



Non-Bumiputera Business Organisation in Construction Industry: Success Factors and its Challenges

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Abstract: Achieving success is a highly critical issue for companies to survive, especially for Non-Bumiputera. The large projects in Malaysia construction industry continues to be developed by Non-Bumiputera organisations. In a competitive business environment, success was the ultimate goal of every business organisation. However, there were lacks of research highlighted on the level of success for Non-Bumiputera business organisation in Malaysia construction industry. Therefore, this paper aims to determine the achievement aspects for Non-Bumiputera business organisation in Malaysia construction industry. The objectives supported the aims were; to identify success factors of Non-Bumiputera organisations in Malaysia and to investigate the challenges in their business organisations. An extensive literature review was done to obtain the success factors of business organisations. Questionnaire surveys were distributed to know in depth the success factors and challenges occur in the Non-Bumiputera business organisations. A total of 20 surveys were distributed and 15 responses obtained from the top 20 property developers in 2020 taken from several business property websites and findings were analysed by using SPSS software. Findings revealed that the success factor in the organisation consists of four main criteria; management and organisation, communications, planning and financing. The issue that can be identified comprises of, but, not limited to registration process with the CIDB, financial constraints, risks and communication barriers. Since the construction industry is constantly changing with the development of new business approaches and technologies business organisations must therefore develop effective strategies to be more competitive in today's.

Keywords: Non-bumiputera, success factors, construction industry, business organization

1. Introduction

In Malaysia, most of the property project was developed by Non-Bumiputera business organisations. There is no specific definition to describe Bumiputera or Non-Bumiputera criteria in Malaysia. However, under the Article 153 and Article 161A of the Federal Constitution indicated the term of Bumiputera; Malays, Orang Asli and the natives of Sabah and Sarawak in general (The Malaymail, 2017; Leong, 2017 and Johan, 2017). In addition, there were specific requirement to business organisation under Bumiputera criteria and that does not fulfil the criteria requirement, then be under the Non-Bumiputera requirements (Ministry of finance, 2016). The construction industry is constantly changing with the development of new business approaches and technologies. Business organisations must therefore follow these applications and develop effective strategies to be more competitive in today's market and to be successful in business, specifically for the Non-Bumiputera organisation. The demand for large projects in Malaysia, as one under developing countries, continues to be dominated by Non-Bumiputera contractors (Laryea, 2016). This can be seen as the property project was conquered by them. Yunus (2017) said that, unless the Bumiputera increase their competitiveness, there were risk becoming subcontractors on infrastructure projects in Malaysia is higher for the jobs. It shows that there were large involvement of Non-Bumiputera in construction industry, but, there were lack of research done on their achievements.

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Data notes that the market share in the value of local contractors had fallen steadily year after year from 94 per cent to 78 per cent between 2006 and 2014 (Yunus, 2017). Small to medium-sized enterprises (SMEs) are the root of the construction industry in Malaysia and about 90 per cent of the industries were construction companies (Ernawati & Roger, 2012). For the time being, the majority of the businesses involved were Non-Bumiputera in the industry. Besides, most of the project was awarded to Non-Bumiputera and the famous business entrepreneurs who had been listed were mostly involved with property development in Malaysia. Therefore, it is important to know their success factors and the issues in achieving success, so that it can be a guide to all business organisations, particularly construction players to enhance their business performance.

2. Fundamental of Non-Bumiputera Business Organisation

According to the Constitution of Malaysia (1957a), Non-Bumiputera is a term describing other people outside of Malaysia. For example, Chinese, Indian and other foreign are not a group of Bumiputera. A huge number of the Non-Bumiputera came during the colonial era, but most of the Non-Bumiputera were born in 1947 because large-scale immigration had effectively stopped in the late 1940s (Hirschman, 1980). However, a contract social has been made to award them as an official citizenship in the Malaysia with condition in exchange for the granting of special privileges to the Malays and natives.

In the Malaysian construction industry, construction projects especially property development are commonly attractive because they are relatively stable and high in growth, while Malaysia offers a comparatively stable legal and political environment (Wang, 2016). This can be supported as Gross Domestic Product (GDP) that contributes the majority from construction companies. Nowadays, most of the construction projects are mostly conquered by the Non-Bumiputera. From the year 1990's the participation of Non-Bumiputera business organisations in Malaysia has been increasing (Adnan, Kassim & Chong, 2012). The construction field has been long dominated by Non-Bumiputera without consciousness especially in filling the labour force in the country. Therefore, the Non-Bumiputera wisely grabbed the opportunity to make a decent income by offering their services.

Major property projects are carried out by foreign contractors in most developing countries due to deficiencies in local construction capacity (Laryea, 2016). However, it is not surprising that the Non-Bumiputera have now dominated construction projects across the country by providing a wide range of services, from land clearing to final works, before handing over the buildings. Furthermore, the Malaysia Ministry of Finance has imposed the criteria of Non-Bumiputera company status which are (Ministry of Finance, 2016):11

- Least than 51% of Company's shareholding belong to Bumiputera whereby the individual shares are less than Non-Bumiputera's individual shares.
- Least 51% of the Company's Board of Directors consists of Bumiputera(s).
- Least 51% of the Company's Management consists of Bumiputera(s)
- Least 51% of the Company's Total Workforce consists of Bumiputera(s)
- Total control over the Company's finance and accounts cannot by Bumiputera.

From the criteria, it shows that the Bumiputera have special privileges compared to the Non-Bumiputera.. In order to open up a company, they have some limitations in order to acquire a status as a Bumiputera organization. This limitation will appoint them as Non Bumiputera business organisation.

2.1 Success Factors Criteria for Business Organisations in the Construction Industry

2.2.1 Management and Organisations

The successful company business is equal to the success of the construction project. In evaluating success criteria and success factors for foreign construction projects for Malaysia construction industry, Alashwal, Fareed and Al-obaidi (2017) described that the success of a project can be measured by management performance, as it shows the highest component variation in project success. A successful organisation, when managing an association, must have good management. International contractors realised the value of these requirements to satisfy the customer and complete the project within the framework, and also to ensure the product's functionality.

Achieving success in a competitive business environment is a very important issue for companies to survive, particularly in the construction sector, where there a large number of construction companies are competing strongly. Abhijeet Gadekar (2013) reported that there were several factors, such as skilled workers, quality workmanship and financial management which could lead to a productive company in the construction sector.

2.2.2 Communication

According to Manager (2017), the construction industry is a work-related accidents industry. With a lot of tasks to be done on the construction site, this can lead to stress, tiredness, sickness, fatigue and eventual injury at the site. This can affect the company performance which slows down the production process. Thus, construction companies need to prepare health and safety application to the workers to prevent unwanted injury which could tarnish the company image.

Company image is considered a success criteria factor of a business organisation. A positive company image can gain many benefits to the organisation. This is because they have gained customers' trust through their positive image. Research by Kaib (2016) shows that businesses which build a good picture and protect their reputation use the procedures achieve higher rates of performance. The right picture establishes a bond of trust between the corporation and the customer, allowing the goals to be accomplished and enhancing the organisation's earning. Therefore, the benefits of the organisation must be balanced with the relationship with the customer to have a good image in business.

A key feature of a successful business organization is the ability to communicate with the people within and without the organisation (School, 2017). It is because effective communication reinforces the relationship between the company and all its stakeholders and perks businesses in many ways which are stronger business relationships, clearer and more persuasive marketing messages and most importantly enhanced professional images for both employers and company.

2.2.3 Planning

The quality of the end product must be in the best condition to achieve customers' satisfaction. High quality is a strategic imperative that helps organisations create competitive advantages and satisfaction of customers (Esmacilpour & Barjoei, 2016). A company must certify the quality of the product before handing it out to the client. The benefits of the organisation must be balanced with the quality and satisfaction of end-users to have a good image in business.

Strategic and tactical planning is essential in achieving business success. Planning that involved stakeholders is usually produce different benefits for every party involved in the project (Shafie, 2010). Gorgievski, Ascalon, and Stephan (2011) supported the statement through their research highlighted that one of the success criteria in the organisation is satisfied with the stakeholders. When the stakeholder is satisfied with the work in the organisation, there are no disputes between the upper and lower worker and the organisation can become more competitive in the market.

2.2.4 Financial

Profitability determines whether a company stays in business (Grimsley, 2014). Business success depends on its ability to make incomes on an ongoing basis. Profit is very important for such a business since profitability affects whether a company can secure a bank's funding, attract investors to finance its operation and expand its business.

A company that continually earn profits is seen as a potentially good investment opportunity because the investor believes there is a good chance of making its investment attractive (Johnson, 2019). Therefore, a business owner must understand the importance of profitability in business management organisation as the main part of their strong financial ability.

A survey was conducted to determine the success factors of Indian construction companies. Cash flow management was the most important factor which leads to business success based on the results (Abhijeet Gadekar, 2013). There is no doubt that having stable finance is one of the key factors leading to success.

Finance is one of the most delicate sectors of a business that can make or break business owners. Organisations are investing a huge amount of money to keep their business running and fully functioning (Bansal, 2015). This shows that how important cash flow in leading financial factor business organization to success. However, no matter how good in managing cash flow or keeping a systematic track record of expenses, a cash flow expert in managing the business is needed in an organisation (D'Arvor, 2017).

2.3 Challenges in Achieving Success

2.3.1 Financing

Challenges in getting stable cash flow were something challenging to achieve success factor. Cash flow availability is extremely critical for companies to operate their business (Adnan, Kassim & Chong, 2012). Dikmen (2003) highlighted the case in Turkey, where the contractors encounter obstacles with cash flow due to the delays in progress payments involved with public works. This is because of lack of funding. Smith, 2019 agreed on the financial issue and stated that large financial institutions only approve about one in four applications for small business loans. Delay in the contractors' payment had a negative influence on the contractor's productivity and, as such, had an impact on the project delivery schedule (Akinsiku & Ajayi, 2016). Failure to pay contractors for work performed may result in the contractor being completely bankrupt.

2.3.2 Communication

Communication is very essential to stay high in the business. Some of the foreign workers cannot speak Malay or English very well. This situation will lead to problems of coordination and communication (Azizan, 2012). Therefore, a comprehensive communications strategy must be formed. Having problems with the worker such as subcontractors also is an issue to achieve success in Malaysia industry (Othman, 2019). As for a contractor to achieve success, he must ensure the sub-contractors are a trusted contractor so that the quality of work is well maintained to avoid any reconstruction and changes.

2.3.3 Scheduling and Manipulating

No comprehensive business plan is part of business challenges. This is because they thought making a business plan was quite complicated and a waste of their time. So, they jeopardise the business without scheduling the most important work first. Besides, data manipulation needs proper skill and meticulous work which is challenging in many ways. Without a proper business plan, it will cause the failure of a business organisation. There is a fundamental need to maintain a well-funded and well-managed business in an organization (Merashi, 2019). Therefore, they need to determine the goal first for business to success.

2.3.4 Risk

Construction industry always involved with tricky business which is very risky, and the potential of business failure always happens. The companies have to consider the parameters that can have a direct effect on their success in business. This is because; doing business will involve many parties and large money to gamble with. To achieve business success is not easy. The construction industry is a diverse economy. It is directly impacted by the general economy as it is closely correlated to this industry. Moreover, Malaysia's economy is not stable due to the current problem of unstable oil prices and a pandemic strike. These will therefore have an impact on the current business operation.

3. Methodology

To obtain general information on the related success factors for business organisation in the construction industry, an extensive literature review was done. The success factors and the issues and challenges in achieving success for business organisations in the construction industry were outlined.

Additionally, to support the information in the Malaysian construction industry context, a questionnaire survey was done. Due to Movement Control Order (MCO) enforcement, the scope of this research was only focus to top 20 developers in Malaysian construction industry, which fulfil the requirement as Non-Bumiputera business organisations. The list of the developers were only taken from the Property Excellent Award 2020, the edge prop poll on the top developers in Malaysia in 2020 and the Top 20 property developers companies in Malaysia from cloudsmallbusinessservice.com. A total of 20 questionnaires were distributed through email, however, the total numbers of response were only 15 developers.

The questionnaire is divided into two (2) main sections; (1) success factors criteria for Non-Bumiputera business organisation in the construction industry and (2) the issues and challenges in achieving the business success. For the first and second objective, A five-point Likert scale was used to measure the activities (1: strongly disagreed to 5: strongly agreed). The data were analysed using SPSS software. The Descriptive Statistic: Frequencies-Mean-score method was used to achieve the objectives.

4. Results and Discussion

4.1 Questionnaire Result and Analysis

4.1.1 Respondents' background

Table 1 show that most of company has been involved in the construction industry for more than 30 years which contributed 53.3%. There were also companies who have experience in the construction industry within 10-20 years which led to 26.7% and followed by 20-30 years and less than 10 years experiences which were contributed of 13.33% and 6.7% respectively. Furthermore, the respondents' position in their organisation in the company indicated that most of them were engineer and architect (26.7%). Both engineer and architect play the crucial role in managing their business organisation. 20% of the respondents were Quantity Surveyor and 13.3% of the respondents were the project manager and finance executive. It is significant to acknowledge the respondents' position in the organisation as their position will affect the answer to the questionnaire.

Most of the respondents had 6 to 10 years working experience in construction industry (40.0%). There were also respondents who have experience in the construction industry with more than 10 years, contributed to 33.3%, followed by with experiences between 3 to 5 years (20.0%) and 6.7% of the respondents had less than 3 years

working experiences in construction industry which contributed the lowest percentage. By having many experiences in the construction industry, the significant result for the success factors can be obtained.

Table 1 - The background of respondents

Description	Frequency	(%)
Years of Experience in Building Construction (by company)		
Less than 10 years	1	6.7
10 - 20 years	4	26.7
21 - 30 years	2	13.3
More than 30 years	8	53.3
Total	15	100
Respondents position in their organisation		
Project Manager	2	13.3
Finance Executive	2	13.3
Engineer	4	26.7
Quantity Surveyor	3	20.0
Architect	4	26.7
Total	15	100
Respondents experience in construction industry		
Less than 3 years	1	6.7
3 – 5 years	3	20.0
6 – 10 years	6	40.0
More than 10 years	5	33.3
Total	15	100

4.1.2 Success Factors for Non-Bumiputera Business Organisations in the Construction Industry

Table 2 shows the success factors in the Non-Bumiputera business organisation. There were four main criteria in the success factor; management and organisation, communication, planning and financing. Each main criterion consists of sub-components, which have been given to the respondents to answer.

Table 2 - Success factors criteria for non-bumiputera business organisations

FACTORS	MEAN SCORE	CLASSIFICATION	RANK
Management and organization			
1. Effective management of the resources	4.40	Agree	3
2. Great skills in managing employee	4.53	Strongly Agreed	2
3. Strong leadership	4.60	Strongly Agreed	1
4. Highly quality workmanship	4.33	Agreed	4
Communication			
5. Well established relationship with the client	4.40	Agreed	1
6. Effective feedback from both client and employees	4.20	Agreed	2
7. Effective collaboration and communication between assorted parties and employees	4.00	Agreed	4
8. Employees development in the organization	4.13	Agreed	3
Planning			
8. Strategic and tactical planning and competitive	4.27	Agreed	3
9. Adequate labour and plant	4.33	Agreed	2
10. Well planned provision of manpower	4.40	Agreed	1

11 Used the latest technology	4.00	Agreed	4
Financing			
12. Skilled worker managed the spending in the organization	4.60	Strongly Agreed	1
13. Support from other stakeholders	4.40	Agreed	3
14. Financially stable	4.53	Strongly Agreed	2

For management and organisation factor, the respondents strongly agreed that strong leadership was the highest average mean value with 4.60 with the statement ranked first. The second highest which is 4.53 mean score, also strongly agreed to the great skills in managed the employees. Effective management of the resources and high quality of workmanship was ranked third and fourth, with an average mean value of 4.40 and 4.33 respectively. It can be concluded that leadership value plays a crucial role in managing the organisation to become successful. Majority of them felt that someone who was in charge of the organisation can lead the workers and colleagues toward the goal of the organisations. Therefore, leadership is important in management and organisation and it gives the team consistency and stability in leading them.

Respondents were agreed to all the communication factors influenced the business organisation success. The respondents ranked number one for a well-established relationship with the client with an average mean value of 4.40. Effective feedback from both clients and employees has the average mean of 4.20; the third ranked was employee’s development in the organisation by 4.13 averages mean and with 4.00 average mean value ranked fourth place which is effective collaboration and communication between assorted parties and employees. Thus, most of the respondents agreed that a well-established relationship between the clients was important for the communication success factor. This is because a devoted client base leads to better brand awareness, repeat business and increase in market share for the business organization. Therefore, communication with the client is an important factor that leads to success.

Planning was one of the success factors in business organisation in the construction industry. Most of the respondents agreed that a well-planned provision of manpower in planning with the mean score of 4.40. With a smaller gap, the second ranked was adequate labour and plant with 4.33 mean score; follow with strategic and tactical planning and competitive and the latest technology in planning contributed to success factors with a mean value of 4.27 and 4.00 respectively. From the findings, it can be concluded that if the organisation had proper planning, it helps the business management in predicting the direction of their business organisations. Thus, this will be going to make the business plan in good order. Business organisations need to have a proper planning and execution to increase the operation advancements in the current market. This will enable the construction industry to fill the gaps in the required construction activities.

In terms of financial factors, the respondents strongly agreed that having skilled workers in managing spending in the organisations (mean value of 4.60) and financial stability; 4.53 mean values, brought the best success factors in their business. With the mean value of 4.40, the respondents agreed that support from other stakeholders was another reason for the financial factor in achieving the success in a business organisation. Therefore, by having all the financial factors lead to proper financial management, which they can manage future money spending and prediction to organization profit. The upfront investment in the property projects was also important to attract people into the developments. Therefore, it is essential to have a person with a wise and honest characteristic when in charge of business spending.

4.1.3. Challenges in Achieving Success in Non-Bumiputera Business Organisation

Table 3 described the challenges faced by the Non-Bumiputera business organisation in achieving success in the construction industry. For the challenges faced by the organisations in construction, there were four main challenges; financing, communication, scheduling and manipulating, and risk.

Table 3 - Challenges faced by non-bumiputera business organisations

Challenges	Mean Score	Classification	Rank
Financing			
1. Difficulties in having stable cash flow	3.40	Neutral	3
2. Delay progress payment	3.93	Agreed	1
3. Lack of finance funds to start a new project	3.80	Agreed	2
Communication			
5. Limitation connection in the business organization	4.00	Agreed	2

6. Language barrier	4.33	Agreed	1
Scheduling and manipulating			
8. Lack of association expertise in undertaking domination	3.47	Neutral	2
9. Poor record keeping and maintenance	3.60	Agreed	1
10. No business plan	3.33	Neutral	3
Risk			
12. Possibility of business failure	3.40	Neutral	3
13. Involved large of money and more parties	4.00	Agreed	2
14. Instability of Malaysia economy	4.07	Agreed	1

The biggest challenge faced by Non-Bumiputera organisation under financing component was a delay in progress payment, mean score of 3.93. Respondents were also agreed that sometimes they were having financial difficulties to start a new project. However, the last challenge faced by them was the instability of cash flow in their organisations. Both components contributed a mean value of 3.80 and 3.40 respectively. The respondents stated that they must manage their finance well because a well-known organisation must have stable financing to start up the business, otherwise, it could give a negative impact to the business organisation and affects the schedule of work, created an extension of time and leads to cost overrun.

For the component of communication, it's indicated that the language barrier was the highest challenges (mean score = 4.33). This was due to many foreign workers did not understand Malay or English language. Consequently, they cannot follow the instructions correctly and cannot give full attention because they feel uncertain to do the work. With the average mean value of 4.00, the respondents also agreed that limitation of connection in the business organisation is also part of communication challenges. This could lead to misunderstandings and misinterpretations between workers in the organisation. Thus, good communication from foreign labour and other employees were important.

Table 3 also highlighted the scheduling and manipulating as one of the challenges for the Non-Bumiputera organisations and the respondents agreed that poor record-keeping and maintenance was ranked first, which contributed to 3.60 mean values. Nevertheless, the respondents have neutral feedback with the remaining factors which were lack of association expertise in undertaking domination and no business plan which leave an average mean of 3.47 and 3.33 respectively. Poor keeping of the record in the organization resulting in excessive waiting while poor maintenance will lead to another bigger problem occurring. Therefore, it could result in poor performance of the business organisation.

For the risk which was one of the challenges in the business organisation, the ranking indicated that the highest causes of this challenges which has been agreed by the respondents were instability of Malaysia economy with average mean value 4.07, and the involvement with large of money and more parties in construction phases contributed to 4.00 average mean. As a result, this would affect many organisations and the national economy, at large, since these organisations were the key driver of the construction industry.

Moreover, to overcome the challenges, government participation was also essential. The government needed to play its role to facilitate a healthy property market. Policies pertaining to the construction activities need to be reviewed to keep up with current and future market requirements. By engaging with relevant stakeholders, laws and regulations can be realigned to suit the people. An expansion of latest technologies and rebranding of development were also crucial to increase the construction growth. The implementation will change the way of life, resulting new concept of property. This will enhance the operational and success in construction business organisation.

5. Conclusion

Therefore, it is important to appoint a professional people at each department that could lead to efficient work in the organisation. The upper management must choose a person who is reliable, honest and inventive in dealing with the problem faced by the organisation. Rotating the professionals from each department twice a year could bring new thinking which could lead to success for business organisations.

Training is essential for the new employee in the organisation. Training programs between the new employees and old employees should be done. This is to develop the quality and the productivity of the work in the organisation and it will bring success to the business organisation, and work can be more efficient without delaying any part of it. Every worker should have kept a record for every progress, as evidence or future references. Hence, the works can be completed within the stipulated time frame and within budget.

Retrenchment is encouraged if needed to keep the company survive. Besides, getting the best deal from suppliers can reduce the cost of expenditure and ensuring the profit can cover all company costs within a short time. By doing this the company will not suffer huge losses when facing instability of Malaysia's economy.

To avoid the issue faced by the Non-Bumiputera business organisation, the Government should provide security of their business by providing an act or policy towards Non-Bumiputera organisation for them to expand their business. Thus, this action from the government could overcome the challenges in the Non-Bumiputera business organisation. The

communication barrier is among the challenges faced so far. To overcome this, good communication among the employees through two-way communication must be done. Getting response, give feedback and sharing ideas are ways to good communication in the organisation.

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