

**THE STUDY OF SOFT FACTORS IN TEAM  
SELECTION FOR CONSTRUCTION PROJECT**

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**BACHELOR OF PROJECT MANAGEMENT  
(HONS)**

**UNIVERSITI MALAYSIA PAHANG**

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PROJECT

LIEW PEI SHAN

Report submitted in partially fulfilment of the requirements  
for the award of the degree of  
Bachelor of Project Management (HONS)

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## **SUPERVISOR'S DECLARATION**

I hereby declare that I have checked this project and in my opinion, this project is adequate in terms of scope and quality for the award of the degree of Bachelor of Project Management with Honours.

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**STUDENT'S DECLARATION**

I hereby declare that the work in this project is my own except for quotations and summaries which have been duly acknowledged. The project has not been accepted for any degree and is not concurrently submitted for award of other degree.

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## **ABSTRACT**

Construction industry is important in developing a country towards a developed country. Meanwhile, the failure rate of construction project is increasing every year which cause the construction project become critical. There are many factors that caused the construction project failure which included poor planning, poor communication, natural disaster, selected the wrong team members and etc. This research will be conduct to find out about how soft factors affecting the team selection for construction project. The existing of soft factors in team selection is not be aware of construction industry. The list of soft factors is identified and to be verify in order to prove the existing of soft factors in team selection is used by the project manager unconsciously. The respondents of this research are the project manager or top management from construction project in Kuala Lumpur area. The result show that the soft factors is implemented by the project manager unconsciously. The most applied soft factors in team selection for construction project by the project manager is the team member's competencies and characteristics. Therefore, the result is significant in finding the soft factors as a new factors that affecting the team selection.

## ABSTRAK

Industri pembinaan adalah penting dalam membangunkan negara ke arah sebuah negara maju. Sementara itu, kadar kegagalan projek pembinaan semakin meningkat setiap tahun yang menyebabkan projek pembinaan menjadi kritikal. Terdapat banyak faktor yang menyebabkan kegagalan projek pembinaan termasuk perancangan yang lemah, komunikasi miskin, bencana alam, memilih ahli-ahli pasukan yang salah dan lain-lain. Kajian ini akan dijalankan untuk mengetahui tentang bagaimana faktor dalaman akan mempengaruhi pemilihan ahli-ahli pasukan untuk projek pembinaan. Kewujudan faktor dalaman adalah digunakan dalam pemilihan pasukan industri pembinaan tanpa disedari oleh pengurus project. Senarai faktor dalaman dikenal pasti dan akan mengesahkan untuk membuktikan yang sedia ada faktor dalaman dalam pemilihan pasukan digunakan oleh pengurus projek tanpa menyedari. Responden kajian ini adalah pengurus projek atau pengurusan atasan daripada projek pembinaan di kawasan Kuala Lumpur. Hasilnya menunjukkan bahawa faktor-faktor dalaman dilaksanakan oleh pengurus projek tanpa menyedari. Antara faktor dalaman yang banyak digunakan dalam pemilihan pasukan untuk projek pembinaan oleh pengurus projek adalah kecekapan dan ciri-ciri ahli pasukan. Oleh itu, hasilnya adalah penting dalam mencari faktor-faktor dalaman sebagai faktor baru yang mempengaruhi pemilihan pasukan.

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION**

In this urbanization world, skyscrapers can be seen everywhere. Construction project playing an important role in this urbanization development. Even though construction project widespread in the society but doesn't mean that all construction project performance is outstanding. There are many factors will affected the performance of construction project while one of the factor is team selection. The importance of team selection always be neglect by many organization. Project manager or a team leader select the suitable members to be in a team can help to improve construction project performance.

This chapter will provide general information and some ideal about this study. Besides, the problem background and problem statement will be include in this chapter to provide brief information of this study. Furthermore, this chapter also include the scope of this research, objective of research, and research questions. The importance of this research will be cited in the significance of study.

## 1.2 PROBLEM BACKGROUND

Nowadays, construction project growth contribute significantly to the economic development by establishing the infrastructure that require for socioeconomic development. The construction projects today are far more complicated than ever before. The project now involve larger capital of investment, embraces particular discipline, widely distributed project participant, compact schedule, and rigorous quality requirement. It is faced with problems such as poor co-operation, limited trust, and ineffective communication often resulting in an adversarial working relationships among all project stakeholders. This type of adversarial relationship is likely to lead to construction delays, difficulty in resolving claims, cost overruns, litigation, and a win-lose climate (Chan et al., 2008). In order to avoid the problem mention above, selecting the appropriate members to be in a team for a construction project is very important.

Team selection process is more focus on identifying individual team-related competences or the competences of an individual in the necessary skills for team working. Anderson and Ostroff (1997) highlight how a good match between the individual and the work environment is necessary for facilitating positive work-related behaviours and attitudes, and advocate the enhancement of both person-job fit and person-organization fit in the selection process. The team selection process not only to meet the requirement of person-job fit however an individual also have to fit with the others team members. The individual might has the skills to perform the job but cannot work in a team. This will lead to an issues of miscommunication in a team and cause conflict in a team. Thus, the project performances is affected by the conflict in a team.

Concisely, team selection process is a complex process which involve of many consideration factors. Antoniadis (2012) stated that interconnections and boundaries are formed between individuals within a team and teams as a whole within the project and these cause complexity. The complexity characteristics can be identify and be used in team selection process. By understand the effect of these to the process of selecting team members the project manager will be able to manage its affects.

### 1.3 PROBLEM STATEMENT

Construction project performance nowadays is in the regression state as the project success rate is reducing. The construction project performance is not satisfy due to it is not meeting the expected quality, not within budget and over the time limit of the project. This might happen due to the construction project team members are lack of the team work among them. The conflict among the team members is one of the reason causes team work sprit within the team members is very worst. When conflict happen among team members and it does not solve properly which will affected the team members to perform their task. Therefore, the project manager has the significant responsibility to ensure the team work among the team members. The team work will directly affected the project performances.

Team work become more important in ensuring the project success. These day, the problems of team works are not only caused by the conflict of the team moreover the team selection also will affected the project performance. Thus, the implementation of team selection for team based work is strongly believed to enhance performance of a project (van der Vegt et al., 2009, Zellmer-Bruhn and Gibson, 2006). Select the right team members can avoid conflict in a team and improve the team performances. The most important soft skills that the team members must have is team works. This study is attempt to identify the list of soft factors in team selection for construction project. There is a list of soft factors in team selection can be determined and used by project manager or upper management in selecting team members. The soft factors would be contrastive for different construction company and even different project manager within the same construction company.

Meanwhile, this study is conducted to identify the actual practice of these soft factors in selecting the construction project team. The list of soft factors that will be tested in the real practice included top management support, team leader's behaviour, tem member's competencies and characters, team climate, team innovation and conflict in team. However, the construction company does not pay enough concentration to the sub-process of team selection and remain to the rational, resource oriented and transactional approach (Green, 2006). In the real practical construction project some project manager