Strategic implementation of organizational change: Insights from the construction industry

Ivette DeJesus[1*], Thomas Schaefer[1], and Juan Roman[2]

[1] College of Management and Human Potential, Walden University, United States

[2] Department of Business Administration, Daytona State College, United States

***Corresponding author:** Thomas Schaefer

Abstract

Construction leaders face challenges in implementing change initiatives that impact profitability. Using the five-P theory, this qualitative case study examines strategies employed by five leaders from three Florida construction companies. Data from interviews and documents identified five key themes: goal setting, communication, stakeholder involvement, resource management, and adaptability. The study refines the 5Ps framework, suggesting People and Process function collaboratively rather than separately in small firms. Leaders are encouraged to foster open communication to engage stakeholders effectively. The study refines the 5Ps by (a) fusing People–Process interactions and (b) adding Project Context, thereby offering a 5Ps + C model that extends change-management theory in project-based settings.

Keywords: *Organizational Change, Construction Industry, Change Management Strategies, Leadership Strategies, Stakeholder Engagement, Effective Communication, Resource and Cost Management, Organizational Culture Adaptation*

Introduction

Business leaders face obstacles in implementing organizational change, especially in construction with multiple stakeholders (Dos Santos Leitão & De Domenico, 2015). Leaders must explore how processes and capabilities improve competitive advantage and performance while balancing human, social development, and financial goals (Dos Santos Leitão & De Domenico, 2015; Singjai et al., 2018). Leaders play a key role in fostering innovation and accomplishing organizational visions (Bratton, 2020). Despite efforts to implement strategies, 66% fail due to challenges employees face in adapting to organizational changes (Köseoglu et al., 2020). This failure highlights difficulties in adopting changes crucial for a competitive edge. According to Köseoglu et al. (2020), sustainable transformation models are frequently hampered by inadequate strategy formulation. Overcoming these obstacles is essential to success and preserving a competitive edge in the construction sector. This study examined the tactics used by leaders at three Florida construction firms with less than 100

workers that are well-known for their accomplishments in real estate and commercial projects.

Research Question
The research question used for this study was: What strategies do business leaders within the construction industry use to implement change initiatives successfully?

The following open-ended interview questions were asked of the participants to answer the research question in a comprehensive manner:

1. What strategies, processes, techniques, or approaches do you use when implementing organizational change?

2. What strategies did you use to ensure organizational change initiatives align with operational activities?

3. How did your organization assess the effectiveness of its change strategies?

4. What are the key challenges you experienced when implementing organizational change, and what strategies do you use to overcome them?

5. What strategies do you use to measure the effectiveness of implementing change initiatives?

6. What strategies do you use to formulate organizational change initiatives?

7. What else would you like to share about implementing organizational change successfully that we still need to address?

Conceptual Framework
The conceptual framework used is the 5Ps framework by Pryor et al. (2007), linking principles, purpose, performance, people, and processes to achieve competitive advantages. It emphasizes strategy driving structure, structure driving behavior, and behavior yielding results. Chosen for its comprehensive approach (Osman & Kadri, 2022), the model aligns with identifying strategies for successful change in the construction industry. Table 1 highlights study themes and their correlation to the 5Ps model.

Table 1

5Ps Model and Study Theme Linking

	Purpose	Principle	Process	People	Performance
Theme 1: Goal Setting and Planning	X				
Theme 2: Effective Communication			X	X	
Theme 3: Stakeholders Involvement		X		X	
Theme 4: Effective Resource and Cost Management					X
				X	

Note: Linkage of themes and 5Ps.

A Review of the Professional and Academic Literature
Leaders face challenges in implementing change due to a lack of trust, which hinders teamwork and reduces operational efficiency (Cameron & Green, 2019). Employees may hesitate to discuss ideas, causing innovation stagnation. These issues lead to inefficiencies and conflicts, making it harder for leaders to execute plans effectively and achieve collaborative work practices as intended (Cameron & Green, 2019). High employee turnover challenges leaders in achieving organizational change, causing loss of skilled human resources (Fernandez & Rainey, 2017). Leaders must retain employees by addressing concerns and motivating them for long-term association. Turnover necessitates finding qualified replacements and training them to meet organizational goals, posing difficulties in maintaining continuity and achieving desired transformations (Fernandez & Rainey, 2017).

The primary challenge in organizational change is motivating stakeholders to understand and accept change requirements. Resistance to change threatens productivity and sustainability, and often stems from reluctance to take on additional efforts or misunderstanding the rationale (Aarons et al., 2014a; Lewis, 2019). Leaders must address this resistance, positively influencing members to embrace modifications and ensuring changes are sustainable for long-term integration (Jacobs et al., 2013). Sustainable changes must become an integral part of the organization. Leaders must act as change agents, fostering acceptance and collaboration while addressing employee concerns to overcome barriers and ensure successful implementation (Aarons et al., 2014a ; Jacobs et al., 2013).

Structural changes, such as mergers, require leaders to help members adapt (Cameron & Green, 2019). Cultural challenges arise in globalized firms, where leaders must balance local integration and global alignment. Multinational companies require management to honor local cultures while fostering global unity, ensuring that employees integrate effectively into organizational standards (Cameron & Green, 2019). Frequent leadership changes hinder sustainable organizational change as leaders lack time to understand the company and employees, affecting plan effectiveness and relationships (Fernandez & Rainey, 2017). This increases the risk of failure since employees and stakeholders may not embrace the changes. Leaders also face challenges ensuring employees meet customer needs during transitions, which is crucial for successful outcomes (Cameron & Green, 2019), highlighting the importance of effective leadership in change implementation.

Organizational leaders' strategies for change initiatives
Candido and Santos (2019) identified organizational factors tied to management control as key barriers to strategy implementation, emphasizing leadership's role in mitigating obstacles. Such barriers are especially evident in dynamic, complex situations (Candido & Santos, 2019). Tawse and Tabesh (2021) proposed an integrative

framework involving managerial abilities, conditions for effective execution, and leader-driven activities influencing implementation. Identifying and addressing these barriers ensures effective strategy execution (Tawse & Tabesh, 2021). Effective strategy execution drives competitive advantage and success but relies on communication across organizational levels (Tawse & Tabesh, 2021). Organizational structure impacts performance, emphasizing its importance for sustainability (Ajagbe et al., 2016).

Köseoglu et al. (2020) noted that leaders prioritize macro-environmental factors and competition analysis to showcase their products better than competitors. Strategy implementation also requires teamwork and addressing internal issues (Tawse & Tabesh, 2021). Leaders must offer support and motivation, addressing employees' concerns for smoother change adoption (Kossek et al., 2014). Aarons et al. (2015) emphasized consulting employees on specific issues and explaining the benefits of change. Al-Haddad and Kotnour (2015) and Aarons et al. (2014b) highlighted inspirational motivation as vital for fostering proactivity and commitment. Cameron and Green (2019) and Thomas (2014) stressed the leader's role in motivating employees through support and/or penalties. This balanced approach enhances commitment and ensures the effective implementation of organizational change.

Organizational leaders use employee feedback to address implementation issues and collaboratively improve processes (Kossek et al., 2014). Aarons et al. (2014b, 2015) emphasized feedback's role in understanding work quality and engaging employees in problem-solving. Al-Haddad and Kotnour (2015) noted feedback facilitate effective planning. Cameron and Green (2019) advocated fostering a culture of feedback to identify issues and encourage open communication. Leaders can gather formal and informal feedback, enabling employees to share ideas, resolve challenges, and enhance strategies for successful change implementation.

Batras et al. (2016) emphasized training employees to acquire essential skills for change tasks, while Shaw et al. (2012) highlighted strategies like monitoring changes, benchmarking, and brainstorming. Kossek et al. (2014) noted training can be formal or informal, and aids leaders in effective change implementation through knowledge and process adaptation. Thomas (2014) emphasized participative management, aiding employees through training for skills relevant to change goals. Aarons et al. (2014b) highlighted training to optimize resource use. Cameron and Green (2019) stressed training for both new hires and experienced employees, adapting them to evolving technologies and processes for organizational success.

Organizational leaders must plan effectively for implementing change initiatives. Planning encompasses the entire project, milestones, and daily activities (Aarons et al., 2015). Al-Haddad and Kotnour (2015) emphasized defining a clear mission and vision to guide the change process. Precise timeframes ensure task completion without delays, fostering cooperation and comfort among members (Thomas, 2014). Planning team roles enhances accountability, while structured operating processes reduce conflicts (Cameron & Green, 2019). Aarons et al., (2014a) suggested cost-reduction strategies to manage expenses during change. Effective planning motivates members through goal clarity, improves processes, and minimizes conflicts. Proper initial planning ensures smoother execution and guides members towards the effective implementation of organizational change initiatives.

Cameron and Green (2019) emphasized the importance of transparency during organizational change to reduce corruption and confusion. Leaders must be honest and transparent in decision-making to build trust and to motivate employees to achieve change goals. Aarons et al. (2015) and Al-Haddad and Kotnour (2015) agreed that honesty and integrity foster trust while encouraging teamwork. Shaw et al. (2012) added that collaboration enables employees to support peers in task execution, enhancing teamwork for change implementation. Leaders can introduce team-based incentives to further strengthen this trust.

Effective communication and engagement are crucial (Cameron & Green, 2019). Platforms like email, video conferencing, formal meetings, and casual programs facilitate collaboration and information sharing (Aarons et al., 2015). Improved communication fosters innovation, allowing employees to share ideas with leaders (Batras et al., 2016). Kossek et al. (2014) emphasized the STAR concept, which focuses on Support, Transform, Achieve, and Results, promoting collaboration and constructive work-family culture to streamline change initiatives.

Organizational leaders enhance work environments by maintaining structured schedules, promoting efficiency, and ensuring accountability (Aarons et al., 2014b). Involving employees in decision-making reduces resistance to change, as they feel integral to the process (Cameron & Green, 2019; Thomas, 2014). Kossek et al. (2014) further highlighted that active participation during planning accommodates ground-level insights, enabling successful implementation as per the strategy. Contingent rewards, whether monetary or non-monetary, significantly motivate employees to achieve change objectives (Aarons et al., 2014b).

Leaders must demonstrate change through their actions, setting examples for employees to follow (Cameron & Green, 2019; Farahnak et al., 2020). Aarons et al. (2015) noted that during training, leaders should build rapport and make employees comfortable, encouraging belief in the change process. Transparent communication clarifies the benefits of change initiatives, addressing previous challenges and improving employee efficiency (Kossek et al., 2014). Cameron and Green (2019) stated that explaining failures in existing processes reduces resistance to change. Al-Haddad and Kotnour (2015) added that clarifying personal benefits further motivates employees to embrace organizational changes.

Monitoring and controlling are crucial strategies for organizational leaders to ensure successful change initiatives. Monitoring involves continuous observation to assess whether employees and workers can execute tasks effectively (Kossek et al., 2014). Leaders often implement performance-based incentives to enhance employee motivation and enable self-monitoring (Kossek et al., 2014). Al-Haddad and Kotnour (2015) highlighted monitoring to identify issues in plans and modify them for success. Leaders may allocate supervisory roles to monitor subordinate work and to provide realistic feedback on implementation progress (Aarons et al., 2014a; Cameron & Green, 2019). This ensures the sustainability and desired outcomes of the change process.

Aarons et al. (2014a) emphasized leaders' control over change processes, ensuring tasks align with objectives. Kossek et al. (2014) introduced the ROWE (Results Oriented Work Environment) concept, which enhances team autonomy over work schedules. Leaders focus on quality control from the outset, guiding employees toward achievement (Al-Haddad & Kotnour,

2015). Cameron and Green (2019) stressed the importance of discipline and authority, ensuring employee adherence to change objectives. By monitoring and controlling effectively, leaders mitigate challenges, fostering the successful implementation of organizational changes.

Another successful tactic is for leaders to set a good example. Employees are inspired to follow suit when managers exhibit positive attitudes and make adjustments themselves (Cameron & Green, 2019; Farahnak et al., 2020). Leaders should interact directly with staff members throughout training in order to establish rapport and inspire trust in the process of change (Aarons et al., 2015). Employees are more likely to believe they can accomplish similar results when they witness their leaders' dedication (Kossek et al., 2014). These strategies—rewarding performance, clarifying objectives, and leading by example—form a comprehensive approach to driving successful change initiatives. By fostering motivation, reducing resistance, and promoting trust, leaders enhance the likelihood of achieving organizational objectives effectively.

Organizations assess leadership strategies for change by starting with a baseline, which enables accurate evaluation of outcomes (Aarons et al., 2015). Dahlander and Piezunka (2014) highlighted that a baseline helps measure improvements in sales, cost reduction, and financial performance. It also ensures that employees and resources are aligned with the change initiative's goals. Monitoring business outcomes allows leaders to evaluate the effectiveness of change strategies. Rodrigues and Franco (2019) noted that monitoring ensures implementation aligns with plans and identifies issues for resolution. Leaders can assess improvements in customer satisfaction, cost reduction, market penetration, and market share (Rodrigues & Franco, 2019). Employee behavior is also monitored to address dissatisfaction and enhance performance (Dahlander & Piezunka, 2014).

Internal feedback is essential for assessing the quality and effectiveness of organizational change strategies. Supramaniam and Kuppusamy (2021) emphasized the value of gathering feedback from team members and employees through interaction, surveys, or interviews. Hénard and Roseveare (2012) noted that feedback identifies risks and mitigates them promptly, while Gurdjian et al. (2014) added that positive feedback signifies successful change implementation. These methods—baseline measurements, monitoring, and internal feedback—allow organizations to evaluate their change strategies effectively and make improvements where needed.

The Implementation Leadership Scale (ILS) evaluates the effectiveness of change strategies, emphasizing strategic leadership for successful development (Aarons et al., 2014a). Hénard and Roseveare (2012) highlighted the need to measure variables like costs, quality, and sales for better change strategy assessment. Continuous performance evaluation ensures minor issues are addressed, improving process and outcomes (Hénard & Roseveare, 2012). Karim and Arif-Uz-Zaman (2013) advocated using Continuous Performance Measurement (CPM) to assess production efficiency by comparing input (resources, time, number of workers) with output (benefit or worth). This approach maintains quality standards and supports ongoing improvements in change implementation processes (Hénard & Roseveare, 2012).

Organizations assess goal attainment to evaluate change effectiveness (Karim & Arif-Uz-Zaman, 2013). Alignment between organizational objectives and employees' focus supports this evaluation. Aarons et al. (2014a) emphasized that achieving project goals indicates success and reflects whether leaders, employees, and workers are collectively focused on the shared objectives.

Strategies of leaders in the construction industry for change initiatives

Various strategies are used by leaders in the construction industry to implement change effectively. Buniya et al. (2020) highlighted that poor safety management is a significant barrier to implementing safety programs, which impacts performance and productivity. Effective safety programs are critical to reducing injuries, costs, and hazards in construction projects. Similarly, Silverio-Fernandez and Renukappa (2021) emphasized the importance of communication and identified critical success factors (CSFs), such as leadership, culture, and staff training, for sustainable practices. Engle et al. (2017) observed that middle leaders play a pivotal role in implementing quality improvement initiatives, with 14 emergent themes highlighting their commitment. Giannoni et al. (2017) found that only 32% of Chilean construction companies implement sustainable strategies, with mining and high-turnover companies leading efforts. Sustainability is essential for long-term success but often overlooked due to immediate market demands.

Maiti and Choi (2021) identified union-management conflicts as a prevalent issue in the construction industry, driven largely by employee awareness. High-performance organizations address such conflicts through effective management strategies to meet goals and standards.

These studies collectively demonstrate the significance of safety, communication, leadership, sustainability, and conflict management in ensuring the successful implementation of change initiatives in the construction industry. Leaders must integrate these strategies to navigate challenges effectively and achieve project success. The leaders in the construction industry motivate employees and workers to focus on implementing changes and achieving goals (Zhang & Fang, 2013). By fostering intrinsic motivation, leaders enhance persistence, engagement, and learning (Backlund et al., 2014). Ofori (2015) stated motivation promotes knowledge, innovation, and creativity, enabling teams to contribute effectively. Leaders also inspire self-improvement and commitment (Aziz & Hafez, 2013). Their role is crucial in ensuring employees and workers perform better and stay longer with the organization, driving progress and innovation within the construction sector.

To implement change effectively within the construction industry, leaders employ strategies that focus on clarifying the reasons for change, communication, engagement, and feedback. Backlund et al. (2014) and Aziz and Hafez (2013) argue that explaining the rationale for change enhances motivation among employees and workers, enabling them to perform well and contribute to the initiatives. Leading by example, as emphasized by Lines et al. (2015) and Ofori (2015), encourages workers to follow their leaders' efforts and actively contribute. Improved communication is critical for success. Shibeika and Harty (2015) highlight the importance of leaders taking initial steps to communicate via platforms such as emails, video conferencing, and face-to-face meetings. Ofori (2015) adds that Information and Communication Technology (ICT) ensures effective interaction and flow of information, reducing confusion and conflicts. Aziz and Hafez

(2013) note that communication also enables leaders to act as decision-makers and client-based project managers.

Engagement platforms encourage leaders to take and give feedback, facilitating continuous learning and quality improvement (Lee et al., 2019; Zhang & Fang, 2013). Lines et al. (2015) suggest incorporating feedback from external sources like auditors for unbiased insights. Active participation from employees, as encouraged by Kelly et al. (2014), fosters the sharing of ideas, addressing complex issues, and driving innovation. Clarifying the rationale for change enables leaders to explore multi-dimensional perspectives and eliminate biased thinking. By integrating feedback, communication, and motivation strategies, leaders ensure the successful implementation of change initiatives while mitigating risks of failure (Aziz & Hafez, 2013; Kelly et al., 2014). The leaders in the construction industry foster relationships with team members through collaboration to address challenges during change implementation (Ofori, 2015). Improved relationships inspire employees to perform tasks effectively (Kelly et al., 2014). Aziz and Hafez (2013) highlight the role of a collaborative work culture in overcoming obstacles and ensuring timely project completion. Such collaboration enables workers to seek support, ensuring quality and schedule adherence during change implementation phases.

In the construction industry, leaders must ensure workers receive proper training to mitigate safety risks, enhance skills for using new tools, and execute new processes effectively (Aziz & Hafez, 2013; Zhang & Fang, 2013). Lines et al. (2015) emphasized project-specific training, while inadequate training increases risks of failure and compromises safety standards. Leaders in the construction industry prioritize work-life balance and discipline, supporting efficiency among migrant workers (Aziz & Hafez, 2013; Backlund et al., 2014). Zhang and Fang (2013) emphasize incentives and positive feedback to reinforce safe behaviors, while Aziz and Hafez (2013) highlight the role of rewards in motivating employees. Acknowledging successes enhances morale and encourages greater effort toward change initiatives (Aziz & Hafez, 2013). Leaders also maintain discipline to ensure effective project management (Backlund et al., 2014). Providing rewards fosters dedication and improved performance standards, ultimately contributing to the successful implementation of changes in construction projects (Aziz & Hafez, 2013; Zhang & Fang, 2013).

Leaders in construction must assert authority to ensure adherence to change initiatives (Parker & Grote, 2022). Demonstrating attitudes and behaviors that highlight their power fosters compliance among team members (Zhang & Fang, 2013). Effective management requires leadership authority, especially when overcoming resistance to organizational changes (Backlund et al., 2014). Aziz and Hafez (2013) emphasized monitoring and controlling through the Last Planner System, which smooths workflows, develops foresight, and ensures quality standards. Leaders must monitor and control all aspects during change phases for sustainable outcomes, as noted by Ofori (2015). Zhang and Fang (2013) added that leaders should hold meetings with team members to manage execution and implement desired changes. Effective control involves utilizing power and making decisions to maintain safety, cost, and schedule standards (Aziz & Hafez, 2013).

Leaders in construction must ensure transparency to build trust, lower corruption, and reduce resistance to change (Ofori, 2015). Incorporating lean thinking supports this goal (Aziz & Hafez,

2013). Transparency ensures stakeholders are informed, fostering honesty and integrity, which are crucial for successful change initiatives (Aziz & Hafez, 2013; Lines et al., 2015; Ofori, 2015). Leaders in construction enhance accountability to ensure tasks are executed effectively (Lines et al., 2015). Greater responsibility among team members improves operations, reducing project failures (Aziz & Hafez, 2013) and ensuring success in new construction initiatives. Project leaders aim to reduce costs by minimizing errors (Zhang & Fang, 2013), ensuring resource efficiency (Ofori, 2015), and avoiding waste for lower maintenance and repair expenses (Aziz & Hafez, 2013).

Construction leaders must ensure clear timeframes to execute change initiatives promptly (Aziz & Hafez, 2013). Shibeika and Harty (2015) emphasized meeting deadlines to avoid delays, reduce costs, and ensure timely completion of transformation projects, with team members adhering to set schedules. Leaders use benchmarking, both internal and external, to elevate performance and quality standards, comparing against industry leaders (Aziz & Hafez, 2013; Backlund et al., 2014). Internal benchmarking helps replicate past high performance within organizations. Effective planning during the initial phase is critical for change initiatives (Ofori, 2015; Zhang & Fang, 2013). Determining mission, vision, milestones, and daily tasks ensures clarity for stakeholders and aligns efforts with organizational goals (Aziz & Hafez, 2013; Backlund et al., 2014).

The research problem in construction arises from some leaders lacking strategies for effective organizational change, impacting competitiveness. The study explored processes leadership used to implement strategies successfully (Aziz & Hafez, 2013; Lines et al., 2015). Through the 5Ps model framework, five leaders in central Florida were interviewed. The research included purpose statement, researcher role, participants, ethical considerations, data methods, and findings. It outlined implications for practice, social change, further research, and reflections (Sivarajah et al., 2017; Yeong et al., 2018).

Method

This study examined methods for implementing change successfully through interviews with five Florida construction leaders, which helped small businesses gain a competitive edge and bring about positive societal change. In order to collect data, the researcher had to conduct in-depth interviews with participants and record findings from peer-reviewed sources. This involved keeping an eye on, documenting, and evaluating participant answers while guaranteeing objective interpretations. With guarantees that any unintentional or delicate information would be removed from recordings, participants were urged to express their opinions freely. Anonymity was a top priority for data protection, and participants were given pseudonyms.

Getting informed consent, creating open-ended questions based on prior research, and progressing from simple to intricate questions were all part of the interview protocol. Throughout the interview process, prompts were utilized as necessary and modifications were made. To prevent unrelated information, interviews were kept to 90 minutes.

Participants

Five business leaders from three distinct businesses in the commercial and real estate construction sector were questioned for this study, guaranteeing a wide variety of data. These executives represented the target group by working for central Florida

construction firms with fewer than 100 workers. To avoid linguistic obstacles, participants had to live in central Florida, speak English fluently, and have at least 15 years of building experience. By choosing participants from several businesses, biases were reduced and the study question was guaranteed to be relevant.

Recruitment letters and reminder emails were sent to potential participants. Participants learned how the study could benefit their leadership and organizations. Interviews were conducted face-to-face or via Zoom or Skype at convenient times and locations, fostering a strong working relationship. These strategies ensured participants provided valuable insights into leadership processes that helped their organizations achieve competitive advantages through effective change implementation.

Research design

The research employed a qualitative methodology to investigate leadership processes, producing non-numerical data to comprehend behaviors, attitudes, and experiences. Since leadership styles could not be measured quantitatively, this approach was appropriate for the qualitative nature of the topic. Without the need for intricate statistical interpretation, the qualitative approach offers comprehensive, illuminating data that improved comprehension through primary and secondary sources (Pham, 2018). The study successfully captured the in-depth viewpoints necessary for analyzing organizational procedures and leadership strategies by concentrating only on qualitative approaches.

Table 2

Saturation Grid Demonstrating Code- and Meaning-Saturation Across Sequential Leader Interviews

Interview (Leader ID)	New Primary Codes Identified	Cumulative Code Total	% New Codes Compared with Prior Total	Example New Code(s)	Saturation Comment
1 (L1)	18	18	—	"Vision cascade," "Budget-safety trade-off"	Baseline exploration
2 (L2)	7	25	28%	"Peer coaching huddles"	Conceptual breadth still expanding
3 (L3)	3	28	12%	"Subcontractor trust deficit"	Major themes stabilizing
4 (L4)	0	28	0%	—	**Code saturation reached**—no new concepts
5 (L5)	0	28	0%	—	**Meaning saturation check**—all themes elaborated but not extended

Note: Information power saturation grid.

Data collection

This study gathered data through semistructured interviews with five leaders in the construction industry in central Florida. These interviews allowed participants to express their thoughts without restrictions, fostering two-way communication while enabling counterquestions from participants to ensure detailed insights.

Reliability and validity of the study were reinforced through member checking and a pilot test. Demographic details were cross validated within organizations, and a pilot test was conducted with participant P1 to assess question clarity and relevance to the study's purpose. Member checking allowed participants to verify the accuracy of data and interpretations, confirming descriptive realism and thematic accuracy. Participants reviewed findings to ensure fairness and representation.

Data analysis

The analysis employed methodological triangulation, a qualitative multiple-case study to validate data, reduce biases, and enhance credibility by integrating primary and secondary data sources. Thematic analysis followed Braun and Clarke's six-step process: familiarizing with data, coding, developing themes, reviewing themes, defining themes, and identifying exemplars. Data triangulation ensured credibility, supporting conclusions drawn from interviews and secondary sources. Yin (2018) outlined steps including data evaluation and justification, emphasizing the importance of cross-validation. This rigorous process enhanced the

validity of the study while providing a detailed framework for interpreting findings.

This study explored leadership strategies for successful organizational change. Themes were analyzed to ensure accurate data representation and alignment with the research question. Reviewing the themes involved discarding, combining, splitting, and creating new ones to represent the data effectively. The 5Ps framework connected principles, purpose, performance, people, and processes, offering a comprehensive strategy framework.

Results

This qualitative multiple-case study examined strategies used by construction leaders to implement change initiatives. Five themes emerged: goal setting, communication, stakeholder involvement, resource management, and adaptability. Leaders overcame challenges like resistance, resource scarcity, and cultural differences by prioritizing, involving stakeholders, and fostering communication. They formulated initiatives by analyzing needs, defining goals, and creating plans. Effective communication and leadership support proved vital for success. Adaptability strengthened culture and improved outcomes, ensuring effective organizational change.

Integration with the 5Ps framework
The cross-case analysis demonstrated that People, Processes, and Performance were the strongest elements within the 5Ps framework. Three themes—Collaborative Problem-Solving, Empowered Middle Management, and Transparent Metrics—exemplified these Ps. Collaborative Problem-Solving highlighted how relational trust among cross-functional teams enhanced Processes, while Empowered Middle Management illustrated the intersection of People and Principles, showcasing site-level leaders adapting safety protocols. Transparent Metrics reinforced Performance goals through project dashboards. Purpose appeared primarily via Clear Vision Setting, and Principles were referenced less frequently, indicating leaders prioritized execution over abstract norms.

Two themes, Collaborative Problem-Solving and Empowered Middle Management, bridged multiple Ps, confirming their interdependent nature. Iterative Risk Reviews introduced a novel dimension, Project Context, which moderated the Ps based on external factors like subcontractor liquidity and weather volatility. This justified extending the 5Ps framework to a "5Ps + C" model. Below Figure 1 displays the extended 5Ps model.

Figure 1

5Ps + C Model Integrated with Emergent Themes
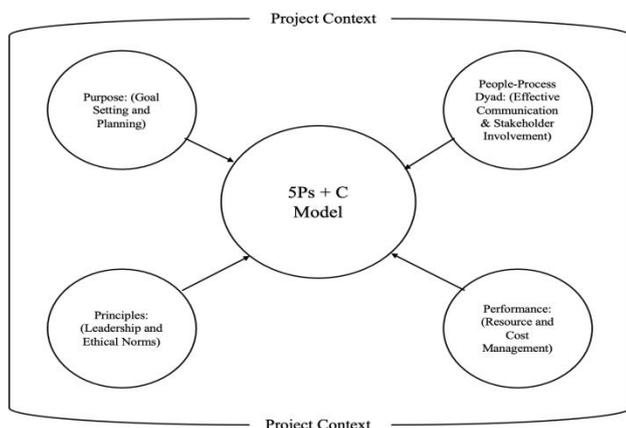
Note: Refined 5Ps + C Model for Organizational Change in the Construction Industry

The findings aligned with Batras et al. (2016) and Lee et al. (2019), supporting the integration of social support and leader-member exchange ambivalence into task performance. All participants provided insights through interviews, which were corroborated by company documentation. The study's themes enriched the 5Ps framework, offering nuance for volatile, project-based environments and confirming prior research while introducing Context as a vital situational factor. Table 5 displayed frequency data for each theme.

Table 5

Frequency Theme Table

THEMES							
Participants	GS&P	EC	SI	ER&CM	SOC	Sum	%of Response
1			1	1	1	3	16%
2	1	1	1		1	4	21%
3	1			1	1	3	16%
4	1	1	1	1	1	5	26%
5	1	1	1		1	4	21%
Count	4	3	4	3	5		
Percentage	80%	60%	80%	60%	100%	19	100%

Note. The table demonstrates the frequency of themes and participant response to each theme.

Discussion
This study identified five crucial themes for successful organizational change: Goal Setting and Planning, Effective Communication, Stakeholder Involvement, Resource and Cost Management, and Cultural Adaptation. Clear goals, risk assessment, and past experiences enhanced planning, while transparent communication reduced resistance and ensured collaboration. Involving stakeholders amplified feedback and commitment. Resource management optimized efficiency and competitiveness, and adaptability aligned change with organizational values, fostering sustainable growth and engagement. These strategies collectively strengthened implementation efforts and organizational resilience.

Theme 1: Goal setting and planning
The first theme that surfaced was goal-setting and planning, which were shown to be crucial tactics for organizational transformation. This theme was reflected in the responses of 80% of participants. P5 underlined how crucial it is to assess the existing state of affairs, specify desired results, and create a methodical plan in order to deal with any obstacles at an early stage. Delays and cost overruns have been related to poor planning; therefore success requires careful planning. In a similar vein, P4 emphasized the importance of determining the necessity of change and establishing objectives to direct the process, whereas P3 emphasized working with managers to do cost analyses and generate ideas in order to create successful strategies.

The results were consistent with research that highlights the importance of goal setting and planning in organizational leadership. According to Batras et al. (2016), leaders could incorporate these insights into their plans by analyzing effective initiatives. The study's participants emphasized the importance of budgeting and scheduling in order to guarantee timely and

economical results. Effective planning promoted group buy-in by reducing risks and bringing staff members into line with the change process. Additionally, the theme was in line with the 5Ps framework, particularly the aspects of Place, Processes, and Purpose (Pryor et al., 2007). Business executives realized that ill-preparedness endangered schedules and employee morale, highlighting the importance of having well-defined objectives. Planning and goal-setting made it easier to implement structured change management strategies and made sure that staff members were on board with the process.

Theme 2: Effective communication
The second theme identified from the participants' interviews was effective communication, with sixty percent of responses aligning with this theme. Participants emphasized that miscommunication often led to resistance to change, which could be mitigated through clear and regular communication. P5 noted overcoming resistance by consistently sharing initiatives with stakeholders, particularly internal ones. This highlighted that poor communication led to confusion and hindered cooperation, whereas effective communication reduced resistance and facilitated successful implementation.

P2 mentioned that weekly foremen meetings assisted in resolving schedule conflicts and anticipating crises. Similarly, P4 explained that in order to overcome opposition, team members should be frequently briefed on the advantages and drawbacks of new methods. Sharing the transformation process's justification and results inspired staff members and equipped them to deal with obstacles head-on. Employee confidence in adjusting to changing conditions was guaranteed by clear communication.

The results of the study supported those of Lee et al. (2019), who emphasized that open communication encouraged workers to accept responsibility for their work. Additionally, Aarons et al. (2015) stressed that prompt communication encouraged engagement and motivation throughout change processes. Leaders found that weekly and biweekly updates were useful for communicating progress and lessons learned. The 5Ps framework (Pryor et al., 2007) and the work of Aziz and Hafez (2013), which emphasized candid communication during transformative transformations, were related to theme 2. Keeping stakeholders informed and involved required regular meetings and regular updates. This strategy increased cooperation, reduced opposition, and aided in the accomplishment of change projects.

Theme 3: Stakeholders involvement
Stakeholder involvement emerged as the third theme from the interviews, with participants stressing the value of involving both internal and external parties. This subject was present in 80% of the responses. Participants emphasized that getting input and involving stakeholders were essential to putting change into practice. P5 mentioned that in order to gauge the success of the change, surveys, interviews, focus groups, and expert consultations were carried out. Along with external stakeholders including clients, vendors, and governmental organizations, internal stakeholders included staff members, team members, and project managers. By using this method, businesses were able to recognize problems, collect a variety of suggestions, and guarantee positive results.

P4 reaffirmed the importance of employee buy-in and detailed the active participation of important team members, such as CEOs and accounting personnel. This interaction fostered confidence and lessened resistance. P2 described how the organization was able to obtain contracts in multiple cities thanks to referrals from general contractors. They were able to plan methods to enhance operations and obtain a competitive edge through weekly team meetings. P1 pointed out that working with suppliers to bargain for the price of bulk materials reduced costs, and cultivating solid distributor connections enhanced pricing dynamics even more. Involving stakeholders promoted a gradual change process by increasing trust and cooperation. While P4 emphasized its function in overcoming resistance, P5 underlined that engagement inspired stakeholders.

The third theme was in line with Cameron and Green (2019), who highlighted the importance of stakeholder engagement for development, innovation, and transformation. The results of Köseoglu et al. (2020), which emphasized the significance of including stakeholders in decision-making processes, were echoed by business leaders in this study. This strategy increased organizational commitment, guaranteed alignment, and inspired workers. The theme also correlated with transformational leadership theory (Pryor et al., 2007), emphasizing the need for leaders to involve and motivate stakeholders to implement effective change. Aarons et al. (2015) noted that active participation fostered trust and dedication, benefiting leaders by distributing the burden of planning while ensuring organizational commitment and market improvements.

Theme 4: Effective resource and cost management
The fourth theme from the interviews was effective resource and cost management, highlighted by 60% of participant responses. Business leaders emphasized the importance of prioritizing critical aspects to overcome challenges such as budgetary and personnel shortages. P1 stated that prioritizing essential elements and seeking supplementary resources allowed smoother execution of change processes while ensuring efficiency and sustainability. Effective use of technological resources supported better monitoring of change processes, lowered costs, and facilitated timely completion of projects (Hourani, 2017). Learning programs and feedback sessions enhanced human resource skills to better utilize new technologies.

P4 detailed concerns about software integration for cost control, productivity, and customer interaction. Leaders discovered problems with new software and collaborated with developers to implement improvements. P4 observed that technology enabled real-time cost tracking and streamlined operations, enhancing effectiveness. P3 shared strategies to reduce overhead costs by selling a building and adopting remote work. Renting storage units near active sites and analyzing costs lowered overhead by 40%, creating a competitive edge. This demonstrated the value of cost-benefit analyses in resource management. P1 adopted low-cost labor strategies, hiring inexperienced workers under experienced foremen and subcontracting work to save costs. Cost projections and vendor quotes ensured alignment of strategies with operational objectives. Negotiation with suppliers for bulk material allowed further cost reduction (Fernandez & Rainey, 2017).

Business leaders measured resource effectiveness by reviewing project costs and ensuring alignment with competitive goals. P1 explained that comparing subcontractor and material costs enabled adjustments to strategies while maintaining profitability. Regular evaluation of costs helped maintain competitive advantages and foster greater collaboration with vendors (Cameron & Green, 2019). Effective negotiations allowed procurement at lower prices, increasing profitability and competitive standing.

Theme 4 aligned with Verweire's (2014) framework emphasizing strategy implementation for competitive advantages. Leaders reduced costs without compromising quality by sourcing bulk materials and optimizing labor resources. Performance assessment in the 5Ps framework ensured long-term survival and profitability (Pryor et al., 2007). Leaders measured resources and costs to enhance profitability, using subcontractors to avoid expenses related to insurance, payroll taxes, and health benefits. The findings demonstrated that resource and cost management were critical elements of successful change initiatives. By assessing resources, negotiating with suppliers, and leveraging technology, business leaders achieved reduced costs and increased efficiency. This supported the organization's ability to handle change effectively while maintaining competitive advantages.

Theme 5: Willingness to adapt to strengthen organizational culture

Business leaders in this study emphasized the necessity of adapting to strengthen organizational culture, particularly in overcoming resistance from employees (Cameron & Green, 2019; Fernandez & Rainey, 2017). P5 noted challenges arising from employee reluctance to changes and addressed resistance by communicating the benefits, maintaining enthusiasm, and ensuring active leadership support. Celebrating successes and respecting cultural differences were also emphasized as methods to promote collaboration and shared goals (Cameron & Green, 2019).

P3 observed that cultural differences and individual adaptability were key challenges, but remote work arrangements improved efficiency by reducing travel time and maximizing on-site activities. Payroll processes also became more efficient with timely submissions. Leaders fostered respect for diversity, which enhanced cooperation and allowed employees to benefit from mutual support (Cameron & Green, 2019; Fernandez & Rainey, 2017). Theme 5 correlated with Mansaray (2019), who found that leaders minimized resistance by clarifying the direction and purpose of change initiatives. Leaders in this study emphasized the importance of aligning change initiatives with the organization's mission and values to strengthen its culture, mirroring Teodorovicz et al.'s (2019) findings.

Theme 5 also aligned with the 5Ps framework (Pryor et al., 2007), underscoring the role of leaders in cultivating an environment where employees could innovate and grow. Farahnak et al. (2020) and Fernandez and Rainey (2017) highlighted transformational leadership as critical to enhancing culture and aligning strategies with organizational goals. Leaders who demonstrated engagement and support helped ensure organizational growth and employee retention, further solidifying the connection between a positive culture and successful change initiatives.

Recommendations for Further Research

Future researchers were advised to address the study's limitations, including its focus on five construction industry leaders in central Florida, which may not represent other organizations. They could target larger populations across industries and nations to explore varied strategies for sustainability. Data from managers in unrelated sectors offered insights into broader phenomena. Researchers could use multiple case studies to detail specific organizational strategies. Expanding participant numbers or conducting questionnaire surveys allowed for quantification of strategies' effectiveness. This approach supported identifying which strategies most effectively fostered organizational change

and sustainability. These suggestions aimed to strengthen understanding of organizational change across industries.

Conclusion

As far as we are aware, this is the first empirical study to adapt the 5Ps for use in small-firm construction settings. The resulting 5Ps + C model supplies a parsimonious yet dynamic scaffold for future change-management research. By emphasizing goal-setting and planning, effective communication, stakeholder involvement, resource and cost management, and adaptability to fortify organizational culture, organizational leaders in the construction sector were able to successfully execute change initiatives. Five executives from three businesses in central Florida were interviewed for the study, which also included triangulated data and document assessments.

Five themes that fit the 5Ps framework—purpose, principles, processes, people, and performance—were identified through data analysis. The findings demonstrated that, in contrast to the framework's traditional division of people and processes, they were linked through cooperative problem-solving practices. Leaders concurred that successful transformation was fueled by motivated stakeholder involvement, clear plans, and effective communication. The results highlighted how crucial it is to modify tactics in order to promote organizational culture and effectively manage expenses.

Disclosure statement
The authors report there are no competing interests to declare.

Funding
None.

Data availability statement
The data that support the findings of this study are available from the corresponding author, upon reasonable request.

References

1. Aarons, G. A., Ehrhart, M. G., & Farahnak, L. R. (2014a). The implementation leadership scale (ILS): Development of a brief measure of unit level implementation leadership. *Implementation Science*, 9(1), 1–10. https://doi.org/10.1186/1748-5908-9-45

2. Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): A randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science*, 10(1), 1–12, https://doi.org/10.1186/s13012-014-0192-y

3. Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Sklar, M. (2014b). Aligning leadership across systems and organizations to develop a strategic climate for evidence-based practice implementation. *Annual Review of Public Health*, 35, 255–274, https://doi.org/10.1146/annurev-publhealth-032013-182447

4. Ajagbe, A. M., Cho, M. K., Udo, E. U. E., & Peter, F. O. (2016). How organizational structure aids business performance. *International Journal of Research in Commerce & Management*, 7(8), 64–68.

5. Al-Haddad, S., & Kotnour, T. (2015). Integrating the organizational change literature: A model for successful

change. *Journal of Organizational Change Management*, 28(2), 234–262. https://doi.org/10.1108/JOCM-11-2013-0215

6. Aziz, R. F., & Hafez, S. M. (2013). Applying lean thinking in construction and performance improvement. *Alexandria Engineering Journal*, 52(4), 679–695, https://doi.org/10.1016/j.aej.2013.04.008

7. Backlund, F., Chronéer, D., & Sundqvist, E. (2014). Project management maturity models–A critical review: A case study within Swedish engineering and construction organizations. *Procedia-Social and Behavioral Sciences*, 119, 837–846. https://doi.org/10.1016/j.sbspro.2014.03.094

8. Batras, D., Duff, C., & Smith, B. J. (2016). Organizational change theory: Implications for health promotion practice. *Health Promotion International*, 31(1), 231–241. https://doi.org/10.1093/heapro/dau098

9. Bratton, J. (2020). *Organizational leadership*. Sage.

10. Buniya, M. K., Othman, I., Sunindijo, R. Y., Kineber, A. F., Mussi, E., & Ahmad, H. (2020). Barriers to safety program implementation in the construction industry. *Ain Shams Engineering Journal*, 12(1), 1–8. https://doi.org/10.1016/j.asej.2020.08.002

11. Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. Kogan Page Publishers.

12. Candela, A. (2019). Exploring the function of member checking. *The Qualitative Report*. 24(3), 619–628. https://doi.org/10.46743/2160-3715/2019.3726

13. Candido, C., & Santos, S. (2019). Implementation obstacles and strategy implementation failure. *Baltic Journal of Management*, 11(1), 39–57. https://doi.org/10.1108/BJM.11.2017-0350

14. Dahlander, L., & Piezunka, H. (2014). Open to suggestions: How organizations elicit suggestions through proactive and reactive attention. *Research Policy*, 43(5), 812-827, http://dx.doi.org/10.1016/j.respol.2013.06.006.

15. Dos Santos Leitão, S., & De Domenico, S. (2015). Looking at organizational change through the construction and reconstruction of the underpinning values of the organization through interactions among stakeholders. *RevistaBrasileira de Gestão de Negocios*, 17, 959-986, doi:10.7819/rbgn.v17i55.2124

16. Engle, L. R., Lopez, R. E., Gormley, E. K., Chan, A. J., Charns, P. M., & Lukas, V. C. (2017). What roles do middle managers play in the implementation of innovative practices? *Health Care Management Review*, 42(1), 14-27, https://doi.org/10.1097/HMR.0000000000000090.

17. Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2020). The Influence of Transformational Leadership and Leader Attitudes on Subordinate Attitudes and Implementation Success. *Journal of Leadership & Organizational Studies*, 27(1), 98–111.

doi.org/10.1177/1548051818824529

18. Fernandez, S., & Rainey, H. G. (2017). Managing successful organizational change in the public sector. *Routledge*, 168-176, http://www.mcrhrdi.gov.in/91fc/coursematerial/management/19%20Making%20SUccssful%20Organization%20Change.pdf.

19. Giannoni, C., Alarcón, L. F., & Vera, S. (2017). Diagnosis of sustainable business strategies implemented by Chilean construction companies. *Sustainability*, *10*(1), 1-19 https://doi.org/10.3390/su10010082.

20. Gurdjian, P., Halbeisen, T., & Lane, K. (2014). Why leadership-development programs fail. *McKinsey Quarterly*, *1*(1), 121-126, https://d1wqtxts1xzle7.cloudfront.net/49568191/Why_leadership_development_programs_fail-libre.pdf?1476358635=&response-content-disposition=inline%3B+filename%3DStudy_case_from_McKinsey.pdf&Expires=1672484068&Signature=PHutFyirJdvxDBLENG84nYQlFDnfGmnsY6FrGGUwh359sVKwDMrNVtoraD0qFuIh-nFDq3tfXPteV~HmydazOO8Vnr1C20yoMuEYn09MThMQ3Ygxutzk9l-mHmKbIfhA0xEP1ICUQF9EvqL-NxJc4CCv4d8NL0ZV~m-onuQMXghebd6gPleS6GYzi93CxndRdPjx-YASUBWhIzxG4DYaNmUfvAvw~5GkEx1U~TvLeawm3LZKVwaadEKoZ~iLKbC60DOxXwgjVltJicxcR4CsnRD5niE8SrANOmpbzHo-EhDSXZt~o0GF0Xw2cJ674klfMf-4txuXHYsX3ojUYfQSFg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA.

21. Hénard, F., & Roseveare, D. (2012). Fostering quality teaching in higher education: Policies and practices. *An IMHE Guide for Higher Education Institutions*, *1*(1), 7-11, https://learningavenue.fr/assets/pdf/QT%20policies%20and%20practices.pdf.

22. Hourani, M. (2017). Conceptual frameworks for strategy implementation: A literature review. *Journal of Management Research*, *9*(3), 12-30, doi:10.5296/jmr.v9i3.11222

23. Jacobs, G., Van Witteloostuijn, A., & Christe-Zeyse, J. (2013). A theoretical framework of organizational change. *Journal of Organizational Change Management*, 772-792, DOI 10.1108/JOCM-09-2012-0137.

24. Karim, A., & Arif-Uz-Zaman, K. (2013). A methodology for effective implementation of lean strategies and its performance evaluation in manufacturing organizations. *Business Process Management Journal*, *19*(1), 169-196, http://dx.doi.org/10.1108/14637151311294912.

25. Kelly, J., Male, S., & Graham, D. (2014). *Value management of construction projects*. New York: John Wiley & Sons.

26. Köseoglu, M. A., Altin, M., Chan, E., & Aladag, O. F. (2020). What are the key success factors for strategy formulation and implementation? Perspectives of managers in the hotel industry. *International Journal of*

Hospitality Management, *89*(102574), 1-10, https://doi.org/10.1016/j.ijhm.2020.102574

27. Kossek, E. E., Hammer, L. B., Kelly, E. L., & Moen, P. (2014). Designing work, family & health organizational change initiatives. *Organizational Dynamics*, *43*(1), 1-19, doi: 10.1016/j.orgdyn.2013.10.007.

28. Lee, A., Thomas, G., Martin, R., & Guillaume, Y. (2019). Leader-member exchange (LMX) ambivalence and task performance: The cross-domain buffering role of social support. *Journal of Management*, 45, 1927-1957. doi:10.1177/0149206317741190.

29. Lewis, L. (2019). Organizational change. *Routledge*, 1-298, http://196.190.117.157:8080/jspui/bitstream/123456789/42367/1/78.pdf.

30. Lines, B. C., Sullivan, K. T., Smithwick, J. B., & Mischung, J. (2015). Overcoming resistance to change in engineering and construction: Change management factors for owner organizations. *International Journal of Project Management*, *33*(5), 1170-1179, http://dx.doi.org/10.1016/j.ijproman.2015.01.008.

31. Maiti, S., & Choi, J. (2021). Investigation and implementation of conflict management strategies to minimize conflicts in the construction industry, *International Journal of Construction Management*, *21*(4), 337-352, https://doi.org/10.1080/15623599.2018.1536964.

32. Mansaray, H. (2019). The Role of Leadership Style in Organisational Change Management: A Literature Review. *Journal of Human Resource Management*. 7. 18. 10.11648/j.jhrm.20190701.13.

33. Ofori, G. (2015). Nature of the construction industry, its needs and its development: A review of four decades of research. *Journal of Construction in Developing Countries*, *20*(2), 115-135, http://eprints.usm.my/41472/1/JCDC_20(2)_2015-Art._7(115-135).pdf.

34. Osman, H., & Kadri, A. (2022). Compliance and rhetoric in sustainability reports published by a Malaysian plantation company. *Pertanika Journal of Social Sciences & Humanities*, *30*(4), 1-22, doi: https://doi.org/10.47836/pjssh.30.4.22.

35. Parker, S. K., & Grote, G. (2022). Automation, Algorithms, and Beyond: Why Work Design Matters More Than Ever in a Digital World. *Applied Psychology*, 71(4), 1171–1204. https://doi.org/10.1111/apps.12241

36. Pham, L. T. M. (2018). Qualitative approach to research a review of advantages and disadvantages of three paradigms: Positivism, interpretivism and critical inquiry. *University of Adelaide,* 1-7, https://www.researchgate.net/profile/Lan-Pham-3/publication/324486854_A_Review_of_key_paradigms_positivism_interpretivism_and_critical_inquiry/links/5acffa880f7e9b18965cd52f/A-Review-of-key-paradigms-positivism-interpretivism-and-critical-inquiry.pdf.

37. Pryor, M. G., Anderson, D., Toombs, L. A., &

38. Humphreys, J. H. (2007). Strategic implementation as a core competency: The 5P's model. *Journal of Management Research*, *7*(1), 3-17.

38. Rodrigues, M., & Franco, M. (2019). The Corporate Sustainability Strategy in Organisations: A Systematic Review and Future Directions. *Sustainability*, *11*, 6214. doi.org/10.3390/su11226214

39. Shaw, E. K., Howard, J., West, D. R., Crabtree, B. F., Nease, D. E., Tutt, B., & Nutting, P. A. (2012). The role of the champion in primary care change efforts: from the State Networks of Colorado Ambulatory Practices and Partners (SNOCAP). *The Journal of the American Board of Family Medicine*, *25*(5), 676-685, https://www.jabfm.org/content/jabfp/25/5/676.full.pdf.

40. Shibeika, A., & Harty, C. (2015). Diffusion of digital innovation in construction: a case study of a UK engineering firm. *Construction Management and Economics*, *33*(5-6), 453-466, http://dx.doi.org/10.1080/01446193.2015.1077982.

41. Silverio-Fernandez, M. A., & Renukappa, S. (2021). Strategic framework for implementing smart devices in the construction industry. *Construction Innovation*, *21*(2), 1–29. https://doi.org/10.1108/CI-11-2019-0132.

42. Singjai, K., Winata, L., & Kummer, T. (2018). Green initiatives and their competitive advantage for the hotel industry in developing countries, *International Journal of Hospitality Management,* 75, 131-143. doi.org/10.1016/j.ijhm.2018.03.007.

43. Sivarajah, U., Kamal, M. M., Irani, Z., & Weerakkody, V. (2017). Critical analysis of big data challenges and analytical methods. *Journal of Business Research*, 70, 263- 286. doi:10.1016/j.busres.2016.08.001

44. Supramaniam, S., & Kuppusamy, S. (2021). "Impact of Emotional Intelligence on Organisational Performance: An Analysis in the Malaysian Public Administration" *Administrative Sciences* 11(3), 76. https://doi.org/10.3390/admsci11030076

45. Tawse, A., & Tabesh, P. (2021). Strategy implementation: A review and an introductory framework. *European Management Journal*, *39,* 1-40, https://doi.org/10.1016/j.emj.2020.09.005.

46. Teodorovicz, T., Cabral, S., Lazzarini, S., & McGahan, A. M. (2019). Organizational culture: Can it be a source of sustained competitive advantage? *Journal of Management and Governance*, *9*, 5–32.

47. Thomas, O. (2014). Change management and its effects on organizational performance of Nigerian telecoms industries: Empirical Insight from Airtel Nigeria. *International Journal of Humanities Social Sciences and Education*, *1*(11), 170-179, https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=9bc19e22f1da360969e15cbb515fbb616e30be0d.

48. Verweire, K. (2014). Strategy Implementation (1st ed.). Routledge. https://doi.org/10.4324/9781315849447

49. Yeong, M. L., Ismail, R., Ismail, N. H., & Hamzah, M. I.

(2018). Interview protocol refinement: Fine-tuning qualitative research interview questions for multi-racial populations in Malaysia. *The Qualitative Report*, 23(11), 2700-2713. Retrieved from https://nsuworks.nova.edu/tqr/vol23/iss11/7

50. Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Thousand Oaks, CA: Sage.

51. Zhang, M., & Fang, D. (2013). A continuous behavior-based safety strategy for persistent safety improvement in construction industry. *Automation in Construction*, *34*, 101-107, http://dx.doi.org/10.1016/j.autcon.2012.10.019.