

DEVELOPING A DEFERRED MAINTENANCE MODEL FOR PUBLIC
UNIVERSITY IN MALAYSIA

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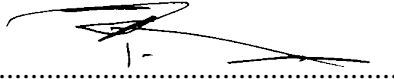
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Faculty of Engineering
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DECLARATION

I declare that this thesis entitled “*Developing a Deferred Maintenance Model for Public University in Malaysia*” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

Signature : 
Name : MOHD NORAZAM BIN YASIN
Date : 1 DECEMBER 2020

DEDICATION

To Almighty Allah

My mother;

Engku Fatimah Binti Engku Daeng

My beloved wife;

Siti Farizah binti Abdul Mutalib

My children;

Nur Amanina Safiah

Nur Amni Safra

Nur Amila Sahira

Aaron Sahli

Adam El Shaarawy

My brother and sisters



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ABSTRACT

Deferred maintenance has been regarded as a critical issue in maintenance management and has created negative impacts toward the performance of buildings and organization. This issue has become worldwide especially in most developing countries including Malaysia. If this issue is not resolved, the stakeholders may suffer from possible risks of poor organization performance. Similarly, deferred maintenance has also become a pressing issue and has adversely affected the management of public universities in Malaysia. Hence this study is intended to investigate the relationship between causes and effects of deferred maintenance and subsequently, a structural model is developed specifically for public universities in Malaysia. In order to achieve the aim, preliminary expert interviews, questionnaire survey and Partial Least Squares Structural Equation Modelling (PLS-SEM) had been carried out. A total of 220 sets of questionnaires has returned and has been analysed using Statistical Package for Social Science (SPSS) version 22 and Smart PLS-SEM version 3.0 software for modelling the causes and effects relationship. The outcome of the model proved that seven (7) hypotheses found to be positively related. This model consists of 21 deferred maintenance indicators of causes that categorized into 3 groups. The group of causes are “Organization” with 12 indicators, “Resources” with 5 indicators and “Financial” with 4 indicators. The study also identified 23 indicators of effects which are categorized into 4 groups. The groups of effects are “Social” with 8 indicators, “Environment” with 7 indicators, “Technical” with 5 indicators and “Economic” with 3 indicators. The developed model provides useful information and better knowledge to the maintenance of organization and is vital to curb the deferred maintenance problem. It also gives an in depth understanding towards deferred maintenance by explaining the impact load of each indicator involved. The model has also fulfilled the need to visualize the causes and effects of deferred maintenance in a holistic manner. The validation of the model by 14 experts was undertaken to determine its appropriateness and relevancy in enhancing the knowledge and understanding of the relationship. In conclusion, this study has successfully modelled the relationship between the causes and effects of deferred maintenance of public university buildings in Malaysia.

ABSTRAK

Penyenggaraan tertanggung dianggap sebagai salah satu isu kritikal dalam pengurusan penyenggaraan dan telah mewujudkan kesan negatif terhadap prestasi organisasi. Isu sejangat ini telah menjadi cabaran kepada banyak organisasi terutama di negara membangun termasuk Malaysia. Sekiranya isu ini tidak ditangani dengan baik, pihak berkepentingan mungkin akan menghadapi risiko kelemahan prestasi dalam organisasi. Dalam konteks yang sama, penyenggaraan tertanggung juga telah menjadi isu yang mendesak dengan kesan ketara terhadap pengurusan bangunan universiti awam di Malaysia. Oleh itu, kajian ini berhasrat untuk mengkaji hubungan antara punca dan kesan penyenggaraan tertanggung dan seterusnya membina model struktur khusus untuk universiti awam di Malaysia. Untuk mencapai matlamat ini, temuduga bersama pakar, kaji selidik dan pemodelan 'Partial Least Squares Structural Equation Modelling (PLS-SEM)' telah dilakukan. Sejumlah 220 set borang kaji selidik telah berjaya dikumpul dan dianalisis menggunakan perisian Pakej Statistik untuk Sosial Sains (SPSS) versi 22 dan perisian 'Smart PLS-SEM' versi 3.0 telah digunakan untuk membangunkan hubungan di antara punca dan kesan. Penghasilan model membuktikan bahawa tujuh (7) hipotesis mempunyai kaitan yang positif. Model ini terdiri daripada 21 penunjuk punca penyenggaraan tertanggung yang dikategorikan kepada 3 kumpulan. Kumpulan punca ini adalah "Organisasi" dengan 12 penunjuk, "Sumber" dengan 5 penunjuk dan "Kewangan" dengan 4 penunjuk. Model ini juga merangkumi 23 penunjuk kesan penyenggaraan tertanggung yang dikategorikan kepada 4 kumpulan. Kumpulan kesan ini adalah terdiri daripada "Sosial" dengan 8 penunjuk, "Persekitaran" dengan 7 penunjuk, "Teknikal" dengan 5 penunjuk dan "Ekonomi" dengan 3 penunjuk. Model yang dibangunkan ini memberikan maklumat berguna dan pengetahuan menyeluruh kepada organisasi penyenggaraan dimana ianya sangat penting untuk menyelesaikan masalah penyenggaraan tertanggung. Model ini juga memberikan pemahaman mendalam dengan menjelaskan beban impak setiap penunjuk yang terlibat. Ia juga memenuhi keperluan untuk membayangkan punca dan kesan penyenggaraan tertanggung secara holistik. Pengesahan model oleh 14 pakar juga telah diambil kira untuk menentukan kesesuaian dan perkaitan hubungan. Sebagai kesimpulan, kajian ini telah berjaya membangunkan hubungan antara punca dan kesan penyenggaraan tertanggung bangunan universiti awam di Malaysia.

TABLE OF CONTENTS

	TITLE	PAGE
	DECLARATION	iii
	DEDICATION	iv
	ACKNOWLEDGEMENT	v
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xiv
	LIST OF FIGURES	xvii
	LIST OF ABBREVIATIONS	xix
	LIST OF SYMBOLS	xxi
	LIST OF APPENDICES	xxii
CHAPTER 1	INTRODUCTION	1
1.1	Background	1
1.2	Problem Statement	2
1.3	Research Question	5
1.4	Aims and Objectives	6
1.5	Scope of Research	6
1.6	Significant of Research	7
1.7	Structural of Thesis	7
CHAPTER 2	LITERATURE REVIEW	11
2.1	Introduction	11
2.2	Building Maintenance	11
2.3	Building Maintenance Objective	12
2.4	Building Maintenance Policy	13
2.5	Deferred Maintenance	14
2.6	Public University in Malaysia	15

2.7	Maintenance of Public University Buildings	17
2.8	Issues and Challenge on Deferred Maintenance of Public University	19
2.9	Cause of Deferred Maintenance	22
2.9.1	Limited Budget or Lack of Funds	23
2.9.2	Unrealistic Financial Planning and Management	24
2.9.3	Poor or Lack of Maintenance Management	24
2.9.4	Lack of Knowledge	25
2.9.5	Ineffective Planning	25
2.9.6	Lack of Emphasis Training	26
2.9.7	Unavailability Skills in Maintenance Personnel	26
2.9.8	Lack of Understanding on the Importance of Maintenance	27
2.9.9	Lack of Sustainable Policies, Goal and Objectives	28
2.9.10	Political Interference	28
2.9.11	Neglect on Important of Maintenance	29
2.9.12	Lack of Expertise	29
2.9.13	Lack of Quality and Qualified Professional or Maintenance Managers	30
2.9.14	Lack of Maintenance Culture	30
2.9.15	Absence of Regulations, Procedure, Standard Practice and Guideline	31
2.9.16	Unstable Organisational Structure	31
2.9.17	Poor Strategies for Maintaining	32
2.9.18	Incorrect Estimation	33
2.9.19	Improper Documentation	33
2.9.20	Lack of Technical Analysis	34
2.10	Effects of Deferred Maintenance	40
2.10.1	Deterioration of Building	40
2.10.2	Degradation in the Aesthetic View	40
2.10.3	Safety and Health	41
2.10.4	Poor Building Performance and Energy Efficiency	42
2.10.5	The building is Dilapidation and Abandoned	42

2.10.6	Malfunctioning Building	43
2.11	Theoretical Framework	45
2.12	Modelling Deferred Maintenance	46
2.13	Summary	47
CHAPTER 3	METHODOLOGY	49
3.1	Introduction	49
3.2	Research Paradigm	49
3.3	Research Method Process	51
3.4	Phase 1: Defining Problem Statement	54
3.4.1	Develop Aims and Objectives	54
3.4.2	Literature Review	54
3.5	Phase 2: Preliminary Expert Interview	55
3.5.1	Interview Guidelines	56
3.5.2	Sample Size for Interview	57
3.5.3	Interview Question Development	58
3.5.4	Preliminary Expert Interview Analysis	59
3.5.5	Qualitative Approach	60
3.5.6	Questionnaire Design	61
3.5.7	Measurement Scale	62
3.5.8	Sample Size for Questionnaire	64
3.5.9	Pilot Study	68
3.5.9.1	Reliability Test of Pilot Study	69
3.5.10	Questionnaire Distribution	70
3.6	Phase 3: Demographic Information	70
3.6.1	Descriptive Analysis	70
3.7	Factor Analysis	72
3.8	Group of Causes	74
3.9	Group Effects	76
3.10	Indicators of Deferred Maintenance	76
3.11	PLS-SEM Model Development	77
3.12	Assessment Measurement Method	79

3.13	Assessment of Structural Model	81
3.14	Validation	83
	3.14.1 Criteria for Selecting the Experts	83
	3.14.2 Questionnaire for Validating Experts	84
3.15	Assumption and Limitation	85
3.16	Summary	85
CHAPTER 4	DATA ANALYSIS	87
4.1	Introduction	87
4.2	Data Analysis: An Overview	87
4.3	Preliminary Expert Interview	87
4.4	Identify Causes and Effects	94
4.5	Reliability Test of Pilot Study	98
4.6	Data Preparation and Screening	98
4.7	Rate and Validity of Survey Response	99
4.8	Data Editing and Coding	100
4.9	Demographic Information	100
	4.9.1 Academic and Experience	101
	4.9.2 Position in Organisation	112
	4.9.3 Work or Project in a Year	117
	4.9.4 Amount of Contract for Work or Project in a Year	128
	4.9.5 Total of Staff	139
4.10	Ranking of Causes	145
4.11	Ranking for Effects	147
4.12	Factor Analysis	148
4.13	Verification of Grouping by the Expert	159
4.14	Discussion	162
4.15	Summary	164
CHAPTER 5	MODEL DEVELOPMENT AND VALIDATION	165
5.1	Development of Hypothetical Model	165
5.2	Partial Least Squares Structural Equation Modelling Model (PLS-SEM)	166

5.3	Assessment of Measurement Model by Using Partial Least Squares Structural Equation Modelling Model (PLS-SEM)	167
5.3.1	Internal Consistency Reliability	169
5.3.2	Convergent Validity	169
5.3.3	Discriminant Validity	172
5.4	Assessment of Structural Model by Using Partial Least Squares Structural Equation Modelling (PLS-SEM)	177
5.4.1	Collinearity Assessment	177
5.4.2	Path Coefficients (β)	178
5.4.3	Coefficient of Determination (R^2)	179
5.4.4	Effects Size f^2	181
5.4.5	Predictive Relevance (Q^2)	182
5.5	Expert Opinion Validation	183
5.6	Relationship Model between Causes and Effects	188
5.7	Summary	193
CHAPTER 6	CONCLUSION AND RECOMMENDATION	195
6.1	Introduction	195
6.2	Conclusion of Findings	195
6.2.1	Objective 1: To explore the current issues and challenges of deferred maintenance related to public university buildings in Malaysia	195
6.2.2	Objective 2: To determine the causes and effects of deferred maintenance of public university buildings in Malaysia	196
6.2.3	Objective 3: To establish groups of causes and effects of deferred maintenance of public university buildings in Malaysia	200
6.2.4	Objective 4: To develop a model of relationships between causes and effects of deferred maintenance of public university buildings in Malaysia	201
6.3	Constraints on Study	202
6.4	Contribution of the Study to the Body of Knowledge	202
6.5	Recommendation for Future Research	203
6.6	Summary	204
REFERENCES		207



LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 1.1	Previous Study of Research Methods.	4
Table 2.1	List of Public Universities in Malaysia	16
Table 2.2	Causes of Deferred Maintenance	35
Table 2.3	Effects of Deferred Maintenance	43
Table 3.1	Level of Agreement for Part B	63
Table 3.2	Level of Severity for Part C	64
Table 3.4	Maintenance Staff of Public University in Malaysia	66
Table 3.5	Number of Validating Experts of the Previous Study	84
Table 4.1	Details of Experts	88
Table 4.2	Preliminary Expert Interview- Issues and Challenges	89
Table 4.3	Issues and challenges (based on Literature Review and Expert)	91
Table 4.4	Preliminary Expert Interview (Causes, Effects and Indicators)	92
Table 4.5	Causes of Deferred Maintenance Accepted by Experts	94
Table 4.6	Effects of Deferred Maintenance Accepted by Experts	97
Table 4.7	Summary on Survey Response Rate	99
Table 4.8	Academic Qualification	101
Table 4.9	Homogeneity Test of Indicator based on Academic Qualification	102
Table 4.10	Respondents based on Academic Qualification	106
Table 4.11	Working Experience	107
Table 4.12	Homogeneity Test of Indicator based on Working Experience	108
Table 4.13	Respondent Based on Working Experience	112
Table 4.14	Position in Organisation	112
Table 4.15	Homogeneity Test of Indicator based on Position in Organisation	113
Table 4.16	Respondents based on Position in Organisation	117

Table 4.17	Average Number of Building Maintenance Work/ Project Participated in a Year	117
Table 4.18	Homogeneity Test of Indicator based on Average Number of Building Maintenance Work/ Project Participated in a Year	118
Table 4.19	Respondents Based on Average Number of Building Maintenance Work/ Project Participated in a Year	122
Table 4.20	Average Number of Deferred Maintenance Work/ Project Participated in a Year	122
Table 4.21	Homogeneity Test of Indicator based on Average Number of Deferred Maintenance Work/ Project Participated in a Year	123
Table 4.22	Respondents based on Average Number of Deferred Maintenance Work/ Project Participated in a Year	128
Table 4.23	Amount of Contract for Building Maintenance Work/ Project Participated in a Year	128
Table 4.24	Homogeneity Test of Indicator based on Amount of Contract for Building maintenance Work/ Project Participated in a Year	129
Table 4.25	Respondents based on Amount of Contract for Building Maintenance Work/ Project Participated in a Year	133
Table 4.26	Amount of Contract for Deferred Maintenance Work/ Project Participated in a Year	134
Table 4.27	Homogeneity Test of Indicator based on Amount of Contract for Deferred Maintenance Work/ Project Participated in a Year	135
Table 4.28	Respondents based on Amount of Contract for Deferred Maintenance Work/ Project Participated in a Year	139
Table 4.29	Total of Staff Supervised by Respondents	140
Table 4.30	Homogeneity Test of Indicator based on the Total of Staff Supervised by Respondents	141
Table 4.31	Category of Respondents based on Total of Staff Supervised by Respondents	145
Table 4.32	Ranking of Causes	145
Table 4.33	Ranking for Effects	147
Table 4.34	KMO and Bartlett's Test of Causes	149
Table 4.35	Rotated Component Matrix of Causes	150
Table 4.36	KMO and Bartlett's Test of Effects	152
Table 4.37	Rotated Component Matrix of Effects	152

Table 4.38	Group of Indicators (Causes) with Coding	155
Table 4.39	Group of Indicators (Effects) with Coding	157
Table 4.40	Group of deferred maintenance indicators with Coding	158
Table 4.41	Background of the Experts	159
Table 4.42	Verification by the Experts	160
Table 5.1	Internal Consistency Reliability	169
Table 5.2	Outer Loading Value ≥ 0.4	170
Table 5.3	Average Variance Extracted (AVE)	171
Table 5.4	Indicator Cross Loadings	172
Table 5.5	Fornell- Lacker Criterion for Exogenous/ Endogenous Construct	174
Table 5.6	Heterotrait- Monotrait Ratio of Correlations (HTMT)	175
Table 5.7	Confidence Interval (CI) of HTMT	175
Table 5.8	Variance Inflation Factor (VIF <5)	177
Table 5.9	Path Coefficient (β value)	178
Table 5.10	Coefficient of Determination (R^2)	180
Table 5.11	Effect Size (f^2)	181
Table 5.12	Effect Size (f^2)	181
Table 5.13	Predictive Relevance (Q^2)	182
Table 5.14	Background of the Experts	184
Table 5.15	Frequency Results for Expert's Opinion Validation	185
Table 5.16	Causes of Deferred Maintenance (Final Results)	189
Table 5.17	Effects of Deferred Maintenance (Final Results)	190
Table 6.1	Causes of Deferred Maintenance	196
Table 6.2	Effects of Deferred Maintenance	199

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.1	Theoretical Framework of Deferred Maintenance	46
Figure 3.1	Research Method Process	53
Figure 3.2	Flow Chart of Interview Analysis	59
Figure 3.3	Three-Stage of Factor Analysis Procedure	72
Figure 3.4	Indicators of Deferred Maintenance	77
Figure 3.5	Five (5) Steps Procedure of Structural Model Assessment	81
Figure 4.1	Respondents' Academic Qualification	102
Figure 4.2	Respondents' Working Experience	107
Figure 4.3	Respondents' Position in the Organisation	113
Figure 4.4	Average number of Building Maintenance Work or Project Participated in a year	118
Figure 4.5	Deferred Maintenance Work/ Project	123
Figure 4.6	Amount of Contract for Building Maintenance Work/ Project Participated in a Year	129
Figure 4.7	Amount of Contract for Deferred Maintenance Work/ Project Participated in a Year	134
Figure 4.8	Total of Staff Supervised by Respondents	140
Figure 5.1	Hypothetical Model of Deferred Maintenance	165
Figure 5.2	Assessment of Relationship through Developed Structural Model	168
Figure 5.3	Final Shape of PLS-SEM Model	176
Figure 5.4	Path Coefficient (β value)	179
Figure 5.5	R^2 Values of Endogenous Construct	180
Figure 5.6	Q^2 Values of the Model	183
Figure 5.7	Working Experience of Experts	185
Figure 5.8	Relationship Model between Causes and Effects of deferred Maintenance of Public University buildings in Malaysia (Final Results)	191

Figure 5.9 Theoretical Framework between Causes and Effects of deferred Maintenance of Public University buildings in Malaysia (Final Results)



LIST OF ABBREVIATIONS

AHP	-	Analytic Hierarchy Process
ANN	-	Artificial Neural Network
ANP	-	Analytic Network Process
AVE	-	Average Variance Extracted
BIM	-	Building Information Modelling
BS 3811	-	British Standard 3811
CA	-	Cronbach's Alpha
CB-SEM	-	Covariance-based Structural Equation Modelling
CI	-	Confidence Interval
CIOB	-	Chartered Institute of Building
CR	-	Composite Reliability
DM	-	Deferred Maintenance
ECO	-	Economic
ENV	-	Environment
FINC	-	Financial
FMEA	-	Framework and Failure Mode and Effect Analysis
HTMT	-	Heterotrait-Monotrait Ratio of Correlations
IIUM	-	International Islamic University
KMO	-	Kaiser-Meyer-Olkin
MOHE	-	Ministry of Higher Education Malaysia
ORG	-	Organisation
PFI	-	Private Finance Initiative
PLS	-	Partial Least Square
PLS-SEM	-	Partial Least Square Structural Equation Modelling
RESC	-	Resources
SD	-	Standard Deviation
SEM	-	Structural Equation Modelling
SOC	-	Social
SPSS	-	Statistical Package for Social Science
TEC	-	Technical

TMA	-	Text Mining Approach
UKM	-	Universiti Kebangsaan Malaysia
UM	-	Universiti Malaya
UPM	-	Universiti Pertanian Malaysia
USM	-	Universiti Sains Malaysia
UTM	-	Universiti Teknologi Malaysia
UUM	-	Universiti Utara Malaysia
VIF	-	Variance Inflation Factor
10MP	-	10 th Malaysia Plan



LIST OF SYMBOLS

M_r	-	Mean Score
R	-	Total Mean Score of each scale
N	-	Total number of respondents
B	-	Path Coefficient
R^2	-	Coefficient of Determination
f^2	-	Effect Size
Q^2	-	Predictive Relevance



PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	Preliminary Expert Interview	226
Appendix B	Questionnaire for Pilot Study	233
Appendix C	Questionnaire Form for Data Collection	242
Appendix D	Verification of Group by Experts	251
Appendix E	Questionnaire of Expert Opinion Validation	256



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PERPUSTAKAAN TUNKU TUN AMINAH

CHAPTER 1

INTRODUCTION

1.1 Background

Typically, when buildings have been completely constructed, they are expected to operate for a certain period. Therefore, a building has to be maintained so that it can work optimally since it affects the building's performance (Au-Yong et al., 2016). The maintenance has multiple meanings. Abdulazeez et al. (2015) in his study defined the maintenance as the essential process that needs to be conducted in order to protect and repair a building after the completion of the construction phase in order to sustain its function for entire life span without interrupting its function and features.

Besides that, the focus should be emphasised on the safety of premises, equipment, machinery and work environment. Lack of maintenance can be dangerous, and lead to dangerous circumstances and can even cause accidents. Au-Yong et al. (2016) in his study stated that maintenance of a building and safety are closely associated. Therefore, as an organisation that provides such facilities, it is one of the university's priorities to provide a conducive environment to support all campus activities.

Other than that, university buildings are a factor of production Ali et al. (2016) as they are producing the future leaders, managers, engineers and industry players. Generally, the quality of teaching, learning, research and innovation activities is the focus of universities. Therefore, a well-maintained building is essential in ensuring that the core goals of the university as a corporate entity are achieved. It is possible to replace or rebuild every single building in the area. Maintenance is therefore important for ensuring a successful service or operation of the university building. In Malaysia, there is no distinction between the management of buildings in the public university with other public buildings in terms of precautions, corrective and condition, but most

of them currently depend on the corrective maintenance (Au-Yong et al., 2016). It can therefore be assumed that public universities in Malaysia are still practising conventional management for their buildings Zakiyudin et al. (2014).

Whereas for deferred maintenance, this associated with maintenance and repair operations that are unable to be carried out as planned as the result of delaying servicing. Wuni et al. (2017) in his study indicated that among the reasons that led to this problem are because of insufficient of funds and human resources, or other issues and causes during the fiscal year, either planned or unplanned, which causes it to be postponed to the next fiscal year until the issue is resolved. Moreover, the deferred maintenance will not only reduce the lifespan of a building but at the same, it potentially will result in increased costs in the long term (Oiga, 2016). The deferred maintenance takes place because the management of buildings maintenance is inefficient. Moreover, improper practices in building maintenance management can adversely affect the building and the environment (Nah et al., 2015).

1.2 Problem Statement

In order to promote and encourage teaching and learning, innovation and research activities, universities must have sustainable and conducive infrastructure while meeting the physical needs of world-class. Therefore, to meet their purpose and ensuring the building is functional (Aliyu et al., 2016), it is important to ensure that every university building functions properly (Bidi and Ayob, 2015). This favourable university climate would deliver a strong outcome and significant impact. Hence, for optimum results, in this case, building users should not be exposed to any potential risk due to the building itself (Khalil et al., 2016).

The building users not only want the building's best quality but at the same time, they also want the function of the building (Khalil et al., 2015) whereby it contributes to the conducive environment in the campus. Past studies indicate that the efficiency of education buildings has a major impact on students and staffs (Faremi et al., 2017). Nevertheless, university building management is also influenced by issues

such as inadequate maintenance (Suffian, 2013), increasing maintenance backlogs and insufficiency of budget allocation (Wing et al., 2016). According to Wing et al. (2016) one of the most common areas that often suffering a budgetary reduction in the maintenance.

The problems are constantly reported in the most local newspaper and they can be seen by the condition of buildings and facilities (Mazlan and Mohammed, 2008). The problem of inadequate funds to sustain the existing building's management has been highlighted as the greatest challenge by the Senator Datuk Seri S.K. Devamany, as the allocation of budget only sufficient to focus on the new building and infrastructure (The Sun Daily, 2017). He stated that the government is serious about transforming the maintenance culture into an essential component of the financial asset management system.

Ali (2009) in his study stated that the provision for maintenance and repair work has been expanded from RM296 million in the Eighth Malaysia Plan, to RM1,079 million during the Ninth Malaysia Plan. Meanwhile, Khalil et al. (2016) in his study mentioned that the government has allocated about RM12 billion for higher education in 2012. Besides that, RM10 billion of the overall allocation was reserved for operational spending, while RM2 billion was reserved for construction expenditures (Tenth Malaysia Plan, 2011-2015). This shows that the government is concern regarding the maintenance and operation of the government buildings including the public university. Kalu Ebi et al. (2014), pointed out that insufficient maintenance is one of the greatest problems in economically developing nations. According to (Wing et al., 2016) in their study, more than 90 per cent of the building life cycle needed maintenance after the construction was completed with approximately 75 per cent of them were allocated for purpose of maintenance. It, therefore, shows that repair and maintenance is a key aspect for every organisation and its requirements should be increased and strengthened in the future in order to prevent any adverse effects if ignored. Simultaneously, public university's top management and maintenance also acknowledged that their buildings across the campuses, involved services and systems had degrading physically.

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