

policies and reused of experiences. Besides, ICT has influenced project management by introducing and implementing new management tools and latest technologies such as Industrialized Building System (IBS), Building Information Modeling (BIM) and Interpretive Structural Modeling (ISM) to experience cyclical levels in construction project management. Construction is an activity that needs collaboration of teamwork, accumulated knowledge and experience of many people. But, simply bringing people together does not necessarily guarantee the project will function successfully and effectively as a team without an effective integration of team work (Godfrey Ochieng & Price, 2009). By developing a *client care team* is to oversee the expectations of the client and end-users throughout the construction project and play an important role prior to satisfy the needs and expectations of the users (Forgues & Koskela, 2009). The client care team refer to a system that acts as a central point of interaction between end users and projects, consultants ensure the objectives are efficiently calculated and assist end users to understand the importance of meeting objectives such as budget, time and sustainability (Izam Ibrahim, Costello, & Wilkinson, 2013). One of the interviewees who is the Construction Manager agreed on the client care team underpinning system stated that "... good profitability allows you to provide good client service, good client service leads to good profitability, this leads to better profitability for the contractor ...". From this statement, refer to the systems most profitable change orders that a contractor can turn out, and their acceptance is directly affected by the relationship with the contractor sets up on the projects. Obviously, the client and project is unique when the team must be flexible and in constant communication with the rest of the team to make the project success.

In terms of *staff* values, the *team flexibility and responsiveness to change* are referring to the requisite personnel that are required to participate in a specific project and willing to leave the project team and their skills when no longer required or necessary (Bernard K Baiden & Price, 2011). A flexible team member composition enabling responsibilities to change for example team changes and design amendments. The descriptions of the team flexibility and responsiveness to change in relation to the literature is the greater responsiveness to the changes and uncertainties throughout the project lifecycle (Khairil et al., 2015). *Incentivization* refers to the incentive strategy to the *staff* by giving the rewards for achieving or exceeding those objectives (Hughes, Yohannes, & Hillig, 2007; Walker & Llyod-Walker, 2015). By giving the rewards and incentives is a good strategy implementation which focusing on employees in organizational and reward them for achieving or exceeding those aims. In this case, there is a direct link between effort and reward that is lacking in basic compensation schemes. *Incentivization* is rewarding employee after giving a good performance. This is a good strategy to lead the observation and focus on workers in an organization. Furthermore, it can stimulate the enthusiasm and efforts in achieving the goal of team project and successful performance (Walker & Llyod-Walker, 2015)

In terms of *skills* value, *integrated risk* sharing involves collaborating with others to share responsibility for the risk activities among all project team members. Many organizations that work on international projects will reduce political, legal, labor, and others risk types associated with international projects by developing a joint venture with a company located in that country (Walker & Llyod-Walker, 2015). Collaborating with another company to share the risk associated with a portion of the project is advantageous when the other company has expertise and experience which the project team does not have which can be highlighted as a *skill* that have to developed. If the risk event does occur, then the partnering company absorbs some of the negative impact of the event (Bernard K Baiden & Price, 2011). One of the core principles of collaboration is to stimulate a team's ability and *skills* which provide to generate the *commitment to innovation and improvement* solutions in the construction process. Encourage innovative thinking that contributes to the improvements in the construction process, and generate innovative process to maximize the value of creation for example introduction of something new in the construction technique (Khairil et al., 2015). This part known as the *skills* value that can empower people to become more innovative in structured mechanism. It is closely related to the capacity of the project team which requires the expertise of a creative high point of learning, reflection and is a core value of the organization and rewarding questioning the status quo (Walker & Llyod-Walker, 2015)

In terms of *strategy*, despite focus has been given to the goals and objectives of multi-organizational team integration, internal integration is also crucial in determining *predictions of costs and overall schedules* tables to align incentives and desired of the outcome of the projects (Costa et al., 2006; Walker & Llyod-Walker, 2015). The *prediction of the overall cost* is vital in the construction management process. The purpose of such cost estimates is to foster a better allocation of resources to research and development projects. (Bernard K Baiden & Price, 2011). Meanwhile, the *prediction of the overall schedule* is the precaution way to overcome the uncertainty risk occurrences as well as to educate the team member to collaborate among them and more discipline. A more disciplined process involves using checklists of potential risks and evaluating the likelihood that those events might happen on the project. Continuous review of schedule through interaction and collaboration is important prior to eliminate or minimize the impact of the risk occurrences that have a negative impact on the project (Khairil et al., 2015). From expert's point of view, *predictability of overall cost and schedules* is a part of the strategy technique

that aid in improving the forecast results of the project as well as a master control schedule and budget need to be made include phase and project scope. For example, one of the interviewee said that, determining and predict the cost overrun by conducting qualitative and quantitative risk analyzes, measure probable costs and determine the risks involved would be easier if planning the better schedules. However, this strategy also known as risk identification which can play a complementary role in laying the foundation for cost-effective project management and project performance. Another strand of literature, the strategy is vital important to overcome the challenges in managing the project. Hence, the strategic planning and schedules is important to remain effective and software needed to manage the costs and budget (Walker & Llyod-Walker, 2015). Developing a strategic plan by *focusing the goals and objectives* that will lead to the outcomes in the long-term results and one of the *strategy*. This dimension provides a perspective or *strategy* that can then be mapped and managed through stated objectives, identifying the most appropriate measures that provide evidence of success, to document the goals, and initiatives that provide fast action in reaching the goal (Walker & Llyod-Walker, 2015). This element is categorized under the *strategy* as it provides a manageable and well-defined perspective, and a great way to identify the steps to measure the success, document the targets and deliver fast initiative action in achieving goals. From the construction manager points of view, focusing on goals and objectives is part of the strategy in which more focus on a team and organization level is priority instead of an individual level. For example, creating objectives helps the organization to set the priorities for its goals. In addition, set goals and develop a comprehensive management strategy prior to focus on employees is an important part of strategic management (Pellicer, Sanz, Esmaili, & Molenaar, 2016).

In terms of *structure*, the *creation of single team location* as one fundamental indicators and needs to be brought together from the beginning of the project. Otherwise, throughout share information within team will increase collaboration through shared information. However, some of the procurement does not necessarily call for the creation of the single co-located although collective working was encouraged in the project. Additionally, project teams will integrate effectively, work collectively as well as build relationship throughout enables project by locating together at the common office (Izam Ibrahim et al., 2013). From the expert's point of view, project manager points out that, project teams will be able to effectively integrate if they work on the same site and thus solve the problem easily. For example, by locating the project team in the same building or adjacent sites and held discussions at a strategic project team. This statement supported with literature, the establishment of a single project team, where all members are located together in a common office in a single project team (Bernard K Baiden & Price, 2011) enables project team to integrate effectively, build relationships and work collectively (Izam Ibrahim et al., 2013). Additionally, project teams will integrate effectively, work collectively as well as build a relationship throughout enables at the same office (Rahmat et al., 2017) In general, the *level of governance and structure* in the project organization known as *structure* that shows the coordination and implementation of project activities. The objective is to create interactions among team members by reducing duplication tasks as well as conflicts and disruptions in the organization. This is one of the important decisions for the project management to establish the organization structure that will be used for the project (PM4Dev, 2007; Walker & Lloyd-Walker, 2015). However, it can be conceptualized through the different sets of decision making, coordination mechanisms, incentives (Yin & Zajac, 2004) also in different level of influences that coordination and controlling the activities in the organizations. The level of governance and structure is having a unified way that each project delivery team party legitimizes its actions through rules, standards and norms, values and coordination mechanisms such as organizational routines, and the way that committees, liaison and hierarchy represents a unified or complimentary way of interacting. This impacts the quality of explicit understanding of how teams should collaborate and communicate (Walker & Lloyd-Walker, 2015). From the expert's points of view, project manager stated that, "To be effective, the individuals who direct the program and those who oversee its work activities must be organized, and their contributions must be modeled to ensure that authority and decision-making has a clear source, the work of management and oversight is efficient, and the needs for direction and decisions are all addressed". From the statement supports with literature stated by Walker (2015), with regulatory and structural projects, a method identified to unite the project team is to verify the action through rules, standards that conform to norms, values and coordination mechanisms such as routine organizations for each unified and easy-to-understand committee. This can provide an understanding among team project in order for information to be clearly convey within team members about their roles, collaboration and communicate effectively and well (Lin & Ho, 2013; Walker & Lloyd-Walker, 2015).

5. Conclusion

The study aims to give an overview of the key determinants of multi-organizational team integration using McKinsey 7S model in construction projects from experts Malaysian construction builders' point of view. Based on 13 interviews and 21 online survey, it has shown that 23 key determinants are important and have relationship with

the McKinsey concept. This research suggests that McKinsey 7S model in team integration is useful for improving the effectiveness of multi-organizational teamwork. Practices that meets the various requirement of multi-organizational team integration in fulfilling the key determinants of effective integration teamwork. Therefore, it has been identified the key determinants in seven categories of McKinsey 7S model supports the position of that multi-organizational team integration is desirable to improve the teamwork effectiveness. Since the key determinants were validated from Malaysian organizations' perspective towards McKinsey 7S model, it is suggested that further study should be conducted to further understand on the nature and characteristics of the KDs locally and in other countries for comparative purposes.

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