

The Conceptual Framework of Investigating Different Factors Impacting Construction Industry of Iraq: A Moderating Role of Organizational Culture

Alhamza Yassin Flaih Maeni, Faridahanim Binti Ahmad

Faculty of Engineering, School of Civil Engineering University Technology Malaysia, Johor Bahru, Malaysia, School of civil Engineering, Technology

ABSTRACT

Currently, construction companies are trying to increase their competitiveness by adapting to a changing business environment and investing in organizational culture and development programs in recent years, this work has spread around the world. To demonstrate this investment, it is important to provide evidence that the value of the stakeholders is adequately recognized to ensure that it yields the desired results and significantly improves performance. There is a growing awareness in the construction industry of the importance of stakeholders for companies to develop the skills and knowledge of their employees. Construction companies need new labor market stakeholders' factors to be more skilled, and workers already in the workforce are more skilled. This need is particularly evident in the construction industry, which is affected by technological change. A study on stakeholders' organizational culture needs in the construction industry conducted by the construction organizational culture directorate found that there is a lack of skills at the management level to achieve this if quality and productivity levels were improved. Additional organizational culture is needed to close the skills gap. Stakeholders are the most valuable asset in any organization, especially in the low-skilled industries and the construction industry.

KEYWORDS: *Construction Industry, Organizational culture, Stakeholders, Communications, Technological, Time & Cost Factors.*

1. Introduction

In order to become more competitive, construction companies are currently investing in organizational culture and development programs, adapting to a changing business climate, and changing their business practices (Saud, 2021). This work has been more widely known recently. To ensure that this investment produces the expected benefits and significantly enhances performance, it is crucial to show that the value of the stakeholders is appropriately recognized (Akhorshaideh & Lim 2021). The role of stakeholders in helping businesses improve the abilities and knowledge of their workforce is being increasingly recognized in the construction sector. Workers already employed are increasingly skilled, and construction enterprises need new labor market players variables to be more so (Ikediash). This need is particularly evident in the construction industry, which is affected by technological change (Dada et al., 2020; Adi et al., 2020). A study on stakeholder's organizational culture needs in the construction industry conducted by the Construction Organizational culture Directorate (2021) found that there is a lack of skills at the management level to achieve this if quality and productivity levels were improved. Additional organizational culture is needed to close the skills gap (Saud, & Pardi 2021). In the construction business, which is impacted by technological transformation, this need is particularly apparent (Dada Adi 2020). The construction organizational culture directorate conducted a study on stakeholders' organizational culture needs in the construction industry and discovered a lack of management-level capabilities needed to accomplish this if quality and productivity levels were increased.

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Stakeholders are the most valuable asset in any organization, especially in the low-skilled industries and the construction industry. An organization is often described as good as its shareholder factors (BhaTechnology in construction industry of Iraqi et al., 2020; Green et al., 2021). Organizations can achieve their goals only through their shareholder factors, and continuing education is now a way to preserve new growth and improve the performance of workers in the construction industry (Mselle, 2021). Tong Chun study also recognizes that well-educated and well-trained shareholder are essential for any organization to gain a competitive advantage. It is therefore very important that shareholder possess the skills and knowledge needed to make a company competitive and successful in the marketplace (Grin 2021). The company's official method of updating employee skills comes from an effective organizational cultural program. Organizational cultural factors are tools that can help a company develop and improve the skills of its employees while meeting its strengths, goals and objectives. Therefore, organizational culture needs have long been recognized in the construction industry as a key factor in helping organizations succeed and meet the needs of employees (Enshashi & Mohammed 2021).



Figure 1: Stakeholders (Enshashi et Mohammed, 2021)

Organizational culture is related to construction, retention and staff development, which significantly contributes to achieving the goals of the construction project (Tiksira and Perez, Odosami .2021). Organizational culture is responsible for developing professional, competent and competent people who help improve organizational performance and adapt to change. That is why some successful organizations spend a lot of money on organizational culture and development. However, some organizations tend to overtrain employees, or invest in organizational culture on the wrong employees. In the United States, about \$ 5.05 trillion is spent annually on formal organizational culture and between \$ 9.09 trillion and \$ 12.012 billion on non-formal organizational culture (Broad and Neustrom, 2020; Sekada, 2021). Therefore, experts are often aware that the first important step in planning and developing organizational culture programs is to identify the need for similar programs in the organization (Boidale, 2021; McGee and Theer, 2020). Companies want to improve organizational culture. This may be because companies have found that organizational culture can boost self-esteem, improve performance and productivity, and improve the morale and integrity of employees (Lane 2021). Continuing education is now a way to monitor new achievements and improve the performance of workers in the construction industry (Mselle, 2021). Therefore, organizational culture includes direct investor investment. Since organizational culture is a major benefit, companies should pay special attention to the current needs of their employees before they can be trained. To achieve this goal, companies need to identify the best and most effective ways to

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assess current skills and staff needs (Sega, 2021). There is a growing awareness that organizations and individuals benefit from organizational culture where organizational culture and development programs are based on appropriate analysis and aim to solve a real problem (Lin et al. 2020). It is the basis for recognizing the diversity of skills in an organization and is critical to the development of staff skills and knowledge (Husn, 2021; A. Anshasi and Mohamed, 2021). It is therefore highly recommended that all organizational culture and development programs be organizational cultural-based in order to be effective (MMIS, 2021). When determining the organizational culture needs of employees, it is important to assess the organizational culture needs of specific skills in a construction company. Those working in the construction industry, especially in management, need certain skills and knowledge to successfully achieve project objectives (Arshad, 2021).



Figure 2: Organizational Cultural Profile (Arshad, 2021)

Stakeholders' management is an important issue in project management because a project can be seen as a temporary community of adult stakeholders for something. Under the term, Freeman (2021) describes the project stakeholders as "individuals or groups of people who can influence the project", and describes the stakeholders in the organization as "everyone". The impact of the organization "policies". However, Rashid (2021) provides a broader definition of stakeholders', in R. Phillips (2021) identifies them as actors and / or influencers in the decision-making process. About the "Corporate Social Responsibility", where the consideration of ethical principles is emphasized, but also economic factors influence the implementation of the concept.

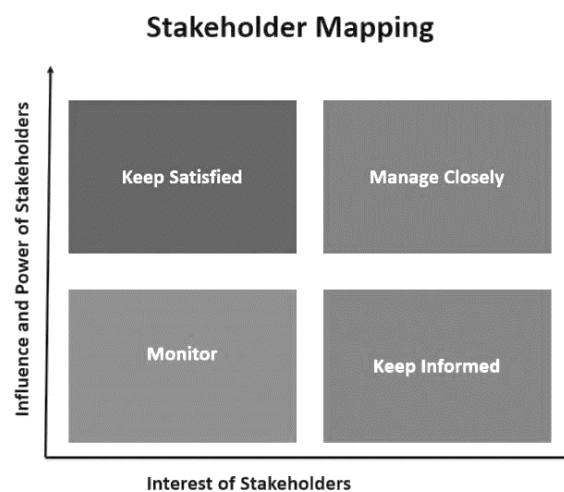


Figure 3. Stakeholder Mapping (Phillips, 2021)

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Major actors in this consortium of consumer construction projects, architects and contractors. Collaboration and teamwork between these partners often determine the overall performance of a construction project and assigns an important responsibility for the successful completion of the project. Stakeholders can be divided into internal partners, external partners, internal partners (such as employers, customers, suppliers, employees) who are directly involved in decision-making in the organization and external partners who are heavily involved in organizational activities (e.g. neighbors, local communities, the general public, local authorities). In construction, traditionally it focuses on internal partnerships of stakeholders', such as procurement and site management, while regulators and regulations related to institutional development relate to external partners as the function of government officials. A series of studies have been developed to find out how stakeholders management can be used in the construction industry. Olander (2021) Cleland and Ireland, (2021) have approved project details for managing project stakeholders in the following key areas that can be used as a guide to improve stakeholders management process. The process involves managing, organizing, organizing, mobilizing, directing and controlling the resources used by stakeholders to process the strategy through the following steps: stakeholder identification, data collection, job description, strengths and weaknesses, defining players' strategies, anticipating participatory participation. Use ethical and participatory strategies. Carlson (2021) describes a repetitive process with six steps for managing project stakeholders, which include initial planning, identification, analysis, communication, action, and monitoring. Elias et al. (2021) proposed eight steps to manage participatory processes, beginning with: mapping project stakeholders; Providing maps to well-known partners; Shareholder selection; Providing grille in front of the room; Conducting stakeholders' analysis at the transaction level; Provide partner management skills for research and development projects; Analyze the interaction of stakeholders' interactions.

Stakeholder Management



Figure 4. Stakeholder Management (Elias et al., 2021)

Tijhuis and Fellows (2020) noted that it is important to identify project stakeholders and to identify immediate concerns and anxieties that may affect the project. During the project, it is important to follow the stakeholder's management process because stakeholders' effects are dynamic and change over time (Olander, 2021). Analyze and manage existing research only at the beginning of the project or when the project is first encountered. Nash, Chinyio, Gameson, and Suresh (2020) point out that the strengths and interests of stakeholders are dynamic, so it is important to properly manage their liquidity for successful projects. simulation, etc. Since actors are dynamic, the choice and use of each actor's method or combination of methods must always be carefully considered (E.A. Chinyio & Akintoye, 2021). The problem with current participatory research is that when the impact of one or more partner's changes, the analysis and management process need to be reorganized and re-planned from scratch. A study by E.A.'s workshop Chinyio and Akintoye (2021) also found that the influence of stakeholders was not static, but dynamic. They suggested that there should be a circular scale on the stakeholders' side. The level of power and importance of participation may change over time (E. Chinio and Olomolaye, 2021). Therefore, in every project, it is important to monitor the stakeholders and their interests and need their dynamic feedback to prevent any negative impacts. Many authors

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have developed different partner analysis tools, but have not yet integrated them into a planning framework that can map project phases. Construction projects are subject to some of the most dynamic and predictable factors affecting construction success. Variations come from many sources, such as the work of various construction agencies representing the most important projects in the industry, the availability of resources, the availability of materials, environmental conditions, participation in foreign interests, contract relationships, design transactions, unknown site names, expanding project space and more. Since all these factors affect the success of any construction project, the global construction industry is experiencing difficulties. The most common problems are 4 delays due to lack of storage, late delivery, inefficient management system and many other situations that need to be identified. In Iraq, delays in construction are a major problem facing the construction industry, leaving a negative image of the construction industry. These negative results have encouraged many researchers (Asaf et al., 2020). to solve the problem of structural delay. Previous research has identified a number of barriers to construction, many of which have had a profound effect on the Iraqi construction industry. Bakr (2020) conducted an important study that used statistical analysis to determine the causes of delays in community projects, but did not consider the relationship between items and delays. As Iraq has experienced rapid growth in all types of construction projects, it is important to note that there are significant delays in the success of these projects. Therefore, this study identifies the effect and compares the severity of this feature with other factors of stakeholders. The study is estimated to identify problems that have contributed to the lack of building materials in the construction work. Identifying the source of the shortage can help control the impact of potential delays on the Iraqi construction industry. Technology in construction industry of Iraqi control of material shortages can lead to future project success due to Technology in construction industry of Iraq inventory and demand management, which naturally leads to Technology in construction industry of Iraq control of time and energy to complete projects. The current study contributes in diverse ways to the present body of expertise and knowledge in the field of construction in Iraqi companies. Therefore, this research will spotlight all the backlinks between stakeholders, communications, technological, time, and cost factors, and therefore, the study theoretical view is going to suggest a brand-new path for academic study by demonstrating organizational culture moderators. Moreover, the results of this research will be helpful in empowering employees in Iraqi companies to increase their level of understanding of their workers, inspire them, and gratify their needs to enhance their overall performance. In addition, the results of this research can serve as empirical proof that will guide the Iraqi construction industry in establishing their policies to achieve optimum Iraqi construction companies. Based on the discussion of the problem statement, three main research objectives are proposed.

- To recognize the positive impact of stakeholders on Iraqi construction industry.
- To analyze the positive impact of communication on Iraqi construction industry.
- To evaluate the positive impact of technology on Iraqi construction industry.
- To assess the positive impact of cost on Iraqi construction industry.
- To measure the positive impact of time on Iraqi construction industry.
- To calculate the positive impact of top management on Iraqi construction industry.
- To identify the positive impact of local authorities on Iraqi construction industry.
- To analyze mediating role of organizational culture on moderating the relationship between the Iraqi construction industry and stakeholders (consultants, clients, contractors, and employees?)

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2. Research background

Stakeholders Factors theory assumptions were initially made to analyze the underlying reason why firms exist to maximize profits, or even beer, to maximize property value (Argundona, 2020). Stakeholders' factors are "groups that organizations cannot exist without their support They are interested in organization and use force to please them (Johnson, Scholes, and Whiington, 2020). The term "refers to a person or group of people who are part of an organization or have an interest or interest in it" (Duke, 2021).

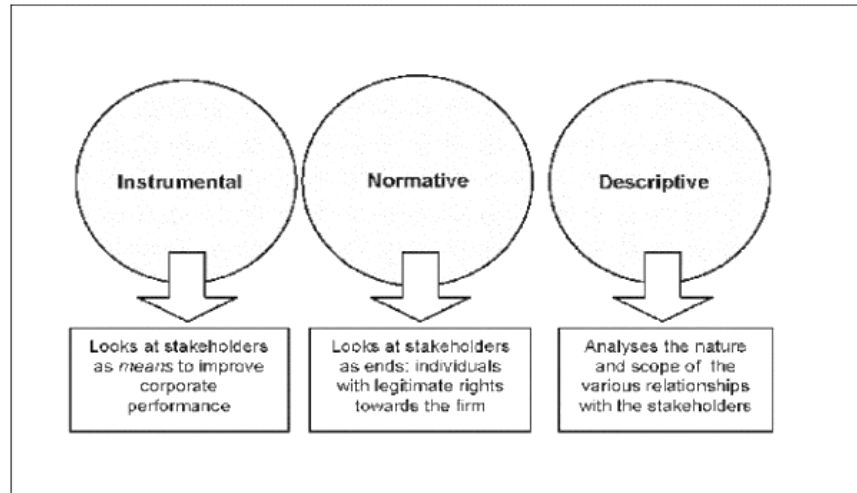


Figure 5. Stakeholder Factor Theory (Duke, 2021)

The author himself coined the term over time, taking into account the controversy over its emergence (Friedman and Myers, 2021; Wolf and Butler, 2021); About giving his opinions on four visions over the years; Internal and external rating (Bounds, York, Adams and Rene, 1994; stakeholders credit (Anderson, 1982); customer as initial stakeholders (Deft, 1992); partner fee model (Freeman, 1984; Josin, 2021 E Superstudios de Estudios (de swears la Empresa) (IESE) (2021) Stakeholders factors are divided into three levels: Entities, Contracts, and Conditions Those who enter into any formal agreement with the Company Participate and accept the people who play a role in it. Kerzner (2021) divides stakeholders' factors into three categories: financial (stakeholders, financial institutions or capital providers and lenders), products/markets (buyers, suppliers, competitors, unions, government agencies and local government committees), and regulatory (authorized authorities). Council (directors, staff and officers). He also said that efforts should focus on the best interests of all partners in the organization, not just some of them, because "all firms have partners" (Kirsner, 2020). Navarro (2021) in turn established the classification into two broad categories: internal, directly related to the company or organization, whether it is stakeholders' factors, partners, managers, unions, workers, strategic partners, etc.

Corporate Social Responsibility Theory

CSR is an idea that has evolved over time based on the perspectives of different authors: Atehortúa (2021) found discussion on the topic; by contrast, Hoffman (2021) and Frederick (1994) agree that modern CSR Dating back to 1920. In the 1970s, Friedman (Bower, 1995) suggested that businesses have only one social responsibility: to use their resources and to carry out activities that increase profits.

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Figure 6. CSR (Atehortúa ,2021)

Economic concept around company stakeholders. To this end, Carroll (1979) combines community aspirations in the fields of law, ethics, and justice. Freeman (1984), contrary to Friedman's statement, emphasizes that corporations also have a responsibility to all individuals affected or influenced by their activities to achieve their goals. Thus, the concept of CSR has evolved over time into future generations and characteristics.

Project Leadership Management Theory

Projects have their own characteristics that distinguish them from permanent organisations. These characteristics are included in Project Management, “Identifying project area, cost, and time as the three best opportunities to reap the benefits of project success” (Torres and Torres, 2020).

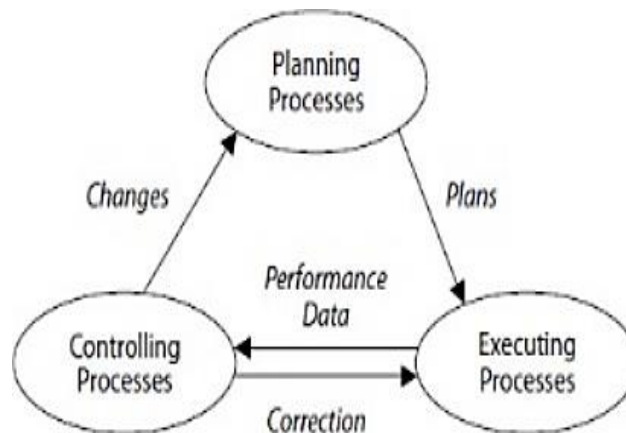


Figure 7. PMLT (Torres and Torres, 2020)

Access represents the delivery required by the customer or project owner, which basically means their consent; In addition, it “results in the cost and time required to implement” (Torres and Torres, 2020). This corresponds to the budget and specific commitments with the buyer or project owner. To meet this challenge, the project manager, who “works like any other” (Gary and Larson, 2021), must be involved: planning, scheduling, coordinating and controlling; Special features of the project features, such as managing simple, non-repetitive tasks, engaging (usually multidisciplinary) teams in response to project needs, through action dedicated to a defined lifecycle, and achieving the success of a performance objective (Cleland, 2021).

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Iraqi Construction Industry

The construction industry plays a major role in the development of the country. It contributes significantly to the development of the country and the national economy, with construction projects contributing about 10% of GDP to most developed and developing countries (Katumi, 2020; Bello, 2020; Okoie et al., 2020). Therefore, improving the efficiency of the construction industry will undoubtedly contribute to cost savings and economic growth. Many factors are used to evaluate the impact of a project, such as time, cost, quality, customer satisfaction and performance in the safety and health sector (Bello, 2020). However, price, time and quality are key factors in the success of a construction project (If, 2020; Abdulkarim et al., 2020). Project completion is an indicator of project success depending on certain factors in a given budget (Durdiev et al., 2020). However, the implementation of construction projects faces many obstacles and risks that limit its system and thus reduce its impact (Alinatve et al., 2020; Sovin and Chinda, 2020). As the construction industry operates locally and more widely, including foreign, consulting and contract management, it faces many challenges affecting its operations and development (Sepia et al., 2020). In general, aspects that affect project performance are responsible for project specificity, groups, and external conditions such as economic, political, and environmental changes (Sorosian, 2020; Rastogi and Trivedi, 2020).

Top Management

Ahmed et al. of. (2020) pointed out that the phenomenon of top management support refers to the material, financial, intellectual, documentary, human and other resources provided to the team for the successful completion and delivery of the project. Involvement and participation of senior management in the company's project activities is considered support for senior management (Tan et al., 2020). In fact, the lack of support from senior management is one of the most frequently reported obstacles to project success (McCom, Kennedy, Green, & Compton, 2021; Ali & Kid, 2020). However, Zwickel (2021) argues that the literature does not provide a comprehensive list of effective practices to support senior management. While it is important for project managers to have support, they need support from top management in organizations that support Ahmed and Ananthamula (2020) as they discuss how to get the support of project managers.

Local Authorities

The previous literature discusses the interaction between the construction product market and other economies. It is driven by the following economic factors: income, inventory, population, creditworthiness, interest, housing prices, including arrears, probability of the following view (Mulbauer, Murphy). 2021; Bellas et al. 2020). The importance of economic structure has led governments to focus on sector efficiency by regulating markets, related markets (including financial markets) and policies (such as energy policy). The financial sector contributes significantly to the economy by financing construction investments within debt needs (this was the purpose of the financial crisis that began in 2021).

Stakeholders

(Contractor, Consultant, Client, and Employees) Stakeholders factors can be divided into internal and external partners. Internal partners are those who are directly involved in decision-making in the organization (e.g. employers, customers, suppliers, employees), and external partners are considered. Event planning (eg neighbors, local community, community, local authorities). In construction, there has been a strong focus on internal relations with stakeholders, such as domain acquisition and management, while building and building development laws and regulations have given public relations a significant impact on external relations to some extent (Atkin and Skitmore, 2021).

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Communication

The construction industry is economically viable and its relationship to economic development is well documented. Numerous studies (Tufial, 2021) have discussed the role of the construction sector in national economic development. The construction industry includes planning, construction, modification, repair and demolition, as well as engineering and other buildings. For a country to be stable and stable, it must focus on its production, the statement said. Building is a complex multiplayer project that requires collaborative analysis and data transfer. Communication is therefore a strategic concept.

Technological

The construction technology industry is a major force in the global economy and is a major source of production and employment. However, despite its importance, the industry has done very poorly from 2021 to 2020, when construction and construction technology companies lagged behind the S&P 500 post-investment (ROIC) and EBIT-based profits as a whole. Both exercise and immune system (EBITDA). High sales, low productivity and slower technology helped delay stability and prices even after the 2021 financial crisis. As the entire industry struggles, our analysis of more than 1,000 international companies shows that certain factors identify those who make them. Get or save top-quarter results. In this report, we combine industry trends with information collected about the most efficient companies to identify future success strategies in the construction technology industry. Understanding and validating the operating characteristics of winning companies is important because the company strives for success and success in the next phase. The construction technology industry not only accounts for 14% of the world's gross domestic product, but also promotes broader economic growth and job creation. The categories of housing, commercial, infrastructure and industry include the cost of underdevelopment, construction equipment, upgraded lighting and cooling systems, skilled and unskilled workers and more. The industrial value chain comprises suppliers, manufacturers and service companies in seven categories.

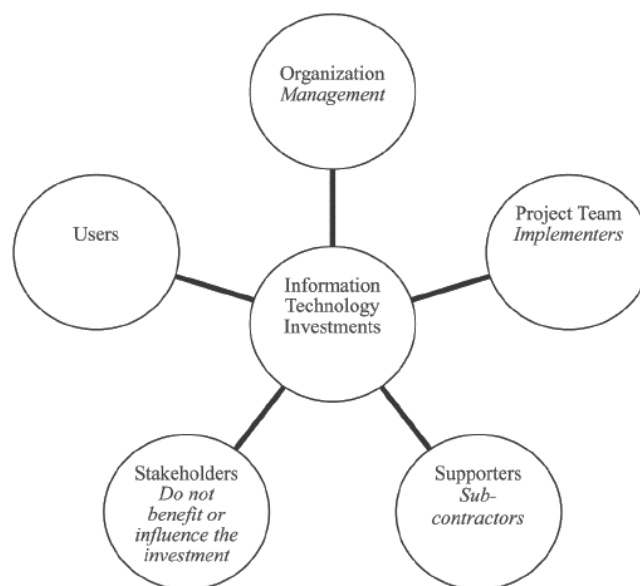


Figure 8. Technological Factor (Azhar, 2021)

Time in the construction industry plays an important role in the economy because it requires the production of goods and services from other related industries. Time in the construction is also critical to achieving national social and economic development goals such as housing, infrastructure and employment. According to a book review, Time in the construction work affects almost every aspect of the economy, and the industry is one of the key drivers of economic growth, especially in

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developing countries (Eve and Grunberg 2021; Hillebrand 2021; Genesis 2021; 2021; Khan 2021; Oladinrin et al. al. 2020; Langlova 2020).

Costs In the construction industry, it is important to control the cost of the project to ensure that construction costs are within budget. Therefore, project cost management must be maintained within the allocated budget. The Institute for Project Management (2021) defines project management as “the use of knowledge, skills, tools and techniques of project work to meet project needs”. As the size and complexity of projects grows, projects become more scientific and organized. This is because a project needs to integrate and integrate individual and other visible components under four basic factors, cost, time and quality.

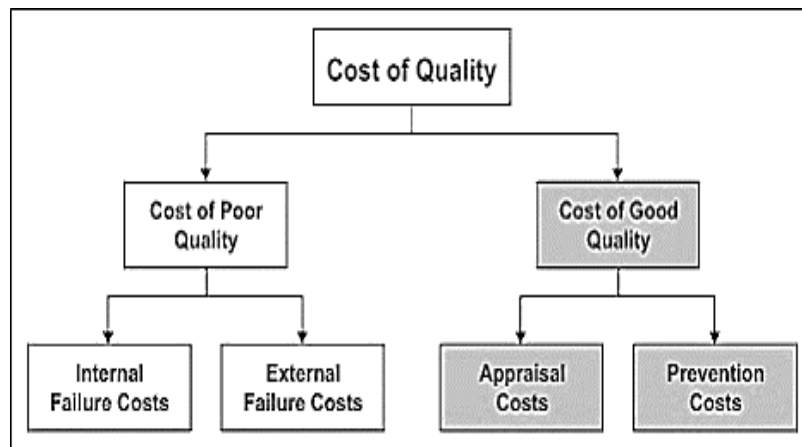


Figure. 10 Cost Factor

Moderating

Organizational Culture is a unique research topic in management science, and the field of study never loses its reputation, in terms of its influence on the differences in different positions within the organizational structure. Organizational culture has always been considered an important factor in organizational life that requires study and research that enhances its impact in achieving organizational goals. In the literature, studies showing a link between company culture and organizational efficiency point to questioning the acceptable relationships accepted by different definitions of organizational efficiency in different forms of organizational culture. The identification of novel context variables that provide this link between organizational culture and organizational influence can have a significant impact on the tested relationship. Culture is an example of the rules, values, beliefs and behaviors that

3. Methodology

The theoretical framework includes the concepts, their relationships, and the theories that underpin the concepts and relationships. The theoretical framework aids researchers in determining the theoretical attitude from which various concepts can be linked (Trochim, 1999). The merger of three well-known and widely accepted theories forms the foundation of this study's framework and relationship among the selected variables.

Van Denberg and Wilderm (2021) Describe organizational culture as a common way of organizing work in organizational units that can be separated from one another. In project management, the most important aspects of success that have been explored include management support, communication, communication, participatory participation and decision making all of which can be considered. The "cultural" aspects related to the behavior and aTechnology in construction industry of Iraqitudes of stakeholder's factors during the project submission process. In fact, these factors have also been identified in the management and ethical literature of the organization as decisions on the formation

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of an organizational culture (Zhairk, 2020). Therefore, the current study has chosen a work-based approach to defining the organizational culture of a project, based on the explanations provided by Kostova (2020) and Van Denberg and Welderm (2021) as follows: The aTechnology in construction industry of Iraqitude or behavior of project stakeholders' factors is a common exercise. ideas, are somehow helpful in explaining or solving problems during work. From this cultural definition, the behavior of project stakeholders' factors is a key factor determining the culture of a project organization. Cultural tensions are believed to create tensions in stakeholders' factors' behavior, which can lead to misunderstandings between the parties involved, leading to conflict and resentment between stakeholders' factors in the construction project. Therefore, the ethical standards of project stakeholders' factors in measuring cultural art objects are expected to be assessed. The measures are widely used to describe the culture of an organization because they reflect the values being assessed for their flexibility. In order to determine the organizational culture of each project, it is necessary to investigate the sources of these values. Cultural factors are the root of fundamental problems in which a group of people have to identify or find solutions. Pinto (2021) identified four ways in which organizational culture influences project management. First, it affects how it relates and contributes to the achievement of project objectives. Second, in directing project objectives and other competitive objectives, culture influences the level of staff commitment to project objectives. Third, organizational culture influences the project planning process, in which the work or resources assigned to a project are expected. Finally, culture influences how managers evaluate project team performance and how they present project outcomes. Therefore, when assessing the extent of organizational culture in construction projects, it can be said that the initial tests that project stakeholders' factors go through during project launch are a useful source of information. Then, the organizational model of the organization was revised to refine the list of cultural art objects. In view of determining the culture of the project organization, it is proposed to define the culture of the project organization by the behavior of the parties involved in the project process through these technical structures. Although there are different project stakeholders factors (e.g. owners, users, clients, designer consultants, managers and contractors), the intended artistic artwork is an ongoing collaboration between key members (e.g. clients, managers and contractors). It happens or it happens. Therefore, in this study, the project organization identified these three key project partners as people involved in cultural change at the project level.

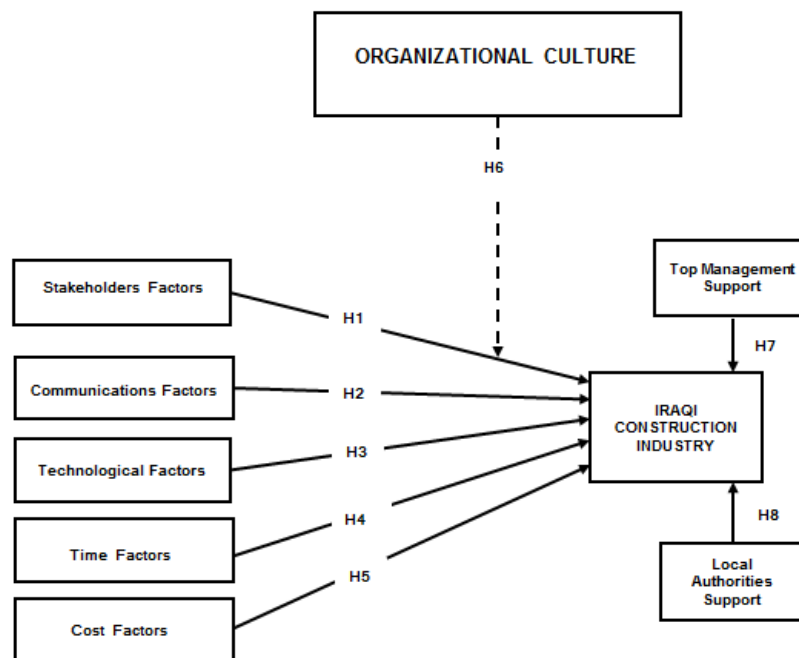


Figure. 11. Conceptual Research Framework

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2.1 Hypotheses Development

According to Born and Walker (2021), the benefits of project stakeholders management encourage the use of effective project management to limit collaborative activities that may adversely affect the project, as well as help project teams achieve project goals. Helping to capture opportunities to support stakeholders' factors. Happiness. This is because stakeholder managers aim to access different perspectives on different partners, improve communication between partners and articulate their needs (Iang et al. 2021). Linn et al. (2021) defines stakeholder management as "effective working relationships". In participatory management, scientists Carlson (2021) and Bourne Walker (2021) have different forms, but both focus on management tasks involving stakeholders' factors. These activities include, but are not limited to: partner identification, partner data collection, stakeholders impact analysis, partner interaction, and strategic development. The definition of "personal management" can be combined as: identification, analysis, communication, decision-making and all other types of participatory activities (Iang et al., 2020).

H1 Stakeholders have a positive influence on Iraqi construction industry.

Communication works best when the recipient understands the information provided by the sender. At each stage of the structural life cycle, information (by diagrams, features, notes, books, notes, models, catalogs, instructions for use and images) should be stored, retrieved and transmitted. Technology in construction industry of Iraq. The Iraq manufacturing sector operates and excels in policy formulation and implementation. Approximately 3% of GDP. Construction work is the fourth largest after agriculture, construction and services. In terms of value, the construction industry contributes RM 3 million a year (Rohail, 2021). This is 100 percent more than the 58,320 shares of 58,320 RM in 2021. In 2021, it employed about 1,015.9 million (or 8 percent) of all employees [5]. The construction industry is owned by more than 60% of the private sector. About 85% [of 22,140] businesses / institutions in 2020 made R16.2 billion with annual revenue of less than R5 million. These figures show that the industry is dominated by subcontractors / specialists. However, despite the strong performance of the Iraq manufacturing sector, it also faces a number of issues such as health and safety problems, delays, low profit margins, low employment rate, rising costs, shortage of skilled workers, disputes, small research investments and more. As well as development and work habits, poor maintenance. For example, an analysis of 359 projects showed that only 46.8% of public sector projects and 37.2% of private sector projects were completed within the budget (Jahdri, 2021).

H2 Communication has a positive influence on Iraqi construction industry.

Answer the question "Why can construction companies focus on technology transfer (technology in construction industry of Iraq)?" it was previously found that technology in construction industry of Iraq could increase the company's competitive advantage (Bonn & Osborne 1989; Porter 1980). In addition, technology in construction industry of Iraq is an important component of economic development (e.g. Mansfield 1968; Schumpeter 1928) and social development (e.g. Foster 1962; Merrill 1972) and social protection (e.g. ChaTechnology in construction industry of Iraq and Iris 1981; Dailight and Mall).) is important. 2021; Rogers 2020). In addition, the various challenges that society currently faces, such as demographic change, rapid urbanization, climate change goals, and maintaining a high standard of employment, must be intensified in the construction sector (Bregge et al. 2020). Thanks to these drivers we are growing the need for housing and buildings. These factors, particularly urbanization, have enabled the global construction industry to reach a record \$ 1.139 trillion at DeloitTechnology in construction industry of Iraq in 2020. As a result, TECHNOLOGY IN CONSTRUCTION INDUSTRY OF IRAQ in the construction industry is expected to grow significantly over the next decade. Swedish producers have responded to the social challenges mentioned above by creating an industrial style, commonly known as Industrial Housing (IHB) (Johnsson and Meiling 2021). The aim of these IHBs is to facilitate the complete delivery of business to different forums (Jansson et al. 2020; Johnsson 2020). However, the development of international

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IHB lags behind what has been achieved in Sweden. Therefore, the Swedish company IHB sees the IHB platform as a competitive advantage as it enters new markets. This is a new approach because construction projects are different because each project is governed by a complex set of requirements defined by specific regional and state conditions (e.g. Kiviniemi and Fischer 2021). In other words, understanding complexity is often a prerequisite for construction companies to succeed in new markets. The technology provided by IHB Corporation is a production platform that provides a high level of content, process and predictable supply chain. This allows companies to offer housing in selected markets (e.g. Jansson et al. 2020; Johnson 2020), while suspensions are essential for managing complex and uncertainties related to different industries. The forums of some IHB companies are ready for technology in construction INDUSTRY OF IRAQ as they have reached a milestone in development and customization. Therefore, construction companies can gain competitive advantage by investing in such new technologies, especially as product platforms are often overlooked in the construction industry (Goodier and Pan 2020). Although TECHNOLOGY IN CONSTRUCTION INDUSTRY OF IRAQ conducted research in existing areas (e.g. Bakuli 1994; April 1994; Devapriia and Ganesan 2021; Ganesan and Kelsei 2021; Varunakun and Stewart 2021), the focus was on the transfer of knowledge and skills to developed countries and management. Not technically. automatically.

H3 Technology has a positive influence on Iraqi construction industry.

According to Ramley (2021), cost management in the construction industry is less efficient than time management. The project cost management categories include project resource planning, cost budgeting, cost management, and cost estimation. The two most important aspects of cost management are financial management and project accounting. It should determine the estimated final cost and take into account future cost estimates including location, time and quality. Cost increases are a major problem in project development and are a common feature in the construction industry. It is common for construction projects to be expensive, over budget and over budget. Uncontrolled spending will increase investment pressures, increase project costs, affect investment decisions, worsen national taxes, and lead to corruption or crime. Therefore, it is important to identify the factors that cause the increase in costs in order to prevent and reduce complications. "Project management is one of the most important aspects of the life cycle and can be regarded as one of the most important processes of the project and the driver of project success" (Azhar et al., 2021: 7). Guido and Clementes (2021) define cost representation as an effective project management approach that is widely accepted in literature and industry. Realized value analysis (EVA) is used to evaluate the cost effectiveness of various projects. Cost management, cost estimation and cost budgeting are three processes related to other related costs and other components of a construction project. In addition, Guido and Clementes (2021) noted that cost-effectiveness analysis consists of four cost-related metrics, which are used to evaluate project cost effectiveness. This metric is used to assess whether a project is progressing between budget expenditures or to meet actual costs. The four cost-related steps are TB (total budget expenditure), CBC (total budget expenditure), CAC (total expenditure) and CEV (total revenue). Typically, costs are estimated before the start of a project to be saved in the cost budget. A project may require more than one person and may occur more than once in the life of a project, depending on the complexity of the project. This can be very simple or very difficult when it comes to managing project costs. In project management, the needs of project partners should also take into account project costs (Gido and Clementes, 2021). He called for a comprehensive study of construction costs, saying "construction cost research covers the use of economic strategies and skills in construction activities." In addition, it aims to make full use of available resources and to increase the growth rate of construction projects more effectively. Cost evasion is a very common occurrence facing many projects in the construction industry. Costs increase when the final cost or final cost of a project exceeds the estimated actual cost, Avots (1983). Angelo and Reina (2021) point out that rising costs are one of the major problems facing the

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construction industry. This problem can occur in both developed and developing countries. This problem is very serious and more research is needed to reduce this problem. Researchers have found that many factors contribute to rising costs in the construction industry.

H4 Cost has a positive influence on Iraqi construction industry.

According to Hilbront (2021), Time in the construction industry is a complex economic sector that includes a large number of stakeholders factors and broad links to other areas of work such as manufacturing, construction, energy, finance, labor and equipment. The industry can integrate human and material resources and use them to improve and maintain housing and infrastructure to improve local employment and increase economic efficiency (Anaman and Amponsa, 2021).

H5 Time has a positive influence on Iraqi construction industry.

The results of research into senior management support show conflicting relationships, as senior managers play a key role in project implementation and project objectives (Kortko, 2020; Yun, Wang, Wang, Bai, & Cheng, 2020). Ahmed and Ananthamula (2020) discuss how the role of senior managers in projects affects customer behavior. They found that customer needs ideas and project outcomes directly influenced organizations' perceptions of themselves. This understanding and listening to what is being done increases when senior management performs well and supports the project team. In the role of senior management, which is widely considered to support the senior management of each company, business culture is important because it lacks project knowledge and other aspects of the project. Using these risks can be challenging.

H6 Top management has a positive influence on the Iraqi Construction industry.

The most important daily public service falls under local government. These include: family registration and accommodation. the establishment and management of child care centers, kindergartens, primary and secondary schools, libraries, halls and other similar facilities; the establishment, maintenance and management of wastewater treatment plants, water supply and sanitation facilities; development and improvement of roads and parks; Police and firefighters. Local governments play a vital role in the development of the general public and in the preservation and improvement of people's lives.

H7 Local authorities have a positive influence on Iraqi construction industry.

Organizational culture is defined as “the common philosophies, ideologies, values, ideas, beliefs, expectations, practices, and rules that hold organizations together.” Robbins [2] describes it as “a general concept held by members of the organization; a common-sense system”, while George and Jones (2021) describe it as “informal value design”. allowing people in the organization to control and groups that interact with each other and with parties outside the organization” (2021). An example of shared values and beliefs that help individuals understand that how the organization operates provides them with standards of behavior within the organization. Members constantly their work environment and its descriptive aspects, and how they are shaped, from the culture of the organization and the values included. The concept of organizational culture has been a major topic of management research since the mid-1980s. One of the most influential functions is organizational culture and leadership model developed by Sheen (1985). Organizational culture is defined as a paTechnology in construction industry of Iraqern of basic ideas - acquired, researched or developed by a group while learning to deal with its external programs and internal integration issues - that work well and are considered successful. It is possible, and that is why it is taught. New member as a proper way to understand, think and hear these stories (Schein 1985). When we look at concepts, this definition shows that when we consider culture, we are faced with an indirect sense of how to indirect or explicit behavior. A “powerful” culture is one in which clear, unambiguous, inclusive ideas are created and are resistant to change. Similarly, Cole (1997) views culture as a two-

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dimensional set of "shared values, values, and beliefs in an organization." At first glance, an influential culture that manifests itself in organizational structures and "authority" and communication. Underneath the face is a stable culture that values management and staff. In addition, Sirumich (1983) describes the OC as a social conflict involving members of an organization. It reflects the views, values and beliefs of the community shared by the members of the organization. These values or paTechnology in construction industry of Iraqerns of belief are expressed through figurative devices such as myths, traditions, stories, anecdotes, and professional language (Summersich 1983). Shane (1985) also pointed out that working in an organization can have many cultures: management culture, business-based culture in the field of work, group culture based on proximity and work culture based on mixed experience categories. "If all these organizations share the same important history," the whole organization will have the same culture. Therefore, organizational culture has many important functions. First, it gives members of the organization a sense of self-worth. Second, it is easier to commit to something bigger than you. Third, improve system stability. Fourth, organizational culture is a way of constructing meaning that guides and shapes the behavior of members (Peters, Waterman 1982; Hofstede 2021; Alas et al. 2021). A good and consistent OC can have a positive impact on the performance of the individual and the organization in relation to environmental factors (Denison 1990). In addition to these recommendations, research into the relationship between organizational culture and performance has been strengthened (Denison 1990; Ankrah, Langford 2021; Cheung et al. 2020). In architecture, Bresson and Marshall (2021) use a set of cultural terms to describe the success of a business in real estate organizations. Leo (1999) found that through a culture-based organizational culture, job satisfaction for real estate agents can be enhanced by organizational culture: 1) community-based, 2) group-focused, and 3) supporting and emphasizing flow. of freedom of information. However, there is no mention of the impact of culture on organizational performance. Ankara and Langford (2021) describe the organizational culture of factories and building institutions. Different cultural sizes help define conflicting areas in construction contracts. However, significant responses from other key stakeholder groups, such as surveys and engineering consultants and subcontractors, were not read. Using the Organizational Cultural Assessment Tool (OCAI) developed by Cameron and Quinn (1999), Zhang and Liu (2021) have proposed a practical model for the effect of analyzing the cultural profile of a Chinese construction industry organization. Based on a study by a Dutch contractor, Caerteling et al. (2021) found that dynamic and intelligent entrepreneurs prefer modern policies to manage their business. The research by Cheng and Liu (2021) also highlighted the important link between the successful implementation of TCM and the international culture of construction firms. Recently, Ozorhon et al. (2021) The effectiveness of international joint ventures (IJVs) is influenced by the corporate culture of the participating companies. Overall, these studies show that efficiency in organizations is the result of successfully translating values and beliefs into policy and practice. Although the OC assessment tools used in the above studies have not been significantly improved, outcome studies have found a strong correlation between OC and performance. However, the nature of this relationship in the context of architecture is irrelevant and requires further research. The use of metrics to evaluate organizational performance is very common (Xiao, Proverbs 2021). In construction, adherence to time limits, costs and quality is often used as a key indicator (Xiao, Proverbs 2021). In 2021, the Working Group on UK KPIs developed Key Performance Indicators (KPIs), which have become the most commonly used performance measurement framework. Under KPIs, the performance of the construction industry is assessed in a number of ways, including: (1) profit, (2) production, (3) return on investment, (4) residual value return, (5) interest return, (6) return on investment financial, (7) disclosure level, (8) recurring transactions, (9) financial delays, (10) account retention time. Despite their popularity, KPIs appear to be very useful in project impact assessments (Kagioglou et al., 2021). In addition, the impact should be assessed not only on the basis of achieving equitable benefits through segregation, but also on the basis of contractors' success in continuing to improve performance, such as dealing with risks and their consequences.

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Wong et al. 2021) and generate new ideas (Kagioglou et al. 2021). Therefore, Bailis et al. (2021) Significant comparisons of the strengths and weaknesses of a number of structural performance measurement systems, including KPI, the European Foundation for the Improvement of Quality Management Models (EFKM) and the Balanced Scorecard (BSC). They suggest that the BSC framework developed by Kaplan and Norton (1992) provides a comprehensive impact assessment beyond the project level. Muhammad (2021) pointed out that the word "balance" in the BSC emphasizes the immutable and unbreakable elements that represent the company's core values. The score card systematically records the results and indicates the successful implementation of appropriate strategies for achieving short-term and long-term goals (Amaratunga et al., 2021). The structure of the BSC allows the organization to communicate and communicate important values and strategies (Mohamed 2021). According to Kaplan and Norton (1992), organizational performance can be measured using four strategic metrics: finance, customer, internal business processes, and learning and development. In the field of construction, several studies have used the Balanced Scoreboard (BSC) to evaluate the performance of construction organizations (Kagioglou et al. 2021; Mohammad 2021; Lo et al. 2021). For example, Muhammad (2021) used the BSC method to develop performance indicators for structural safety. Four strategic steps have been proposed to assess the integrity of the organizational structure: (1) management, (2) performance, (3) clients, and (4) organizational culture. Based on a study conducted in the United Kingdom, Cagioglo et al. (2021) suggested that the effectiveness of construction projects be assessed in terms of financial topics, internal business processes and client perspective. The Bachelor's Framework for Holistic Behavior covers the process of "innovation and learning". Therefore, four key performance indicators of the construction organization were used in this study: finance (FIN), internal business process (IBP), customer (CUS), and innovation and organizational culture (INL).

H8 Organizational culture has a positive influence on moderating the relationship between the Iraqi construction industry and stakeholders (consultants, clients, contractors, and employees).

4. Research Future Work

Data will be gathered using a hybrid strategy that combines two methodologies in order to evaluate the suggested conceptual model's validity. The first one consists of semi-structured interviews with a few construction project professionals. The second strategy involves using a structured questionnaire with different project parties in various public sector organizations in Iraq's building industry. To evaluate the gathered data and determine the structural links between the various contributing factors, smart PLS software and structural equation modeling (SEM) will be employed.

5. Conclusions

Performance issues and failure are typically the causes of any project's failure. The effects may be costly and protracted, and the worst cases frequently result in unwelcome legal action. This study examines the variables affecting Iraq's building projects' performance. In addition to the uncertain economic and political conditions of the nation, particularly in Iraq, building projects in particular suffer from a number of concerns and complicated performance issues, such as time, cost, quality, and safety. Additionally, the unpredictable political and economic conditions of the nation, particularly in the wake of the US invasion of Iraq, Dependence on the external environment becomes problematic as dynamics grow and the environment exhibits unpredictability, necessitating a thorough examination of the macro-environment elements. This will be a crucial part of any organization's effort to implement best practices and address performance issues.

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