

Details of Publications

International Refereed Journals

- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2017), Methodology to extract underlying basic assumptions of a public sector construction project culture: an exploratory case study. *International Journal of Construction Management*, (Published online: 16 Jun 2017), <https://doi.org/10.1080/15623599.2017.1338130>, (Indexed in Scopus and ESCI).
- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2017). Conceptualising construction project culture: culture as a root-metaphor as opposed to the culture as a variable. *International Journal of Construction Project Management*, 9(1), 1-17.
- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2018). Nature of existence of public sector construction project culture: case studies in Sri Lanka. *Built Environment Project and Asset Management*, (Manuscript accepted subjected to minor corrections, paper is under the second round of review)

International Refereed Conference Publications

- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2018). Basic assumptions of contractor's sub culture in public sector building construction projects in Sri Lanka. *The 7th World Construction Symposium 2018: Built Asset Sustainability: Rethinking Design, Construction and Operations*, 29 June - 01 July 2018, Colombo, Sri Lanka.
- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2017). Three perspectives of public sector construction project culture: an exploratory case study in Sri Lanka. *The 13th International Research Conference 2017, organised by University of Salford*, United Kingdom, on 14-15 September 2017, 428-442.
- Samaraweera, A., Senaratne, S., & Sandanayake Y.G. (2017). Nature of existence of public sector construction project culture: an exploratory case study. *The Sixth World Construction Symposium 2017*, jointly organised by Ceylon Institute of Builders (CIOB), International Council for Research and Innovation in Building and Construction (CIB) and Building Economics and Management Research Unit (BEMRU), University of Moratuwa, Sri Lanka on 30 June - 02 July 2017 in Colombo, Sri Lanka, 308-315
- Samaraweera, A., Sandanayake Y.G., & Senaratne, S. (2014). Conceptual framework for understanding construction project culture: A literature review.

The Third World Construction Symposium 2014, jointly organised by Ceylon Institute of Builders (CIOB), International Council for Research and Innovation in Building and Construction (CIB) and Building Economics and Management Research Unit (BEMRU), University of Moratuwa, Sri Lanka on 20-22 June 2014 in Colombo, Sri Lanka, 116-126.

- Samaraweera, A. & Senaratne, S., (2012). Understanding project culture in construction: a literature review. *World construction symposium -global challenges in construction industry*, Colombo, Sri Lanka 28 – 30, June 2012.

References

- Alasuutari, P. (1996). Theorizing in qualitative research: A cultural studies perspective. *Qualitative Inquiry*, 2(4), 371-384.
- Ali, M., Weerakkody, V., & El-Haddadeh, R. (2009). The impact of national culture on e-government implementation: A comparison case study, *In Proceedings of the Fifteenth Americas Conference on Information Systems*. 6th-9th August, San Francisco, California.
- Al-Natour, R. J. (2011). The impact of the researcher on the researched. *M/C Journal*, 14(6). Retrieved from <http://www.journal.media-culture.org.au/index.php/mcjournal/article/view/428>
- Ankrah, N. A., & Langford, D. A. (2005). Architects and contractors: A comparative study of organizational cultures. *Construction Management and Economics*, 23(5), 595-607.
- Ankrah, N. A., Proverbs, D., Antwi, A., & Debrah, Y. (2005). Factors influencing organisational culture: A construction project perspective, In C. Egbu & M. Tong (Eds.), *Proceedings of the PRobE 2005 Conference*, (pp. 729-742). Retrieved from <http://www.irb.fraunhofer.de/CIBlibrary/search-quick-result-list.jsp?A&idSuche=CIB+DC10679>
- Ankrah, N.A., Proverbs, D., & Debrah, Y. (2008). Towards a framework for diagnosing the culture of a construction project organisation. *International Journal of Construction Management*, 8(2), 17-31.
- Ankrah, N. A., Proverbs, D., & Debrah, Y. (2009). Factors influencing the culture of a construction project organisation. *Engineering, Construction and Architectural Management*, 16(1), 26-47.
- Baker, M.J. (2000). Selecting a research methodology. *The Marketing Review*, 1(3), 373-397.
- Benbasat, I., Goldstein, D.K. & Mead, M. (1987). The case research strategy in studies of information systems. *MIS Quarterly*, 369-386.
- Berger, P. L., & Luckmann, T. (1971). *The social construction of reality Case*. London: Penguin Books Ltd.
- Bresnen, M., & Marshall, N. (2000). Partnering in construction: a critical review of issues, problems and dilemmas. *Construction Management and Economics*, 18(2), 229-237.
- Byrne, M.M. (2001). Understanding life experiences through a phenomenological approach to research. *AORN journal*, 73(4), 830-832.
- Cameron, K.S. and Quinn, R.E. (1999). *Diagnosing and changing organisational culture*. Reading: Addison-Wesley.

- Chapman, G., Hayes, K.J., Sloan, T., & Fitzgerald, A. (2011). Organisational change: communicating to Schein's operator, engineer and executive occupational sub-cultures. *International Journal of Learning and Change*, 5(3), 242-256.
- Chinyio, E. (2007). A Shared Project Brief. *CIB Priority Theme-Revaluing Construction: A W065 'Organisation and Management of Construction' Perspective*, 12.
- Cicmil, S., & Gaggiotti, H. (2014). The 'slippery' concept of 'culture' in projects: towards alternative theoretical possibilities embedded in project practice. *Engineering Project Organization Journal*, 4(2-3), 134-146.
- Collis, J., & Hussey, R. (2009). *Business Research: A practical guide for undergraduate and postgraduate students*, 3rd edition, New York, Palgrave Macmillan.
- Creswell, J. W. (2007). *Qualitative inquiry and research design* (2nd ed.). California: Sage Publications.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative and mixed method approaches* (3rd ed.). California: Sage publications.
- Denzin, N. (1984). *The research act*. Englewood Cliffs, NJ: Prentice Hall.
- Douglas, D. (2003). Inductive theory generation: A grounded approach to business inquiry. *Electronic Journal of Business Research Methods*, 2(1), 47-54.
- Duarte, D.L., & Snyder, N.D. (1999). *Mastering virtual teams: strategies, tools, and techniques that succeed* (1st ed.). San Francisco: Jossey-Bass.
- Egbu, C. O. (2001). Knowledge management and human resource management (HRM): the role of the project manager. *Proceeding of fourth European project management conference*. London.
- Eisenhardt, K.M. (1989). Building theories from case study research. *The Academy of Management Review*, 14(4), 532-550.
- Evaristo, J. R., & Scudder, R. (2000). Geographically distributed project teams: A dimensional analysis. In *Proceedings of the 33rd Hawaii International Conference on System Sciences – 2000*, (pp. 1-11).
- Feagin, J., Orum, A., & Sjoberg, G. (Eds.). (1991). *A case for case study*. Chapel Hill, NC: University of North Carolina Press.
- Fellows R., Grisham, T., & Tjihuis, W. (2007). Enabling project team culture. In M. Sexton, K. Kähkönen & S. Lu (Eds.), *CIB priority theme - revaluing construction: A W065 'organisation and management of construction' perspective*, *CIB report: Publication 313* (pp. 27-44). Rotterdam: CIB General Secretariat.
- Fellows, R., & Liu, A. (2010). Culture as a component of complexity in construction. In *Proceedings: TG59 and W112 - Special Track 18th CIB World Building Congress*, (pp. 192-204). Retrieved from <http://hub.hku.hk/handle/10722/136494>

- Fellows, R., and A.M.M. Liu. (2013). Use and misuse of the concept of culture. *Construction Management and Economics*, 31(5), 401–422. doi: <http://dx.doi.org/10.1080/01446193.2013.794296>
- Flick, U. (2009). *An introduction to qualitative research* (4th ed.). London: Sage Publications.
- Fong, P. S., & Kwok, C. W. (2009). Organizational culture and knowledge management success at project and organizational levels in contracting firms. *Journal of Construction Engineering and Management*, 135(12), 1348-1356.
- Freeman, M.A. (1997). Demographic correlates of individualism and collectivism: A study of social values in Sri Lanka. *Journal of Cross-Cultural Psychology*, 28(3), 321-341.
- Gajendran, T., Brewer, G., Dainty, A., & Runeson, G. (2012). A conceptual approach to studying the organisational culture of construction projects. *Australasian Journal of Construction Economics and Building*, 12 (2), 1-26.
- Gee, M.K. and Ullman, C., (1998). *Teacher/Ethnographer in the Workplace: Approaches to Staff Development*.
- Guba, E.G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Educational Communication and Technology*, 29(2), 75-91.
- Harris, L.C. & Ogbonna, E. (1998). A three-perspective approach to understanding culture in retail organizations. *Personnel Review*, 27(2), 104 – 123.
- Harrison, G.L., & Baird, K.M. (2015). The organizational culture of public sector organizations in Australia. *Australian Journal of Management*, 40(4), 613-629.
- Hatch, M. J. (1993). The dynamics of organisational culture. *The Academy of Management Review* 18 (4), 657-693. doi: 10.5465/AMR.1993.9402210154
- Hills, M. D. (2002). Kluckhohn and Strodtbeck's values orientation theory. *Online Readings in Psychology and Culture*, 4(4). Retrieved from <http://dx.doi.org/10.9707/2307-0919.1040>
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. California: Sage Publications.
- Hofstede, G. (2001) *Culture's consequences: Comparing values, behaviours, institutions, and organizations across nations*. London: Sage Publications.
- Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw-Hill.
- Hofstede, G. (1998). Identifying organisational sub cultures: An empirical approach. *Journal of Management Studies*, 35 (1), 1-12.
- Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organisational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35 (2), 286-316.

- Homer, P.M., & Kahle, L.R. (1988). A structural equation test of the value-attitude-behaviour hierarchy. *Journal of Personality and Social Psychology*, 54 (4), 638-646.
- Ingold, T. (2017). Anthropology contra ethnography. *HAU: Journal of Ethnographic Theory*, 7 (1), 21-26.
- Josselson, R., (2006). Narrative research and the challenge of accumulating knowledge. *Narrative Inquiry*, 16(1), 3-10.
- Kagioglou, M., Cooper, R., Aouad, G., & Sexton, M., (2000). Rethinking construction: the generic design and construction process protocol. *Engineering Construction and Architectural Management*, 7(2), 141-153.
- Karl, K.A., & Sutton, C.L., (1998). Job values in today's workforce: A comparison of public and private sector employees. *Public Personnel Management*, 27(4), 515-527.
- Kappos, A., & Rivard, S. (2007). Review: cultural interpretations from multiple perspectives: a three-perspective theory of culture, information systems and the development and use processes. *HEC Montréal*. 1-57.
- Kendra, K., & Taplin, L. J. (2004). Project success: A cultural framework. *Project Management Journal*, 35(1), 30-45.
- Kluckhohn, C. K. (1951). *Values and value orientations in the theory of action*. In T.Parsons and E. A. Shils (Eds.), *Toward a general theory of action*. Cambridge, MA: Harvard University Press.
- Kluckhohn, F. R., & Strodtbeck, F. L. (1961). *Variations in value orientations*. Evanston, IL: Row, Peterson.
- Kulatunga, U., Amaratunga, D., & Haigh, R. (2008). Performance measurement in construction research and development: the use of case study research approach. In *proceedings of International conference in building education and research*.
- Kivrak, S., Ross, A., Arslan, G. and Tuncan, M. (2009) Impacts of cultural differences on project success in construction. In: Dainty, A.R.J. (Ed) *Procs 25th Annual ARCOM Conference*, 7-9 September 2009, Nottingham, UK, Association of Researchers in Construction Management, 53-61.
- Krefting, L. (1991). Rigor in qualitative research: The assessment of trustworthiness. *American Journal of Occupational Therapy*, 45(3), 214-222.
- Kumaraswamy, M.M., Rowlinson, S.M. & Phua, F.T.T. (2001). Origins and desired destinations of construction project cultures. In *proceedings of CIB TG-23 Workshop on Culture in Construction*, CIB World Congress, Wellington, New Zealand. 2-6 April 2001. on CD Rom, pp. 1-6.
- Kumaraswamy, M., Rowlinson, S., Rahman, M. & Phua, F. (2002). Strategies for triggering the required 'cultural revolution' in the construction industry. In *proceedings of CIB TG-23—Culture in Construction*, CIB Publication 275.

- Love, P. E. D. (2002). Influence of project type and procurement method on rework costs in building construction projects. *Journal of Construction Engineering and Management*, 128(1).
- Lyons, S.T., Duxbury, L.E., & Higgins, C.A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review* 66(4), 605-618.
- Mason, M. (2010). August. Sample size and saturation in PhD studies using qualitative interviews. In *Forum qualitative Sozialforschung/Forum: qualitative social research*, 11(3).
- Marrewijk, A. (2007). Managing project culture: The case of Environ mega project. *International Journal of Project Management*, 25, 290-299.
- Martin, J. (2002). *Organisational Culture: Mapping the terrain*, Sage, Newbury Park, CA.
- Martin, J. (2004). Organisational culture, *Research Paper Series, Stanford*, Research Paper No 1847
- Maznevski, M.L., DiStefano, J.J., Gomez, C.B., Noorderhaven, N. G., & Wu, P. (2002). Cultural dimensions at the individual level of analysis: The cultural orientations framework. *International Journal of Cross Cultural Management*, 2(3), 275–295.
- Mary J., & Hatch, M. J. (1993). The dynamics of organizational culture. *The Academy of Management Review*, 18(4), 657-693.
- Meudell, K., & Gadd, K. (1994). Culture and climate in short life organizations: Sunny spells or thunderstorms?. *International Journal of Contemporary Hospitality Management*, 6(5), 27-32.
- Mintzberg, H., (1979). An emerging strategy of ‘direct’ research. *Administrative Science Quarterly*, 24, 580-589.
- Morgan, G., & Smircich, L. (1986). The case for qualitative research. *The Academy of Management Review*, 5(4), 491-500.
- Ngowi, A.B. (1997). Impact of culture on construction procurement. *Journal of Construction Procurement*, 3(1), pp.3-15.
- Nutt, P.C. (2006). Comparing public and private sector decision-making practices, *Journal of Public Administration Research and Theory*, 16(2), 289-318.
- Ofori, G., & Toor, S. (2009) Research on cross-cultural leadership and management in construction: A review and directions for future research. *Construction Management and Economics*, 27(2), 119-133.
- Oney-Yazici, E., Giritli, H., Topcu-Oraz, G., & Acar, E. (2007). Organizational culture: The case of Turkish construction industry. *Engineering, Construction and Architectural Management*, 14(6), 519-531.
- Palmer, M. (2002). How an effective project culture can help to achieve business success: Establishing a project culture in Kimberly-Clark Europe. *Industrial and Commercial Training*, 34 (3), 101-105.

- Parashar, S., Dhar, S., & Dhar, U. (2004). Perception of values: a study of future. *Professionals Journal of Human Values*, 10(2), 143-152.
- Parker, M. (2000). *Organisational culture and identity*. London: SAGE.
- Perry, J.L., & Rainey, H.G., 1988. The public-private distinction in organization theory: A critique and research strategy. *Academy of Management Review*, 13(2), 182-201.
- Rameezdeen, R., & Gunarathna, N. (2003). Organisational culture in construction: An employee perspective. *The Australian Journal of Construction Economics and Building*, 3(1).
- Richter, A., & Koch, A. (2004). Integration, differentiation and ambiguity in safety cultures. *Safety Science*, 42, 703-722.
- Rokeach, M. (1973). *The nature of human values*. New York: Free Press.
- Rokeach, M. (1979) *Understanding human values: Individual and societal*. New York: The Free Press.
- Rousseau, D. M. (1990). *Assessing Organisational Culture: The Case for Multiple Methods*, Goldstein, I. L. (Ed.), *Frontiers of Industrial and Organisational Psychology*, Jossey-Bass Inc, California
- Rukh, H. and Qadeer, F. (2018). Diagnosing Culture of Public Organization Utilizing Competing Values Framework: A Mixed Methods Approach. *Pakistan Journal of Commerce & Social Sciences*, 12(1).
- Saunders, M., Philip, M., & Thornhill, L.A. (2009). *Research methods for business students* (5th ed.). Essex: Pearson Education Limited.
- Senaratne S. & Victoria M. F. (2014), *Building a supportive culture for sustained organisational learning in public sectors*, in Al-Bastaki Y and Shajera A (Eds.), *Building a Competitive Public Sector with Knowledge Management Strategy*, AHRMOD Book Series, IGI Global, USA. 118-134.
- Schein, E. H. (1983). The role of the founder in creating the organisational culture. *Organisational Dynamics*, 13-28.
- Schein, E. H. (1984). Coming to a new awareness of organisational culture. *Sloan Management Review*, 25(2), 3-16.
- Schein, E. H. (1990). Organisational culture. *American Psychologist*, 45 (2), 109-119.
- Schein, E. H. (1993). Legitimizing clinical research in the study of organisational culture. *Journal of Counselling and Development*, 71 (6), 703-708.
- Schein, E. H. (1996). Three cultures of management: the key to organizational learning. *Sloan Management Review*, 38(1), 9-20.
- Schein, E. H. (2004). *Organizational culture and leadership*. California: Jossey-Bass.
- Schein, E. H. (2009). *The corporate culture survival guide*. California: Jossey-Bass.
- Schwartz, S.H. (1994). Are there universal aspects in the structure and contents of human values?. *Journal of Social Issues*, 50(4), 19-45.

- Senaratne, S., & Hapuarachchi, A. (2009). Construction project teams and their development: Case studies in Sri Lanka. *Architectural Engineering and Design Management*, 5, 215-224.
- Skitmore, M. R., & Love, P. E. D. (1995). Construction project delivery systems: An analysis of selection criteria weighting. In *Proceedings ICEC Symposium "Construction Economics - the essential management tool"*, (pp. 295-310). Retrieved from <http://eprints.qut.edu.au/4525/1/4525.pdf>
- Smircich, L. (1983). Concepts of culture and organizational analysis. *Journal of Quantity Surveying and Construction Business*, 28(3), 339-358.
- Song, L. (2008). The innovative construction of team culture in hypothesised organizations. *Asian Social Science*, 4(6), 39-44.
- South China Morning Post Publishers Ltd. (2017). Top Chinese contractor steps up pace of work on massive projects in Malaysia and Sri Lanka. South China Morning Post Publishers Ltd., China.
- Stake, R. (1995). *The art of case research*. Newbury Park, CA: Sage Publications.
- Stare, A. (2011). The impact of the organisational structure and project organisational culture on project performance in Slovenian enterprises. *Management: Journal of Contemporary Management Issues*, 16(2), 1-22.
- Sri Lankan national procurement guidelines (2006). Ministry of Finance and Planning, Sri Lanka.
- Tellis, W., (1997). Application of a case study methodology. *The Qualitative Report*, 3(3). Retrieved from <http://www.nova.edu/ssss/QR/QR3-3/tellis2.html>
- Thomas, R., Marossezeky, M., Karim, K., Davis, S., & McGeorge, D. (2002). 'The importance of project culture in achieving quality outcomes in construction'. In *Proceedings of 10th Annual Conference of the International Group of Lean Construction*, 6-8 August, Gramado, Brazil, pp. 1-13. Retrieved from <http://www6.ufrgs.br/norie/iglc10/papers/98-ThomasEtAl.pdf>
- Tijhuis, W. (2011). Developments in construction culture research: overview of activities of CIB w112 'culture in construction'. *Journal of Quantity Surveying & Construction Business*, 1(2), 66-76.
- Tryon, C. A. (2003, November). Modern project management. *Tryon and Associates*. Retrieved from <http://www.tryonassoc.com/pdf/Paper%20-%20Modern%20Project%20Management.pdf>
- Turner, J. R., & Muller, R. (2003). On the nature of the project as a temporary organization. *International Journal of Project Management*, 21,1-8.
- Turner, S. P. (1983). Studying organization through Levi-Strauss's structuralism. In G. Morgan (Ed.), *Beyond method: Social research strategies* (189-201). Beverly Hills, CA: Sage.
- Vick, T.E., Nagano, M.S. and Popadiuk, S., (2015). Information culture and its influences in knowledge creation: Evidence from university teams engaged in

- collaborative innovation projects. *International Journal of Information Management*, 35(3), 292-298.
- Wei, Y., & Miraglia, S. (2017), Organizational culture and knowledge transfer in project-based organizations: Theoretical insights from a Chinese construction firm. *International Journal of Project Management*, 35(4), 571-585.
- Yeganeh, H. (2009). The applicability of widely employed frameworks in cross-cultural management research. *Journal of Academic Research in Economics*, 1-24.
- Yin, R.K. (2009), *Case study research: design and methods* (4th ed.), Sage Publications Inc, California.
- Zuo, J. (2008). Project culture in the Australian construction industry: lessons for China (Doctoral dissertation). Retrieved from <http://trove.nla.gov.au/work/3957852?selectedversion=NBD43432600>
- Zuo, J., & Zillante, G. (2005). Project culture within construction projects: a literature review. In *Proceedings IGLC-13*, (pp. 353-361). Retrieved from http://search.informit.com.au/documentSummary;dn=58933596894863_9;res=IELENG
- Zuo, J., & Zillante, G. (2008). Construction project culture vs. national culture. In *International Conference on Multi-National Construction Projects*, (pp.1-9). Retrieved from <http://www.irb.fraunhofer.de/CIBlibrary/search-quick-result-list.jsp?A&idSuche=CIB+DC12142>