

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**UUM**  
Universiti Utara Malaysia

**THE INFLUENCE OF ORGANIZATIONAL STRUCTURE, RESOURCES  
AND CULTURE ON PROJECT PERFORMANCE:  
A STUDY AMONG CONSTRUCTION FIRMS IN PENANG**

**SHAH NIZAM BIN OSMAN**



**UUM**  
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)  
UNIVERSITI UTARA MALAYSIA**

**January 2017**

**THE INFLUENCE OF ORGANIZATIONAL STRUCTURE, RESOURCES AND  
CULTURE ON PROJECT PERFORMANCE:  
A study among construction firms in Penang**

By

**SHAH NIZAM BIN OSMAN**



**UUM**  
Universiti Utara Malaysia

**Research Paper Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the Master of Science (Management)**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)

**SHAH NIZAM BIN OSMAN (811100)**

Calon untuk Ijazah Sarjana

(*Candidate for the degree of*)

**MASTER OF SCIENCE (MANAGEMENT)**

telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

**THE INFLUENCE OF ORGANIZATIONAL STRUCTURE, RESOURCES AND CULTURE ON PROJECT  
PERFORMANCE: A STUDY AMONG CONSTRUCTION FIRMS IN PENANG**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu  
dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered  
by the research paper*).

Nama Penyelia Pertama : **DR. DARWINA BT. HJ. AHMAD ARSHAD**  
(*Name of 1<sup>st</sup> Supervisor*)

Tandatangan :  
(*Signature*)

Tarikh : **02 JANUARI 2017**  
(*Date*)

## DECLARATION

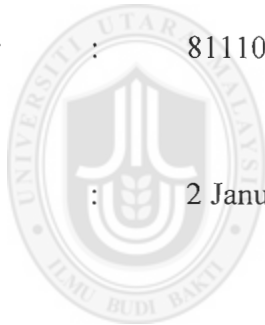
I declare that the thesis work described in this research paper is my own work (unless otherwise acknowledged in the text) and that there is no previous work which has been previously submitted for any academic Mater's program. All sources quoted have been acknowledged by reference.

Signature :

Name : SHAH NIZAM BIN OSMAN

Matric Number : 811100

Date : 2 January 2017



**UUM**  
Universiti Utara Malaysia

## PERMISSION TO USE

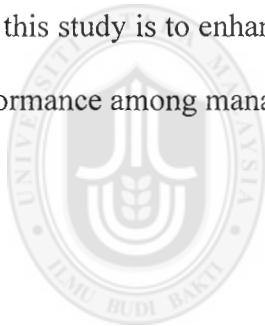
In presenting this research paper in partial fulfillment of a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may take it freely available for inspection. I further agree that permission for copying this research paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othuman Yeop Abdullah Graduate School of Business where I did my research paper. It is understood that any copying or publication or use of this research paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my research paper.

Request for permission to copy or to make other use of materials in this research paper in whole or in part should be addressed to:

**Dean of Othuman Yeop Abdullah Graduate School of Business –**  
**Universiti Utara Malaysia**  
**06000 UUM Sintok**  
**Kedah Darul Aman**

## ABSTRACT

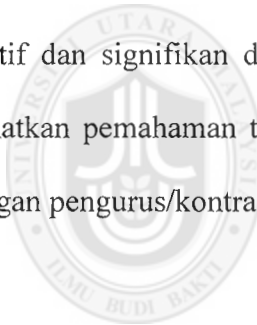
The purpose of this study is to investigate on the influence of organizational structures, resources and cultures on project performance among construction firms in Penang. A survey of a representative sample of 142 respondents was used in this study. This study is a quantitative method and the data from questionnaires were analyzed using Statistical Package for Social Science (SPSS) 22.0. Multiple regression analyses were performed to tests the hypotheses of the study. The findings confirmed that there were two hypotheses, organizational structures and cultures have a positive significant association with project performance. The primary contribution in this study is to enhance the understanding on the significant factors that influence on project performance among managers/contractors in construction firms in Penang.



UUM  
Universiti Utara Malaysia

## ABSTRAK

Tujuan kajian ini adalah untuk menjalankan siasatan terhadap pengaruh struktur organisasi, sumber dan budaya ke atas prestasi projek di kalangan syarikat-syarikat pembinaan di Pulau Pinang. Kaji selidik yang mewakili sampel seramai 142 responden telah digunakan dalam kajian ini. Kajian ini adalah kaedah kuantitatif dan data daripada soal selidik dianalisa dengan menggunakan Statistical Package for Social Science (SPSS) 22.0. Analisis regresi berganda telah digunakan untuk menguji hipotesis kajian ini. Keputusan kajian membuktikan bahawa terdapat dua pemboleh ubah tidak bersandar – struktur organisasi dan budaya organisasi yang mempunyai hubungan positif dan signifikan dengan prestasi projek. Sumbangan utama kajian ini adalah untuk meningkatkan pemahaman tentang faktor-faktor signifikan yang mempengaruhi prestasi projek di kalangan pengurus/kontraktor firma-firma pembinaan di Pulau Pinang.



Universiti Utara Malaysia



## ACKNOWLEDGEMENTS

Alhamdulillah, grateful thanks to Allah S.W.T for blessing me with an extraordinary strength, passion and patience throughout the journey of completing this research project.

My deepest gratitude to my supervisor, Dr Darwina Binti Ahmad Arshad of UUM for her openness, accessibility, inspirational supervision, constructive suggestions, guidance and advice throughout the study. She has enabled me to develop a better understanding of the subject. Working with her has certainly been a pleasant and rewarding experience. My acknowledgement also goes to all lecturers of College of Business, UUM for their thoughts, knowledge and contribution during the course. My heartfelt appreciation also goes to all my fellow classmates during the whole process of achieving our Master's degree, particularly those in my group. Their help, dedication, commitment, advice, and presence have made learning much more meaningful and exciting. The beautiful moments and memories of the time spent together will always be cherished and remembered for the rest of my life. I also would like to express my gratitude to all respondents for their involvement in this study. Without their sincere participations, this study will not be successful as today.

Finally, I dedicated this work to my family. There is no word to express my gratitude for the support that my wife, Siti Nazira Binti Shaik Harunal Rashid has given me. I could not complete this program without her endless love, patience, understanding and encouragement and also to my son Shah Luqmanul Haqem, thank you for always being on my side. My heartfelt appreciation also goes to all my family members especially to my parents. I pray to the Al-Mighty to grant every individual who has contributed to this research, bountiful of His everlasting guidance.

## TABLE OF CONTENTS

PAGE

### TABLE OF CONTENTS

### LIST OF TABLES

### LIST OF FIGURES

### ACKNOWLEDGEMENTS

### ABSTRACT

### CHAPTER 1: INTRODUCTION

1.1	Background of the Study	6
1.2	Problem Statement	8
1.3	Research Questions	12
1.4	Research Objectives	12
1.5	Significance of the Study	13
1.6	Scope of the Study	13
1.7	Definitions of Key Terms	14
1.8	Organization of Chapters	16

### CHAPTER 2: LITERATURE REVIEW

2.1	Introduction	17
2.2	Overview of Dependant Variable	19
2.3	Discussion of Independent Variables	20
2.4	Overall review of variables	37
2.5	Hypotheses Development	40
2.6	Research Framework	40

### **CHAPTER 3 :            METHODODOLOGY**

3.1	Introduction	42
3.2	Research Design	42
3.3	Population and Sampling	44
3.4	Time Horizon	47
3.4	Data Collection Technique	47
3.5	Data Analysis Technique	48
3.6	Summary	49

### **CHAPTER 4:            RESULTS & FINDINGS**

4.1	Introduction	51
4.2	Response Rate	51
4.3	Demographic Profile of Respondents	52
4.4	Data Screening	57
4.5	Factor Analysis	57
4.6	Reliability Analysis	59
4.7	Correlation Analysis	60
4.8	Multiple Regression Analysis	61
4.9	Conclusion	62

### **CHAPTER 5:            DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS**

5.1	Introduction	64
5.2	Summary of the Research	64
5.3	Expectations of Results	64
5.4	Limitations and Directions for Future Research	66
5.5	Recommendation	67
4.6	Conclusion	68

4.7	Correlation Analysis	60
4.8	Multiple Regression Analysis	61
4.9	Conclusion	62

<b>REFERENCES</b>	63
-------------------	----

<b>APPENDIX</b>	81
-----------------	----

### **LIST OF TABLES**

Table 1.1	Definitions of Key Terms	10
Table 2.1	Overall Review of Independent Variables	34
Table 3.1	Scale Measurement	41
Table 3.2	Organizational Structure, Resources and Culture Items	42
Table 3.3	Data Analysis Technique	44
Table 4.1	Sample Study Response Rate	46
Table 4.2	Demographic Profile Response Rate	47
Table 4.3	Firm Information	50
Table 4.4	Factor Analysis	51
Table 4.5	Summary of KMO, Eigevalues and Variance Variables	53
Table 4.6	Reliability Analysis	54
Table 4.7	Correlation Analysis	55
Table 4.8	Regression Analysis	56
Table 4.9	Summary of Hypothesis Testing	56

### **LIST OF FIGURES**

Figure 2.1	Research Framework	35
Figure 3.1	Research Design Flow	44

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

In a current business scenario, the construction firms have revolved a great significant challenge due to rapid development and execution of new products and services (Gan, 2000). In Malaysia, the major activities that contribute to the development of the economy growth are came from the residential, industrial, commercial and services sectors. Essentially, according to Jatarona, MdYusof, Ismail and Saar (2015),the Malaysian government is the major client for the construction industry in Malaysia. The projects mostly concentrate on the development of the basic infrastructure likes roads, dams, irrigation works, schools, houses,and other physical foundations. These projects are very useful to boost and sustain the standard of living of the nations. However,there are non-performing projectsreported due to poor management. Jatarona et al. (2015) claimed that in Malaysia, sick projects are reported at 235 in 2013 and 191 in 2014. Though there is the decrement of 20 percent in sick projects, but there is a need for company to systematically monitor the project performanceof the firm.

In 2015, the Malaysian National Budget 2015 has allocated RM770 billion in public projects, however the outcomes are yet unrevealed; thus it stimulates the negative perception from the investors on the public construction project in Malaysia as a whole. Besides, this sector is also reported low profitability and lack managementon training of staff as well as the research and development(Yong and Mustaffa, 2012). Limited trust, minimal cooperation and commitment,

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abdullah, F. (2004). *Construction industry & economic development: The Malaysian scene*. Penerbit UTM.
- Abdullah, F., Chai, V. C., Anuar, K., & Tan, T. S. (2004). An Overview On The Growth and Development Of The Malaysian Construction Industry.
- Abdul-Rahman, H., Wang, C., Wood, L. C., & Low, S. F. (2012). Negative impact induced by foreign workers: Evidence in Malaysian construction sector. *Habitat International*, 36(4), 433-443.
- Akintoye, A. S., & MacLeod, M. J. (1997). Risk analysis and management in construction. *International Journal of Project Management*, 15(1), 31-38.
- Alvarez, S. A., & Busenitz, L. W. (2001). The entrepreneurship of resource-based theory. *Journal of management*, 27(6), 755-775.
- Amit, R., & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic management journal*, 14(1), 33-46.
- Andersen, J. A. (2002). Organizational design: two lessons to learn before reorganizing. *International Journal of Organization Theory and Behavior*, 5(3), 4.
- Anderson, P. (1999). Perspective: Complexity theory and organization science. *Organization Science*, 10(3), 216-232.

Ankrah, N. A., & Proverbs, D. (2004, September). Treading the softer areas of construction management: A critical review of culture. In *20th Annual ARCOM Conference, Edinburgh* (pp. 551-558).

Arslan, G., & Kivrak, S. (2008). Critical factors to company success in the construction industry. *World Academy of Science, Engineering and Technology*, 45, 43-46.

Ashmos, D. P., Duchon, D., & McDaniel Jr, R. R. (2000). Organizational responses to complexity: the effect on organizational performance. *Journal of Organizational Change Management*, 13(6), 577-595.

Athey, S., & Stern, S. (1998). *An empirical framework for testing theories about complementarity in organizational design* (No. w6600). National Bureau of Economic Research.

Awil, A., & Aziz, A. R. A. (2012). International markets: Malaysian construction contractors and the stage theory. *Australasian Journal of Construction Economics and Building*, 2(1), 94-106.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.

Barney, J.B. (1986), "Strategic factor markets: expectations, luck, and business strategy", *Management Science*, Vol. 32 No. 10, pp. 1231-41.

Barney, J. B. (1997). *Gaining and sustaining competitive advantage*. Reading: Addison-Wesley.

Bartels, R. (1967). A model for ethics in marketing. *The Journal of Marketing*, 20-26.



Barthorpe, S., Duncan, R. and Miller, C. (2000) The pluralistic facets of culture and its impact on construction, *Property Management*, 18, 335-351.

Birnbaum, M. H. (2004). Tests of rank-dependent utility and cumulative prospect theory in gambles represented by natural frequencies: Effects of format, event framing, and branch splitting. *Organizational Behavior and Human Decision Processes*, 95(1), 40-65.

Blau, P. M. (1972). Interdependence and hierarchy in organizations. *Social Science Research*, 1(1), 1-24.

Bodley, J. H. (1994) An Anthropological Perspective, *Cultural Anthropology: Tribes, States, and the Global System*, <http://www.wsu.edu:8001/vcwsu/commons/topics/culture/culture-definitions/bodleytext>.

Brucker, P., Drexl, A., Möhring, R., Neumann, K., &Pesch, E. (1999). Resource-constrained project scheduling: Notation, classification, models, and methods. *European Journal of Operational Research*, 112(1), 3-41.

Burton, R. M., &Obel, B. (2004). What is an Organizational Design?. *Strategic Organizational Diagnosis and Design*, 43-85.

Byar, L. L. (1987). *Strategic Management Planning and Implementation: Concepts and Cases*. 2nd edition, Harper and Row Publishers, New York.

Chan, D. W., &Kumaraswamy, M. M. (1997). A comparative study of causes of time overruns in Hong Kong construction projects. *International Journal of Project Management*, 15(1), 55-63.

Cheung, Y. K. F., Rowlinson, S., & Jefferies, M. (2005). A critical review of the organisational structure, culture and commitment in the Australian construction industry.

CIDB (Construction Industry Development Board) (2000). Going Global: A strategic partnership of global builders: positioning Malaysia-India on global frontiers. CIDB, Kuala Lumpur, Malaysia.

Cleland, D. I. (2004). The evolution of project management. *Engineering Management, IEEE Transactions on*, 51(4), 396-397.

Conner, K. R., & Prahalad, C. K. (1996). A resource-based theory of the firm: Knowledge versus opportunism. *Organization science*, 7(5), 477-501.

Daft, R. L. (1998). *Essentials of organization theory and design*. Cincinnati, OH: South-Western College Publishing.

Dalton, D.R., Todor, W.D., Spendolini, M.J., Fielding, G.J. and Porter, L.W. (1980), "Organization structure and performance: a critical review", *Academy of Management Review*, Vol. 5 No. 1, pp. 49-64.

Damanpour, F., & Gopalakrishnan, S. (1998). Theories of organizational structure and innovation adoption: the role of environmental change. *Journal of Engineering and Technology Management*, 15(1), 1-24.

Deal, T.E. and Kennedy, A.A. (1982). *Corporate Cultures: The Rites and Rituals of Cooperative Life*. Addison-Wesley.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.

- Dennis, H. S., Richetto, G. M., & Wiio, O. A. (1984). *Information strategies: New pathways to management productivity*. Norwood, NJ: Ablex Publishing Corporation.
- Deshpandé, R., Farley, J. U., & Webster Jr, F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis. *The Journal of Marketing*, 23-37.
- Dillman, D.A. (1978), *Mail and Telephone Surveys: The Total Design Method*, Wiley, New York, NY.
- Drennan, D. (1992). *Transforming Company Culture*. McGraw-Hill, London.
- Dulaimi, M. F., Y. Ling, F. Y., Ofori, G., & Silva, N. D. (2002). Enhancing integration and innovation in construction. *Building research & information*, 30(4), 237-247.
- Duncan, R.B. (1976), "The ambidextrous organization: designing dual structures for innovation", *The Management of Organization Design: Volume, Strategies and Implementation*, Elsevier, New York, NY.
- Egan, J. (1998) *Rethinking construction*, HMSO, London.
- Egbu, C. O., Henry, J., Kaye, G. R., Quintas, P., Schumacher, T. R., & Young, B. A. (1998, September). Managing organizational innovations in construction. In *Proceedings of the 14th Annual Conference of the Association of Researchers in Construction Management (ARCOM)*, Reading (pp. 605-614). Lawrence Erlbaum Associates.
- El Louadi, M. (1998). The relationship among organizational structure, information technology and information processing in small Canadian firms. *Canadian Journal of Administrative Science*. 15, 180-199.

Ferrell, O. C., & Gresham, L. G. (1985). A contingency framework for understanding ethical decision making in marketing. *The Journal of Marketing*, 87-96.

Fey, C. F., & Denison, D. R. (2003). Organizational culture and effectiveness: can American theory be applied in Russia?. *Organization science*, 14(6), 686-706.

Fredrickson, J.W. (1986), "The strategic decision process and organizational process", *Academy of Management Review*, Vol. 11 No. 2, pp. 280-97.

Furrer, O., Sudharshan, D., & Thomas, H. (2001). Organizational structure in a global context: The structure-intangible asset portfolio link. *Valuation of intangible assets in global operations*, 334-354.

Furrer, O., Krug, J. A., Sudharshan, D., & Thomas, H. (2004). Resource-based theory and its link to the global strategy, structure, and performance relationship: an integrative framework. *International Journal of Management and Decision Making*, 5(2), 99-116.

Gagliardi, P. (1986). The creation and change of organizational cultures: A conceptual framework. *Organization studies*, 7(2), 117-134.

Gann, D. M. (2000). *Building innovation: complex constructs in a changing world*. Thomas Telford.

Gann, D. M., & Salter, A. J. (2000). Innovation in project-based, service-enhanced firms: the construction of complex products and systems. *Research policy*, 29(7), 955-972.

Germain, R., Dröge, C., & Daugherty, P. J. (1994). The effect of just-in-time selling on organizational structure: an empirical investigation. *Journal of Marketing Research*, 471-483.

Gerwin, D., & Kolodny, H. (1992). *Management of advanced manufacturing technology: Strategy, organization, and innovation*. Wiley-Interscience.

Grant, R.M. (1991), "The resource-based theory of competitive advantage: implications for strategy formulation", *California Management Review*, Vol. 2 No. 4, pp. 561-75.

Grant, R. M. (1995). Analyzing resources and capabilities. *Contemporary strategy analysis: Concepts, techniques, applications*.

Grossi, D., Royakkers, L., & Dignum, F. (2007). Organizational structure and responsibility. *Artificial Intelligence and Law*, 15(3), 223-249.

Gwinner, C. (2006). *5-point vs. 6-point Likert Scales One*. Retrieved from [http://www.infosurv.com/wp-content/uploads/2011/01/Likert\\_Scale\\_Debate.pdf](http://www.infosurv.com/wp-content/uploads/2011/01/Likert_Scale_Debate.pdf)

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.

Hage, J., & Aiken, M. (1967). Relationship of centralization to other structural components. *Administrative Science Quarterly*, 12, 72-91.

Hall, B. H. (1993). The value of intangible corporate assets: an empirical study of the components of Tobin's Q.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis*. vector (p.816). doi:10.1016/j.ijpharm.2011.02.019

Hall, R. (1992). The strategic analysis of intangible resources. *Strategic management journal*, 13(2), 135-144.

Hall, R. (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic management journal*, 14(8), 607-618.

Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., & Winter, S. G. (2009). *Dynamic capabilities: Understanding strategic change in organizations*. Wiley. com.

Hitt, M. A., Biermant, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of management journal*, 44(1), 13-28.

Hitt, M. A., & Ireland, R. D. (1986). Relationships among corporate level distinctive competencies, diversification strategy, corporate structure and performance. *Journal of Management Studies*, 23(4), 401-416.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review*, 50, 337-370.

Hofstede, G. (1984). The cultural relativity of the quality of life concept. *Academy of Management review*, 9(3), 389-398.

Hofstede, G. (2001) *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*, Sage Publications, London; Thousand Oaks, California.

Holt, G. D. (1998). Which contractor selection methodology?. *International Journal of project management*, 16(3), 153-164.

Horwitz, F. M., & Neville, M. A. (1996). Organization design for service excellence: A review of the literature. *Human Resource Management*, 35(4), 471-492.

Hunt, S.D. (2000), *A General Theory of Competition*, Sage Publications Inc., Thousand Oaks, CA.

Ingraham, P. W., & Donahue, A. K. (2000). Dissecting the Black Box 10 Revisited: Characterizing Government Management Capacity. *Governance and performance: New perspectives*, 292.

Itami, H. and Roehl, R.W. (1987) *Mobilizing Invisible Assets*, Harvard University Press, Cambridge, MA.

Jaafar, M., Ramayah, T., Abdul-Aziz, A. R., & Saad, B. (2007). Technology readiness among managers of Malaysian construction firms. *Engineering, Construction and Architectural Management*, 14(2), 180-191.

Jannatifar, H., Shahi, M., & Moradi, J. (2012). Assessing intellectual capital management by fuzzy TOPSIS. *Management Science Letters*, 2(6), 1991-2000.

John, G. and Martin, J. (1984), "Effects of organizational structure of marketing planning on credibility and utilization of plan output", *Journal of Marketing Research*, Vol. 21, May, pp. 170-83.

Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. *Econometrica: Journal of the Econometric Society*, 263-291.

Kanji, G. K., & Wong, A. (1998). Quality culture in the construction industry. *Total quality management*, 9(4-5), 133-140.

Kaplan, R. S., & Norton, D. P. (2004). Measuring the strategic readiness of intangible assets. *Harvard business review*, 82(2), 52-63.

Khandwalla, P. N. (1977). *The design of organizations* (Vol. 260). New York: Harcourt Brace Jovanovich.

Kroeber, A. L. and Kluckhohn, C. (1978) Culture: A critical review of concepts and definitions, *Papers of the Peabody Museum of American Archaeology and Ethnology, Harvard University*, 47, 1.

Krokosz-Krynke, Z. (1998, July). Organizational structure and culture: Do individualism/collectivism and power distance influence organizational structure. In *Accademy of business and Administrative Sciences, International Conference Proceedings* (pp. 13-15).

Lee, S. Y. (2009). *Impacts of Organizational Resources on Agency Performance: Evidence from Federal Agencies* (Doctoral dissertation, University of Georgia).

Lei, D., Hitt, M. A., & Bettis, R. (1996). Dynamic core competences through meta-learning and strategic context. *Journal of management*, 22(4), 549-569.

Lenz, R. T. (1980). Environment, strategy, organization structure and performance: Patterns in one industry. *Strategic Management Journal*, 1(3), 209-226.

Lyles, M. A., & Schwenk, C. R. (1992). Top management, strategy and organizational knowledge structures. *Journal of Management Studies*, 29(2), 155-174.

Lyonski, S., Levas, M., & Lavenka, N. (1995). Environmental uncertainty and organizational structure: a product management perspective. *Journal of Product & Brand Management*, 4(3), 7-18.



- Masrom, M. A., & Skitmore, M. (2009). The impact of contractor's characteristics in gauging level satisfaction. In *Proceedings of, CIRAIK2009, the 2nd Construction Industry Research Achievement International Conference*. Construction Research Institute of Malaysia.
- Matland, R. E. (1995). Synthesizing the implementation literature: The ambiguity-conflict model of policy implementation. *Journal of public administration research and theory*, 5(2), 145-174.
- McShane, S. L., & Glinow, M. A. V. (2003). *Organizational behaviour: Emerging realities for workplace revolution* (2 ed.). New York: McGraw-Hill.
- Memon, A. H., & Mohammad Zin, R. (2011). Resource-Driven Scheduling Implementation in Malaysian Construction Industry. *International Journal of Sustainable Construction Engineering and Technology*, 1(2), 77-90.
- Meyerson, D., & Martin, J. (1987). CULTURAL CHANGE: AN INTEGRATION OF THREE DIFFERENT VIEWS [1]. *Journal of management studies*, 24(6), 623-647.
- Miller, D. (1987), "Strategy making and structure: analysis and implications for performance", *Academy of Management Journal*, Vol. 30 No. 1, pp. 7-32.
- Miner, J. B. (1982). *Theories of organizational structure and process*. Chicago: Dryden Press.
- Mintzberg, H. (1979), *The Structuring of Organizations*, Prentice-Hall, Englewood Cliffs, NJ.
- Miraglia, E., Law, R. and Collins, P. (1999) What is culture?, *Learning commons*, <http://www.wsu.edu:8001/vcwsu/commons/topics/culture/culture-index.html> [15/01/04].
- Mitroff, I. I. (1983). Archetypal social systems analysis: On the deeper structure of human systems. *Academy of Management Review*, 8(3), 387-397.

- Mlinga, R. S., & Lema, N. M. (2000). Informal contractors in Tanzania: Their characteristics and reasons for informality. In *2nd international conference on construction in developing countries: Challenges facing the construction industry in developing countries*. Gaborone: Botswana.
- Moorman, C., Deshpande, R., & Zaltman, G. (1993). Factors affecting trust in market research relationships. *The Journal of Marketing*, 81-101.
- Morris, D. C., & Brandon, J. (1993). *Re-engineering your business* (p. 72). New York: McGraw-Hill.
- NurulAlifahJatarona, AminahMdYusof, Syuhaida Ismail, & Chai Chaang Saar (2016). *Public Construction projects performance in Malaysia*, Journal of Southeast Asia Research, Vol.2016 (2016)
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of Marketing*, 20-35.
- Nelson, R. R. (1991). Why do firms differ, and how does it matter?. *Strategic management journal*, 12(S2), 61-74.
- Noulmanee, A., Wachirathamroj, J., Tantichattanont, P., & Sittivijan, P. (1999). Internal causes of delays in highway construction projects in Thailand.
- Ofori, G. (2000, November). Challenges of construction industries in developing countries: Lessons from various countries. In *2nd International Conference on Construction in Developing Countries: Challenges Facing the Construction Industry in Developing Countries*, Gaborone, November (pp. 15-17). Wiley.

Olson, E.M., Slater, S.F. and Hult, T.M. (2005), "The performance implications of fit among business strategy, marketing organization structure, and strategic behavior", *Journal of Marketing*, Vol. 69 No. 3, pp. 49-65.

Oney-Yazici, E., Giritli, H., Topcu-Oraz, G., & Acar, E. (2007). Organizational culture: the case of Turkish construction industry. *Engineering, Construction and Architectural Management*, 14(6), 519-531.

Pennings, J. M., Lee, K., & Van Witteloostuijn, A. (1998). Human capital, social capital, and firm dissolution. *Academy of management Journal*, 41(4), 425-440.

Pettigrew, A. M. (1990). Longitudinal field research on change: theory and practice. *Organization science*, 1(3), 267-292.

Pfeffer, J. (1995). *Competitive advantage through people: Unleashing the power of the work force*. Harvard Business Press.

Poppo, L. (1995). Influence activities and strategic coordination: Two distinctions of internal and external markets. *Management Science*, 41(12), 1845-1859.

Porter, M. E. (1981). The contributions of industrial organization to strategic management. *Academy of management review*, 6(4), 609-620.

Pugh, D.S., Hickson, D.J., Hinings, C.R. and Turner, C. (1968), "Dimensions of organization structure", *Administrative Science Quarterly*, Vol. 13 No. 1, pp. 65-105.

Raftery, J., Pasadilla, B., Chiang, Y. H., Hui, E. C., & Tang, B. S. (1998). Globalization and construction industry development: implications of recent developments in the construction sector in Asia. *Construction Management & Economics*, 16(6), 729-737.

Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of public administration research and theory*, 9(1), 1-32.

Rajagopalan, N., Rasheed, A., Datta, D. K., & Spreitzer, G. M. (1998). A multi-theoretic model of strategic decision making processes. In *Strategic decisions* (pp. 229-249). Springer US.

Rameezdeen, R., & Gunarathna, N. (2012). Organizational culture in construction: an employee perspective. *Australasian Journal of Construction Economics and Building*, 3(1), 19-30.

Riley, M.J. and Brown, D.C. (2001). Comparison of Cultures in Construction and Manufacturing Industries. *Journal of Management in Engineering*. 17(3), 149-158.

Rivkin, J. W. (2000). Imitation of complex strategies. *Management Science*, 46(6), 824-844.

Robbins, P. S., & Coulter, M. (2005). *Management: International Edition*.

Robbins, S. P. (1990). *Organization Theory: Structures, Designs, And Applications*, 3/e. Pearson Education India.

Rooke, J. (2001) In: Tjihuis W. (Ed) Culture in construction - Part of the deal? *CIB Proceedings*, CIB Publication, 255, University of Twente, The Netherlands.

Ruekert, R.W., Walker, O.C. and Roering, K.J. (1985), "The organization of marketing activities: a contingency theory of structure and performance", *Journal of Marketing*, Vol. 49 No. 1, pp. 13-25.

Sablynski, C. J. (2012). *Foundation of Organizational Structure*.

Schumpeter, J. A. (1962). *Capitalism, socialism and democracy*. New York: Harper & Row.

- Sears, S. K., Sears, G. A., & Clough, R. H. (2010). *Construction Project Management: A practical guide to field construction management*. John Wiley & Sons.
- Serpell, A. F. and Rodriguez, D. (2002) Studying the organisational culture of construction companies: A proposed methodology, *In: Fellows, R. and Seymour, D. E. (Eds.) Perspectives on culture in construction*, CIB Report, 275.
- Sekaran,U.,&Bougie,R.(2010). *Research Methods for Business:A Skill Building Approach*(5<sup>th</sup> ed.) Wiley.
- Shanmuganayagam, V. (1993). Optimization of Resource Cost Based and Availability. *Construction Informatics Digital Library, Source: Http://Itc. Scix. Net*.
- Smircich, L. (1983). Concepts of culture and organizational analysis. *Administrative science quarterly*, 339-358.
- Steele, J., & Murray, M. (2004). Creating, supporting and sustaining a culture of innovation. *Engineering, construction and architectural Management*, 11(5), 316-322.
- Sveiby, K. E. (1997). *The new organizational wealth: Managing and measuring knowledge-based assets*. Berrett-Koehler Publishers.
- Talley, J. L. (2011). Decision Making in Organizations. *JLTalley& Associates Bloomingdale's*.
- Tatum, C. B. (1989). Organizing to increase innovation in construction firms. *Journal of Construction Engineering and Management*, 115(4), 602-617.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.

- Thompson, J.D. (1967), *Organizations in Action*, McGraw-Hill, New York, NY.
- Thompson, V. A. (1965). Bureaucracy and innovation. *Administrative science quarterly*, 1-20.
- Thorelli, H. B. (1986). Networks: between markets and hierarchies. *Strategic management journal*, 7(1), 37-51.
- Tijhuis, W. (Ed.) (2001) *Culture in construction - Part of the deal?*, CIB Publications.
- Tomer, J. F. (1987). *Organizational capital: The path to higher productivity and well-being*. New York: Praeger.
- Tushman, M. L., & Romanelli, E. (2008). Organizational evolution. *Organization change: A comprehensive reader*, 155, 2008174.
- Tversky, A., & Kahneman, D. (1986). Rational choice and the framing of decisions. *Journal of business*, S251-S278.
- Tversky, A., & Kahneman, D. (1992). Advances in prospect theory: Cumulative representation of uncertainty. *Journal of Risk and uncertainty*, 5(4), 297-323.
- Underdown, R. (2003). Organizational Structure. Retrieved September, 3, 2011.
- Walton, R. E. (1986). A vision-led approach to management restructuring. *Organizational Dynamics*, 14(4), 5-16.
- Waterman, R. H. (1993). *Adhocracy: The power to change*. WW Norton & Company.
- Weick, K. E. (1979). *The social psychology of organizing*.

Weick, K. E. (1987). *Organizational culture as a source of high reliability*. National Emergency Training Center.

Wernerfelt, B. (1989). From critical resources to corporate strategy. *Journal of general management*, 14(3), 4-12.

Yong, Y.C., &Mustaffa, N.E. (2012). Analysis of factors critical to construction success in Malaysia. *Engineering, Construction and Architectural Management*, 19(5), 543-556.

Winter, S. (1998). Knowledge and competence as strategic assets. *The strategic management of intellectual capital*, 165-187.



UUM  
Universiti Utara Malaysia