

UNIVERSITI TEKNOLOGI MARA

**THE RELATIONSHIP BETWEEN
UNCERTAINTY FACTORS AND
REFURBISHMENT PROJECT
PERFORMANCE WITH
LEADERSHIP QUALITY AMONG
PROJECT MANAGERS AS A
MEDIATOR**

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ABSTRACT

The number of Building Refurbishment Project (BRP) has increased significantly over the past few years in Malaysia. In regard to this, it is important to note that the key features of these projects are unique which include Uncertainty Factor (UF) especially when these involve structural modifications with sensitive, dangerous and difficult operations as well as the high number of building services involved. A considerable amount of studies has identified UF as one of the reasons for poor performance of BRP which encompasses the aspects of time, cost, quality, and safety. This emphasis is questionable in the real world. A significant attention has been given to this topic in recent years, however, most previous research that provided solutions for the poor performance issues only focused on technical measures in the planning and design process without investigating human impact elements in construction process. Specifically, Leadership Quality of Project Manager (LQPM) was not examined. The aim of this research was to establish the mediating effect of LQPM between UF of construction process and the performance of BRP which encompassing time, cost, quality and safety. The main objectives of the present research were to propose the LQPM. In addition, the relationships between UF of construction process and performance of BRP that mediated by LQPM were also established. Quantitative research approach was adopted for the study. A questionnaire survey was conducted and randomly distributed to 327 project managers who were involved in BRP, registered with the Construction Industry Development Board (CIDB), the contract value starting from RM500, 000 in Klang Valley. A three phase of statistical data analyses process were applied. Phase one Exploratory Data Analyses (EDA), phase two descriptive statistical analyses and phase three inferential analyses. The data were analysed using the IBM SPSS version 24 (Statistical Package for Social Science) and PLS-SEM version 3.2.7 (Partial Least Square of Structure Equation Modelling). Four hypotheses were addressed and the mediating effects of LQPM between UF of construction process and performance of BRP were tested. The findings revealed that, the higher “Focus” on managing all of the “Sub-contractor” activity during construction process of BRP by the Project Manager will reduced UF and “Cost variance” of BRP, and LQPM was indeed one of the important factors that significantly influence the performance of BRP in Klang Valley. Finally, the research offers methodological and practical contribution as well as opportunity for future research.

Keywords: Refurbishment Projects Uncertainty, Projects Performance, Leadership Quality, Project Managers.

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