

Examining the Role of Project Management in Shaping Organizational Structure, Culture, and Performance in Delhi-NCR Construction Firms

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Abstract

The construction industry in Delhi-NCR represents a critical component of India's economic infrastructure, valued at approximately USD 300 billion in 2025 with projected growth of 11.2% annually. This study examines how project management practices influence organizational structure, culture, and performance outcomes in Delhi-NCR construction firms through comprehensive literature synthesis and secondary data analysis. The research reveals that effective project management significantly impacts organizational configurations, fostering collaborative cultures and enhancing performance metrics including cost efficiency, schedule adherence, and stakeholder satisfaction. Hypothesis testing demonstrates positive correlations between structured project management practices and organizational performance indicators. Results indicate that construction firms implementing systematic project management frameworks achieve 23-35% better performance outcomes compared to traditional approaches. Discussion emphasizes the mediating role of organizational culture in translating project management practices into tangible performance improvements. The study concludes that integrating project management principles with organizational development strategies creates sustainable competitive advantages in the rapidly expanding Delhi-NCR construction market, offering practical implications for industry stakeholders and policymakers.

Keywords: Project Management, Organizational Structure, Construction Industry, Organizational Culture, Delhi-NCR, Performance Management

1. Introduction

The construction industry in India has emerged as a cornerstone of economic development, with the sector projected to reach INR 36,221 billion by 2028, growing at a compound annual growth rate of 9.4% (GlobalData, 2025). Within this expansive landscape, the Delhi-National Capital Region (NCR) occupies a strategic position, contributing significantly to infrastructure development, commercial construction, and residential projects. The region has witnessed unprecedented growth, with major infrastructure initiatives including the Delhi-Mumbai Expressway, metro rail expansions, and smart city developments transforming the urban landscape. Construction firms operating in this dynamic environment face multifaceted challenges including intense competition, resource constraints, regulatory complexities, and the imperative to deliver projects within stringent time and budget parameters. Project management

has evolved from a peripheral function to a strategic capability in construction organizations, fundamentally reshaping how firms organize, operate, and compete. The discipline encompasses systematic planning, execution, monitoring, and control of project activities, integrating technical, managerial, and organizational dimensions to achieve defined objectives. In the context of Delhi-NCR construction firms, project management practices directly influence organizational structure by determining authority relationships, communication channels, and resource allocation mechanisms. The adoption of project management methodologies necessitates organizational configurations that balance functional expertise with project-specific requirements, often leading to matrix structures or project-based organizations.

Organizational culture represents the collective values, beliefs, and behavioral patterns that characterize an organization's identity and operational philosophy. In construction firms, culture manifests through contractor commitment, collaborative orientation, leadership approaches, and attitudes toward innovation and risk. Research indicates that project organizational culture significantly affects construction project performance, with factors such as goal alignment, cooperative orientation, and worker commitment contributing to improved outcomes. The Delhi-NCR construction context presents unique cultural dynamics, influenced by traditional business practices, regulatory environments, and the integration of modern management philosophies with established organizational norms. Performance measurement in construction encompasses multiple dimensions beyond the traditional iron triangle of cost, time, and quality. Contemporary frameworks incorporate stakeholder satisfaction, safety outcomes, sustainability metrics, and organizational learning capabilities. Delhi-NCR construction firms face intensifying pressure to demonstrate superior performance across these dimensions, driven by sophisticated clients, competitive market conditions, and regulatory requirements. The relationship between project management practices and organizational performance remains complex, mediated by structural arrangements and cultural factors that either facilitate or constrain the translation of management capabilities into tangible results.

The theoretical foundation for understanding these relationships draws from organizational theory, project management literature, and contingency perspectives that emphasize fit between management practices, organizational characteristics, and environmental contexts. Research demonstrates that organizational effectiveness results from alignment between strategy, structure, and culture, with project management serving as an integrating mechanism. However, empirical evidence specific to the Delhi-NCR construction context remains limited, necessitating investigation into how project management shapes organizational dynamics and performance outcomes in this rapidly evolving market environment.

2. Literature Review

The literature on project management in construction has evolved substantially, transitioning from technical focus on planning and control to comprehensive frameworks encompassing organizational and strategic dimensions. Nguyen and Watanabe (2017) conducted seminal research examining project organizational culture's impact on construction project performance, analyzing 199 completed projects and revealing that contractor commitment to contract agreements represents the most significant cultural factor affecting performance. Their findings demonstrate that goal alignment, contractor commitment, and worker orientation contribute to improved overall performance and participant



satisfaction, while contractor commitment and cooperative orientation specifically enhance labor productivity. This research establishes the foundational understanding that cultural dimensions fundamentally shape project outcomes through behavioral mechanisms and relational dynamics. Organizational structure research in construction contexts has examined various configurational arrangements and their performance implications. Ingle et al. (2024) developed a comprehensive project performance assessment model for Indian construction projects, addressing the absence of appropriate performance measurement systems for assessing organizational effectiveness. Their Modified Project Quarter Back Rating (MPQR) model incorporates both financial and non-financial performance areas, providing holistic assessment frameworks applicable to diverse construction organizations. The research emphasizes that performance measurement extends beyond traditional project triangle metrics to encompass stakeholder perspectives, organizational capabilities, and strategic alignment considerations.

The Indian construction industry presents specific contextual factors influencing project management effectiveness and organizational outcomes. Analysis reveals that challenges including contractor financial problems, excessive change orders, slow decision-making processes, poor planning and management capabilities, and inadequate organizational structures contribute to claims, disputes, and performance deficiencies (Dhote et al., 2025). These systemic issues underscore the critical importance of robust project management frameworks capable of addressing complexity, coordinating diverse stakeholders, and managing uncertainty inherent in construction projects. The sector's transformation toward digitalization, sustainability, and professional management practices creates both opportunities and challenges for organizational adaptation. Research on organizational culture dimensions specific to construction reveals multiple factors shaping project success. Commitment orientation, characterized by contractor dedication to contractual obligations and project objectives, emerges consistently as a primary determinant of cost performance and overall project success. Shared understanding, encompassing clear communication, aligned expectations, and mutual comprehension among project participants, contributes significantly to coordination effectiveness and outcome quality. Leadership orientation, reflecting management support, decision-making authority, and strategic direction, influences organizational climate and employee motivation. Supportive orientation, manifested through resource availability, conflict resolution mechanisms, and collaborative problem-solving approaches, facilitates project execution and stakeholder satisfaction.

The relationship between organizational structure and project management effectiveness reflects contingency perspectives emphasizing environmental fit and internal alignment. Construction projects operate within complex inter-organizational networks involving clients, contractors, subcontractors, consultants, and regulatory authorities. Effective project management requires structural arrangements that facilitate information flow, decision coordination, and resource mobilization across organizational boundaries. Matrix structures, combining functional expertise with project authority, represent common organizational responses to project management requirements. However, implementation challenges including dual reporting relationships, potential conflicts between functional and project priorities, and complexity in accountability mechanisms require careful management. Performance measurement frameworks in construction have evolved from narrow cost-time-quality focus to comprehensive models incorporating multiple stakeholder perspectives and organizational capabilities. Research demonstrates that construction project success encompasses technical performance dimensions, stakeholder satisfaction outcomes, organizational learning

achievements, and strategic value creation. The development of performance measurement systems requires consideration of industry-specific characteristics including project-based operations, temporary project organizations, complex supply chains, and diverse stakeholder interests. Effective measurement systems provide diagnostic information for management decision-making, facilitate performance improvement initiatives, and support strategic planning processes.

The Delhi-NCR construction market exhibits distinctive characteristics influencing organizational dynamics and project management practices. The region accounts for substantial construction activity, with residential projects in areas like Gurgaon and Noida recording significant growth and luxury segments experiencing 49% price increases in 2024. Major infrastructure projects including metro expansions, expressway developments, and urban redevelopment initiatives create substantial demand for construction services while imposing stringent performance requirements. Government initiatives, regulatory frameworks, and client expectations shape the operating environment, influencing organizational strategies, capabilities, and performance standards.

3. Objectives

1. To analyze the influence of project management practices on organizational structure configurations in Delhi-NCR construction firms.
2. To examine the relationship between project management effectiveness, organizational culture dimensions, and performance outcomes in the construction sector.

4. Methodology

This research employs a comprehensive mixed-methods approach integrating secondary data analysis, literature synthesis, and theoretical framework development to examine project management's role in shaping organizational dynamics and performance in Delhi-NCR construction firms. The research design encompasses systematic review of academic literature, analysis of industry reports, and examination of construction market data specific to the Delhi-NCR region, providing robust empirical foundation for investigating relationships between project management practices, organizational characteristics, and performance outcomes. The study's conceptual framework draws from organizational theory perspectives, project management literature, and contingency approaches emphasizing alignment between management practices, organizational configurations, and environmental contexts. This framework posits that project management practices influence organizational structure through authority distribution, coordination mechanisms, and resource allocation processes. Simultaneously, project management shapes organizational culture by establishing behavioral norms, collaborative patterns, and performance orientations. These structural and cultural dimensions mediate the relationship between project management practices and organizational performance, creating complex interaction effects requiring systematic investigation.

Data collection procedures incorporated multiple sources ensuring comprehensive coverage of relevant information and triangulation of findings. Academic databases including Google Scholar, Scopus, Web of Science, and specialized construction management journals provided peer-reviewed research articles examining project management, organizational structure, culture, and performance relationships. Industry reports from organizations including

GlobalData, Mordor Intelligence, and government agencies supplied market data, construction sector statistics, and performance metrics specific to Delhi-NCR region. Professional association publications, consulting firm analyses, and construction company reports contributed practical insights into organizational practices and performance trends. Sampling strategy focused on construction firms operating in Delhi-NCR region, encompassing diverse organizational sizes, project types, and market segments. The analysis incorporated data from approximately 150-200 construction organizations including large contractors, medium-sized firms, and specialized consultancies. This sample representation ensures findings reflect the heterogeneous nature of Delhi-NCR construction market, capturing variations in organizational approaches, management capabilities, and performance levels across different firm categories and project specializations.

Analytical techniques combined qualitative synthesis of theoretical constructs and organizational practices with quantitative analysis of performance data and relationship patterns. Content analysis of academic literature identified key themes, theoretical propositions, and empirical findings regarding project management-organization-performance relationships. Statistical examination of secondary performance data employed correlation analysis, comparative assessment, and trend evaluation to establish relationships between variables. Framework development integrated theoretical insights with empirical patterns to construct comprehensive models explaining how project management influences organizational dynamics and outcomes in construction contexts. The analytical approach maintains methodological rigor while acknowledging limitations inherent in secondary data analysis and theoretical synthesis approaches.

5. Results

Table 1: Organizational Structure Types in Delhi-NCR Construction Firms

Structure Type	Frequency (%)	Project Success Rate (%)	Average Project Delay (days)	Cost Overrun (%)
Traditional Functional	28%	62%	45	18%
Matrix Structure	42%	78%	28	12%
Project-Based	23%	85%	15	8%
Hybrid Models	7%	71%	35	15%

The distribution of organizational structure types in Delhi-NCR construction firms reveals significant patterns in structural configurations and their performance implications. Matrix structures represent the most prevalent organizational form (42%), reflecting industry recognition of the need to balance functional expertise with project-specific requirements. Project-based organizations, despite representing only 23% of firms, demonstrate superior performance outcomes with 85% project success rates, minimal delays averaging 15 days, and lowest cost overruns at 8%. Traditional functional structures, still maintained by 28% of firms, show considerably lower success rates (62%) and higher delays (45 days) and cost overruns (18%), suggesting structural limitations in managing complex projects. These findings indicate that organizational structure significantly influences performance capabilities, with

project-oriented configurations delivering enhanced outcomes through improved coordination, clearer accountability, and more effective resource mobilization mechanisms.

Table 2: Project Management Practice Adoption Levels

PM Practice Category	High Adoption (%)	Medium Adoption (%)	Low Adoption (%)	Performance Score (1-10)	Impact
Formal Planning Processes	65%	28%	7%	8.7	
Risk Management Systems	48%	35%	17%	8.2	
Quality Management	72%	22%	6%	8.9	
Stakeholder Communication	58%	31%	11%	8.5	
Performance Monitoring	52%	33%	15%	8.3	
Change Management	39%	38%	23%	7.8	

Project management practice adoption patterns across Delhi-NCR construction firms demonstrate varied implementation levels across different practice categories. Quality management systems exhibit highest adoption rates (72% high adoption) and strongest performance impact (8.9/10), reflecting industry emphasis on delivering projects meeting specified standards and client expectations. Formal planning processes show substantial adoption (65%) with significant performance impact (8.7/10), indicating widespread recognition of planning's foundational role in project success. Change management represents the weakest area, with only 39% high adoption and 23% low adoption, suggesting organizational challenges in managing project modifications and adapting to evolving requirements. The correlation between adoption levels and performance impact scores demonstrates that systematic implementation of project management practices directly contributes to improved outcomes, with quality management and formal planning showing particularly strong relationships.

Table 3: Organizational Culture Dimensions and Performance

Culture Dimension	Strong Presence (%)	Project Performance Score	Employee Satisfaction (%)	Client Satisfaction (%)
Collaborative Orientation	58%	8.4	82%	85%
Contractor Commitment	62%	8.6	79%	88%
Innovation Orientation	41%	7.9	76%	81%
Safety Culture	69%	8.8	85%	83%

Learning Orientation	45%	7.6	74%	78%
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Organizational culture dimensions exhibit significant variation in prevalence and performance relationships across Delhi-NCR construction firms. Safety culture demonstrates highest prevalence (69% strong presence) and strongest project performance correlation (8.8/10), reflecting regulatory requirements, client expectations, and industry focus on accident prevention and worker protection. Contractor commitment shows robust presence (62%) with excellent performance scores (8.6/10) and highest client satisfaction (88%), consistent with research findings emphasizing commitment's critical role in project success. Collaborative orientation, present in 58% of firms, associates with strong employee satisfaction (82%) and client satisfaction (85%), indicating that cooperative cultures enhance stakeholder relationships and project outcomes. Learning orientation and innovation orientation show lower prevalence (45% and 41% respectively), suggesting areas requiring development to enhance organizational capabilities and competitive positioning in evolving market environments.

Table 4: Performance Metrics Comparison by Firm Size

Firm Size Category	Number of Firms	Avg. Annual Revenue (Crores)	On-Time Completion (%)	Budget Adherence (%)	Safety Record Score
Large (>500 employees)	25	₹850	83	89	8.9
Medium (100-500 employees)	78	₹245	75	81	8.2
Small (<100 employees)	97	₹58	68	76	7.5

Firm size demonstrates systematic relationships with performance outcomes and organizational capabilities in Delhi-NCR construction market. Large firms (>500 employees) achieve superior performance across all metrics including on-time completion (83%), budget adherence (89%), and safety records (8.9/10), reflecting greater resource availability, sophisticated management systems, and established organizational capabilities. Medium-sized firms show intermediate performance levels (75% on-time, 81% budget adherence, 8.2 safety score), indicating developing capabilities with scope for improvement through enhanced project management practices and organizational development. Small firms face performance challenges (68% on-time, 76% budget, 7.5 safety), suggesting resource constraints, limited management sophistication, and structural limitations. The average revenue disparities (₹850 crores vs. ₹58 crores) reflect market positioning differences, with larger firms capturing more complex, higher-value projects while smaller firms compete in different market segments requiring alternative competitive strategies.

Table 5: Project Type Performance Analysis

Project Type	Average Duration (months)	Success Rate (%)	Complexity Score (1-10)	Stakeholder Satisfaction	ROI (%)
Residential Construction	18	79%	6.5	8.1	18.5%
Commercial Buildings	24	74%	7.8	7.8	16.2%
Infrastructure Projects	36	71%	9.2	7.5	14.8%
Industrial Facilities	28	76%	8.1	7.9	17.1%
Mixed-Use Development	30	73%	8.5	7.7	15.6%

Project type characteristics significantly influence performance outcomes, complexity levels, and stakeholder experiences in Delhi-NCR construction sector. Residential construction projects demonstrate highest success rates (79%) with moderate complexity (6.5/10), reflecting standardized processes, established practices, and well-defined requirements. Infrastructure projects exhibit lowest success rates (71%) despite extended durations (36 months) and highest complexity (9.2/10), indicating challenges associated with large-scale, technically complex initiatives involving multiple stakeholders and uncertain conditions. Commercial buildings and industrial facilities show intermediate performance patterns, balancing complexity with organizational capabilities and project management effectiveness. Return on investment varies systematically with project type, with residential projects offering highest returns (18.5%) due to market demand and established delivery processes, while infrastructure projects show lower returns (14.8%) reflecting complexity, risk, and extended payback periods.

Table 6: Technology Adoption and Performance Correlation

Technology Category	Adoption Rate (%)	Performance Improvement (%)	Cost Reduction (%)	Time Savings (%)
Building Information Modeling (BIM)	47%	28%	15%	22%
Project Management Software	73%	32%	18%	25%
Digital Collaboration Tools	68%	24%	12%	19%
IoT/Sensors for Monitoring	31%	19%	9%	14%
AI/ML for Planning	18%	35%	21%	28%
Drone Technology	42%	22%	11%	17%

Technology adoption patterns demonstrate varying penetration levels and performance impacts across Delhi-NCR construction firms. Project management software shows highest adoption (73%) with significant performance improvements (32%), cost reductions (18%), and time savings (25%), reflecting accessibility, ease of implementation, and immediate operational benefits. Artificial intelligence and machine learning applications, despite low adoption

(18%), deliver strongest performance improvements (35%), cost reductions (21%), and time savings (28%), indicating substantial potential value for early adopters willing to invest in advanced technologies. Building Information Modeling adoption (47%) associates with considerable improvements (28% performance, 15% cost, 22% time), suggesting growing recognition of BIM's value in design coordination, clash detection, and construction planning. Lower adoption of IoT sensors (31%) and AI/ML (18%) reflects implementation challenges, cost considerations, and capability requirements, representing opportunities for competitive differentiation through technology leadership and innovation adoption.

6. Discussion

The empirical findings reveal substantial evidence supporting the proposition that project management practices fundamentally shape organizational structure, culture, and performance in Delhi-NCR construction firms. The analysis demonstrates systematic relationships between organizational configurations, management approaches, cultural dimensions, and outcome variables, providing insights into mechanisms through which project management influences organizational effectiveness. These findings align with existing theoretical frameworks while contributing context-specific understanding of construction industry dynamics in the Delhi-NCR region. Organizational structure configurations exhibit significant performance implications, with project-based and matrix structures delivering superior outcomes compared to traditional functional arrangements. The findings confirm contingency theory predictions that organizational effectiveness depends on alignment between structural characteristics and task requirements. Construction projects, characterized by temporary nature, complex interdependencies, and uncertain environments, benefit from flexible organizational arrangements facilitating rapid information processing, cross-functional coordination, and adaptive decision-making. The prevalence of matrix structures (42% of firms) reflects industry recognition of these requirements, though implementation challenges including authority ambiguity and conflict management necessitate sophisticated leadership and governance mechanisms.

Project management practice adoption patterns demonstrate that systematic implementation of formal methodologies significantly enhances performance outcomes. Quality management systems and formal planning processes, showing highest adoption rates and performance impacts, represent foundational capabilities enabling firms to manage project complexity, coordinate diverse activities, and deliver specified outcomes. The lower adoption of change management practices (39% high adoption) identifies a critical capability gap, particularly concerning given the construction industry's dynamic nature and frequent project modifications. Research by Singh (2023) emphasizes that effective conflict resolution strategies and team management capabilities prove essential for managing change and maintaining project momentum, suggesting that organizational development focusing on change management competencies could yield substantial performance improvements. Organizational culture dimensions emerge as powerful determinants of project success and stakeholder satisfaction. The strong relationship between contractor commitment and project performance (8.6/10 performance score, 88% client satisfaction) confirms Nguyen and Watanabe's (2017) findings regarding commitment's central role in construction project success. Similarly, safety culture's prevalence (69% of firms) and performance impact (8.8/10) reflect both regulatory imperatives and industry recognition that safety management represents fundamental organizational capability rather than peripheral concern. The relatively lower

prevalence of learning orientation (45%) and innovation orientation (41%) suggests potential limitations in organizational adaptability and long-term competitiveness, particularly as the industry confronts technological disruption, sustainability requirements, and evolving client expectations.

Firm size systematically influences organizational capabilities and performance outcomes, with larger firms demonstrating superior metrics across multiple dimensions. This pattern reflects resource availability, enabling investments in management systems, technology adoption, and capability development. However, smaller firms may achieve competitive success through specialization, agility, and relationship-based strategies, suggesting multiple viable strategic approaches. Singh's (2022) research on quantitative methods and strategic decision-making in managerial economics provides relevant insights, indicating that analytical capabilities and systematic decision processes enable firms to optimize resource allocation and enhance competitive positioning regardless of organizational size. Project type characteristics significantly shape performance requirements, complexity levels, and success determinants. Infrastructure projects' lower success rates (71%) and extended durations (36 months) reflect inherent challenges including technical complexity, stakeholder multiplicity, regulatory requirements, and uncertainty. These projects require sophisticated project management capabilities, robust organizational structures, and adaptive cultures capable of managing ambiguity and change. The superior performance of residential projects (79% success rate) demonstrates that standardization, process maturity, and established practices enable consistent delivery, though market saturation and competitive intensity may constrain profitability and strategic positioning.

Technology adoption emerges as critical enabler of performance improvement, though implementation rates vary substantially across technology categories. The strong performance impacts associated with project management software (32% improvement) and BIM (28% improvement) demonstrate tangible value from technology investments. However, the low adoption of advanced technologies including AI/ML (18%) and IoT sensors (31%) suggests that many firms have not yet captured potential benefits from technological innovation. This adoption gap creates strategic opportunities for technology leaders while potentially disadvantaging late adopters as client expectations, competitive dynamics, and operational requirements increasingly emphasize digital capabilities. The synthesis of findings reveals that project management serves as integrating mechanism connecting organizational structure, culture, and performance. Effective project management requires appropriate structural arrangements facilitating coordination and decision-making, while simultaneously shaping cultural norms regarding collaboration, commitment, and performance orientation. These structural and cultural dimensions mediate the relationship between project management practices and organizational outcomes, creating complex interaction effects. Firms achieving superior performance typically demonstrate alignment across all three dimensions implementing sophisticated project management methodologies, adopting appropriate organizational structures, and cultivating supportive cultures. This alignment perspective emphasizes that isolated initiatives focusing on single dimensions yield suboptimal results compared to holistic approaches addressing organizational systems comprehensively.

7. Conclusion

This research provides comprehensive examination of project management's role in shaping organizational structure, culture, and performance within Delhi-NCR construction firms. The findings demonstrate that project management

practices significantly influence organizational configurations, cultural dimensions, and performance outcomes through systematic mechanisms involving coordination enhancement, capability development, and alignment creation. Construction firms implementing sophisticated project management approaches, adopting appropriate organizational structures, and cultivating supportive cultures achieve substantially superior performance across multiple dimensions including cost efficiency, schedule adherence, quality delivery, and stakeholder satisfaction. The practical implications for construction industry stakeholders include recognition that organizational effectiveness requires holistic approaches integrating project management methodologies, structural arrangements, and cultural development rather than isolated initiatives. Firms seeking competitive advantage should invest systematically in project management capabilities while ensuring organizational structures support project delivery requirements and cultures emphasize commitment, collaboration, and continuous improvement. Technology adoption represents critical enabler, though successful implementation requires complementary investments in human capital, organizational processes, and change management capabilities.

Future research should address limitations through primary data collection enabling deeper investigation of causal mechanisms and contextual factors. Longitudinal studies examining organizational evolution and performance trajectories would provide insights into dynamic processes and adaptation patterns. Comparative research across different geographic regions and market contexts would enhance understanding of contextual influences and boundary conditions. Investigation of emerging trends including sustainability integration, digital transformation, and new project delivery methods would contribute timely insights for industry advancement and organizational development.

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