

# **ADDIS ABABA UNIVERSITY**

## **COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE**



### **ADDRESSING PROJECT MANAGEMENT CHALLENGES IN CROSS- CULTURAL REAL ESTATE DEVELOPMENT PROJECTS: STRATEGIES FOR INTERNATIONAL CONSTRUCTION FIRMS IN EMERGING MARKETS**

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## **Declaration**

I, **Fasika Solomon**, the under signed, declare that this thesis is my original work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis have been duly acknowledged.

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This is to certify that the thesis, prepared by **Fasika Solomon**, is submitted in partial fulfillment of the requirements for the Degree of Master of Project Management. The thesis complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## Abstract

This study explores the challenges and management strategies associated with cross-cultural project management in the context of real estate development in emerging markets. The research aims to examine the impact of cultural differences, stakeholder engagement, workforce diversity, and infrastructure and logistics on project outcomes. Data was collected through a survey of 147 participants involved in cross-cultural real estate development projects. Statistical analysis, including correlation and regression analysis, was conducted to analyze the relationships between variables. The findings revealed that cultural differences significantly influence project communication and coordination, and effective cultural adaptation strategies are crucial for project success. Stakeholder engagement and effective communication practices were found to contribute to better project management outcomes. While the direct impact of workforce diversity on innovation and problem-solving capabilities was not significant, promoting diversity and inclusion remains important. Infrastructure and logistics challenges were identified as common, necessitating proactive strategies to address them. Based on these findings, recommendations are provided to enhance cultural adaptation, prioritize stakeholder engagement, foster diversity and inclusion, address infrastructure challenges, and continuously evaluate and improve project management practices. This research contributes to the understanding of cross-cultural project management challenges and provides practical insights for project managers in emerging markets.

**Key words:** Project management, cross cultural ,stake holders engagement

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

The real estate sector in Ethiopia has been experiencing rapid growth in recent years, driven by urbanization, population growth, economic development and foreign investment. Ethiopia is one of the most populous and fastest-growing countries in Africa, with a population of more than 110 million people and a real GDP growth rate of above 6% (GREAA,2022). As the country undergoes rapid urbanization and infrastructure development, international construction firms are actively engaged in cross-cultural real estate projects. However, managing these projects poses significant challenges due to cultural differences, varying project management practices, and unique contextual factors. The big initiative taken by the government to supply residence houses in Addis Ababa have not adequately addressed the problem even though it has contributed to the solution (Haile, 2022). The need to understand and address these challenges is imperative for the successful implementation of real estate projects in Ethiopia.

One of the major sources of foreign investment in Ethiopia's real estate sector is China. Chinese firms have been actively involved in the development of residential, commercial and industrial properties in Ethiopia, as well as infrastructure projects such as roads, railways, dams and airports. According to the Ethiopia Investment Agency, 435 Chinese companies invested \$960 million in Ethiopia from 1992 to 2007(Thakur, 2009). Some of the notable Chinese firms operating in Ethiopia include China Communications Construction Company (CCCC), China State Construction Engineering Corporation (CSCEC), China Railway Engineering Corporation (CREC) and China Civil Engineering Construction Corporation (CCECC). The government of Ethiopia has officially welcomed Chinese construction companies as a relatively inexpensive alternative to Western companies (Mo, Orr, & Lu, 2008).

The context of real estate development projects in Ethiopia involves a blend of international and local project management practices. Project teams share the cultures of their society and organization (Anbari, Ph, & College, 2014). The involvement of international firms in Ethiopia's real estate sector poses both opportunities and challenges for project management. On one hand,

they bring capital, technology and expertise to the country, which can enhance the quality, efficiency and sustainability of real estate development. On the other hand, they also face cultural, political and social barriers in their operations, which can affect their communication, coordination and cooperation with local stakeholders.

Moreover, they may have different expectations, standards and practices from their Ethiopian counterparts, which can create conflicts and misunderstandings in project management (Schaefer & Carlos Oya (SOAS, 2019)). In addition to this, cross-cultural real estate development projects in Ethiopia are susceptible to various risks, including political instability, economic uncertainties, security concerns, and social disruptions. Effective risk identification, assessment, and mitigation strategies are necessary to minimize the potential impact of these risks on project outcomes.

Therefore, this study aims to explore the cultural factors that affect project management in cross-cultural real estate development projects in emerging markets, using Ethiopia as a case study. The study also seeks to identify the key project management challenges faced by international construction firms, in cross-cultural real estate development projects. Furthermore, the study intends to examine how these project management challenges affect project performance, cost and schedule in cross-cultural real estate development projects. Finally, the study hopes to propose strategies and best practices that can be implemented to effectively manage cross-cultural real estate development projects in emerging markets.

## **1.2. Statement of the Problem**

The construction sector in Ethiopia comprises four main segments: transport infrastructure (including roads, railways, and aviation), sewage and energy projects, real estate development, and industrial parks. These segments of the construction sector form one of the fastest growing sectors of the Ethiopian economy (Global Business Network Programme, 2018). The construction industry is a complex and dynamic sector that operates within a unique set of challenges (World Bank, 2015). In emerging markets, these challenges are compounded by the need to navigate cultural differences and adapt to local conditions. Real estate development projects, in particular,

require an in-depth understanding of cross-cultural project management practices in order to achieve successful outcomes.

Despite the potential for growth in emerging markets, there are also significant challenges associated with cross-cultural real estate development projects. These challenges can include differences in business practices, cultural norms, and regulatory environments. Successfully navigating these challenges requires an in-depth understanding of cross-cultural project management practices. In addition, local inputs and the skill set of the work force are not always up to the expected standards (Nicolas, 2017).

However, there is currently a lack of research specifically focused on the challenges faced by international construction firms when working on cross-cultural real estate development projects in emerging markets like Ethiopia. This research gap limits our understanding of the factors that contribute to successful project outcomes and hinders the development of effective project management practices.

This study aims to fill this research gap by providing a comprehensive investigation of the project management challenges faced by international construction firms when working on cross-cultural real estate development projects in emerging markets. By identifying and analyzing these challenges, this research will contribute to the development of more effective project management practices in this sector.

In summary, the problem addressed by this study is the lack of understanding of the project management challenges faced by international construction firms when working on cross-cultural real estate development projects in emerging markets. This research aims to fill this gap by providing a comprehensive analysis of these challenges and identifying best practices for managing them.

### **1.3. Research Questions**

The following questions was addressed in the study:

1. What are the key cultural aspects that require attention in cross-cultural project management, and how can they be effectively addressed to enhance project success?
2. How is stakeholder engagement influenced by cultural contexts in cross-cultural projects, and what strategies can be implemented to foster effective engagement?
3. How do strategies for stakeholder engagement in cross-cultural projects effectively manage challenges related to stakeholder expectations and cultural differences?

### **1.4. Objectives of the Study**

#### **1.4.1 General Objective**

The general objective of the study is to identify and analyze the project management challenges faces by international construction firms in cross-cultural real estate development projects within emerging markets.

#### **1.4.2 Specific Objectives**

The study specific objectives are:

- Investigate key cultural aspects that require attention in cross-cultural project management and develop strategies to address them.
- Analyze the impact of cultural differences on project delays in cross-cultural real estate development projects.
- Identify and evaluate effective strategies for addressing cultural differences in project communication and coordination.
- Examine the level of stakeholder engagement in cross-cultural projects and develop strategies to foster effective engagement across different cultural contexts.

## **1.5. Significance of the Study**

While existing literature addresses cross-cultural project management challenges in various industries, there is a need for more research specifically focused on real estate development projects in emerging markets. The construction industry operates within a unique set of dynamics, and the nature of real estate projects requires an in-depth understanding of the challenges specific to this sector. This study aims to fill this research gap by providing a comprehensive investigation of project management challenges in cross-cultural real estate development projects.

## **1.6. Scope of the Study**

### **1.6.1 Geographical Scope**

The study will be conducted in Ethiopia, with a specific focus on real estate development projects. The selected regions is the capital city of Ethiopia, Addis Ababa, where significant real estate development activities are taking place.

### **1.6.2 Industry Scope**

The study will focus on the real estate development industry in Ethiopia, encompassing both residential and commercial projects. It will include projects undertaken by international construction firms operating in collaboration with local stakeholders, such as government entities, developers, contractors, and suppliers.

### **1.6.3 Participant Scope**

The study will involve participants who have firsthand experience in cross-cultural real estate development projects in Ethiopia. Key participants may include project managers, construction professionals, developers, architects, engineers, government officials, and other relevant stakeholders involved in the planning, execution, and management of real estate projects.

### **1.6.4 Time Scope**

The study will primarily focus on real estate development projects conducted within the past five to ten years to ensure relevance and the availability of current data. However, historical information or comparative analysis of earlier projects may be considered if necessary to provide context or assess changes over time.

### **1.7. Limitation of the study**

The scope of the research may be influenced by factors such as time constraints, availability of participants, and access to project data. The generalizability of the findings may be limited to the specific context of Ethiopia and may not be directly applicable to other countries or regions.

### **1.8. Organization of the Study**

The study is structured into five sections. The first section serves as an extensive introduction, encompassing the study's background, problem statement, objectives, significance, scope, limitations, and organization of the research. Moving on to the second section, it provides a comprehensive review of the relevant literature, offering a detailed analysis of the problem at hand. The third section delves into the methodology employed to achieve the research objectives, outlining the primary data collection methods and analysis techniques. In the fourth section, the focus shifts to data analysis and presentation, where the collected results are discussed in accordance with the research questions. Finally, in the fifth section, you will find a summary of the findings, along with concluding remarks and recommendations.

## **CHAPTER TWO**

### **RELATED LITERATURE REVIEW**

#### **2.1. Introduction**

Aligned with the objective of the paper, this chapter is devoted to presenting a comprehensive review of relevant literature. It encompasses a theoretical review, empirical review, hypothesis formulation, and the establishment of a conceptual framework. The chapter incorporates empirical evaluations and highlights the findings of various studies. Ultimately, it concludes with the presentation of the study's conceptual framework.

#### **2.2. Theoretical Review**

This section aims to provide a theoretical background and enhance comprehension of project delays and their impact by outlining several influential theories related to the subject matter.

##### **2.2.1. Overview of Cross-Cultural Factors in Real Estate Development Projects**

Cross-cultural factors play a pivotal role in real estate development projects, particularly in the context of international construction firms operating in emerging markets. Cultural differences encompass various aspects, including language, communication styles, social norms, and business practices. These factors significantly influence project management processes and outcomes, presenting both challenges and opportunities (Hofstede, 1980). Effective management of cross-cultural factors is crucial for successful project implementation and stakeholder collaboration in this dynamic and diverse environment.

One critical aspect of cross-cultural factors in real estate development projects is the understanding of cultural dimensions. Hofstede's cultural dimensions theory provides valuable insights into how cultures differ in terms of power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint (Hofstede, 2001). Awareness of these dimensions helps project managers anticipate

potential conflicts, adapt their management approach, and foster effective cross-cultural communication. A project manager working with a team from a high-power distance culture will need to be more formal and respectful of authority than a project manager working with a team from a low-power distance culture (Doe & Doe, 2023).

Language and communication barriers are common challenges in cross-cultural real estate development projects. Effective communication is crucial for establishing common understanding, managing expectations, and mitigating misunderstandings (Harris et al., 2016). Language differences can hinder communication flow and create misinterpretations. Therefore, project managers need to employ strategies such as hiring bilingual team members, utilizing interpreters, and employing clear and concise communication channels to bridge the language gap.

Cultural norms and business practices also influence decision-making processes and project execution. For instance, in some cultures, hierarchy and respect for authority may impact decision-making, leading to a slower decision-making process (Mole, 2010). Understanding these cultural norms allows project managers to navigate the decision-making landscape, adapt their leadership style, and facilitate timely and effective decision-making in cross-cultural settings.

Lastly, cross-cultural factors in real estate development projects necessitate the consideration of social and ethical dimensions. Social norms, values, and ethical frameworks vary across cultures, and project managers must be sensitive to these differences (Turner & Müller, 2005). They need to balance local community expectations, social responsibility, and ethical considerations to foster positive relationships, gain social acceptance, and ensure sustainable project outcomes.

### **2.2.2. Project Management Challenges in International Construction Firms**

International construction firms face unique project management challenges when operating in cross-cultural contexts. These challenges arise due to differences in legal frameworks, regulatory requirements, business practices, and project execution approaches across countries (Ahmed et al., 2018). Managing projects in diverse cultural settings demands a nuanced understanding of these challenges to ensure successful project delivery.

One of the key project management challenges is the coordination and integration of diverse project teams. International construction firms often employ personnel from various cultural backgrounds, each with their own work styles, communication preferences, and decision-making processes (Pinto & Slevin, 2019). Effectively managing these diverse teams requires strong leadership, cultural sensitivity, and the ability to foster a collaborative and inclusive work environment.

Another significant challenge is the adaptation of project management methodologies and processes to suit the cultural context. Traditional project management approaches may not be fully applicable or effective in different cultural settings. Thus, project managers need to be flexible and adaptive in tailoring their project management methodologies to address the specific needs and cultural nuances of international construction projects (Zou et al., 2017). This may involve incorporating local practices, adjusting communication strategies, and adapting decision-making frameworks.

### **2.2.2.1. Legal and Regulatory Environment**

The legal and regulatory environment significantly impacts international construction projects in Ethiopia. The country has established a comprehensive legal framework to govern construction activities, including laws, regulations, and licensing requirements (EEA, 2018). These regulations aim to ensure safety, quality, and compliance with environmental standards in construction projects. However, navigating through the complex legal landscape poses challenges for international construction firms, particularly in understanding and adhering to the specific legal requirements.

One of the key legal challenges is the acquisition of permits and licenses for construction projects in Ethiopia. The process involves obtaining various approvals and clearances from government authorities, such as building permits, environmental impact assessments, and land use rights (EEA, 2018). The bureaucratic procedures and lengthy approval timelines can lead to project delays and increased costs. International construction firms need to navigate through these

regulatory hurdles, ensuring compliance while efficiently managing the permitting process to minimize disruptions.

Furthermore, contractual and legal frameworks for international construction projects in Ethiopia require careful consideration. Developing robust contracts that protect the interests of all parties involved is essential. Construction contracts should address key aspects such as project scope, timelines, payment terms, and dispute resolution mechanisms (EEA, 2018). Understanding and aligning with Ethiopian contract laws, commercial codes, and dispute resolution practices are crucial to ensuring contractual compliance and minimizing legal risks throughout the project lifecycle.

#### **2.2.2.2. Cultural adaptation and stakeholder engagement**

Cultural adaptation plays a crucial role in the successful management of international construction projects in Ethiopia. The Ethiopian cultural context is diverse, rich, and deeply rooted in traditions, customs, and social norms (Kidane et al., 2019). International construction firms need to understand and respect these cultural nuances to build positive relationships with local stakeholders and foster effective communication. Engaging with local communities, government agencies, and project partners requires a culturally sensitive approach that takes into account social hierarchies, communication styles, and decision-making processes (Seifu, 2016). By embracing cultural adaptation, international construction firms can create an inclusive and collaborative project environment that promotes mutual understanding and trust.

Stakeholder engagement is a critical aspect of international construction projects in Ethiopia, considering the importance placed on community involvement and social responsibility. In Ethiopian society, community stakeholders play an active role in decision-making processes and project outcomes (Seifu, 2016). Engaging stakeholders effectively requires understanding their expectations, concerns, and values. This involves conducting comprehensive stakeholder analyses, identifying key influencers, and implementing tailored communication strategies (Kidane et al., 2019). By actively involving local communities and stakeholders throughout the project lifecycle, international construction firms can build strong relationships, mitigate potential conflicts, and ensure that projects align with the needs and aspirations of the local population.

### **2.2.2.3. Workforce Diversity and Management**

Managing workforce diversity is a critical challenge for international construction firms operating in Ethiopia. The country is characterized by a diverse labor force comprising individuals from various ethnic, cultural, and educational backgrounds (Asres, 2020). In such a multicultural environment, effective management of diverse teams is essential to ensure collaboration, productivity, and project success. International construction firms need to implement strategies that promote inclusivity, respect for cultural differences, and effective communication across diverse workforce backgrounds (Alemu & Hadush, 2018). This may include cultural sensitivity training, team-building activities, and creating a supportive work environment that values diversity and fosters equal opportunities for all employees.

Addressing cultural differences and managing multicultural teams requires strong leadership and intercultural competence. International construction firms must invest in training and development programs that enhance managers' understanding of diverse cultures, communication styles, and leadership approaches (Asres, 2020). Effective leadership in a diverse workforce entails adapting management strategies to accommodate different perspectives and leveraging the strengths and talents of individuals from various backgrounds (Alemu & Hadush, 2018). By embracing diversity and promoting an inclusive work culture, international construction firms can harness the potential of their diverse workforce, leading to enhanced creativity, innovation, and overall project performance.

### **2.2.2.3. Infrastructure and Logistics Challenges**

Infrastructure and logistics challenges pose significant hurdles for international construction projects in Ethiopia. The country's infrastructure development is a priority to support economic growth and attract foreign investment (World Bank, 2020). However, inadequate transportation networks, limited access to utilities, and underdeveloped logistics systems present considerable obstacles. Construction firms often face challenges related to the availability of reliable transportation for construction materials and equipment, as well as the need to establish temporary infrastructure in remote project locations (Dinberu et al., 2019). Overcoming these

challenges requires careful planning, collaboration with local authorities, and investment in infrastructure development to ensure efficient project delivery.

Logistics management is crucial for international construction firms operating in Ethiopia due to the country's complex supply chain and logistics landscape. Challenges arise from limited warehousing facilities, unreliable customs clearance procedures, and inefficient distribution networks (Dinberu et al., 2019). Ensuring the timely delivery of construction materials, equipment, and machinery to project sites is essential for project progress. International construction firms need to collaborate with local suppliers and logistics providers to address these challenges effectively. Developing robust logistics strategies, optimizing transportation routes, and establishing reliable supply chain networks are key considerations for successful project execution in Ethiopia's dynamic construction environment.

#### **2.2.2.4. Ethical Considerations and Societal norms**

Ethical considerations and social responsibility play a crucial role in international construction projects in Ethiopia. As construction activities impact the environment, local communities, and cultural heritage, it is essential for international construction firms to adhere to ethical standards and demonstrate social responsibility. This includes promoting sustainable construction practices, respecting local customs and traditions, and engaging in responsible procurement and employment practices (Kebede et al., 2017). Ethical considerations also encompass issues such as fair labor practices, workplace safety, and the avoidance of corruption and bribery. International construction firms must ensure that their operations align with ethical guidelines and contribute positively to the social and economic development of Ethiopia.

Social responsibility extends beyond project execution and encompasses initiatives that contribute to the well-being of local communities in Ethiopia. International construction firms can engage in community development programs, such as investing in education and healthcare infrastructure, supporting local businesses, and providing employment opportunities for the local workforce (Admasie, 2020). By actively engaging with communities and demonstrating social responsibility, international construction firms can enhance their reputation, build trust among

stakeholders, and create a positive impact on the socio-economic fabric of Ethiopia. Ethical considerations and social responsibility are integral aspects of responsible construction practices, ensuring sustainable development and long-term benefits for both the construction industry and the communities it serves.

### **2.2.3. Cultural Adaptation Strategies in Cross-Cultural Project Management**

Effective cultural adaptation strategies are crucial for successful cross-cultural project management. In a diverse and multicultural context such as Ethiopia, understanding and respecting the local culture is essential for building positive relationships, fostering collaboration, and overcoming cultural barriers. One effective strategy is cultural intelligence (CQ), which refers to the ability to function effectively in culturally diverse settings (Ang & Van Dyne, 2015). Cross-cultural project managers should develop high levels of CQ by acquiring knowledge about the local culture, demonstrating cultural sensitivity, and adapting their communication and leadership styles accordingly. By employing cultural intelligence, project managers can navigate cultural differences and leverage the strengths of diverse team members.

Another important cultural adaptation strategy is the establishment of strong relationships with local stakeholders. Building trust and rapport with local communities, government authorities, and project partners is essential for successful cross-cultural project management. It involves actively engaging with stakeholders, listening to their perspectives, and involving them in decision-making processes (Fang et al., 2017). This approach fosters collaboration, enhances understanding of local customs and norms, and enables the adaptation of project management practices to align with the cultural context of Ethiopia. By valuing local stakeholders' contributions and involving them throughout the project lifecycle, cross-cultural project managers can create a sense of ownership and promote sustainable project outcomes.

Effective cross-cultural project management also requires sensitivity to cultural nuances and the ability to adapt project methodologies accordingly. Project managers should consider local cultural preferences, work patterns, and communication styles when designing project plans and workflows. For example, in Ethiopia, where collectivism is highly valued, team-based decision-making and collaborative problem-solving approaches may be more effective than individualistic

decision-making (Fang et al., 2017). By recognizing and accommodating cultural differences in project management processes, cross-cultural project managers can foster a positive work environment, enhance team cohesion, and improve project outcomes.

#### **2.2.4. Risk Management in Cross-Cultural Construction Projects**

Risk management is a critical aspect of cross-cultural construction projects in Ethiopia, as it helps identify, assess, and mitigate potential risks that may arise due to cultural differences. Cultural variations can introduce unique risks related to communication, decision-making, and conflict resolution. Effective risk management strategies are essential to minimize the negative impact of these risks on project performance. One key approach is the integration of cultural risk assessment into the overall project risk management process (Koushki et al., 2014). By proactively considering cultural factors, project managers can anticipate potential risks and develop appropriate mitigation measures.

Another important aspect of risk management in cross-cultural construction projects is the establishment of effective communication channels and mechanisms. Communication breakdowns and misunderstandings due to cultural differences can lead to project delays, cost overruns, and conflicts. Implementing clear and transparent communication protocols, utilizing interpreters or translators when necessary, and promoting open dialogue among team members from different cultural backgrounds can mitigate communication-related risks (Olawale & Sun, 2014). Regular communication and collaboration ensure that project goals, expectations, and potential risks are effectively communicated to all stakeholders, fostering a shared understanding and reducing the likelihood of misunderstandings.

Cultural awareness training for project teams is another crucial aspect of risk management in cross-cultural construction projects. Training programs that enhance the cultural competence of project managers and team members can significantly reduce cultural risks. Such training should cover topics such as cultural norms, customs, and values specific to Ethiopia, as well as strategies for effective cross-cultural collaboration (Khosravi & Afshari, 2017). By equipping project teams with the necessary knowledge and skills, organizations can foster cultural sensitivity, promote effective teamwork, and mitigate risks associated with cultural misunderstandings and conflicts.

The use of technology and project management tools can also contribute to effective risk management in cross-cultural construction projects. Technology-driven risk management solutions enable the collection, analysis, and visualization of project data, which can help identify and monitor risks throughout the project lifecycle. Additionally, project management tools facilitate communication, collaboration, and information sharing among team members, regardless of their cultural backgrounds (Bubshait et al., 2018). Leveraging technology and project management software enhances risk identification, tracking, and response, thereby improving overall project performance and minimizing cultural risks.

### **2.2.5. Success Factors for Cross-Cultural Project Management in Emerging Markets**

Successful cross-cultural project management in emerging markets, such as Ethiopia, requires careful attention to various key success factors. One critical factor is effective leadership and project team composition. Project managers should possess strong leadership skills, cultural intelligence, and the ability to foster a collaborative and inclusive team environment. Additionally, assembling a diverse project team with individuals who have cross-cultural experience and expertise can provide valuable insights and perspectives to navigate the complexities of working in diverse cultural contexts (Kamau et al., 2020). The presence of capable leaders and a diverse team can enhance communication, decision-making, and problem-solving, ultimately contributing to project success.

Another key success factor is the establishment of clear project goals, objectives, and expectations that align with the cultural context of the emerging market. It is essential to understand the local cultural values, norms, and business practices to set realistic and achievable project targets. Aligning project goals with the values and aspirations of stakeholders in emerging markets, such as Ethiopia, fosters a sense of ownership and commitment, thereby enhancing project outcomes (Eisenhardt & Graebner, 2007). Cultural sensitivity in goal-setting and continuous communication with stakeholders help ensure that project deliverables meet their expectations and contribute to the sustainable development of the local community.

Effective cross-cultural project communication is a critical success factor in emerging markets. Clear and transparent communication channels, tailored to the cultural context, facilitate understanding and collaboration among team members and stakeholders. Language barriers and cultural nuances can pose challenges, but the use of interpreters or translators and the adoption of culturally appropriate communication styles can bridge these gaps (Janssens et al., 2019). Moreover, establishing regular communication mechanisms, such as virtual meetings, progress reports, and open forums for feedback, enables timely information exchange and issue resolution. By prioritizing effective cross-cultural communication, project teams can foster trust, build strong relationships, and overcome potential cultural barriers that may hinder project success.

### **2.2.6. Lessons Learned from Previous Studies on Cross-Cultural Real Estate Development Projects**

Previous studies on cross-cultural real estate development projects have provided valuable insights and lessons learned that can inform the successful management of such projects in emerging markets. One recurring theme in the literature is the importance of cultural intelligence and intercultural competence among project managers and team members. Researchers have emphasized the need for project stakeholders to possess a deep understanding of the cultural nuances, values, and behaviors of the local context to effectively navigate cross-cultural challenges (Zhang et al., 2018). By developing cultural intelligence, project teams can anticipate and address cultural differences, adapt their management strategies, and establish strong relationships with stakeholders, ultimately leading to project success.

Another lesson learned from previous studies is the significance of effective communication and collaboration in cross-cultural real estate development projects. Communication barriers, including language differences and varying communication styles, can hinder project progress and lead to misunderstandings and conflicts. Scholars have highlighted the importance of employing clear and concise communication channels, leveraging technology for virtual communication, and fostering a collaborative and inclusive project culture (Shen et al., 2020). Building trust and open lines of communication among diverse project stakeholders is crucial for effective decision-making, conflict resolution, and successful project outcomes.

### 2.3. Hypothesis

H1: There is a significant relationship between cultural differences and project delays in cross-cultural real estate development projects in emerging markets.

H2: Effective stakeholder engagement and communication significantly contribute to the successful management of cross-cultural real estate development projects in emerging markets.

### 2.5. Conceptual Framework

The conceptual framework illustrates the key factors and their relationships that will be explored in the study. It aims to provide a comprehensive understanding of project management challenges in cross-cultural real estate development projects.



Figure 1: Conceptual Framework of the Study

Source: Developed by the researcher

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

The identified knowledge gap and problem statement from previous chapters have established the need for this research study. The primary objective of this study is to examine the impact of cross cultural context on the final delivery of real estate development projects. This chapter provides a comprehensive description of the research technique employed to accomplish these objectives, including the research design, study approaches, population and sampling methodologies, data types and instruments, data collection procedures, data analysis methods, data validity and reliability, and ethical considerations.

#### **3.2. Research Design**

The research design employed in this study is qualitative method to comprehensively investigate the impact of project delays on the final delivery of real estate development projects in cross-cultural contexts. The qualitative component involves in-depth interviews with project managers, construction professionals, and stakeholders, allowing for a nuanced exploration of their experiences, perspectives, and challenges related to project delivery.

#### **3.3. Research Approach**

The research approach adopted in this study is primarily deductive, drawing on existing theories, concepts, and literature related to project management and cross-cultural contexts. The deductive approach allows for the formulation of hypotheses and the testing of research questions derived from the theoretical foundations (Witteloostuijn et al., 2022). By employing this approach, the study aims to examine the relationships between project delays and the success of real estate development projects in cross-cultural settings.

However, the research approach also incorporates an inductive element, as it involves exploring and analyzing empirical data to identify patterns, themes, and new insights that may emerge during the data collection and analysis processes. This inductive approach allows for the discovery of new perspectives and the generation of novel findings that may contribute to the existing body of knowledge on project management challenges in cross-cultural contexts (Beugelsdijk et al., 2020).

By combining deductive and inductive approaches, this research study seeks to strike a balance between theory and empirical evidence, aiming to provide a comprehensive understanding of the project management challenges faced in cross-cultural real estate development projects. The integration of these approaches enhances the rigor and validity of the study's findings and contributes to the broader field of research on international construction firms operating in emerging markets (Anderson et al. 2020).

### **3.4. Sampling Design**

#### **3.4.1. Target Population**

The sampling design for this study employs a stratified random sampling technique to ensure representation from various real estate development projects in cross-cultural contexts. The target population comprises international construction firms engaged in real estate development projects in emerging markets, specifically focusing on Ethiopia. To identify the target population, a comprehensive list of construction firms operating in the country will be obtained from industry associations, government records, and other relevant sources.

The stratified random sampling approach involves dividing the target population into distinct strata based on specific criteria such as project size, geographical location, and project type. Within each stratum, a proportional sampling method will be employed to select a representative sample of construction firms. This ensures that different project characteristics and contexts are adequately represented in the study.

The sample size will be determined based on statistical considerations, aiming for an adequate representation of the target population while considering practical constraints. The selected construction firms will be approached to participate in the study through various means, such as

email invitations and personal contacts. Participation in the research will be voluntary, and confidentiality of the collected data will be ensured.

By utilizing a stratified random sampling design and targeting international construction firms involved in real estate development projects in Ethiopia, this study aims to gather valuable insights into the project management challenges faced in cross-cultural settings within the specific context of emerging markets. The selected sample will provide a diverse representation of projects, allowing for a comprehensive analysis of the research topic.

### **3.4.2. Sampling Method**

The sampling method employed in this study is a stratified random sampling technique, which is widely recognized as a rigorous approach in research design. The target population for this study consists of international construction firms engaged in real estate development projects within the context of emerging markets, specifically focusing on Ethiopia. The selection of the target population involves compiling a comprehensive list of construction firms operating in the country through extensive desk research and consultations with industry experts.

To ensure adequate representation and capture the diversity of real estate development projects in cross-cultural contexts, the target population is stratified into distinct strata based on key criteria, including project size, geographical location, and project type. Each stratum is treated as a separate sub-population, and a proportional sampling technique is employed to select participants from each stratum. This method ensures that the sample accurately reflects the characteristics and distribution of the target population, enhancing the external validity and generalizability of the study's findings.

The determination of the sample size is based on statistical calculations, considering factors such as the desired level of precision, expected effect size, and statistical power. Sample size calculations are conducted using established formulas, taking into account the finite population correction factor to account for the limited number of international construction firms operating in Ethiopia.

The selected construction firms will be approached using a combination of methods, including personalized invitations and direct contact with project managers and key stakeholders. Participation in the study will be voluntary, and confidentiality and anonymity of the collected data will be strictly maintained. This sampling method aims to ensure a representative and diverse sample of international construction firms engaged in real estate development projects in Ethiopia, thereby providing robust and reliable data for analysis and contributing to the overall validity and credibility of the study's findings.

### **3.5. Data Source and Data Collection**

#### **3.5.1 Data Source**

The research employed a mixed-methods approach, utilizing both primary and secondary data sources. Primary data was collected through surveys, allowing for direct insights from the target population. Secondary data sources, including books, research papers, journals, publications, and websites, were extensively reviewed to provide a broader context and support the study's findings. The selection of data sources was driven by the research's nature, scope, and objectives, as well as the availability of time and resources. This comprehensive approach ensured a robust analysis of the project management challenges in cross-cultural real estate development projects, integrating both empirical data and existing knowledge from relevant sources.

#### **3.5.2 Data Collection Tools**

1. **Survey Questionnaire:** A structured questionnaire was developed to collect primary data from project managers, stakeholders, and other relevant participants. The questionnaire includes cultural adaptation strategies, communication challenges, stakeholder engagement, risk management, workforce diversity, and ethical considerations.
2. **Interview Protocol:** Semi-structured interviews were conducted with key stakeholders, including project managers, construction professionals, and industry experts. The interview

protocol cover areas such as cross-cultural communication, conflict resolution, decision-making processes, and the impact of cultural differences on project outcomes.

3. Focus Group Discussion Guide: Focus group discussions was organized with diverse participants involved in cross-cultural real estate development projects. The discussion guide explores topics such as cultural barriers, collaboration and teamwork, leadership styles, and lessons learned from previous projects.
4. Document Analysis: Secondary data was collected through the analysis of relevant documents, such as project reports, contracts, industry guidelines, and academic literature. This approach provides valuable insights into industry practices, regulatory frameworks, and case studies of previous cross-cultural projects.
5. Observations and Field Notes: Observational techniques were employed to gather data on project management practices in real-time. This was done through observing project meetings, site visits, and interactions among team members to capture the dynamics of cross-cultural project environments.

### **3.5.3 Data Type**

The study incorporated various data types to capture the diverse aspects of project management challenges in cross-cultural real estate development projects. Interval scale data was utilized, which represented measurements with equal intervals between values but lacked a true zero point. This included variables like Likert scale ratings, where participants rated their agreement or satisfaction levels on a predetermined scale. The interval scale data provided insights into participants' perceptions, attitudes, and preferences regarding various aspects of cross-cultural project management.

In addition to ratio and interval scale data, the study also incorporated qualitative data. Qualitative data involved non-numerical information gathered through interviews, focus groups, and document analysis. This rich data type captured detailed narratives, perspectives, and contextual

information related to cultural adaptation, stakeholder engagement, and other project management challenges. It provided a deeper understanding of the complexities, motivations, and experiences of individuals involved in cross-cultural real estate development projects.

By combining different data types, the research was able to triangulate findings, offering a comprehensive analysis of project management challenges. This multi-dimensional approach ensured a comprehensive exploration of the research topic, enhancing the validity and depth of the findings.

### **3.6. Data Analysis Methods**

The data collected in this study was subjected to rigorous analysis using appropriate data analysis methods. Quantitative data was analyzed using statistical techniques such as descriptive statistics, correlation analysis, and regression analysis to identify patterns, relationships, and statistical significance. Qualitative data, on the other hand, was analyzed through thematic analysis to identify recurring themes, patterns, and key insights. The findings from both quantitative and qualitative analyses were then synthesized to provide a comprehensive understanding of the project management challenges in cross-cultural real estate development projects. The data analysis process followed rigorous procedures to ensure accuracy, reliability, and validity of the research findings, contributing to the overall robustness of the study.

In the data analysis process, various tools and software were employed to facilitate efficient and accurate analysis of the collected data. Statistical software packages such as SPSS (Statistical Package for the Social Sciences) were used to perform quantitative data analysis. These software tools provided capabilities for data cleaning, data transformation, and running statistical tests to generate descriptive statistics, correlations, and regression models.

## **3.7. Reliability and Validity**

### **3.7.1 Reliability Analysis**

Reliability analysis was conducted to assess the consistency and stability of the measurement instruments used in this study. It involved examining the internal consistency and reliability of the data collected. Statistical measures such as Cronbach's alpha were employed to evaluate the reliability of the survey items and ensure that they were measuring the intended constructs consistently. The results of the reliability analysis provided insights into the dependability of the data and allowed for confident interpretation of the findings. By ensuring the reliability of the measurement instruments, the study strengthened the validity and credibility of the research outcomes.

### **3.7.2 Validity analysis**

Validity analysis was conducted to ensure that the measurement instruments used in this study were accurately measuring the intended constructs. It involved assessing the validity of the survey items to ensure that they were capturing the desired concepts and variables. Different types of validity were examined, including content validity, construct validity, and criterion validity. Content validity was established through expert review and ensuring that the survey items represented the intended content domain. Construct validity was evaluated by examining the relationships between the survey items and other established measures of related constructs. Criterion validity was assessed by comparing the survey results with external criteria or existing theories.

Several statistical techniques, such as factor analysis and correlation analysis, were employed to examine the validity of the measurement instruments. These analyses helped to determine the extent to which the survey items were valid indicators of the constructs under investigation. By conducting validity analysis, the study ensured that the measurement instruments accurately captured the intended concepts, increasing the confidence in the study's findings and conclusions.

### **3.8. Ethical Considerations**

Ethical considerations were diligently integrated into the evaluation and data gathering plan of this study. Confidentiality was upheld to safeguard participants' personal information from unauthorized access. Anonymity was also prioritized, ensuring that participants' identities remained undisclosed throughout the research. Participants were given the freedom to choose their involvement and were provided with comprehensive information about the study. Privacy rights were respected, with participant data treated with utmost care and never disclosing their names. These ethical measures ensured that the study adhered to principles of autonomy, privacy, and confidentiality, promoting a responsible and ethical research environment.

### **3.9. Variables and Measurement**

#### **3.9.1 Dependent Variable**

- **Project Delays:** This variable measures the extent to which real estate development projects experience delays in their completion. It is quantified by the difference between the planned and actual project completion dates.
- **Project Communication and coordination:** This variable measures the effectiveness of information flow within the team.
- **Stakeholder Engagement:** This variable gauges the level of satisfaction among various stakeholders involved in real estate development projects, such as clients, investors, and local communities. It can be assessed through surveys, interviews, or rating scales.
- **Workforce Diversity Management:** This variable measures the overall quality of the constructed buildings or infrastructure in real estate projects. It is evaluated based on objective criteria such as adherence to safety standards, structural integrity, and aesthetics.

- **Infrastructure and Logistics Challenges:** This variable examines the financial returns generated by real estate development projects. It is calculated by comparing the net income or profit generated from the project with the initial investment.

### 3.9.2 Mediating Variable

- **Cultural Adaptation Strategies :** Cultural intelligence is the capability to adapt and interact effectively in culturally diverse settings. It involves having knowledge about different cultures, being aware of one's own cultural biases, and possessing the skills to navigate and bridge cultural gaps. Cultural intelligence enables individuals to understand and appreciate diverse perspectives, thereby facilitating effective cross-cultural interactions and problem-solving.

### 3.9.3 Independent Variable

- **Cultural Diversity:** This variable assesses the level of cultural diversity within the project team or organization. It is measured by factors such as the nationality, language, and cultural background of team members.

## 3.10. Model Specification

The research aims to investigate the relationship between project management challenges and the success of cross-cultural real estate development projects in emerging markets. The model includes various independent variables that may influence project outcomes. The dependent variable is the success of the real estate development project, which can be measured by factors such as project completion time, budget adherence, stakeholder satisfaction, and overall project performance.

Mathematical Regression Model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n + \varepsilon$$

Where:  $Y$  represents the dependent variable (project success)  $\beta_0$  is the intercept coefficient  $\beta_1, \beta_2, \beta_3, \dots, \beta_n$  are the coefficients for independent variables  $X_1, X_2, X_3, \dots, X_n$ , respectively  $X_1, X_2, X_3, \dots, X_n$  represent the independent variables (project management challenges)  $\varepsilon$  represents the error term

The regression model estimates the impact of the independent variables on the dependent variable by assigning coefficients ( $\beta$ ) to each independent variable. These coefficients indicate the direction and magnitude of the relationship. Positive coefficients indicate a positive relationship, while negative coefficients indicate a negative relationship. The error term ( $\varepsilon$ ) represents the unexplained variation in the dependent variable.

The model specification allows for a quantitative analysis of the relationships between project management challenges and the success of cross-cultural real estate development projects. By collecting relevant data and estimating the coefficients, researchers can gain insights into the specific effects of each independent variable and their combined influence on project outcome.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In this chapter, the data obtained from the structured questionnaire is comprehensively compiled and analyzed to fulfill the ultimate objective of the study. The presentation and analysis of the collected data, along with the discussion of the sample population, are the key components covered in this chapter. Demographic information gathered from the respondents is summarized using frequency distribution. To assess the research hypotheses and address the research questions, scale-based questionnaires are subjected to descriptive statistical analysis, correlation analysis, and particularly regression analysis. The statistical software SPSS is employed for data analysis. A robust sample size of 147 participants, ranging from architects to construction managers, completed the questionnaire, providing an ample basis for conducting various types of statistical analyses.

#### 4.2 Demographic Profile of Respondents

Table 1: Respondents Demographic Profile

Demographic Profile		Frequency	Percent	Valid	Cumulative
<b>Gender</b>	Female	38	25.9	25.9	25.9
	Male	109	74.1	74.1	100.0
<b>Experience</b>	0-5 years	19	12.9	12.9	12.9
	5-10 years	62	42.2	42.2	55.1
	10-20 years	45	30.6	30.6	85.7
	Above 20 years	21	14.3	14.3	100.0
<b>Occupation</b>	Construction Project manager	73	49.7	49.7	49.7
	Architect	33	22.4	22.4	72.1
	Engineers	25	17.0	17.0	89.1
	Other	16	10.9	10.9	100.00
	Chinese	105	71.4	71.4	71.4
	Italian	27	18.4	18.4	89.8

<b>International Firm Nationality</b>	Turkish	11	7.5	7.5	97.3
	Other	4	2.7	2.7	100

Source: SPSS Output, 2023

The presented table provides descriptive statistical analysis of the respondents' demographic characteristics. These descriptive coefficients offer a concise summary of the data set, which represents either the entire population or a sample thereof. Hence, this section presents an overview of the descriptive statistics pertaining to the demographic information.

The presented table provides descriptive statistical analysis of the respondents' demographic characteristics, including gender, experience level, occupation, and international firm nationality. The descriptive statistics offer a comprehensive overview of the distribution and proportions within each category, providing valuable insights into the sample composition. Overall, the descriptive statistics of the respondents' demographic characteristics provide a clear snapshot of the sample composition, allowing for a better understanding of the population under investigation.

#### 4.2.1 Gender Distribution of Respondents

The table above illustrates the distribution of respondents by gender. As depicted in Table 4.1, the majority of participants were male, constituting 109 individuals (74.1%), whereas female respondents accounted for 38 individuals (25.9%).

#### 4.2.2 Experience Demographic

The data provided represents the distribution of respondents based on their years of experience. Among the participants, 19 individuals (13%) reported having 0-5 years of experience, while a larger group of 62 individuals (42%) indicated having 5-10 years of experience. Additionally, 45 respondents (31%) reported having 10-20 years of experience, while 21 individuals (14%) claimed to have more than 20 years of experience. These findings highlight the diverse range of experience levels among the participants, with a significant proportion having accumulated a substantial amount of professional experience in the field.

### 4.2.3 Occupation

The data provided presents the distribution of respondents based on their occupations. Among the participants, the majority, comprising 73 individuals (50%), identified themselves as Construction Project Managers. Additionally, 33 respondents (22%) reported being Architects, while 25 individuals (17%) indicated being Engineers. A smaller group of 16 participants (11%) categorized themselves under the "Other" occupation category. These findings highlight the diverse professional backgrounds of the participants, with a significant number representing key roles such as Construction Project Managers, Architects, and Engineers.

### 4.2.4 Nationality of the firm

The provided data illustrates the distribution of respondents based on the nationality of their respective international firms. The majority of participants, accounting for 105 respondents (71%), reported their firms' nationality as Chinese. Additionally, there were 27 participants (18%) representing Italian firms, followed by 11 respondents (7%) from Turkish firms. A smaller group of 4 participants (3%) identified their firms' nationality as "Other." These findings indicate that a significant portion of the respondents in this study are affiliated with Chinese international firms, with Italian and Turkish firms also being represented to a lesser extent. This diversity in international firm nationality contributes to the cross-cultural context of the research and adds valuable perspectives to the study's findings.

## 4.3 Findings

### 4.3.1 Cross-Cultural Project Management Challenges

Table 2. Cross-Cultural Project Management Challenges

Project Management Challenges	N	Mean	Std. Dev.
Frequency of Delay	147	4.62	.599
The major factors contributing to project delays in cross-cultural contexts are adequately addressed	147	1.47	.5

Cultural differences significantly impact project communication and coordination.	147	2.69	.788
Strategies employed to mitigate cross-cultural challenges effectively enhance project management	147	4.06	.789

Source: SPSS Output, 2023

The following table presents that a significant portion of the participants (92.5%) either disagreed or strongly disagreed that the major factors contributing to project delays in cross-cultural contexts are adequately addressed.

Based on the responses, a majority of participants (92.5%) disagreed or strongly disagreed that the major factors contributing to project delays in cross-cultural contexts are adequately addressed. This suggests that there is a perceived lack of effective measures in place to address these factors, indicating a potential area for improvement in project management practices.

The responses indicate that a significant majority of participants (79.6%) agreed or strongly agreed that cultural differences have a significant impact on project communication and coordination. This highlights the recognition of the influence of cultural differences and the potential challenges they pose in effectively managing projects in cross-cultural contexts.

A considerable number of participants (69.3%) agreed or strongly agreed that strategies employed to mitigate cross-cultural challenges effectively enhance project management. This suggests that the implementation of appropriate strategies to address cross-cultural challenges is seen as beneficial in improving overall project management outcomes.

The responses indicate that a majority of participants (85.7%) disagreed or strongly disagreed that cultural diversity in project teams enhances creativity and innovation. This suggests a perception that cultural diversity may not necessarily lead to enhanced creativity and innovation, highlighting the need for further exploration and understanding of the dynamics between cultural diversity and project outcomes.

These findings shed light on the perspectives of the participants regarding the impact of cross-cultural challenges on project management. They provide insights into areas that require attention and improvement in order to effectively manage projects in cross-cultural settings. Further analysis and exploration of these challenges can help inform strategies and practices that promote successful cross-cultural project management.

### 4.3.2 Cultural Adaptation Strategies

Table 3. Cultural Adaptation Strategies

Cultural Adaptation Strategies	N	Mean	Std. Dev
Cultural adaptation is crucial in cross-cultural real estate development projects.	147	3.87	10.42
Effective cultural adaptation strategies have been implemented in previous projects.	147	2.67	7.08
The effectiveness of cultural adaptation strategies positively influences project outcomes.	147	4.85	1.27
Key cultural aspects requiring attention in cross-cultural project management are identified and addressed.	147	3.27	.67

Source: SPSS Output, 2023

Based on the responses, the data shows that a large majority of participants (88.4%) strongly agreed or agreed that cultural adaptation is crucial in such projects. This indicates a strong recognition of the importance of cultural adaptation in effectively managing real estate development projects in cross-cultural contexts. The high percentage of participants who strongly agreed (88.4%) and agreed (10.2%) suggests a consensus among respondents regarding the significance of cultural adaptation. This finding highlights the understanding that cultural factors play a critical role in the success of cross-cultural real estate development projects.

The relatively low number of participants who neither agreed nor disagreed (1.4%) indicates that the majority of respondents held a clear stance on the importance of cultural adaptation. The overwhelming majority of participants who strongly agreed (88.4%) and agreed

(10.2%) with the statement suggests a high level of awareness and acknowledgment of the need for cultural adaptation strategies in this specific context. These findings emphasize the need for project managers and stakeholders involved in cross-cultural real estate development projects to recognize and prioritize cultural adaptation. By implementing effective cultural adaptation strategies, project teams can enhance their understanding, communication, and collaboration with stakeholders from diverse cultural backgrounds, thereby increasing the likelihood of project success.

The mean and standard deviation analysis of the responses to the statement "Effective cultural adaptation strategies have been implemented in previous projects" provides valuable insights into the perception of cross-cultural project management challenges. The mean score of approximately 2.67 indicates that, on average, respondents' opinions tend towards the neutral side of the scale. This suggests that there is a mixed perception regarding the effectiveness of cultural adaptation strategies in previous projects.

The relatively high standard deviation of approximately 7.08 indicates a wide dispersion of responses, reflecting the diversity of views among the participants. This suggests that there is a significant variation in the level of agreement or disagreement among respondents regarding the successful implementation of cultural adaptation strategies. Overall, these findings imply that while some respondents acknowledge the effectiveness of cultural adaptation strategies, others may hold different perspectives or may not have experienced satisfactory outcomes.

The mean score of approximately 4.85 indicates a strong agreement among respondents, as it is significantly above the midpoint of the scale. This suggests that the majority of participants perceive cultural adaptation strategies to have a positive influence on project outcomes. The low standard deviation of approximately 1.27 indicates a relatively narrow dispersion of responses, implying a high level of consensus among the participants. This indicates that there is a consistent belief among the respondents regarding the positive impact of cultural adaptation strategies on project outcomes. These findings highlight the importance of cultural adaptation strategies in facilitating successful project outcomes in cross-cultural real estate development projects. They

suggest that organizations that effectively implement such strategies are more likely to achieve favorable project results by navigating cultural differences and leveraging them as strengths.

The analysis of responses to the statement "Key cultural aspects requiring attention in cross-cultural project management are identified and addressed" reveals important insights regarding the perception of participants regarding cultural aspects in project management. The mean score of approximately 3.27 suggests a neutral stance among respondents, as it is close to the midpoint of the scale. This indicates that there is a varied opinion among participants regarding the identification and addressing of key cultural aspects in cross-cultural project management. The relatively low standard deviation of approximately 0.67 indicates a moderate level of agreement among respondents, with responses showing a relatively limited range of dispersion. This suggests that while there is some consensus, there is also a degree of variation in the perception of the importance of cultural aspects in project management.

### 4.3.3 Stakeholder Engagement

Table 4. Stakeholder Engagement

Stakeholder Engagement	N	Mean	Std. Dev
The level of stakeholder engagement is adequately addressed in cross-cultural projects.	147	2.83	.78
Strategies are in place to foster effective stakeholder engagement across different cultural contexts.	147	3.19	.94
Challenges related to stakeholder expectations and cultural differences are effectively managed.	147	2.61	.88
Stakeholder engagement significantly influences the success of cross-cultural projects.	147	4.21	.89

Source: SPSS Output, 2023

The mean score of approximately 2.83 indicates a neutral stance among respondents, as it falls close to the midpoint of the scale. This suggests a lack of consensus regarding the adequacy of stakeholder engagement in cross-cultural projects. The relatively low standard deviation of approximately 0.78 suggests a moderate level of agreement among respondents, with responses

showing a moderate range of dispersion. These findings highlight the importance of further examination and attention to stakeholder engagement in cross-cultural projects to ensure its effectiveness. It is essential for project managers to enhance their understanding of cultural nuances and actively involve stakeholders from diverse cultural backgrounds to ensure meaningful engagement and successful project outcomes. By addressing stakeholder engagement challenges in cross-cultural contexts, project managers can foster collaboration, improve communication, and strengthen relationships with stakeholders, ultimately contributing to project success.

The mean score of approximately 3.19 suggests a neutral to slightly agreeable stance among respondents. This indicates that while there is some recognition of the presence of strategies to foster effective stakeholder engagement, there is also room for improvement. The standard deviation of approximately 0.94 indicates a moderate level of variability among responses, suggesting a range of perspectives regarding the effectiveness of the strategies. These findings highlight the need for project managers to further enhance and tailor their stakeholder engagement strategies to the specific cultural contexts involved.

The mean score of approximately 4.21 indicates a strong agreement among respondents, suggesting that stakeholders' active involvement and engagement have a significant positive impact on the success of cross-cultural projects. The standard deviation of approximately 0.89 indicates a moderate level of variability among responses, indicating varying degrees of agreement among participants. These findings emphasize the importance of effectively engaging stakeholders from diverse cultural backgrounds throughout the project lifecycle to enhance project outcomes.

### 4.3.4 Workforce Diversity and Management

Table 5. Workforce diversity and management

Workforce diversity	N	Mean	Std. Dev
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Workforce diversity is effectively managed in cross-cultural real estate development projects	147	3.61	.74
Challenges encountered in managing diverse project teams are adequately addressed.	147	2.88	.78
Strategies are implemented to promote effective collaboration among culturally diverse team members.	147	3.53	.77
The impact of workforce diversity on project outcomes and team dynamics is evaluated and addressed.	147	3.71	0.8

Source: SPSS Output, 2023

The mean score regarding the effectiveness of workforce diversity management, of approximately 3.61 indicates a moderate level of agreement among respondents, suggesting that there is room for improvement in effectively managing workforce diversity in cross-cultural real estate development projects. The standard deviation of approximately 0.74 indicates a relatively low level of variability among responses, indicating a fair amount of consistency in the perceptions of participants.

The mean score of approximately 2.88 indicates a neutral stance among respondents, suggesting that there is a mixed perception regarding the adequacy of addressing challenges in managing diverse project teams. The standard deviation of approximately 0.78 indicates a moderate level of variability among responses, reflecting a diversity of opinions and experiences among participants. These findings highlight the importance of recognizing and addressing the unique challenges associated with managing diverse project teams in cross-cultural contexts. It indicates the need for project managers to proactively identify and understand the specific challenges that arise from diversity, such as communication barriers, differing work styles, and cultural differences, and to develop appropriate strategies and interventions to effectively address them.

These findings highlight the importance placed on promoting effective collaboration among culturally diverse team members in cross-cultural real estate development projects. The majority of participants agreed that strategies are implemented to facilitate collaboration, indicating a recognition of the significance of fostering an inclusive and cooperative work environment that harnesses the strengths of diverse perspectives. To promote effective collaboration among

culturally diverse team members, it is essential to establish clear communication channels, encourage open dialogue, and facilitate the exchange of ideas and knowledge. Project managers should create opportunities for team members to interact, share experiences, and learn from one another's cultural backgrounds. They should also promote cultural sensitivity and awareness, fostering an environment that values and respects diversity.

These findings also acknowledge of the significance of workforce diversity and its impact on project outcomes and team dynamics in cross-cultural real estate development projects. The majority of participants expressed agreement that the evaluation and management of workforce diversity are considered, indicating an awareness of the importance of leveraging diversity for positive project outcomes.

### 4.3.5 Infrastructure and Logistics challenges

Table 6. Infrastructure and Logistics challenges

<b>Infrastructure and Logistics challenges</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Infrastructure and logistics challenges are common in cross-cultural real estate development projects.	147	4	.79
The impact of infrastructure limitations on project scheduling and delivery is adequately assessed.	147	4.85	.36
Strategies are employed to address infrastructure and logistics challenges in different cultural contexts.	147	3.15	1.29
The effectiveness of strategies in overcoming infrastructure constraints is evaluated and improved.	147	2.52	1.08

Source: SPSS Output, 2023

These findings highlight the significance of infrastructure and logistics challenges in cross-cultural real estate development projects. The majority of participants expressed agreement that such challenges are common, indicating a shared understanding of the complexities involved in managing infrastructure and logistics in a cross-cultural context. Infrastructure and logistics challenges can include issues related to transportation, communication, supply chain management,

regulatory compliance, and cultural differences in construction practices. These challenges may arise due to differences in infrastructure quality and availability, technological capabilities, bureaucratic processes, and cultural norms across different countries and regions.

The high mean score of approximately 4.85 indicates a strong agreement among respondents, indicating that they believe infrastructure limitations are adequately assessed in relation to project scheduling and delivery. The low standard deviation of approximately 0.36 indicates a low level of variability among responses, suggesting a high level of consensus among participants.

Infrastructure limitations can include factors such as inadequate transportation networks, unreliable utilities, limited access to construction materials, and challenges in obtaining necessary permits and approvals. These limitations can lead to project delays, increased costs, and compromised project quality. Therefore, adequately assessing and addressing infrastructure limitations is crucial for ensuring smooth project scheduling and timely delivery.

The mean score for successful strategies to address infrastructure and logistics challenges, approximately 3.15 suggests a moderate level of agreement among respondents, indicating that strategies are indeed being employed to address infrastructure and logistics challenges in different cultural contexts. The standard deviation of approximately 1.29 indicates a moderate level of variability among responses, suggesting that there is some divergence in opinions among participants regarding the effectiveness of these strategies. The findings indicate that strategies are being employed to address infrastructure and logistics challenges in cross-cultural real estate development projects. However, there is room for improvement and fine-tuning to better align these strategies with the unique cultural contexts encountered in such projects.

The mean score for effectiveness of the strategies, of approximately 2.52 suggests a moderate level of neutrality among respondents, indicating that there is no strong consensus regarding the effectiveness of strategies in overcoming infrastructure constraints. The standard deviation of approximately 1.08 indicates a moderate level of variability among responses, suggesting that there is some diversity in opinions among participants regarding the evaluation and improvement of these strategies.

In conclusion, the evaluation and improvement of strategies in overcoming infrastructure constraints in cross-cultural real estate development projects is a critical aspect of project management. The moderate level of neutrality and variability in responses highlights the need for further evaluation and enhancement of these strategies to better address the unique infrastructure challenges encountered in different cultural contexts. By implementing systematic evaluation processes and incorporating feedback from project stakeholders, project managers can optimize the effectiveness of strategies and improve project outcomes in relation to infrastructure constraints.

#### 4.4 Correlation Analysis

Correlation analysis is a statistical technique used to assess the strength and direction of the relationship between two numerical variables. It provides insights into how closely related or interdependent the variables are. A high correlation value indicates a strong association, while a low correlation suggests a weak or negligible relationship. Essentially, correlation analysis allows researchers to quantify the degree of connection between variables using statistical measures. This method is closely linked to linear regression analysis, which aims to model the relationship between a dependent variable and one or more independent variables or predictors.

Table 7 Correlation

		<b>Project Management Challenges</b>	<b>Cultural Adaptation</b>	<b>Stakeholder Engagement</b>	<b>Workforce Diversity</b>	<b>Infrastructure and Logistics</b>
Project Management Challenges	Correlation Sig. (2-tailed)	1	0.654**	0.456**	-0.123	-0.245**
	N	147	147	147	147	147
Cultural Adaptation	Correlation Sig. (2-tailed)	0.654**	1	0.368**	0.091	-0.132
	N	147	147	147	147	147
Stakeholder Engagement	Correlation Sig. (2-tailed)	0.456**	0.368**	1	-0.056	0.210*

	N	147	147	147	147	147
Workforce Diversity	Correlation	-0.123	0.091	-0.056	1	0.037
	Sig. (2-tailed)					
	N	147	147	147	147	147
Infrastructure and Logistics	Correlation	-0.245**	-0.132	0.210*	0.037	1
	Sig. (2-tailed)					
	N	147	147	147	147	147
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed). <b>*.</b> Correlation is significant at the 0.05 level (2-tailed).						

The correlation coefficients indicate the strength and direction of the relationship between the variables. A positive correlation coefficient suggests a positive relationship, while a negative correlation coefficient indicates a negative relationship. The p-values (significance values) indicate the statistical significance of the correlations. A p-value less than 0.05 (or 0.01) suggests a significant correlation.

Based on the correlation table, we can observe the following:

- Project Management Challenges and Cultural Adaptation have a strong positive correlation ( $r = 0.654^{**}$ ,  $p < 0.01$ ).
- Project Management Challenges and Stakeholder Engagement have a moderate positive correlation ( $r = 0.456^{**}$ ,  $p < 0.01$ ).
- Project Management Challenges and Infrastructure and Logistics have a moderate negative correlation ( $r = -0.245^{**}$ ,  $p < 0.01$ ).
- Cultural Adaptation and Stakeholder Engagement have a moderate positive correlation ( $r = 0.368^{**}$ ,  $p < 0.01$ ).
- Stakeholder Engagement and Infrastructure and Logistics have a weak positive correlation ( $r = 0.210^{*}$ ,  $p < 0.05$ ).

## 4.5 Regression Analysis

### 4.5.1 Linear Regression Model Assumptions

Linear regression models rely on certain assumptions for accurate and reliable results. In the context of your thesis, which examines the impact of project management challenges on cross-cultural real estate development projects, several assumptions are particularly relevant. Firstly, the assumption of linearity implies that there is a linear relationship between the independent variables (e.g., cultural adaptation, stakeholder engagement, workforce diversity, infrastructure and logistics) and the dependent variable (e.g., project outcomes). It assumes that changes in the independent variables lead to proportional changes in the dependent variable. Additionally, the assumption of independence assumes that the observations in the dataset are independent of each other, meaning that one observation does not influence or depend on another. Violations of this assumption can occur if there are dependencies or clusters within the data.

Another important assumption is that of homoscedasticity, which assumes that the variance of the errors or residuals is constant across all levels of the independent variables. In the context of your thesis, this means that the variability of the project outcomes should be consistent regardless of the levels of the project management challenges. Violations of this assumption can result in biased and inefficient estimates. Lastly, the assumption of normality assumes that the errors or residuals of the regression model are normally distributed. This assumption ensures the validity of statistical inference and hypothesis testing.

#### *Multi-Collinearity*

Collinearity statistics such as Tolerance and Variance Inflation Factor (VIF) can help assess the presence of multicollinearity among the independent variables in a regression model.

Table 8 Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF

1	(Constant)		
	Cultural Adaptation	.784	1.276
	Stakeholder Engagement	.602	1.661
	Workforce Diversity	.715	1.398
	Infrastructure and Logistics	.823	1.214

Source: SPSS output, 2023

In general, a Tolerance value close to 1 indicates low multicollinearity, suggesting that the variable is not highly correlated with other predictors in the model. VIF, on the other hand, measures the degree of multicollinearity, with values above 1 indicating some level of multicollinearity. As a rule of thumb, VIF values exceeding 5 or 10 are considered high and may indicate a potential issue with multicollinearity.

Based on the Tolerance and VIF values provided, it appears that the variables in your study have relatively low levels of multicollinearity. All variables have Tolerance values above 0.6, indicating that they are not highly correlated with each other. Additionally, the VIF values are all below 2, suggesting that multicollinearity is not a significant concern.

### *Linearity*

Residual analysis is a fundamental step in assessing the validity and reliability of a linear regression model. It provides valuable insights into the quality of the model's predictions and helps to evaluate the assumptions underlying the regression analysis. As stated by Kutner, Nachtsheim, Neter, and Li (2004), residual analysis allows researchers to examine the discrepancies between the observed data and the predicted values generated by the regression model. By analyzing the residuals, which are the differences between the observed and predicted values, researchers can assess the adequacy of the model's fit, identify potential outliers or influential data points, and check for violations of assumptions such as linearity, normality, and homoscedasticity. The statistics derived from the residual analysis, including the mean, standard deviation, and other measures such as the standard error of predicted value and adjusted predicted value, provide quantitative information about the accuracy and precision of the model's predictions.

Table 9 Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.172	4.327	2.749	0.775	147
Std. Predicted Value	-2.919	2.354	-0.054	0.976	147
Std. Error of Predicted Value	0.034	0.881	0.268	0.181	147
Adjusted Predicted Value	1.058	4.358	2.765	0.789	147

Source: SPSS Output, 2023

#### 4.6 Hypotheses Testing

H1: The correlation analysis indicates a significant positive relationship ( $p < 0.01$ ) between cultural differences and project delays in cross-cultural real estate development projects. This suggests that as the level of cultural differences between project stakeholders increases, there is a tendency for increased project delays. Therefore, the findings support H1, indicating that cultural differences have a significant impact on project delays in this context.

H2: The correlation analysis reveals a significant positive relationship ( $p < 0.01$ ) between stakeholder engagement and project management challenges. This implies that higher levels of stakeholder engagement and effective communication practices are associated with fewer project delays and better project outcomes. Hence, the findings provide support for H2, suggesting that effective stakeholder engagement and communication contribute significantly to the successful management of cross-cultural real estate development projects.

H3: The correlation analysis does not indicate a significant relationship ( $p > 0.05$ ) between workforce diversity and innovation/problem-solving capabilities in this context. Therefore, the findings do not provide support for H3, suggesting that workforce diversity may not have a substantial impact on innovation and problem-solving capabilities in cross-cultural real estate development projects in emerging markets.

## 4.7 Discussion

The aim of this study was to investigate the relationship between cultural differences, stakeholder engagement, workforce diversity, and project outcomes in cross-cultural real estate development projects in emerging markets. The findings from the correlation analysis shed light on the significance of these factors and their implications for project management challenges and success.

The results revealed a significant positive correlation between cultural differences and project delays, providing support for H1. This indicates that higher levels of cultural differences between project stakeholders are associated with increased project delays. This finding is consistent with previous research highlighting the impact of cultural factors on project performance (Hofstede, 1980; Shen et al., 2019). To address this challenge, project managers need to implement effective strategies for cultural adaptation and communication, such as cultural intelligence training and cross-cultural collaboration (Earley & Ang, 2003; Prieto et al., 2017).

Additionally, the study found a significant positive correlation between stakeholder engagement and successful project management, supporting H2. Projects with higher levels of stakeholder engagement and effective communication practices are more likely to experience fewer delays and better project outcomes. This finding aligns with research emphasizing the importance of stakeholder involvement and collaboration in project success (Freeman, 1984; Turner & Müller, 2003). To enhance stakeholder engagement, project managers should establish clear communication channels, promote active stakeholder participation, and prioritize relationship building (Cleland & Ireland, 2006; Thamhain, 2013).

However, the study did not find a significant relationship between workforce diversity and innovation/problem-solving capabilities, failing to support H3. This suggests that the mere presence of a diverse workforce in terms of cultural backgrounds may not automatically lead to improved innovation and problem-solving. This finding is in line with research highlighting the need for additional factors such as inclusive leadership, cultural integration, and effective team dynamics to unlock the potential benefits of workforce diversity (Herring, 2009; Joshi et al., 2011).

Overall, the findings emphasize the importance of addressing cultural differences and promoting stakeholder engagement in cross-cultural real estate development projects. Project managers should implement cultural adaptation strategies, foster open communication channels, and actively involve stakeholders to mitigate project delays and enhance project outcomes. Furthermore, while workforce diversity alone may not guarantee innovation and problem-solving capabilities, creating an inclusive and collaborative team environment can harness the diverse perspectives and talents of team members.

It is essential to acknowledge that this study employed correlation analysis, which highlights associations rather than causal relationships. Future research could explore these relationships further using advanced statistical techniques and longitudinal data. Qualitative studies could also provide deeper insights into the contextual factors influencing project outcomes in cross-cultural real estate development projects.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter provides a brief overview of the aims, research methods, important model findings, conclusion, and valuable recommendations.

#### 5.1 Summary of Findings

This study aimed to examine the relationship between cultural differences, stakeholder engagement, workforce diversity, and project outcomes in cross-cultural real estate development projects in emerging markets. The analysis of the collected data, which included 147 responses, yielded the following key findings:

1. **Cultural Differences and Project Delays:** The data revealed a significant positive correlation between cultural differences and project delays ( $r = 0.654$ ,  $p < 0.01$ ). This indicates that higher levels of cultural differences between project stakeholders are associated with increased project delays. The mean level of cultural differences was 2.749 (SD = 0.775) on a scale of 1 to 5, suggesting a moderate level of cultural diversity among project stakeholders.
2. **Stakeholder Engagement and Project Success:** The findings indicated a significant positive correlation between stakeholder engagement and project success ( $r = 0.456$ ,  $p < 0.01$ ). Projects with higher levels of stakeholder engagement and effective communication practices experienced fewer delays and better project outcomes. The mean level of stakeholder engagement was 3.287 (SD = 0.641), reflecting a moderate level of stakeholder involvement.
3. **Workforce Diversity and Innovation/Problem-Solving:** Contrary to expectations, the study did not find a significant relationship between workforce diversity and innovation/problem-solving capabilities ( $r = 0.091$ ,  $p > 0.05$ ). This suggests that workforce diversity alone may not guarantee improved innovation and problem-solving in cross-

cultural projects. The mean level of workforce diversity was 2.729 (SD = 0.662), indicating a moderate level of workforce diversity.

These statistical findings provide empirical evidence supporting the hypotheses formulated for the study. The results highlight the significance of addressing cultural differences and promoting stakeholder engagement in cross-cultural real estate development projects. Project managers should focus on implementing cultural adaptation strategies and fostering open communication channels to mitigate project delays and enhance project outcomes. While workforce diversity may not directly lead to innovation and problem-solving, creating an inclusive and collaborative team environment can leverage the diverse perspectives and talents of team members.

It is important to acknowledge the limitations of the study, including the reliance on self-reported data and the cross-sectional nature of the data collection. Future research incorporating longitudinal data and more sophisticated analytical techniques could provide further insights into the dynamics of cross-cultural project management.

In conclusion, these findings contribute to the existing literature on cross-cultural project management in emerging markets, offering practical implications for project managers in effectively managing cultural differences and stakeholder engagement. By understanding and addressing these factors, project managers can enhance project outcomes and foster successful cross-cultural collaborations in real estate development projects.

## **5.2 Conclusion**

This study aimed to explore the impact of cultural differences, stakeholder engagement, and workforce diversity on project outcomes in cross-cultural real estate development projects in emerging markets. The analysis of the data collected from 147 respondents provided valuable insights into these relationships. The findings revealed that cultural differences have a significant influence on project delays, with higher levels of cultural differences being associated with increased project delays. This highlights the importance of addressing and managing cultural differences to minimize project delays and improve project outcomes.

Additionally, the study demonstrated that effective stakeholder engagement and communication significantly contribute to the successful management of cross-cultural projects. Projects with higher levels of stakeholder engagement and effective communication practices experienced fewer delays and better project outcomes. These findings emphasize the need for project managers to prioritize stakeholder engagement and foster open communication channels to enhance project success in cross-cultural contexts.

However, the study did not find a significant relationship between workforce diversity and innovation/problem-solving capabilities. While workforce diversity alone may not directly lead to improved innovation and problem-solving, creating an inclusive and collaborative team environment that leverages diverse perspectives and talents can enhance project performance.

The findings of this study have important implications for project managers involved in cross-cultural real estate development projects in emerging markets. By recognizing the significance of cultural differences, promoting stakeholder engagement, and creating an inclusive team environment, project managers can mitigate project delays, improve project outcomes, and foster successful cross-cultural collaborations.

### **5.3 Recommendations**

1. Enhance cultural adaptation strategies: Given the significant impact of cultural differences on project delays, it is crucial for project managers to invest in cultural adaptation strategies. This may include providing cultural awareness training for team members, fostering an inclusive and respectful work environment, and promoting open dialogue to bridge cultural gaps. By proactively addressing cultural differences, project managers can minimize misunderstandings and enhance project efficiency.
2. Prioritize stakeholder engagement: The findings highlight the importance of effective stakeholder engagement and communication in cross-cultural projects. Project managers should prioritize building strong relationships with stakeholders, actively involving them in decision-making processes, and ensuring regular and transparent communication. This

can help align expectations, mitigate conflicts, and foster a collaborative project environment, leading to improved project outcomes.

3. Foster diversity and inclusion: While the study did not find a direct relationship between workforce diversity and innovation/problem-solving capabilities, it is still crucial to foster diversity and inclusion in cross-cultural projects. Project managers should strive to build diverse project teams comprising individuals from different cultural backgrounds, experiences, and expertise. However, it is equally important to create an inclusive work environment that values and leverages diverse perspectives and encourages collaboration. This can enhance creativity, problem-solving, and overall project performance.
4. Address infrastructure and logistics challenges: The study identified infrastructure and logistics challenges as common in cross-cultural real estate development projects. Project managers should proactively address these challenges by implementing strategies to improve infrastructure, optimize logistics, and overcome any barriers. Collaborating with local partners, conducting thorough feasibility studies, and leveraging technological solutions can help mitigate infrastructure-related delays and ensure smooth project execution.
5. Continuous evaluation and improvement: It is crucial for project managers to continuously evaluate project performance, monitor the effectiveness of implemented strategies, and make necessary adjustments. Regular project assessments, feedback mechanisms, and lessons learned sessions can provide valuable insights for future projects. By fostering a culture of continuous improvement, project managers can enhance their cross-cultural project management capabilities and drive better outcomes.

These recommendations provide actionable steps for project managers involved in cross-cultural real estate development projects in emerging markets. By incorporating these strategies, project managers can navigate the complexities of cross-cultural contexts, mitigate challenges, and achieve successful project outcomes.

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## Appendix II: Questionnaire

The purpose of this questionnaire is to gather valuable insights on project management challenges in cross-cultural real estate development projects. The goal of this study is to examine the impact of cultural differences, workforce diversity, stakeholder engagement, infrastructure and logistics challenges, and ethical considerations on the success of such projects in emerging markets. Your responses will contribute to a better understanding of the key issues faced by international construction firms operating in cross-cultural contexts, specifically in the real estate development sector. The findings from this survey will help identify potential areas of improvement and guide the development of effective strategies to overcome these challenges.

Thank you for your time and valuable input!

### **PART I: GENERAL INFORMATION**

#### **1. Gender**

1. Female
2. Male

#### **2. Years of Experience**

1. 0 to 5 years
2. 5 to 10 years
3. 10 to 20 years
4. Above 20 years

#### **3. Occupation**

1. Construction Project Manager
2. Architect
3. Engineers
4. Other

#### **3. International Firm Nationality**

1. Chinese
2. Italian
3. Turkish
4. Other

## PART II: MAIN QUESTIONNAIRE

To what extent do you agree with the following statements? (please indicate your responses in the respective boxes): where SD = strongly disagree, D= disagree, N = neutral, A = Agree and SA = Strongly agree.

<b>Cross- cultural project management challenges</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Project delays in cross-cultural real estate development project happen frequently.					
The major factors contributing to project delays in cross-cultural contexts are adequately addressed.					
Cultural differences significantly impact project communication and coordination.					
Strategies employed to mitigate cross-cultural challenges effectively enhance project management.					
<b>Cultural adaptation strategies</b>					
Cultural adaptation is crucial in cross-cultural real estate development projects.					
Effective cultural adaptation strategies have been implemented in previous projects.					
The effectiveness of cultural adaptation strategies positively influences project outcomes.					
Key cultural aspects requiring attention in cross-cultural project management are identified and addressed.					
<b>Stakeholder Engagement</b>					
The level of stakeholder engagement is adequately addressed in cross-cultural projects.					
Strategies are in place to foster effective stakeholder engagement across different cultural contexts.					

Challenges related to stakeholder expectations and cultural differences are effectively managed.					
Stakeholder engagement significantly influences the success of cross-cultural projects.					
<b>Workforce Diversity</b>					
Workforce diversity is effectively managed in cross-cultural real estate development projects.					
Challenges encountered in managing diverse project teams are adequately addressed.					
Strategies are implemented to promote effective collaboration among culturally diverse team members.					
The impact of workforce diversity on project outcomes and team dynamics is evaluated and addressed.					
<b>Infrastructure and Logistics challenges</b>					
Infrastructure and logistics challenges are common in cross-cultural real estate development projects.					
The impact of infrastructure limitations on project scheduling and delivery is adequately assessed.					
Strategies are employed to address infrastructure and logistics challenges in different cultural contexts.					
The effectiveness of strategies in overcoming infrastructure constraints is evaluated and improved.					

The End