

**MANAGING THE IMPACT OF ECONOMIC CRISIS
TO CONSTRUCTION PROJECT**

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ABSTRAK

Pembangunan sesebuah negara adalah berkait rapat dengan prestasi dan pertumbuhan negara. Pertumbuhan ekonomi akan membawa sumber permintaan untuk pembinaan selaras dengan pengembangan perniagaan yang semakin meningkat, bilangan pekerja, dan juga perlu untuk penginapan untuk menyokong aktiviti perniagaan baru. Produk pembinaan menyediakan infrastruktur awam dan swasta struktur fizikal yang perlu untuk aktiviti yang produktif seperti perkhidmatan, perdagangan, utiliti dan industri lain. Industri Pembinaan adalah berkait rapat dengan Keluaran Dalam Negara Kasar (KDNK) sesebuah negara. Aktiviti-aktiviti industri pembinaan boleh mempengaruhi KDNK dan sebaliknya. Oleh itu, krisis ekonomi 2008 telah memberi kesan kepada industri pembinaan. Kajian ini bertujuan untuk mengkaji kesan krisis ekonomi kepada projek-projek pembinaan dan mengenal pasti bagaimana kontraktor menguruskan kesan krisis ekonomi ke atas projek-projek pembinaan. Kajian ini adalah berdasarkan pada 5 projek pembinaan yang dilaksanakan semasa krisis ekonomi. Projek ini termasuk Mediterania Garden Residences - 2, Kelapa Gading Square, Royal Mediterania Garden Residences, Off Take Metering Station Package – 3, and Main Building of Mabes Polri, yang telah digunakan sebagai kajian kes. Data dikumpulkan menggunakan teknik temu bual separa berstruktur. Responden adalah Pengurus Projek dan / atau Timbalan Pengurus Projek kajian kes masing-masing. Data yang diperolehi daripada responden dianalisis dengan analisis kualitatif. Kesan krisis ekonomi ke atas projek-projek pembinaan telah dikategorikan kepada 10 aspek: wang, bahan, tenaga kerja, jentera, subkontraktor, pembekal, masa, kos, kualiti, dan kontrak. Secara keseluruhan, krisis ekonomi mempunyai kesan semua aspek-aspek di atas kecuali tenaga kerja, jentera, dan kualiti. Antara strategi yang dilaksanakan oleh kontraktor dalam menangani kesan termasuk: menegang dan logistik untuk contoh: bahan yang diperlukan hendaklah mengikut keperluan dan mengurangkan bahan buangan, menjalankan kejuruteraan nilai, melantik subkontraktor dan pembekal yang paling kompetitif dengan keadaan kewangan yang kukuh, berunding dengan subkontraktor dan pembekal bagi pembayaran mudah, berunding dengan majikan bagi pelarasan harga / maklum balas dari, berunding dengan majikan bagi pembayaran segera, menubuhkan keutamaan untuk menyiapkan projek, pengurangan kelajuan projek (melambatkan), dan menghentikan projek tersebut apabila majikan telah gagal untuk membiayai projek berkenaan.

ABSTRACT

The development of a country is closely associated with performance and growth of the country. Economic growth will bring new sources of demand for construction in line with the increasing expansion of business, number of workers, and also need for accommodation to support business activity. The construction products provide the necessary public infrastructure and private physical structures for many productive activities such as services, commerce, utilities and other industries. The Construction industry is closely related to the Gross Domestic Product (GDP) of a country. The activities of construction industry can influence GDP and vice versa. Hence the 2008 economic crisis has impacted the construction industry. This study aims to examine the impact of economic crisis to construction projects and identify how contractor manage the impact of economic crisis on construction projects. The study was based on 5 construction projects undertaken during the economic crisis. This project included Mediterania Garden Residences – 2, Kelapa Gading Square, Royal Mediterania Garden Residences, Off Take Metering Station Package – 3, and Main Building of Mabes Polri, which were used as the case studies. Data were collected using semi-structured interview technique. The respondents were Project Managers and/or Deputy Project Managers of the respective case studies. Data obtained from the respondents were analyzed by qualitative analysis. The impact of economic crisis on the construction projects were categorized in to 10 aspects: money, material, manpower, machinery, subcontractor, supplier, time, cost, quality, and contract. Overall, the economic crisis has impact all the above aspects except manpower, machinery, and quality. Among strategies undertaken by the contractors in handling the impact included: tightening in logistics for example: materials needed shall be in accordance with the needs and minimizing waste material, conduct value engineering, appoint the most competitive subcontractors and suppliers with strong financial situation, negotiate with subcontractors and suppliers for easy payment, negotiate with employers for price adjustment / escalation, negotiate with employers for prompt payment, establish priority for project completion, speed reduction of project (slow down), and stopped the project when the employer has been unable to finance the project.