

August 2007

Candidate's Declaration

I declare that the work of this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This topic has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

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Name of Candidate:	Madinah Hussin Torrance
Candidate's ID No:	2002617177
Programme:	AP990
Faculty:	Faculty of Architecture, Planning and Surveying
Thesis Title:	The Work Ethics of Malay Construction Project Managers

Signature of Candidate:

Date:

ABSTRACT

The general objective of this study was to understand the nature of the work ethics of Malay construction project managers. In particular the research sought to determine a) their work values, b) how they perceive their job, c) how committed are they to their work and how ethical are they.

The study was divided into three phases. In phase 1, a questionnaire survey was conducted to reveal their work values. In phase 2, participants selected from among the respondents in Phase 1 were interviewed using a modified Repertory Grid method to determine how they perceived their work. In addition, participants' commitment to their work and their ethical standards were gathered using Vignettes. In Phase 3, the results were validated through a questionnaire survey of feedback from participants' colleagues, superiors and subordinates.

From the results of Phases 1, 2 and 3 it was identified that Malay construction project managers had strong Islamic values, clear work ethics and positively identified with their profession. Participants showed strong willingness to work but were not willing to extend work far into their family time. A large majority believed that they should exert moderate control on their subordinates because subordinates were believed to be team members. Trust was preferred. In conforming to Islamic values, they were against cheating, cutting corners, ignoring safety procedures and transgressing project managers' professional code of conduct. However, the culture of giving gifts and business entertainments were generally believed to be acceptable as a gesture of good relationships

A large majority of the participants perceived their job positively with a high of 85% of the participants declaring that if they were to relive their lives, they would choose to be project managers. In the comparison of their profession with other professions, participants saw the Doctors as much higher. Religious teachers were valued but they were seen as idealists, whereas as construction project managers they had to be realists. Participants saw their work as having many similarities to the Chefs and to some extent the Actors. However, the lawyers were somewhat negatively perceived.

ACKNOWLEDGEMENTS

This thesis could not possibly have achieved its intended objective without the blessings and help of Allah the Almighty for giving me the courage, determination and strength to embark on it and work till its completion. The journey had not been without challenges. For one, this research was embarked upon mainly on a part time basis which meant that attention could only be given to it after all work had been done. In addition, two of the important people in my life, my parents, who are late in their lives, often had to be given attention – medical and social. It must be admitted that there were times when the thesis had to be placed on hold for several weeks for other more important matters. Alhamdulillah, despite the many necessary distractions I managed to maintain my interest and focus.

I would like to say thank you to my parents for their understanding since I could not visit them more frequently during the length of my study. In this regard, many thanks to all my siblings who took care of my parents when I was pressed for time.

I am deeply thankful to Prof. Dr. Munshi Ab. Hamid, firstly, for his willingness to be my supervisor making it possible for me to register as a student with the Faculty of Architecture, Planning and Surveying and secondly, for his continued support after his retirement from UiTM.

Special thanks to Dr. Asma Abdullah for her ideas and criticisms. To Dr. Zainal Mat Saad, thank you for stepping in as supervisor in the last stage of this thesis preparation.

I am enormously grateful to Prof. Madya Dr. Jamil Hamali, former Dean of the Faculty of Business Management, UiTM for supporting my application for sabbatical leave of two semesters. I would like to put on record my thanks to Universiti Teknologi MARA for approving the sabbatical leave. The data collection would have taken much longer if not for the sabbatical leave.

I am indebted to Mr. Wong Thin Peng for sharing with me his work experience as a construction site manager. In addition, I would like to thank my sister, Turisaina Hussin, for helping me with the translations of the survey questionnaires during Phase 1 and Phase 3 of the study.

Special mention must also be made of my post graduate colleagues and friends Anuar Othman, Aini Jaapar, Hasmawati Harun, Ainon Nisa, Hayati Dahan and many others for sharing their friendship and helping me in whatever way possible.

Finally, I am most grateful to my husband, Johan Victor Torrance, for providing his constant support, advice and assistance throughout the length of this study. Thank you for taking over the house chores and most important of all for criticising my research ideas and then reading and editing my thesis.