Management of intrinsic competencies for sustainable organizational growth
The study of the Swedish construction industry

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Abstract

Introduction: The study focuses on organizations that operate in the construction industry. The organizations studied are Skanska, Veidekke, and Serneke. The three organizations are established organizations in the Scandinavian construction industry. The study focuses on Skanska, Veidekke, and Serneke – three companies in the Scandinavian construction industry.

Aim: The aim of this study is to develop an understanding regarding the impact of the company’s intrinsic competencies on the company’s internal development, which leads to sustainable organizational growth. This study identifies three intrinsic competencies: communication, organizational structure and behavior, and the organization’s motivation and cohesion.

Methodology: The authors have interviewed the CEOs of each company and have further interviewed two managers at each company. The study followed a qualitative approach to tackle the concept of sustainable organizational growth.

Findings & Conclusion: This study provides an insight regarding how companies view the importance of internal growth of the companies. All the companies analyzed in this study have put a high importance on the development of their intrinsic competencies to maintain internal organizational development. The companies have also identified that the internal organizational development is a vital criterion that leads to sustainable organizational growth.

Theoretical Contributions: The theoretical framework developed for this study identifies the gap in the research and further enhances the understanding of sustainable organizational growth in the Swedish construction industry.

Managerial Implications: The organizations studied have portrayed a focus on environmental sustainability as a key determinant for sustainable organizational growth. This study further highlights that without the development of the organization’s intrinsic competencies and internal organizational development, environmental sustainability is not feasible. The three organizations studied have exhibited a foundation that focuses on the development of their intrinsic competencies and internal organizational development. The
foundation that the companies developed enables sustainable organizational growth, which encompasses environmental sustainability.

**Limitations:** The study focuses on three companies in the Swedish construction industry and ascertains conclusions based on the findings of the three companies. The external validity of this study is a limitation as the findings can differ if the study is conducted on a different sample pool.

**Suggestions regarding future research:** The framework provides a foundation for future research to be conducted on construction industries similar to the Swedish construction industry. The study uses Hill & Bowen’s (1997) framework to develop the foundations that enabled the development of this study’s theoretical framework. This study’s theoretical framework can be further examined and used to expand the findings of this study and future studies regarding the Swedish construction industry.

**Keywords:** Communication, Motivation and Cohesion, Organizational Behavior and Structure, Internal Organizational Development, Sustainable Organizational Growth, Swedish Construction Industry, Sustainability.
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1. Introduction

The following introduction discusses the background to the research conducted in relation to the focus of this study and the background of the study itself. It also encompasses the study’s research questions, aim, and overview of the topics that will be discussed throughout the study.

1.1 Background to the research and industry

Studies indicate that the construction industry engages in high environmental stress (Spence & Mulligan, 1995). Technology is a vital tool that enables sustainable development (Vanegas, DuBose & Pearce, 1996). Innovation allows organizations to develop a competitive advantage and is generally viewed as a necessity for continued growth and success. An organization would need to take advantage of its core competencies and assets to provide continued innovation (Egbu, 2004). There are several factors that influence an organization’s success in the construction industry such as changes in regulations, increase in competition, and niche strategies (Han, Kin, Jang & Choi, 2010).

The concept of sustainable development and growth coincides with the importance of the construction industry’s growth and development (Sev, 2009). The construction industry focuses on developing the society by improving and developing the economy, maintaining the environment’s health, and improving the standards of society (Ortiz, Castells & Sonnemann, 2009). The principles of a country’s sustainability revolve around the managerial strategies regarding growth and development, the strategies provide the foundations towards the development of sustainability within the construction industry (Sev, 2009).

Organizations in the construction industry analyze their potential for growth and success through two lenses, an in-out and an out-in lens (Han et al., 2010). The in-out lens indicates how an organization would analyze their own competencies and the market within their own region, meanwhile the out-in lens analyzes the potential expansion of a market and the conditions that allow foreign organizations to take advantage of the potential (Han et al., 2010); as it is shown in Figure 1. The study uses the in-out analysis along with the potential market analysis as the foundation for the theoretical development of sustainable growth.
Hill & Bowen (1997) developed a framework that analyzes the different aspects regarding the achievement of sustainable construction, see Figure 3 in appendix 1. Researchers focus on the four pillars within the framework that lead towards the environmental sustainability in the construction industry. The focus of this study targets the principles stated in the framework by Hill & Bowen (1997) such as the continual management of activities throughout all the phases of a project’s life cycle, the identification of the synergies an organization has in regard to development, involving people that are working on the projects in the decision-making process, and the development of commitment within the organization. Han et al. (2010) highlights the in-out and out-in analysis as important aspects that organizations focus on. Within the in-out analysis the concept of core competence is ascertained. This study grasps the concepts of core competence, diversification of strategies to accommodate the changing position the organization has in the market, and the overall market changes as the main concepts used to develop this study’s focus. This study combines the aspects highlighted in Hill & Bowen’s (1997) work alongside the concepts ascertained from framework developed Han et al. (2010) to develop a directed focus to analyze the construction industry through a new lens that combines both Hill & Bowen’s (1997) work and Han et al. (2010)’s work.

1.2 Introduction to the current study
The main aspects that are established from the works of Han et al. (2010) and Hill & Bowen (1997) are that the organizations in the construction industry need to identify what course of action is needed to internally develop to maintain relevance throughout all the changes occurring in the market. High importance needs to be placed on knowledge as the core competency of organizations is knowledge and the usage of knowledge to develop the organization’s workforce and strategies to enable sustainable organizational growth.
The usage of knowledge and the development of the workforce is tackled in this study through the analysis of the prevalent communication channels in the organization, the motivation and cohesion levels in the organization, and the overall structure of the organization that impacts the workforce. The three aspects are analyzed as the intrinsic core competencies. This method is motivated through the combination of Han et al. (2010) and Hill & Bowen’s (1997) work.

Through the analysis of Hill & Bowen’s (1997) framework, communication can enable the development of the workforce’s commitment and quality of life as well as the heightened involvement of the workforce in the organization’s processes. Communication enables an organization’s employees to develop commitment to the organization (Elving, 2005). Commitment is the foundation for motivation within an organization (Mahal, 2009). Motivation is created if the organizational climate continuously enables employees to improve and perform better whilst maintaining the communication levels amongst the members involved (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis & Wallace, 2005).

Sustainable organizations are created by having individuals work together in groups (Postmes, 2003). Groups are not functional without communication as the interaction between the individuals need to develop an identity to serve a positive purpose that enables productivity (Postmes, 2003). Organizations in the construction industry need to focus on the development of its workforce to be able to overcome any issues that can arise from market changes (Han et al., 2010). Groups share experiences through communication, which is a form of transferal of knowledge in an organization (Tucker, Meyer & Westerman, 1996). This transferal of knowledge leads to the heightened development of the communication system in the organization that leads to maintenance of the knowledge within the organization (Tucker et al., 1996). The transferal of knowledge throughout an organization’s hierarchical structure is imperative to the sustainability of an organization (Roverts & O’Reilly, 1974). Knowledge allows the organization to develop several strategies to tackle issues and allows the organization’s management to maintain control over its processes as indicated by Hill & Bowen (1997).

To enable the continual management of projects, an organization needs to develop the necessary internal systems and a structure (Hill & Bowen, 1997). An organization needs to balance the proportion, power, and opportunity levels amongst its employees which leads to the
development of an internal structure that is balanced to consistently motivate the employees to perform better and develop a positive behavior (Kanter, 2008). Organizations need to develop a positive and motivating organizational climate that enhances the balance within the organization; thus, improving the performance levels in the organization (Patterson et al., 2005). The performance of an organization adjusts to satisfy the needs of the external stakeholders, thus providing the organization with the resources and purpose (Cummings & Worley, 2014). The purpose leads to the creation of consistent organizational development throughout all the activities the organization performs (Cummings & Worley, 2014).

The intrinsic core competencies lead towards the internal organizational development as it enables organizations to improve its adaptability to changes in the market. The internal organizational development of an organization is highlighted by Hill & Bowen (1997) as it allows organizations to maintain fluidity and adaptability. Organizational development is vital as it allows the organization to improve intrinsic factors that hinder sustainable organizational growth (Pettigrew, Woodman & Cameron, 2001). Internal organizational development develops the process in which an organization can analyze their achievements, processes, and environment to develop a foundation to improve strategies, structure, and purpose (Cummings & Worley, 2014). This ties in with frameworks used to develop the focus of this study. Sustainability can be used as a competitive strategy, which enables organizations to continuously develop and improve (Moore & Manring, 2009). Change is necessary to enable sustainable organizational growth and the inclusion of sustainability as an organization’s strategy enables change (Moore & Manring, 2009).

Sustainable organizational growth of a business can be obtained if the organization consistently promotes the creation of value throughout all its processes, such as creating knowledge as a resource for value (Bianchi, 2012). It is understood that knowledge is the focal competency that organizations focus on to achieve overall growth (Tucker et al., 1996). The organization can combine the knowledge used from its experiences and members involved to create value that sets the foundations for long term sustainable growth (Chinta & Kloppenborg, 2010).

Knowledge is prevalent within all the stakeholders in an organization, the knowledge and ideas pertaining to the organization’s name hold significant value regarding how the stakeholders would perceive the organization itself. A brand name is indispensable to an organization (Tauber, 1981). A brand name’s value is not only identified by the benefits it provides, but also
by the potential benefits, as the reduction of risk in penetrating untouched markets (Broniarczyk & Alba, 1994). A brand’s values construct an identity that the stakeholders can develop a connection with, such as trust or overall belief (Keller, 1987). Standardization of a product’s perceived benefits is difficult and organizations need to develop an understanding of their stakeholders’ behaviors (Holbrook & Hirschman, 1982). Thus, the proper management of knowledge and the organization’s structure along with the management of the organization’s workforce enables the organization to maintain sustainable growth.

1.3 Motivation
The existing research pertaining to the construction industry and more specifically the construction industry in Sweden and Scandinavian organizations revolves around the concepts of environmental sustainability, technological innovation, and financial growth and development as the determinants that organizations use to determine their sustainable organizational growth. The management of an organization’s internal competencies and intrinsic factors develops the foundation that provides overall sustainable organizational growth (Hill & Bowen, 1997). The internal competencies that are also highlighted by Hill & Bowen (1997) include the development of communication channels, the importance of motivating the workforce, the development of an organization’s structure, and the overall internal organizational development.

There is a lack of research regarding the management of an organization’s intrinsic core competencies that include motivating their workers, developing their organizational structure, and using the structure to promote continuous communication throughout all levels in the organization in companies in the construction industry. The management of the organization’s intrinsic core competencies enables organizations within the construction industry to develop the foundations that lead towards sustainable organizational growth.

The framework developed by Hill & Bowen (1997) identifies the principles that lead to the creation of sustainability within the construction industry. The prevalent research is done regarding the ability for organizations to maintain and develop the concept of sustainability as per the pillars in the framework by Hill & Bowen (1997). The motivation of this study encompasses the over-arching principles that identify the importance of the pillars in the
framework developed by Hill & Bowen (1997) and focuses on the foundations within the organization that enable the organization to develop sustainable initiatives.

As identified by the framework developed by Hill & Bowen (1997), adaptability is key within the construction industry to maintain growth. Adaptability is realized through the consistent internal organizational development. This study uses the idea that the internal organizational development of an organization is ascertained when the organization is able to make use of its workforce’s competencies. The main intrinsic competency that an organization possesses is the knowledge, and the workforce is the enabling tool for organizations to use its knowledge. Hill & Bowen’s (1997) framework is used in this study to identify the main concepts that enables organizations in the construction industry to achieve sustainable organizational growth.

1.4 Problem Statement and Aim

Organizations in the construction industry focus on their core competencies, such as their knowledge, ability to innovate, and intangible assets (Egbu, 2004), to enhance their reach to different markets. The concept of sustainability holds great importance in the development of an organization (Spence & Mulligan, 1995). Organizations in the construction industry develop a tendency to focus on the economic benefits as the sole driver for development but the concept of sustainable development would lead towards a higher overall economic benefit (Vanegas et al., 1996).

The existing research by Ortiz et al. (2009) and by Spence & Mulligan (1995) focuses on the concepts of sustainability and its connection to the sustainability of a country and region. The method used to determine sustainability encompasses environmental sustainability (Presley & Meade, 2010) and extrinsic factors such as the region’s overall technological innovation and development (Miyatake, 1996), the economic growth of the region, industry’s competition (Tan, Shen & Yao, 2011) that can be standardized throughout every region.

There is a gap within the research pertaining to the construction industry that encompasses the determinants of the internal organizational development that influences an organization’s sustainable organizational growth within the construction industry, more specifically the Scandinavian construction industry. Research by Ugwu & Haupt (2007) analyze the indicators that develop the sustainability of the infrastructure within a construction industry, specifically
the South African construction industry and Pitt, Tucker, Riley & Longden (2009) analyze the concept of sustainable construction that also analyzes the infrastructure’s role regarding sustainability within the industry but the research does not provide knowledge pertaining to the Scandinavian construction industry and how it effects the Swedish construction industry, thus the problem statement and the aim of the study was developed.

**Aim:** The aim of the study is to understand the impact of intrinsic competencies on internal organizational development, which enables sustainable organizational growth and how they are managed within the construction industry. The factors analyzed as intrinsic competencies throughout this study are motivation, organizational structure and behavior, communication, and cohesion.

The aim of the study is addressed through the development of the following two research questions.

**Research question 1:** What is the impact of intrinsic competencies on internal organizational development that leads to sustainable organizational growth?

**Research question 2:** How are the intrinsic competencies managed in relation to sustainable organizational growth?

1.5 **Delimitations**

The scope of this study is pertaining to organizations that operate within Sweden whilst also operating in the overall Scandinavian construction industry. The decision to analyze organizations that operate in Sweden is due to the fact that the study was conducted in Sweden and the authors have connections with the CEOs and affiliates in the organizations chosen. The idea that the intrinsic core competencies are inherently embedded with the organization’s functions and ability to achieve sustainable organizational growth is prevalent in studies conducted on different industries and different regions. This study analyzes the gap within the research and analyzes how the organizations Skanska, Veidekke, and Serneke within the Scandinavian construction industry operate towards achieving long term sustainable organizational growth.

1.5.1 **Background of the organizations**

**Skanska**
Skanska was founded in Malmö in 1887. The company is a pioneer from the start in the engineering craft of cement. The success in creating cement products helped Skanska establish as an international construction company in 1897, only 10 years after the beginning. During the 20th century Skanska played an important role in the development of Sweden’s infrastructure by building roads, offices, households, and power plants. Between the 1950’s and the 1970’s Skanska made a move to expand internationally by entering the South American, African, Asian, and North American markets. The United States of America is today Skanska’s largest market and it all started with the development of the subway systems in New York and Washington. Skanska’s strive for further dominance in the market had them acquire other organizations, which essentially became a part of the global organization Skanska, which is one of the largest construction organizations in the world. (Skanska, 2017)

Skanska has since the beginning of the 21st century focused more on monetary earnings, rather than organizational growth. The business has changed its approach towards concentration on infrastructure, developing and constructing buildings for private and commercial uses. The organization targets selected home markets in Europe and the North America. The progress of Skanska’s corporate sustainable responsibility has massively evolved in the last few decades. They have goals of zero work-related accidents, an exemplary ethical conduct, a sustainable development for the environment, and a sustainable development for the society. (Skanska, 2017).

Serneke

Serneke was established in 2002 and is already one of Sweden’s most well-known and successful construction companies. The company claims to be the next generation’s organization that is actively developing the construction industry. Serneke wants to provide the same knowledge and safety as the market leaders, yet with a more energetic approach and with a more modern way of conducting the ordered work. As a business, Serneke, has developed package deals which comprehends the functions of construction, plant management, property management and project development. The functions are separate, yet have a close relationship regarding planning, calculating, and project completion to create a high efficiency and use of competencies. Serneke’s main journey is still within Sweden where they have started developing a name for itself in the market. (Serneke, 2017)

Veidekke
Veidekke was established in Norway in 1936 and has been active on the Scandinavian market ever since. The company is Scandinavia’s fourth largest and well-known construction company that contributed towards constructing societies and developing the construction industry’s infrastructure in Sweden, Denmark, and Norway. The organization started its business by developing and constructing road systems in Norway. The organization provides its clients with three main business areas, those are plant management, construction and residence development. As a company, Veidekke is known for its strong organizational culture, which emphasizes that engagement is the foundation for all their success. All employees are offered to become owners in the company to encourage the engagement. Together the employees own 20% of the company and is the organization second largest owner. (Veidekke, 2017)

1.5.2 Relevance regarding the choice of organizations

This study would incorporate the research done regarding sustainable growth, managing an organization’s brand, and the analysis of the construction industry to formulate the relevant ideas and questions to pose to three organizations that have been established in varying times and possess different competencies such as in the cases of Skanska, Serneke, and Veidekke. The organizations have different timelines of growth and success. The authors of this study will develop a qualitative study on the three organizations to determine how each organization has established itself in the industry. What core competencies, such as their reputation or their strategic management of their brand, they focus on and whether the core competencies have a direct link to the development of the organization’s sustainable growth. What niche strategies have been used, if any, to obtain the sustainable growth they developed.

1.6 Disposition

Table 1. Disposition.

<p>| Chapter 1 Introduction | The purpose of this chapter is to introduce the topic and the aim of the study. The motivation of the study is to provide an insight regarding the construction industry in Sweden in relation to sustainable organizational growth. |</p>
<table>
<thead>
<tr>
<th>Chapter 2</th>
<th>The purpose of this chapter is to analyze current literature pertaining to this study’s aim which are communication, organizational behavior and structure, motivation and cohesion, internal organizational development, and sustainable organizational growth. The chapter also includes the theoretical framework that is developed from the literature used.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 3 Methodology</td>
<td>The aim of this chapter is to analyze the method used to provide reliability and validity for this study and an analysis of the data collection method used. This chapter allows the reader to understand how the authors derived the data and how analyze the data.</td>
</tr>
<tr>
<td>Chapter 4 Findings</td>
<td>This chapter portrays the results obtained from the analysis of the subjects used as the sample pool for this study. The chapter analyzes the results pertaining to sustainable organizational growth and the organization’s intrinsic competencies.</td>
</tr>
<tr>
<td>Chapter 5 Analysis and Discussion</td>
<td>This chapter provides a link between the theoretical framework developed in the second chapter and the findings in the fourth chapter. The discussion is created to provide insight regarding how the organizations are performing and what they can do to further enhance their sustainable organizational growth.</td>
</tr>
<tr>
<td>Chapter 6 Conclusion</td>
<td>The aim of this chapter is to provide concluding statements and to analyze the research questions presented in this study in relation to the information obtained throughout the study. This chapter provides an outlook regarding the contributions this study provides.</td>
</tr>
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Source: Own construction.
2. Literature Review

The following chapter encompasses the development of the theoretical framework that will be used to analyze the information attained from the organizations. The chapter includes an analysis of prevalent research regarding the topics used to develop the theoretical framework and the development of connections with the topics.

2.1 Intrinsic Competencies

The creation of value through the development of the internal core competencies is created through the combination of the intangible and tangible resources an organization has (Schmiedinger, Valentin & Stephan, 2005). This leads to the development of the internal output and internal processes (Schmiedinger et al., 2005). Organizations can develop an overall competitive advantage in markets through the management of its intrinsic core competencies (Barney, 1991). The intrinsic core competencies are realized by the organization itself and how it views its position in the market.

To develop a core competency within an organization, there needs to be a developed management practice to manage the workforce of the organization (Michellon & Zollo, 2000). The organization can manage its workforce through developing its communication, stressing the development of cohesiveness and teams, and developing an organizational structure that benefits the workforce’s competencies. Managing employees can be developed in many ways and one way is to motivate the employees (Osterloh & Frey, 2000).

Motivation can be analyzed through the concept of intrinsic motivation (Osterloh & Frey, 2000), which ties in with the concept of intrinsic competencies in this study. Internally motivated employees enable the transferal of tacit knowledge within an organization and this leads to an advantageous core competency for an organization (Osterloh & Frey, 2000). An organization’s competencies encompass the employees’ knowledge as intangible competencies and the tangible resources as the tangible competencies (Schmiedinger et al., 2005). The intangible competencies are intertwined with the workforce’s ability to function as a cohesive unit. The proceeding sections identify how to develop the workforce’s ability to function as enable the development and identification of an organization’s intrinsic competencies.
2.2 Importance of Communication in an Organization

Communication sets the foundations for commitment (Elving, 2005). Postmes (2003) highlighted that communication is vital during the interactions amongst a group of individuals when formulating an identity for the group. Tucker et al. (1996) state that communication maintains a high impact on the development of having a competitive advantage in regard to an organization’s internal strategic competences. Consistent collaboration and communication amongst individuals within an organization develops and improves the group’s norms (Haslam, 1997). The prominence of social identity is predisposed by the environment’s ability to promote cohesion (Postmes, 2003).

The development of the shared experiences through conscious communication leads to an advanced effectiveness amongst individuals, which is crucial for the incorporation of tacit knowledge. Tacit knowledge is knowledge an individual possesses that enables communication and is based on the common experiences that individuals have. The enhancement of an interpersonal communication system, which enables the exchange of knowledge amongst peers at an individual level, is the necessary foundation for organizational development and the maintenance of its tacit knowledge. (Tucker et al., 1996)

The transferal of knowledge and key information between individuals from the lower end to the higher end of the hierarchy is crucial (Roverts & O’Reilly, 1974). Leadership plays an important role in the communication patterns that permit the incorporation of the information that leads towards the growth of the internal strategic competences (Tucker et al., 1996). The impact of trust, satisfaction, and behavior on the level of accuracy of the information transmitted is high (Roverts & O’Reilly, 1974). Those aspects can lead to different organizational decisions being made across the hierarchical ladder and overall performance fluctuations (Roverts & O’Reilly, 1974).

Trust amongst individuals is important to create openness between how the employees interact with their superiors and vice versa (Roverts & O’Reilly, 1974). Developing trust and positive communication between an individual and their superior can lead to an improvement regarding the effectiveness of the interactions that lead to the suitable transferal of information. (Roverts & O’Reilly, 1974) Uncertainty can be managed by employers through developing operational communicational patterns regarding change (Elving, 2005). Employees frequently reflect on the outcome of their work and the changes occurring within the organization, thus developing
uncertainty (Elving, 2005). If the employers within the organization portray a higher sense of commitment, then the product would be an increase in the level of employees’ motivation (Mahal, 2009).

Organizational climate is referred to as the collective opinions regarding an organization’s protocols, regulations, and overall processes. The organizational climate is analyzed as being the symbol of an organization’s ambitions and its method of attaining future goals (Elving, 2005). The concept of corporate communication refers to the way the stakeholders develop a perception regarding the organization’s reputation, persona, and identity are developed (Balmer & Gray, 1999).

Organizational communication has two primary objectives, to provide the knowledge necessary for employees to work on the required tasks within the correct policies and to develop a community in the organization (Elving, 2005). Organizational communication is also a precursor to the self-categorization process that enables a group to develop an identity that creates a community that fits within the organization (Elving, 2005). Postmes (2003) explicated the abilities of an organization by stating that there is a need to facilitate coordinated activities amongst employees through an analysis of the individual and organization’s structural factors. Communication possesses an important role in the development of social identities and the processes pertaining to social identity (Postmes, 2003).

There is a need for investments in the development of an identity to gain the benefits from the opportunities presented by having a strong method of corporate communication (Balmer & Gray, 1999). The purpose of an organization encompasses the purpose of communication, which indicate that the concepts of organization and communication are dependently intertwined (Postmes, 2003). Due to the scarce levels of highly talented and motivated individuals, organizations need to develop a strong method of corporate communication to stay competitive; thus, leading to a heightened ability to retain its proficient and driven workers (Balmer & Gray, 1999).

Communication develops the positive conditions that enables the continuation of interpersonal relations amongst employees that lead to the attainment of the organization’s strategic goals (Postmes, 2003). A positive reputation can result in achieving this and the development of the
motivated individuals in an organization plays the enabling role in the organization’s ability to portray its identity to possible stakeholders (Balmer & Gray, 1999).

The overall level of communication and the usage of certain tools ties in with how the organization behaves as a whole and how it is structured as the communication is enabled or inhibited by the organization’s set structure and behavior.

Table 2. State of the art table: Communication.

<table>
<thead>
<tr>
<th>Phenomenon: Communication</th>
<th>Reference</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength of the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of Communication in an Organization</td>
<td>Elving (2005)</td>
<td>369</td>
<td>Some validation</td>
<td>Dominating theory</td>
</tr>
<tr>
<td></td>
<td>Postmes (2003)</td>
<td>86</td>
<td>Limited validation</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Tucker et al. (1996)</td>
<td>151</td>
<td>Some validation</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Haslam (1997)</td>
<td>150</td>
<td>Limited validation</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Roverts &amp; O’Reilly (1974)</td>
<td>437</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
<tr>
<td></td>
<td>Mahal (2009)</td>
<td>71</td>
<td>Some validation</td>
<td>Proposed theory</td>
</tr>
<tr>
<td></td>
<td>Balmer &amp; Gray (1999)</td>
<td>554</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
</tbody>
</table>

Evaluation: Emerging

<table>
<thead>
<tr>
<th>Organizational Climate</th>
<th>Reference</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength of the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elving (2005)</td>
<td>369</td>
<td>Some validation</td>
<td>Dominating theory</td>
<td></td>
</tr>
<tr>
<td>Balmer &amp; Gray (1999)</td>
<td>554</td>
<td>Well validated</td>
<td>Dominating theory</td>
<td></td>
</tr>
</tbody>
</table>

Evaluation: Dominating

Source: Own construction.

State of the art evaluation: Communication
The literature analyzed and used regarding the phenomenon of communication is of diverse nature. The articles range from using proposed theories to well-validated dominating theories. The importance of communication in an organization is evaluated as an emerging theory. The framework in which the concept is used is in pertaining to organizations within the construction industry, where the theories have not been fully explored. The empirical analysis of the validity is lacking as the organizations explored within the studies used do not have similarities or high correlation to this current study. The organizational climate and its importance or effects within the organization is evaluated as a dominating theory with a high degree of validation as it explains how the organizational climate can impact the workforce. The concept of communication and its elements analyzed within this study have an importance on the construction industry. It is vital for organizations within the construction industry to develop a solid and balanced organizational climate and communication channels.

2.3 Organizational Behavior and Structure

Proportion, power and opportunity are the three determinants that can enhance knowledge of how to shape the organizational structure towards the employees, so the managers can control and motivated organizational behavior. (Kanter, 2008)

*Opportunity*

Opportunity are the estimations and possibilities created in the organizations for the individuals and organizations future (Kanter, 2008). Kanter (2008) proposed that the structure of opportunity has determinants that decides the prospect for opportunities. Kanter (2008) notes that the determinants involved are promotion rates, ladder steps, the experience, access to rewards and challenges, skills and age. These opportunities are created and controlled by management. The managers decide to amount of sharing authority based on features of the decision, as well as, the characteristics of the employee (Leana, 1987). The effects on the employees can be analyzed through their motivation (Kanter, 2008).

*Power*

Kanter (2008) claims that an individual or organization that has the capability to form and control resources has power. The structure of power is implanted in a formal job characteristic and in the informal associations within the organization (Kanter, 2008). When an individual has power within an organization they have, the approval of high status people, relevance within
the organizational structure, variable individual characteristics (Kanter, 2008). An organizations way of delegating is an indication of the distribution of authority in organizations (Leana, 1987). This is most organizations goals, to have a concrete methodical power structure enables employee to understand and see purpose in the organization directives and goals (Kanter, 2008).

**Proportions**
Kanter (2008) emphasizes that this part of the organizational behaviors and its determinants, refers to the alignment of individuals in similar or dissimilar situations. Kanter (2008) uses the structure of proportions as a tool to see the relevant social type in the different part of the organizations. This determinant view, the proportions of men, women, ethnic diversity and age (Kanter, 2008). Kanter (2008) says that proportion is always in relationship to numbers, so if it’s a small group working together the assumption is that all workers are unique and there is no proportion issue.

Creating possibilities for individuals with diverse background may improve societies, both economic and through social enrichment (Shore, Chung-Herrera, Dean, Ehrhart, Jung, Randel & Singh 2009). Kanter (2008) has seen in her research, in a department perspective, that the difference can change a lot depending on which section of the company the employee belongs. The differences in proportions makes differences in attitudes among colleagues and the organization needs to be aware of this issue (Kanter, 2008). Previous studies have discovered that diversity in the top-management can attract minorities to an organization (Kalev, Dobbin & Kelly, 2006).

The organization’s structure and behavior correlates with the motivation levels as well as the overall cohesion prevalent within the organization. The combination of the proper communication channels along with the necessary structure would increase the motivation levels and overall cohesion through the development of the enabling organizational climate.

Table 3. State of the art table: Organizational Behavior and Structure.
State of the art evaluation: Organizational behavior and structure

The pertaining literature to this phenomenon has some degree of validation and is classified as an overall emerging theory within the industry analyzed in this study. The concept of opportunity, power, and proportions discussed was analyzed from Kanter’s (2008) analysis and the development of the theory is well-validated and dominating, but this study focuses on applying the theory to organizations in the construction industry. The concept of opportunity and its importance for organizations to promote opportunities from within has some validation and is analyzed as an emerging theory. The concept of power and its delegation or prevalence within the workforce has some validation and is analyzed as an emerging theory. The concept of proportions differs than the two concepts as it has some validation but is classified as a dominating theory as the application of the studies used has a high correlation to the focus of this study. The concept of proportions can be attributed to organizations of any industry; thus, having a heightened delimitation factor.

2.4 Motivation and Cohesion within an Organization

Motivation can be dissected into three levels: intrinsic satisfaction, extrinsic motivation, and the blend of satisfaction and incentives. The blend of satisfaction and incentives is the vital indicator of motivation. Commitment is a precursor to motivation, if an employee’s commitment is high, then the level of motivation is high as well. (Mahal, 2009)
Organizational climate signifies the representation of the events that happen to employees within an organization. An organizational climate that is motivating develops a heightened level of performance within an organization (Patterson et al, 2005). Organizational climate effects the products on an individual and organizational level (James, Choi, Ko, McNeil, Minton, Wright & Kim, 2008).

The attainment of a strong organizational climate allows the individuals within the organization to reach a consensus regarding the overall goals of the organization and what method should be used to achieve those goals (James et al., 2008). The attitudes prevalent within the organization arbitrates the results of an organizational climate on an employee’s motivation and output (Mahal, 2009). Consistent encouragement of actions consistent with the organization’s goals within the organization enables a higher level of performance and improving relationships within the organization (James et al., 2008).

If an employee perceives the work place as a positive area, then the output would be higher. Employees develop a preference towards an environment that promotes teamwork. Such environment goes hand in hand with a decreased level in absenteeism and improved productivity. A positive work environment develops a positive morale amongst employees and promotes cooperation. The environment enables the group to become a cohesive team. (Mahal, 2009)

An issue that organizations face that does not relate to the human capital and other resources they own is that there are several difficulties regarding the changes occurring within the business that pertain to the organization’s overall procedures and business models. The organization’s ability to overcome the difficulties is dependent on the resources, protocols, and overall core values it possesses. (Moore & Manring, 2009)

Organizations need to adapt to the changes and innovations in their industries and to do so they need to change the organization’s business models, values, and procedures. The issue is that it is difficult for organizations to change in that manner, but it is necessary to do so to overcome the difficulties they face in regard to the industries’ changes. Smaller organizations can develop an advantage over larger organizations in regard to their ability to adopt entrepreneurial strategies, leadership developments, and organizational. That advantages ties in with the ability for the organization to adapt to the industry’s changes. (Moore & Manring, 2009)
The overall motivation of an organization and cohesive environment developed can enrich its employees and would entice the stakeholders into continual development as the productivity levels increase and the level of adaptability increases as well.

Table 4. State of the art table: Motivation and Cohesion within an Organization.

<table>
<thead>
<tr>
<th>Phenomenon:</th>
<th>Reference</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength of the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation and Cohesion within an Organization</td>
<td>Mahal (2009)</td>
<td>71</td>
<td>Some validation</td>
<td>Proposed theory</td>
</tr>
<tr>
<td></td>
<td>Patterson et al. (2005)</td>
<td>914</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
<tr>
<td></td>
<td>James et al. (2008)</td>
<td>412</td>
<td>Well validated</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Moore &amp; Manring (2009)</td>
<td>281</td>
<td>Some validation</td>
<td>Emerging theory</td>
</tr>
</tbody>
</table>

*Evaluation: Emerging*

Source: Own construction.

**State of the art evaluation: Motivation and Cohesion**

Motivation and cohesion in an organization is analyzed as an emerging theory with some validation. The concept of motivation and cohesion is discussed in the articles but they analyze other industries and professions. Certain professions need to develop a higher sense of cohesion and motivation to maintain standards in comparison to other professions. The construction industry and the analysis of the organizations in this study infers that the importance of a high level of motivation and cohesion is to the construction industry. It is important to improve an organization’s motivation and cohesion as per the articles, as they enable organizational development and overall sustainable organizational growth. The theory is emerging as the focus in prevalent research is slowly shifting its focus from environmental sustainability to internal sustainability. The shift is occurring due to the idea that environmental sustainability is developing to becoming a standardized concept but the internal sustainability of intrinsic competencies is emerging within the industry.
2.5 Internal Organizational Development

An organization consists of a group of individuals that work towards a specified goal. An organization develops specific values that pertain to how the organization wants to be operating and develops processes that are based on the values it created. Organizational development facilitates the change in the individual and organizational level by enhancing the cohesion amongst the needs at the individual and organizational levels. (Denison & Spreitzer, 1991)

The organization’s performance answers to the needs and wants of external assemblies, such as stockholders, suppliers, government agencies and costumers, which provide the organization with resources and validity (Cummings & Worley, 2014). Cumming & Worley (2014) stresses the matter that an organization development is an application incorporated in the whole organization. Organizational development’s transfer of behavioral science competences to the planned development, upgrading, and strengthening of the strategies, structures, and processes that encourage organizational effectiveness (Cummings & Worley, 2014).

Organizational development differentiates from accompanying methods to organizational change and improvement (Brown & Harvey, 2011; Cummings & Worley, 2014). Other practices in this area are management consulting, project management, operations management and innovation (Brown & Harvey, 2011; Pettigrew et al., 2001). There are five steps that businesses need to consider when working with organization development (Cummings & Worley, 2014).

Firstly, Cummings & Worley (2014) argue that organizational development refers to changes in the structure, strategy, and processes of the whole system. The goal for organizational development change program is to modify an organizations strategy (Pettigrew et al., 2001). For instance, an organization wants to improve the relations to a wider environment and focuses on those relationships and how to improve them (Cummings & Worley, 2014). This might lead to changes in both the methods of communicating and solving problems or it can lead to changes in the grouping of employees to help develop the changes in the strategy (Pettigrew et al., 2001).

Cummings & Worley (2014) claim that organizational development from an operation management’s perspective focuses on more aspects that can create an improved ability to solve
issues at top-management positions. An organizational development program is directed to help
top-management to be better and more effective in interaction, communication and problem-
solving procedures within the group (Brown & Harvey, 2011). This focus might result in the
improved ability of top management to solve company problems in strategy and structure.
(Cummings & Worley, 2014)

Secondly, Cummings & Worley (2014) suggests that organizational development is founded
on the request of change and the transfer of behavioral science competencies. This will involve
minor concepts, such as group dynamics, leadership and work design, meanwhile it also
contains major concepts, such as international relations, national relations, strategy and
organizational design (Cummings & Worley, 2014). It is of importance to comprehend personal
and social traits of a system when working with organizational development (Pettigrew et al.,
2001). Management consulting, technological innovations and operation management highlight
the economic benefits. (Cummings & Worley, 2014)

Thirdly, organizational development is focused on managing planned changes in a more
adaptive process. Project management works with expertise motivated tactics to change and
want quick results, meanwhile, organizational development must identify and manage
organizational issues through extensive planning and an adaptive approach. The plans need to
be flexible, since they are under constant change and development due to constantly new flow
of information. (Cummings & Worley, 2014)

Fourthly, organizational development is involved in the implementation, the ensuing support
and the design of modification of the organization. The process goes further than the initial
efforts to make a change program, the top-management has an interest in institutionalization of
new activities for the long-term. It is important the follow the organizational development and
always be ready for the next step in a constantly changing process. (Cummings & Worley,
2014)

Finally, Cummings & Worley (2014) states that organizational development is directed to
create great solutions for organizational effectiveness. To conclude that an organization is
effective is the most certain measurement of the three dimensions. The first dimension of
organizational development can confirm that, an effective organization can adept well to
changes. It can manage its problems, spend the right amount of resources to reach goals and concentrate on the right issues.

Organizational development creates opportunities for the employees in the organization to obtain the skills and knowledge essential for their work description by including the in this change process. The second dimension is the organizations effectively regarding high financial and technological outcomes. This includes quality of products and services, high productivity, sales growth and profits. Organizational development enables organizations to reach these goals by implementation of social sciences practices to improve products, lower costs and further increase productivity. (Cummings & Worley, 2014)

Organizational development is important in helping organizations modify themselves for the better (Pettigrew et al., 2001). Cummings & Worley (2014) points out that it creates a process where the organizations can evaluate their work and their environments. From there they have a good foundation to rebuild their strategies, structures, and processes to be a more competitive organization. (Cummings & Worley, 2014)

There is a connection between organizational development and sustainable organizational growth as the ability to facilitate the transferal of knowledge and the creation of value, such as knowledge, enables an organization to develop its core competencies and to sustainably grow.

Table 5. State of the art table: Organizational Development.

<table>
<thead>
<tr>
<th>Phenomenon: Internal Organizational Development</th>
<th>Reference</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength of the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational development and its intrinsic effects</td>
<td>Pettigrew et al. (2001)</td>
<td>1648</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
<tr>
<td></td>
<td>Brown &amp; Harvey (2011)</td>
<td>834</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
<tr>
<td></td>
<td>Denison &amp; Spreitzer (1991)</td>
<td>582</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
</tbody>
</table>

Evaluation: Dominating

Source: Own construction.
State of the art evaluation: Internal organizational development

Internal organizational development is a well validated and dominating theory in research. The concept of internal organizational development encompasses the importance it has regarding the overall health of an organization. This study analyzes the organizational development and its intrinsic effects on its workforce. The intrinsic effects encompass the previous aspects analyzed in the theoretical framework such as motivation and cohesion, organizational behavior and structure, and communication. The importance of those aspects is high within the construction industry and the effects of internal organizational development is of high nature within the organizations analyzed in this study. The idea that the effects can play a significant role on the overall sustainable organizational growth and the empirical analysis of the articles and references that have cited the literature used leads to a high level of correlation to the purpose of this study. It can be deduced that the theory is well validated and is a dominating theory within this industry and encompasses the overall purpose of this study.

2.6 Sustainable Organizational Growth

The incorporation of sustainability as a competitive strategy enables organizations to enhance their ability to develop sustainable change (Moore & Manring, 2009). Daly (1996) explained that the concept of growth is understood as the natural expansion of size. Daly (1996) also indicated that the concept of development is understood as the ability to take advantage of opportunities to improve or overhaul something towards a better version of itself. Daly (1996) noted that sustainable development is applicable to an economy if the concept of development does not encompass the concept of growth. The issue with the concept of sustainable development is that its usage is not ideal as it as a synonym of sustainable growth, which is a different concept (Daly, 1996).

The management of the processes and the projects being undertaken, along with the resources used, by an organization is vital in the preliminary stages of an organization (Chinta & Kloppenborg, 2010). The management creates the foundations required for financially beneficial and sustainable growth (Chinta & Kloppenborg, 2010). Bianchi (2012) states that sustainable organizational growth hinges on whether the management of an organization can provide a synergistic balance within the organization. The synergistic balance is necessary specifically in regard to the resources it possesses and how it provides them. It also depends on the management’s ability to naturally increase and improve the resources available for the
organization without reducing the overall available resources to the region itself (Bianchi, 2012). Providing stability concerning the position of the organization in regard to the level of competition within the region enables sustainable organizational growth (Bianchi, 2012).

The creation of value can be also obtained through the innovation of processes, which is enabled by the attainment of knowledge. (Chinta & Kloppenborg, 2010). The attainment of knowledge can be achieved by the ability of an organization to maintain and accomplish projects (Chinta & Kloppenborg, 2010). The knowledge therefore creates value by improving the processes used to complete the projects (Chinta & Kloppenborg, 2010). The growth of a business can be sustainably achieved if the organization creates additional value in regard to the fundamental benefits that the industry offers (Bianchi, 2012). The ability for an organization to combine the knowledge obtained from projects and the value created for the processes can lead to sustainable growth (Chinta & Kloppenborg, 2010). Hill & Bowen’s (1997) process oriented pillars of sustainable construction encompasses the concept of efficient management of competencies to create value, which leads to sustainable construction.

Table 6. State of the art table: Sustainable Organizational Growth.

<table>
<thead>
<tr>
<th>Phenomenon: Sustainable Organizational Growth</th>
<th>Reference</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength of the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>Chinta &amp; Kloppenborg (2010)</td>
<td>10</td>
<td>Limited validity</td>
<td>Proposed theory</td>
</tr>
<tr>
<td></td>
<td>Daley (1996)</td>
<td>401</td>
<td>Well validated</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Moore &amp; Manring (2009)</td>
<td>281</td>
<td>Some validation</td>
<td>Emerging theory</td>
</tr>
<tr>
<td></td>
<td>Bianchi (2012)</td>
<td>40</td>
<td>Some validation</td>
<td>Proposed theory</td>
</tr>
<tr>
<td></td>
<td>Hill &amp; Bowen (1997)</td>
<td>454</td>
<td>Well validated</td>
<td>Dominating theory</td>
</tr>
</tbody>
</table>

Evaluation: Emerging

State of the art evaluation: Sustainable Organizational Growth

The theories used under the sustainable organizational growth phenomenon are mainly proposed and emerging theories. The concept of sustainability in relation to the purpose of this study is evaluated as an emerging theory with some validation in relation to the focus of this study. Managerial balance of performance that leads to sustainable organizational growth is evaluated as a proposed theory with limited validity as the theory used applies the concept on a broad scale. The theory proves the importance of the concept that performance levels within an organization need to overall be high rather than having a standardized level amongst all sectors within an organization. This is on the contrary to the aim of the current study as sustainable organizational growth is tackled through the development of standardized intrinsic competencies. The creation of value through knowledge and the continual creation of knowledge that enables sustainable organizational growth is analyzed as a proposed theory with limited validity as the empirical analysis of the theory suggests that there is value in that regard. There are several limiting factors that hinder the creation of value through knowledge alone.

2.7 Theoretical Framework

The following framework is developed to enable the achievement of the goal of the study. Developing the necessary communication channels enables an organization to develop its structure and processes, thus enabling the development of sustainable organizational growth. The framework developed encompasses the concepts of motivation, organizational behavior and structure, and communication along with their effects on internal organizational development. The framework also includes the effects of internal organizational development that leads to the development of an organization’s intrinsic core competencies that lead to sustainable organizational growth.

Sustainable creation of value is attained by the organization’s ability to continue to maintain and develop the knowledge it possesses regarding its processes, workforce, industry, and
The determinants that are analyzed within Hill & Bowen’s (1997) framework focus on sustainability throughout the four aspects of economic, social, biophysical, and technical sustainability. The following framework tackles the concept of sustainable organizational growth by analyzing the over-arching principles developed by Hill & Bowen’s (1997) framework. The framework is developed through the analysis of the concepts through the intrinsic organizational factors rather than the extrinsic ones.

The concept of motivation in this framework, as explained in the first chapter in of this study under motivation of the study, entails to how motivation enables intrinsic organizational development as adaptability is necessary within the industry. A heightened sense of motivation is necessary to enable adaptability. The organizational behavior and structure leads to internal organizational development through the development of a balanced structure. The balanced structure works on increasing the benefits of the competencies the organization has. It also improves the development of the organizational behavior, as determined through the literature used under organizational behavior and structure. Communication is necessary within any organization as knowledge is the vital competency (Osterloh & Frey, 2000) within this industry and continual transferal of knowledge enables organizational development. Internal organizational development leads to sustainable organizational growth as the balance is intrinsically set (Chinta & Kloppenburg, 2010). The foundations are set by the proper motivation, structure, and communication channels, which provide the continuous creation of value within an organization (Chinta & Kloppenburg, 2010).
As per the theoretical framework, we can indicate that there is a connection amongst the three intrinsic competencies discussed, which are motivation and cohesion, organizational structure and behavior, and communication. All three intrinsic competencies play a role in an organization’s internal organizational development as indicated by the arrows between the aspects and the concept of internal organizational development.

The concept of internal organizational development, which encompasses the intrinsic competencies, leads to the overall sustainable organizational growth. The arrow between internal organizational development and sustainable organizational growth indicates the effect of having internal organizational development on an organization’s overall sustainable organizational growth.
3. Methodology

The following chapter identifies the method used to garner the information in relation to the literature review, findings, and analysis. The chapter identifies the limitations of the methodology used, the overall approach, and the reliability and validity of the study. The chapter also includes what the authors have developed as their sample pool for the following chapters.

In this study, the information is gathered through a qualitative method. To find reliable and validated information for this study, the authors have conducted semi-structured interviews with the leaders of three of Sweden’s largest construction companies. Using a semi-structured interview helped the authors direct the interview questions toward the research question. When creating the questions for these interviews a detailed literature review has been made to better understand the issue. The interviews’ semi-structure is an advantage when analyzing the results, because it is a clearer read.

3.1 Background to the Research Strategy

This study emphasizes the importance of a qualitative study. The managerial strategies and actions are the aims of the interviews. The interviews are necessary to create a correct and deeper understanding of the issue (Bryman, 2011). The qualitative method stems from an inductive approach; which can be a problem, because people are diverse and interpret reality differently (Bryman, 2011). Even so, the authors found that this approach made more sense, due to the nature of the research question.

A quantitative method would have provided the study with specific answers and not broad concepts, yet managing a construction company encompasses a mixture of strategies and ideas rather than a standardized correct strategy. This method provides the informants an opportunity to describe their own experiences through the open-ended nature of the interviews. Using a semi-structured format helps the interviewers keep track on relevant information and helping the interviewee expand their reasoning on influential topics, through helpful guidance (Bryman, 2011). This approach fits this study the best, because of the possibility of various answers to each question.

All humans are unique and do express themselves in a unique way. It is of great value to understand this, since the empirical part of the study will be of outmost importance. The
qualitative method has a knowledge theoretical foundation that can be describe as interpretations (Bryman, 2011). To understand the industry, the way people talk, the current events and the body languages is vital to interpreted what has been truly said in the interviews. Bryman (2011) claims that this is a science that have traces of hermeneutic, which is a science that explained how people should view and interpret information in a correct manner. To properly understand the words and body languages of the informants, the interviewers needs to ensure a thorough knowledge bank in this matter.

This study used Bryman’s (2011) interview guide to shape the order and questions for the semi-structured interviews. Step one: usage of simplistic background questions such as age, position at the company etc. Step two: directing the questions towards the aim and the research questions of the study. Step three: This is the part for the reflecting questions where the informant can speak more freely from his/her own perspective. (Bryman, 2011)

Bryman’s interview guide was helpful when producing the questions for the interviews, it gave the interview a structured flow and kept a logical tone throughout the interview. It became easy to see if a question became over looked and help the interviewers to keep track of the information given.

It began with four interviews of the CEO’s, whom later referred to other people within their organizations. They were chosen since the authors have connections to the CEOs of the organizations and because they can add value due to their experience in the Swedish construction industry. Nine interviews were conducted for this study. All interviews were had audio recordings. This is necessary, because it is important to see what the informants say and how they say it (Bryman, 2011). All transcriptions are saved and can be provided when necessary.

3.2 Data Collection
The concept used has been to gather the most relevant articles and books to create a strong foundation to enable a good analysis and a correct result. Google scholar, Jstor, and the database of Gävle University’s library has been the diverse search engines used and these search engines has provided this study with scientific articles, dispositions and books that are appropriate towards the problem statement. The ambition was to find new and relevant information on the
subject. By using key words, such as, sustainable growth, construction industry, management, organizational growth, Sweden and development in the different search engines plenty of interesting information was found. It was important to critically examine and evaluate all the articles to find the right one’s for this study and reject those who were not. This process was important to find the scientific gap to create value and purpose for this study.

The interviews were made in the three companies’ own buildings, which were in the central parts of Stockholm. The purpose of going to them was to get an empirical perspective of the organization and to find more people willing to be interviewed. Due to the physical presence in their offices, the authors were able to secure the remaining interviews to create more validity for this study.

Nine semi-structured interviews were made with the purpose of finding relevant information and linking it to existing scientific research on the topic. To attain the best output in the study, was it important that the companies all were in the construction industry, yet still had diverse history, size, market share, origin, strengths, and weaknesses. The interviews followed an interview guide, but the interviewee was given the freedom to speak freely and describe their thoughts regarding the most ideal way to develop sustainable organizational growth.

3.3 Selection of Respondents
The informants in this study consist of upper management within the construction industry. The chief executive officers of Serneke, Veidekke, and Skanska were interviewed and table 7 provides clarity regarding the method, duration, and date of the interviews. It is important that they work in upper management, since the study examines the management of sustainable growth. It is also vital that they work within the construction industry, because that is one of the focuses of this study. By talking to three different companies the study creates a possible generalization over major companies in the whole construction industry in Sweden.

In the case of the interviewees, a chain selection was used. This selection is described as a convenience selection when contacting individuals relevant to the investigation and through them, you can then proceed to other relevant respondents for the study (Bryman, 2011). The initial contact was established with the CEO’s of each company and they help us to contact the
next person in the chain selection. Below are the details of the interviews conducted, there are separate tables for the interviews with the CEOs and for the managers and others.

Table 7. CEO Interview Information.

<table>
<thead>
<tr>
<th>Interviewee Position</th>
<th>Organization</th>
<th>Method of Interview</th>
<th>Duration of Interview</th>
<th>Date of Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>Serneke</td>
<td>In person interview</td>
<td>1 Hour</td>
<td>15th of November, 2017</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>Veidekke</td>
<td>In person interview</td>
<td>57 Minutes</td>
<td>15th of November, 2017</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>Skanska</td>
<td>In person interview</td>
<td>35 Minutes</td>
<td>20th of November, 2017</td>
</tr>
</tbody>
</table>

Source: Own construction.

Table 8. Manager and Others Interview Information.

<table>
<thead>
<tr>
<th>Interviewee Position</th>
<th>Organization</th>
<th>Method of Interview</th>
<th>Duration of Interview</th>
<th>Date of Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Skanska</td>
<td>Phone call</td>
<td>25 Minutes</td>
<td>5th of December, 2017</td>
</tr>
<tr>
<td>Executive Vice President</td>
<td>Skanska</td>
<td>Phone call</td>
<td>17 Minutes</td>
<td>8th of December, 2017</td>
</tr>
<tr>
<td>Business Area Manager</td>
<td>Veidekke</td>
<td>In person interview</td>
<td>38 Minutes</td>
<td>6th of December, 2017</td>
</tr>
<tr>
<td>Regional Manager</td>
<td>Veidekke</td>
<td>In person interview</td>
<td>22 Minutes</td>
<td>6th of December, 2017</td>
</tr>
<tr>
<td>Quality, Environment, and Work Environment Manager</td>
<td>Serneke</td>
<td>Phone call</td>
<td>38 Minutes</td>
<td>14th of December, 2017</td>
</tr>
<tr>
<td>Communication’s Manager</td>
<td>Serneke</td>
<td>Phone call</td>
<td>24 Minutes</td>
<td>22nd of December, 2017</td>
</tr>
</tbody>
</table>

Source: Own construction.
3.4 Ethical principles
Before and throughout the assembling of the data, the normal ethical principles were taken into justification in order not to violate or harm the individual or the organization. These ethical principles are connected to the usage requirement, the information requirement, the consent requirement and the confidentiality requirement (Bryman, 2011). All the respondents were informed about the purpose of the research before participation. They were also informed that volunteers could participate and that the participant can quit at any time. Everyone will remain anonymous, if they choose to be so. Also, the information accumulated will only be used for research purposes and nothing else.

3.5 Operationalization of the Interview Questions with the CEOs
The answers obtained will be compared to the framework developed and the purpose of the study, which will aid into reaffirming the validity of the study regarding the gap or to further validate the current research applicable to the organizations within the construction industry.

Table 9. Interview questions with the CEOs.

<table>
<thead>
<tr>
<th>Question</th>
<th>Targeted Research Question</th>
<th>Purpose of the Question</th>
<th>Applicable Theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>2) Organizations in the construction industry focus on environmental sustainability, technological innovation, and economic development as its key determinants for overall sustainable growth; what other aspects does the organization focus on to achieve sustainable growth?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) How significant is the country’s regulations and policies’ impact play on the organization’s ability to grow? Does the organization develop its own regulations and policies that maintains the organization’s standards regardless of the country’s own regulations and policies?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) Is the organization’s “brand” a source for sustainable growth? How does the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>RQ1</td>
<td>RQ2</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>What are the elements that created the changes in operating procedure when undertaking different projects? (For example: smaller scale projects to larger scale projects; Domestic projects and international projects) How does the organization develop its workforce to be able to adjust and adapt to the changes?</td>
<td>The purpose of these questions is to understand how the organization adapts and treats its workforce.</td>
<td>Elving (2005) Postmes (2003) Tucker et al. (1996) Haslam (1997) Roverts &amp; O’Reilly (1974) Mahal (2009) Balmer &amp; Gray (1999)</td>
<td></td>
</tr>
<tr>
<td>What are the organization’s tangible core competencies?</td>
<td>The purpose of these questions is to identify what are the organization’s main competencies in their own viewpoints.</td>
<td>Denison &amp; Spreitzer (1991) Cummings &amp; Worley (2014) Brown &amp; Harvey (2011) Pettigrew et al. (2001)</td>
<td></td>
</tr>
<tr>
<td>What are the organization’s core competencies regarding achieving internal sustainable growth? (Intangible Core Competencies)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How important is the consistent transferal of key knowledge amongst peers when striving for sustainable growth? How does the organization enable the transferal of key knowledge?</td>
<td>The purpose of these questions is to identify how the organization manages knowledge and what strategies they use to develop sustainable growth.</td>
<td>Moore &amp; Manring (2009) Daly (1996) Chinta &amp; Kloppenborg (2010) Bianchi (2012)</td>
<td></td>
</tr>
<tr>
<td>Does the organization develop niche strategies that enable sustainable growth? What are the strategies?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How does the organization manage its intangible resources, in relation to sustainable growth?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How does the organization manage its intangible resources, in relation to sustainable growth?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are the main initiatives that the organization implements into its workforce that enable sustainable growth?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Own construction.
3.6 Operationalization of the Interview Questions with Managers

The following questions were added when interviewing managers from the organizations. The questions serve to identify specific perceptions that the managers have of the organization and what they actively do to promote sustainable organizational growth.

Table 10. Interview questions with the managers.

<table>
<thead>
<tr>
<th>Question</th>
<th>Targeted Research Question</th>
<th>Purpose of the Question</th>
<th>Applicable Theories</th>
</tr>
</thead>
</table>

Source: Own construction.

3.7 Data Analysis Method

The data analysis method used in this study coincides with the directed content analysis method. The directed content analysis method introduces concepts through the analysis of
theories and literature used (Hsieh & Shannon, 2005). The codes used to identify the main concepts of the study are developed prior to the attainment of text data other than the theories and literature used (Hsieh & Shannon, 2005). The text data obtained is from responses from the organizations in this study, which enables the analysis and classification of the responses into categories that represent the main points of each part of the data obtained (Weber, 1990). The data collected for this study is done mainly through semi-structured interviews with the representatives of the organizations, which also encompasses targeted questions about the categories developed regarding the main ideas of the study (Hsieh & Shannon, 2005).

The understanding of qualitative content analysis entails to the understanding of the meaning of the responses obtained within the context they were provided (Tesch, 1990). The combination of the understanding of the responses and the categories created provides the foundations for further understanding of the phenomenon used in the study (Downe-Wamboldt, 1992). The codes used to understand the main concepts are derived from the literature used (Hsieh & Shannon, 2005). The source of the main concepts and keywords of the study that is used in the analysis of the study is created from the research’s findings in combination to the theories used (Hsieh & Shannon, 2005).

The current study’s analysis method categorized the theories into categories under the headings: communication, organizational behavior and structure, motivation and cohesion, internal organizational development, and sustainable organizational growth. The analysis develops the literature used to develop the theoretical framework whilst combining the relevant findings together to obtain a deeper insight regarding the organizations and the theories as well.

3.8 Validity and Reliability of the Methodology

The concept of validity in a qualitative study is subjective and hinges on the author’s perception of the validity of the study conducted (Golafshani, 2003). Golafshani (2003) states that the term “Validity” in a qualitative study is analyzed in relation to how rigorous the authors of a study analyze and gather information. The authors of this study have obtained information through interviews and have transcribed each interview to prevent any misinterpretations of the information obtained. The validity of this study is enhanced through the continual communication with the organizations throughout the study.
A level of continuity amongst all the interviews or sample pool is necessary when promoting the validity of the results obtained from a study (Bryman & Bell, 2015). The level of validity depends on the ability of the information obtained to develop transferability (Riege, 2003). The transferability of the study is enhanced through the analysis of three separate organizations within the Swedish construction industry.

This study developed questions that entice the interviewee to discuss the past, present, and future of the organization in relation to sustainable organizational growth. The authors focus on developing knowledge of the industry as a whole through open-ended questions that pertain to the construction industry, which reduces the level of bias an interviewee would have.

The theories used in the theoretical framework were used to develop the open-ended questions used in the interviews. The transferability of the information gathered is high as the questions were not only specific questions pertaining to the organization itself, they were also applicable to organizations as a whole to develop within the construction industry as a whole.

The reliability of the information obtained from the organizations is questioned at first. The main source of information gathered for the analysis was the information obtained from the interviews with the CEOs of the organizations. The authors of this study decided to further interview managers of the organizations to further validate and provide a higher level of reliability of the information gathered from the CEOs and this further improves the reliability levels of the conclusions derived from the information obtained. The reliability of the information obtained to develop the theoretical framework is enhanced through the development of the state-of-the-art analysis of the literature used, see Appendix 1 for the state of the art description.

In a qualitative study, the concept of reliability cannot be inferred as a determinant of whether a study has a vital purpose or not, the reliability is an end product of a study (Stenbacka, 2001). Reliability is analyzed as the level of dependability a study has in relation to the way it analyzes the topics (Golafshani, 2003). The authors of this study decided to analyze three organizations of different levels to further enhance the reliability of the study, which encompasses the Swedish construction industry. The reliability is further enhanced by the number of interviews conducted at the different organizational levels in each company.
The authors of this study determined that a higher level of analysis is necessary to obtain validity of any conclusions made, thus an on-field observation of how the organization operates was done along with interviews with managers within the organizations. This study is given to the CEOs upon completion, which allows the CEOs to identify if there are any gaps within the findings that the authors of this study have not addressed.

3.9 Limitations of the Methodology

The ability to obtain organizations to partake in this study is a limitation and so is time. There were several different organizations that could not participate in the study due to the lack of time to conduct the interviews and to allocate the place of the interview as some representatives of the organizations preferred the interview to be face-to-face rather than through an online medium or a phone call. The authors of this study have had difficulties scheduling interviews. Some interviewees could not prioritize the interviews due to the lack of time available.

A limitation of the methodology can be attributed to the language barrier, as some interviewees wanted the interview to be conducted in Swedish as it would have been easier for them to express themselves. Throughout the interviews, the authors of this study have had to explain the concepts to the interviewees. The interviewers needed to explain the purpose and reasoning behind certain questions whilst providing examples to the interviewees so they are able to properly understand and answer the questions.

The data obtained from the interviews was rich in information but cannot be generalized to a large extent as the sample pool is still limited. The data allows the readers to develop an idea regarding how organizations that have a strong hold on the construction industry’s market in Sweden and Scandinavia operate in relation to sustainable organizational growth. A limiting factor in this study is the case of time and anonymity. The participants in this study wanted to either be able to approve the statements paraphrased from the interviews or for the authors to provide anonymity, thus anonymity was provided as time was a limiting factor as the time it would take to coordinate the statements cannot be ascertained.
4. Findings

The structure of the findings is developed through the analysis of all three organizations under every category developed within the theoretical framework and its subcategories. Every organization was developed through the communication, organizational structure and behavior, motivation and cohesion, internal organizational development, and sustainable organizational development lenses. The findings of each category created is then summarized into a table for clarity.

4.1 Responses from the CEOs: Communication

4.1.1 Serneke

Serneke promotes continuous communication throughout all the stages of its development. In every project, there needs to be an overall understanding of the purpose, reasoning, and overall goal of the project across all the members involved in the project itself. There is continuous communication amongst all the parties involved that further enhances the knowledge transferred amongst the workforce. Serneke promotes cohesion throughout its workforce that enables the communication to occur, thus enabling transferal of knowledge amongst peers. The organization enables online communication and creates a database of knowledge that is available to everybody in Serneke to access. The issue is that Serneke needs to continuously educate its employees regarding the tools it creates to enable the transferal of knowledge and further emphasizes the importance of developing coordination amongst the individuals using the tools.

The organization communicates to its workforce the concept of being proud to work for the organization, to communicate the idea that they goal and purpose of the organization ties in with its workforce’s goals and ambitions. Serneke created its own communication system called Serneken that serves as the medium for communication amongst employees at Serneke. The organization strives to educate people regarding every process within the organization and strives to maintain communication with its workforce and amongst the workforce itself so they can maintain the standards set by the goals and purpose of the organization as a whole. Communication serves as a transferal of skills in Serneke so the individuals at the organization can become more diverse in relation to the skills they possess and can be capable of working in several aspects of the organization as they gain the knowledge through consistent communication.
4.1.2 Veidekke

Veidekke focuses on having physical meetings and discussions on its forums to maintain communication within its workforce. Without communication, Veidekke would be unable to maintain the development of its leaders and teams. There is consistent transferal of key knowledge at the organization as it has set days for certain events such as sustainability day and has programs such as a mentorship program that allows individuals to develop their skills from experts within the organization. The organization develops its tools and is currently working to develop more efficient tools that enable more communication in the organization that groups the knowledge of a certain criteria together and allows the workforce to access the information throughout every department.

The main focus on Veidekke is to communicate to its employees that employee involvement, consistent innovation, and sustainability is vital to the overall health of the organization. The organization strives to allow its workforce to maintain independence and freedom to express themselves and to have personal development. The organization allows its employees to have freedom to express and that enables the organization to develop a connection with its employees as they would feel more motivated. The organization provides open communication channels and allows its employees to consistently voice their opinions on a day to day basis.

4.1.3 Skanska

Communication within the organization is key, but the level of communication prevalent in the organization is high as it strives to maintain the notion of a community and creating an internal community whilst being involved with the external communities. The organization develops the communication channels through the usage of tools such as Yammer that allow employees to maintain a connection with their peers. There is a support group within the organization that enables the transferal of knowledge. Skanska strives to maintain a sense of community and to improve society as a whole, which is the main purpose of the organization that is the differentiating factor between Skanska and its competitors.

The knowledge in the organization is maintained through consistent communication through all hierarchies across all Skanska branches. The organization developed an information bank but decided to develop more efficient and transferal of knowledge through meetings or
consistent discussions amongst the employees. The organization strives to have the individuals lead by example and to maintain the main purpose and culture of the organization, which is to work as a collective team as a society to improve the world even a little. The level of communication is high in Skanska and there are open communication channels that allows employees to develop themselves and to maintain a cohesive team environment. The organization strives to maintain communication across all aspects and across all employees in the organization, not only the office employees, but everyone involved in Skanska globally.

4.1.4 Responses from the Managers

The managers from Serneke have expressed that communication is a vital part of the organization. Without communication, stagnation of the organization’s development would occur. The managers expressed that communication results in a higher level of transferal of knowledge. Communication can prevent mistakes from occurring and can expand the organization’s knowledge.

The managers from Veidekke have explained how important involvement is to the organization and its overall development. There is a notion within the organization that communication is highly promoted. Communication in Veidekke allows individuals to develop their skills and to enable the transferal of competencies and knowledge amongst peers.

The managers from Skanska indicated that there is a high value in creating a feeling of community and development of individuals within the organization that ties in with society. Constant communication within the organization enables the development of a community. The organization focuses on obtaining a high level of knowledge and expertise in every department and depends on consistent communication amongst peers to enable the transferal of knowledge throughout all Skanska branches across the world, not only in Sweden.

Table 11. Summary of Overall Findings: Communication.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Serneke- Continuous development of the workforce through communication at all levels is important. Internal development of tools</td>
</tr>
</tbody>
</table>
to enable consistent communication amongst peers. Communication enables the transferal of knowledge and skills between all departments within the organization.

**Veidekke** - Communication enables employee involvement. Overall health and growth of an organization hinges on communication as it enables transferal of key knowledge and competencies. Open and continuous communication channels are highlighted to be prevalent.

**Skanska** - Development of cohesion and a community through communication. Communication is high, thought of as the differentiating factor in comparison to competitors. Communication is prevalent amongst all levels within the hierarchy and across all branches in Skanska globally.

Source: Own construction.

### 4.2 Responses from the CEOs: Organizational Behavior & Structure

#### 4.2.1 Power

##### 4.2.1.1 Serneke

In Serneke, the managers value communication throughout all the stages. This is extremely important when having conversations in an organization with plenty of different responsibility areas. The directive has to be clear from top to bottom, yet also from the bottom to the top. The board members should not implement concepts that sounds good unless it makes sense to the whole organization. The workers and managers must have combination of vision and reality. The foundation for decisions is to contribute to the organizations development, and those needs to be understood throughout the organization for managers and worker to make the right conclusion.

The workers and managers in the Serneke needs to make new decisions every day since it is a constantly changing business. The employees have the authority to make situational based decisions, yet those must be in line with the core values and functions of the Serneke group. This is one of the reasons why Serneke educate their managers in leadership, communication and have development days to practice real cases and find the best managerial solutions. Serneke finds it important to have the right people in the right positions and keep the close so they continue working according to the Serneke philosophy. It is also vital to get rid of the
employees that do not contribute to great decision making, open communication, delegation and that does not follow Serneke’s core values.

4.2.1.2 Veidekke

In Veidekke, the organization emphasizes the need to have a leadership philosophy within the company that takes care of the most important drives for the employees. They require involvement, innovation and sustainability. Veidekke value the impact of people and clarify that it is a people’s business, it is the people within the organization that makes or breaks it. The people within the organization have different responsibilities and it is important to delegate and ensure trust in the employees and their capabilities. Veidekke conclude that the construction industry is a people’s business and that it is vital to seek out the most important reasons why people want to stay in a company and one main thing is independence; the ability to plan the work day, authority to make decisions and to have personal development where the organization does not have a glass ceiling.

Decision and directions of the organization is taken from the top-management and the employees have to follow the rules and regulations in line with Veidekke beliefs. The flow of ideas and creativity is encouraging and no matter the position in the organization it is of interest that all voices are heard and valued. A construction business must be managed in this way to be competitive in the future. The organization have to promote the kind of leadership that can see the everything that happens everywhere in the business. From this point, the organization have to try to combine valuable information and create the best practice, and visualize good examples and provide empowerment within the organization.

4.2.1.3 Skansa

In Skansa, does the tone of the decision and direction of the organization arrive from the top-management and that is something they have worked with a lot. The vison is profit and purpose. To implement this vision in to the organization the organization stresses on the value of the correct way of communication down through the organizational ladder. Skansa works hard with having the whole organization understanding the policies and goal. From this point and on, the employee and managers have huge responsibility in establishing and direction their projects and how to manage and collaborate with colleagues. Skansa encourage its employees to go the extra mile and challenges the to be better and braver in their work daily.
To ensure the constant development of its employee’s Skanska hire’s experts from area outside the construction industry. The experts teach the manager and employees in the organization in the different areas, so the employees gain this knowledge. Skanska believe that this approach creates a better platform for correct decision making within the whole organization, it empowers and warrant the employees in their work-life and creates a support in difficult situations. Skanska transfer their employees around, so knowledge is spread and to stimulate the employees in new environments and challenges. The top-management have to show and live by example, because they are observed by the workers under them. There is of high importance that the employees can see and learn from the behavior of the leaders.

4.2.2 Opportunity

4.2.2.1 Serneke

Serneke find it significant to create opportunities and development plans for their workers. The focus on constant development through classes, workshops, evaluation, employee discussions, dual mentorship and the reality in the daily processes. In Serneke, the people within the organization have constant discussion with manager of how they can develop their professional skill, communication skills and possible career path. The career path plan is personalized to match each individual regarding ambition, motivation, capabilities and interest. Serneke values the vital art of having the right person in the right position. Constant flow of knowledge from people that has been in Serneke for a long time and mix it with the new people’s knowledge in the organization. The reason why the do this is to have motivate and engaged employee’s and to reach the purpose of continuous development in the staff. If an employee does not show the right engagement, it is important to find out why and create a new path for the person, within or outside the Serneke Group.

4.2.2.2 Veidekke

In Veidekke, the organization finds it of high importance that the managers receive leadership development courses, team development courses, employee discussion, dual mentorship, transfer of knowledge and stimulating assignments. To create a developing atmosphere Veidekke uses internal knowledge of each aspect, so the employees learn from each other. Veidekke often have external consultants that helps them develop the different aspects for continually growth in expertise and capabilities. Veidekke believe that it is important that the
employees do not feel stuck in their position and that the glass ceiling effect is not in place. Freedom, pace and guidance is important when creating opportunities within the organization of Veidekke.

4.2.2.3 Skanska
Skanska focuses sufficiently on creating opportunities for the employees in the organization, through; expert knowledge support, education, leadership courses, development courses, transfers within the organization, mentorships, employee discussions, career path discussions, procedures in processes, daily activities and adapted toolboxes. They are able to support its staff with top quality education by hiring experts from different fields and they teach the staff about the different situations that can occur. Skanska focuses on leadership courses to develop strong leader through education and daily practices. Skanska require the employees to develop skills and they generate opportunities for the staff to always develop professionally and within the organization. Skanska is an organization in constant changes and provides the employee with the knowledge to follow Skanska in those changes and grow as a professional within the industry. Skanska are determined to provide the same opportunity throughout the whole organization, but it does not mean the same type of development processes.

4.2.3 Proportions
4.2.3.1 Serneke
Serneke have the ambition to have their organization reflect the society, yet in the construction business they have found it hard to have an equal distribution of gender distribution and integration of immigrants. This is something they want and strive to implement in the organization. The have rules and regulations regarding discrimination, so all the employees feel welcomed and valued according to their performances. Progress has been made in this matter, yet it is far from the level they want to be at as an organization. Serneke finds it important to understand that everybody is different and comprehend information in regard to previous experience. This issue is being addressed, yet the result of the efforts has not been fully seen throughout the organization.

4.2.3.2 Veidekke
This is an issue Veidekke works constant with, they want the organization to be equally diverse. Veidekke finds diversity very important, they have quotes about it all over the office and the
value different perspective since the work in teams. The organization have partnership with organizations that works with young leaders from all over the world and have seminars and lectures about it. As the whole industry, Veidekke has not reach the level they have the ambition to be at, yet there is a development in the process of having diversity in the organization. The want to grow people from different background and perspective to work within Veidekke’s culture and core values.

4.2.3.3 Skanska

In Skanska, this is an issue of high importance. When a represent of the organization talks about Skanska at universities and similar establishments, they have notice the interest in diversity is much higher compared to a few years back. Skanska want to be the leaders of the industry in this perspective, and has create project with one of the main intention to integrate immigrants into the workforce. Skanska has done projects where immigrants get the opportunity to work on site and get a first job in Sweden and an opportunity to have Skanska on their résumé. Skanska do similar project with young criminals, whom have gotten a better opportunity to integrate back into the society, so the social factor of integration has been of great interest for Skanska and the result has been incredible. Meanwhile, it is not really the same in the offices, where the white male engineer is still the person an individual is most likely to run into. There is an improvement in later years, yet the organization wants to develop the aspect of Skanska much more.

4.2.4 Responses from the Managers

The managers of Serneke emphasize the idea that Serneke is a mobile organization with a flat hierarchy. The managers can make decisions without worrying about being reprimanded, and they are instead encouraged to do so. The managers should have the power to make decisions at Serneke. The opportunities are presented and fair at Serneke, all personnel have a specialized and tailored individual career path planned. The prevalence of a glass ceiling is non-existent according to the managers. The managers state that the organization has a diverse workforce that represents most spectrums of the society and that the personnel thrives in this environment.

The managers within Veidekke highlight the importance of developing the workforce within the organization to adhere to the organizational culture set in place in Veidekke. The
organization’s culture focuses on providing opportunities to develop an individual’s skills and providing freedom to the employees to further express themselves through their work. There is a sense of developing employees and finding employees that achieve the job-fit criteria set for certain positions. Veidekke focuses on involving individuals of every level within the organization to collaborate towards achieving the goal of a project and the overall organization.

The managers in Skanska emphasize the importance of diversity within the organization. There needs to be a set long term goal that has a vision, which unites people in all branches in Skanska. Educating the employees and working ethically is of high importance and it starts from the upper end of the hierarchy to lead by example. The organization wants to focus on sharing knowledge through all levels of the hierarchy and all different aspects of the organization to deliver consistent improvements throughout the organization.

Table 12. Summary of Overall Findings: Organizational Behavior and Structure.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Behavior and Structure:</td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td><strong>Serneke</strong>- Through communication do Serneke empower its manager to make well educated decision in correlation with Serneke’s goals and vision.</td>
</tr>
<tr>
<td></td>
<td><strong>Veidekke</strong>- The organizational culture is certified, which leads managers to be involved, innovated and engaged.</td>
</tr>
<tr>
<td></td>
<td><strong>Skanska</strong>- Top-management direct code of conduct and educate the employee’s by leading by example.</td>
</tr>
<tr>
<td>Opportunity</td>
<td><strong>Serneke</strong>- The career path plan is personalized to match each individual regarding ambition, motivation, capabilities and interest.</td>
</tr>
<tr>
<td></td>
<td><strong>Veidekke</strong>- Freedom, organizational culture and guidance is important when creating opportunities within the organization. It is a People’s Business, so the right person for the right position.</td>
</tr>
<tr>
<td></td>
<td><strong>Skanska</strong>- Learning from the best in a constantly changing business is of high importance. The expert knowledge support, will help manager develop and become leaders.</td>
</tr>
</tbody>
</table>
4.3 Responses from the CEOs: Motivation and Cohesion

4.3.1 Serneke

The concept of motivation is of high importance in Serneke. There needs to be a job-fit criterion where the organization analyzes the individual’s competencies and passion and allocate them the projects that can further entice their eagerness to work on the project and increase their motivation. The organization focuses on continuously educating its workforce regarding the cultural aspects of the diverse nature of the workforce. The organization develops its core values within the organizational culture and embeds the core values into the procedures and processes it develops. The organization develops strong ties to the society it is in as it allows the employees to feel a sense of purpose as they work for the Serneke.

There is a mixture of staff in meetings that allow different levels in the hierarchy to voice their opinions regarding the values of the organization and the competencies. The organization puts a high emphasis on having diverse groups of individuals that can work as a collective team and that everybody understands that the individuals within the organization are all different and have unique competencies that can improve the organization’s competencies and status as a whole. The organization promotes an idea through the top of the hierarchy that sets the standards that are necessary.

There needs to be a focus on having cohesion in every aspect of the organization and not only in the office buildings, but also on the construction site. All aspects of the organization need to be tied together and informed that they are all a part of a collective main team that is called Serneke. It is important for the organization to continuously report on a bi-weekly basis the employee performance and status to the human resource department so the organization can ascertain information if there needs to be changes to further educate an employee or to try to further motivate an employee to perform better as a team. If an employee consistently does not

<table>
<thead>
<tr>
<th>Organizational Behavior and Structure: Proportions</th>
<th>Serneke- Have the ambition to reflect the society.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Veidekke- Ideas, creativity, and different perceptions is valued, and a diverse workforce is to strive for.</td>
</tr>
<tr>
<td></td>
<td>Skanska- Creates projects with the intention to integrate new people in the construction industry. Aiming to have a more diverse office staff.</td>
</tr>
</tbody>
</table>

Source: Own construction.
showcase his motivation and ability to work cohesively then the organization does not see the job-fit criterion being achieved with the said employee and they are not the right person for the organization.

### 4.3.2 Veidekke

One of the main competency that Veidekke has is the continual growth of people in the organization. The organization consistently innovates its processes so they can grow the individuals in the organization through small changes of the processes that can help the individuals achieve their goals in a more efficient manner. The processes also enable the development of teams and that ties in with the organizational culture of Veidekke. The overall culture of the organization focuses on instilling a sense of cohesion amongst the individuals involved through motivating them to work for the Veidekke’s purpose, which has a correlation with society and improving the society. The culture of the organization always focuses on the development of its employees to create leaders and efficient and cohesive teams.

Leadership development is vital in Veidekke and the individuals are continuously in training programs that analysis the FIRO cycle of team development. The cycle to create a viable team is time consuming but enables the organization to motivate its employees as it develops the overall organization’s knowledge, processes, and performance. Veidekke hires external consultants to aid in team development and its leadership development so they can accelerate the process of developing its employees to further improve as a collective group. The organization ties in its culture with its workforce and strives to develop cohesion amongst its employees through the overall organization’s core values and purpose.

### 4.3.3 Skanska

The organization focuses on the development of a career path for its employees, which strives to maintain the motivation of its workforce. There needs to be consistent development as the individual grows and the organization puts a high emphasis on knowing the needs and the competencies of the individuals involved in Skanska so they can maintain the motivation of the individual. The organization rotates its workforce through different sectors so the employees can gain a high grasp of knowledge regarding how the organization operates as
whole. This delivers a broader knowledge amongst its workforce so they know what the meaning of the organization and how it functions.

The organization has the necessary backing regarding funding and the tangible assets but states that those assets are nothing without the main competency of the organization, which is its people. The individuals need to maintain a high level of motivation and cohesion within the organization so they can develop as individuals. The development of the individuals is also beneficial for Skanska as the organization strives to create a career for the employees. Every individual in Skanska is a representation of the organization, the organization puts a high emphasis on maintaining the purpose of bettering the society it encompasses and the individuals involved, so the employees within the organization can feel a sense of pride to work for the organization as the purpose and goal are clearly stated and are working for a goal that improves society as a whole. The organization focuses on team development through motivating them to maintain communication and having the necessary tools at their disposal to deliver the performance needed for the organization to succeed but more importantly, for the individuals involved to maintain a higher sense of knowledge and expertise to grow and develop.

4.3.4 Responses from the Managers

The managers at Serneke claim that motivation is derived from the development of interesting and new projects, the challenging tasks of the projects, and from their CEO Ola Serneke. As a manager in Serneke it is important to be motivated towards the organization’s cause and purpose, since that is the foundation of Serneke. Ola Serneke does have plenty of influence on the employees’ motivation, but the importance of the organizational processes and methods used to need to be considered. According to the managers, they have freedom because of the flat hierarchy, which entices the managers to go the extra mile to accomplish their tasks at a higher level.

In Veidekke, the managers indicated that the employees need to be motivated by the cause and vision of the organization which entails as a criterion in the job-fit analysis. The concept of sustainability encompasses the idea that the employees need to work cohesively to achieve the goals of a project. The employees need to know the set guidelines and overall processes and end goal benefits to stay motivated and Veidekke provide clarity in those regards.
In Skanska, the managers focus on instilling the organization’s values that entail the development of a community. The development of a sense of community is enabled through a cohesive climate in Skanska. The managers focus on having all the employees know what is expected of them. The managers also state that Skanska focuses on trying to improve society, which is a motivating aspect as the organization does not only have a single primary function, but several functions that encompass several aspects of society as a whole.

Table 13. Summary of Overall Findings: Motivation and Cohesion.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Findings</th>
</tr>
</thead>
</table>
| **Motivation and Cohesion** | **Serneke**- Cohesion is focused upon in every aspect in the organization. Job-fit is important in relation to the individual’s competencies and passion along with the organization’s needs and vision. The organization promoted the concept of working as a collective team.  
**Veidekke**- Continual growth of people in the organization. Leadership development is highly important. Development of teams and individual development is key to overall growth of the organization.  
**Skanska**- Development of long-term career paths. Develop employees as individuals and develop their knowledge. Having a sense of pride to work for Skanska as the organization’s vision is to improve the world even if it is a little. Developing expertise is key to higher standards and maintaining motivation. |

Source: Own construction.

4.4 Responses from the CEOs: Internal Organizational Development

4.4.1 Serneke

Internal organizational development is something Serneke develops through hiring right people for the right positions, creating motivation for the employees, education the personnel in regard to the organizations goals and culture, develop communication and communication channels, structure for projects and personnel and adaptability in their workforce. To have internal organization development Serneke finds it vital to have employee discussion, estimations of
the employees and use the personal in positions that fits them the best. The management need to understand the employees drives and have them constantly challenge and motivated in their daily job tasks. To achieve this, there is a must of constant transfer of knowledge, so the employees can advance their own development through education and real experiences. This requires great communication and communication channels, so the employees always have the chance to find the information needed in certain situations.

There are also demands from the organization. The employees must have a great understanding of the processes in projects. The projects must be aligned with the organizations goals and ambitions. If the personal cannot deliver that results in according to the organizations philosophy, goals and culture, there will be a small chance for them to grow together with the organization. Serneke states that it is crucial to have internal organizational growth with the right people on the pay list.

4.4.2 Veidekke

Veidekke states that the construction industry is a people’s business and finding individuals that has good reputation with in the market and customers is extremely important. As the right people are in place in the organization the organization must provide them with the right education. The education that Veidekke promotes is conducted to establish a good internal organizational growth, through leadership development programs, transfer of knowledge within the organization, team building activities and organizational culture training. This is provided through seminars, classes, communication and different communication channels.

One of the ambitions for the organization is that the employees should want to stay and be a part of the Veidekke family; Veidekke wants its employees to be provided with opportunities, so they are motivated and will mature and excel in their roles. To do this the employees needs to follow the core values of Veidekke when it orients to projects and behavior. There is a code of conduct that needs to be followed and structured processes that are necessary to always consider when working on a project. As the organization develops, the focus of digitalization has become more significant. The organization works continuously on developing their staff in that direction and believe that the digitalization will be beneficial for the internal organizational growth and the future status of the company.
4.4.3 Skanska

In Skanska is it vital that top-management creates common internal goals for the whole organization, so all individuals within it strives towards the same direction. The common goals are established when the organization’s top management provides consistent clarity for its employees regarding what is necessary to achieve the organization’s goals. Skanska’s vision of its business is profit and purpose, which means that they want to continue develop their processes and make money, yet also provide its employees and society with meaning to each project. These guidelines established by the top-management makes it possible for internal organizational growth.

To reach the visions Skanska have for its organization, require the organization to educate its personnel, communicate for results, have large perspectives of organizational purpose, hire the best people and engage the employees in the processes to produce the best possible outcome of each project. Skanska works with a huge toolbox that enables these activities to develop, through expert consulting, management development, team development and transfers of personnel within the organization to expand their expertise. Skanska states that it is of importance that the managers have broad knowledge and support from experts in each area. These different strategies will enhance their internal organizational growth.

4.4.4 Responses from the Managers

In Serneke the development of their employees and hiring the individuals with the best job-fit criteria is vital to enable the internal organizational development of Serneke. The constant development is made through meetings and continuous communication. It is vital that the whole organization moves in the same direction and with the same mindset towards internal organizational development.

The managers in Veidekke highlight the importance of developing the employees’ skills and knowledge, which works as a core competency in the organization. The organization focuses developing the internal aspects of the organization but more importantly focus on developing longevity within the organization in relation to its employees staying within Veidekke.
Skanska managers indicate that the main competency of the organization is its employees. Without the employees, the organization would not be able to achieve internal development. The five aspects that Skanska focus on were highlighted by the managers throughout the interview and the main focus of the organization, as per the managers, is to continuously innovate and develop the organization intrinsically and develop its internal core competencies. The main internal core competency is knowledge and people.

Table 14. Summary of Overall Findings: Internal Organizational Development.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Organizational</td>
<td><strong>Serneke</strong>- Maintaining the job-fit criterion. Having meetings and discussions on a frequent basis to achieve internal organizational development. Develop a heightened sense of knowledge, motivation, and teamwork in the organization.</td>
</tr>
<tr>
<td>Development</td>
<td><strong>Veidekke</strong>- Developing the reputation and aligning individuals working for the organization with the reputation. Education is key to enable internal organizational development. Digitalization is key to develop tools that enable communication within the organization.</td>
</tr>
<tr>
<td></td>
<td><strong>Skanska</strong>- Developing common interests and goals within the organization. Providing clarity within the organization across all levels in the hierarchy. Education is necessary to develop individuals, management, teams, and knowledge within the organization to achieve internal organizational development.</td>
</tr>
</tbody>
</table>

Source: Own construction.

4.5 Responses from the CEOs: Sustainable Organizational Growth

4.5.1 Serneke

Serneke claims that it is important to follow and try to lead the development of innovation of tools, strategies, structure and engagement to have sustainable organizational growth. Managers has become more important than ever before in a constantly changing industry. The communications skills, ability to adapt and the knowledge of the business are all necessary capabilities for managers in this industry. The process of developing great mangers is a
necessity for the business to continue be successful and have sustainable organizational growth. Without the right leadership, the company’s brand will receive a bad repetition, which will lead to the loss of business opportunities and failure to have sustainable organizational growth.

4.5.2 Veidekke

Involvement, innovation, and sustainability are the three main characteristics that Veidekke wants to communicate for its journey ahead. The organizational culture of the company require involvement from the staff, which also relates to the company’s history. Veidekke demands of its employees to work with innovation, such as digitalization and the best equipment. Environmental sustainability is crucial since the direction of the industry is that, without an environmental sustainability plan the organization will be out of business. It is vital to educate the managers to fit the policies that Veidekke has, so that the organization aims for the same goals. Managers need to have the skills of structuring, communication, business and construction knowledge, and the ability to perform to be successful at Veidekke. The leadership sets the tone and direction towards desired results and sustainable organizational growth.

4.5.3 Skanska

Skanska have 5 areas that they focus on regarding sustainable organizational growth. Those areas are environmental sustainability, diversity, worksite safety, code of conduct and social responsibility. To achieve success in these areas the organization need to have a clear technological approach, a clear business approach and a clear purpose of why the company does this. Managers are the key in the successful implementation of these approaches, and the continuous development of the 5 focus areas. The training of managers must be aligned with the organizations visions and purpose, so the organization can have sustainable organizational growth.

4.5.4 Responses from the Managers

The managers in Serneke trust the concept of a mobile organization with a flat hierarchy. That concept is viewed as a vital competitive advantage. The development of leadership and the promotion of creativity in the projects the organization undertakes is key to achieving sustainable organizational growth. Innovating the processes allows the managers to continuously evolve and improve their skills whilst maintaining the Serneke core values. The
ability for Serneke as an organization to align its goals with its employees is an important aspect for the organization’s sustainable organizational growth.

Veidekke strives to achieve sustainable organizational growth through the development of its core competencies such as employee involvement, innovation, and overall development of its workforce to become more knowledgeable in every field within the organization.

Skanska aims to maintain high standards in environmental sustainability, workforce diversity, safety, ethics, and social responsibility. Skanska is striving for sustainable organizational growth by maintaining the development of knowledge within the organization and the development of a community within the organization.

Table 15. Summary of Overall Findings: Sustainable Organizational Growth.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Organizational Growth</td>
<td><strong>Serneke</strong>- It is important to develop with the industry and take advantage of existing and new innovation. Managers have a huge role in the progress of the organization.</td>
</tr>
<tr>
<td></td>
<td><strong>Veidekke</strong>- Involvement, innovation, and sustainability. Manager has a major responsibility to create the right attitudes and engagement toward the organizations visions.</td>
</tr>
<tr>
<td></td>
<td><strong>Skanska</strong>- By focusing on 5 areas (environmental sustainability, diversity, worksite safety, code of conduct and social responsibility) has the top-management given a clear direction on how they want their managers to act and transfer knowledge through-out the organization.</td>
</tr>
</tbody>
</table>

Source: Own construction.
5. Analysis and Discussion

The following chapter is dissected in the similar manner that the findings were presented. Each concept is tackled by reaffirming the theories used through the literature review whilst combining the findings gathered in the previous chapter. The analysis groups the consensus attained to garner a broader perspective regarding the Swedish construction industry as a whole.

5.1 Communication

Commitment in any organizations is important and Elving (2005) highlights the important role that communication plays regarding the attainment of commitment. A characteristic of the construction industry is the high importance of the workforce on the success of an organization, as indicated by the organizations. The competitive advantages an organization can develop are prevalent within the committed and loyal workforce the organizations have developed and maintained. Communication has several roles in an organization and there are many ways that an organization can take advantage of communication.

Tucker et al. (1996) identify the high influence that communication plays regarding the development of competitive advantages within an organization’s intrinsic strategic competencies. Communication is achieved between individuals within an organization that collaborate together to deliver a higher sense of efficiency and overall development (Haslam, 1997). There is a notion developed throughout this study regarding the ability of an organization to leverage efficient and viable communication channels as their competitive advantages. All three organizations realize the importance of having a committed workforce as they possess the knowledge and enable the transferal of knowledge through communication. The organizations are consistently developing new and more efficient tools that promote communication within the organization as without communication, the development of the organization itself would stagnate.

Communication allows individuals in an organization to share their experiences with one another, which leads to the ability of an organization to manage its tacit knowledge (Tucker et al., 1996). As indicated in the introduction, tacit knowledge can develop towards a competitive advantage for an organization (Osterloh & Frey, 2000). There is a need for organizations to promote the transferal of knowledge on a daily basis, this can occur through interpersonal
communication amongst peers (Tucker et al., 1996). The organizations promote communication amongst the employees to maintain the transferal of core competencies and to develop a competitive advantage. This ties in with the second research question regarding how the organizations would manage their competencies to achieve sustainable organizational growth.

The construction industry has a natural high turnover rate, as indicated by every CEO interviewed. The transferal of knowledge is crucial to the development and maintenance of the organization’s core competencies. The importance of transferal of knowledge is highlighted in this study, but the transferal of key knowledge that pertains to the core competencies of an organization is crucial in regard to the overall success of an organization (Roverts & O’Reilly, 1974). Communication between the lower and the higher end of the hierarchical ladder within an organization enables the transferal of key knowledge within an organization (Roverts & O’Reilly, 1974). The leaders within an organization need to incorporate communication patterns that permit the transferal of key knowledge (Tucker et al., 1996). The information transmitted hinges on the level of trust the individuals have of one another, the individual’s overall satisfaction in an organization, and the organizational behavior (Roverts & O’Reilly, 1974). The impact of the communication as an intrinsic competency is the ability for organizations to retain their workforce for a longer period of time.

Individuals need to develop trust amongst one another to be able to interact in a positive manner with one another and to create a cohesive and productive work environment. This ties in with the structure that the organizations develop and how the organization’s behavior is developed to accommodate the necessary communication within the organizations. The development of trust and positive communication enables organizations to be more effective in their work and to overall improve the transferal of information in an organization (Roverts & O’Reilly, 1974). The development of an organizational climate that promotes communication enables organizations to develop a continual cycle of knowledge transferal amongst new and current employees (Elving, 2005). The concept of organizational communication allows the individuals in an organization to form an identity and to facilitate the development of a more cohesive team (Postmes, 2003).

The identity developed by the team needs to be invested in by the organization to attain the benefits from having a cohesive team (Balmer & Gray, 1999). The organizations analyzed in
this study focus on shaping the groups and teams within the organization to have an identity that coincides with the organization’s identity. According to Postmes (2003), organizations function through the usage of communication, without communication an organization cannot function in an efficient and proper way. The development of strong communication within an organization allows individuals in the organization to feel motivated and develop a higher sense of commitment (Balmer & Gray, 1999). The importance of commitment is heightened when there is are low levels of highly talented and motivated individuals in the market. The construction industry has a high turnover rate, according to the CEOs and managers, and the organizations need to maintain a higher level of commitment. The organizations focus on developing their communication channels to empower their employees; thus, improving the employees’ commitment levels. Communication enables sustainable organizational growth through the development of its individuals, which is achieved through the heightened motivation levels of their employees.

The organizations stress the importance of developing a continuous cycle regarding the communication patterns across all the organization’s hierarchical levels. Communication sets the conditions for a cycle that encompasses the continuation of interpersonal relations amongst employees that enables the transferal of knowledge (Roverts & O’Reilly), development of teams (Postmes, 2003), and the overall development of an organization’s intrinsic competitive advantage (Tucker et al., 1996). The organizations’ need to develop a cycle is a managerial strategy that leads to sustainable organizational growth.

The organizations studied portrayed a high level of interest on developing open communication channels across all hierarchical levels. All three organizations focus on clearly communicating their core values and overall purpose to their employees. The organizations promote continuous communication to maintain the transferal of key knowledge within the organization.

5.2 Organizational Behavior and Structure

5.2.1 Power

Kanter (2008) describes Power in the sense of hierarchical domination. To have power in an organization means that an individual has the capability to get results by structuring resources in a manner that will enable the individual to reach desired results (Kanter, 2008). Kanter (2008) conclude that, if an organization has a monopoly on power the result is that only a
specific group of people has the power to make these decisions regarding human resources, capital or methods. The three companies in this study all have clear approaches towards empowerment of its managers and employees. The approaches have plenty in common with each other, but they express it in different ways within and outside the organizations. The three organizations empower their managers through a constant flow of communication, information, and guidance that directs their manager to make the right decision in relation with the company’s visions and goals.

Stagnation of the organizational development could occur because the effectiveness of the employees is impaired when they are not able to make decision regarding the future processes and success of a project (Kanter, 2008). Through empowerment of the staff, which means delegation and giving subordinates power to make decision according what they consider is the best, more work will be complete, and the staff will feel better and more positive towards their own capabilities (Kanter, 2008). Kanter (2008) claims that this issue need to be addressed in an organization otherwise it will lead to negative behavioral responses and powerlessness, which leads to poor work performance on all levels. The top-management want the board’s organizational directives to be aligned with the reality of the worksites, therefore making sure that everybody works with motivation in the direction that’s feasible for all involved in a project. The processes vary in different projects, innovation and trust must exist between the organizations employees at all stages. The cohesion developed with the objectives throughout the organization ties in with the second research question. The alignment of objectives is a managerial strategy that allows the organization to function cohesively, which enables the ability to develop sustainable organizational growth.

The companies top-management finds it important to lead by example and behave accordingly to what they perceive as great leadership. By implementing the right culture, vision and goals for the organization the top-management tries to make sure that all employees have the support they need to excel in their jobs. Empowerment of the staff is an important issue for all the companies, yet there must be a clear code of conduct, since the industry has many safety-, environmental-, ethical- and innovation regards that has to be considered when developing and completing projects.
5.2.2 Opportunities

All three companies have stated that the construction industry is a people’s business, which means that the industry cannot function without good personal relations and the right people on the right positions. This is one of the main reasons why the companies consider that creating opportunities for its employees is extremely important. To serve in an organization means little to a person unless they have opportunities to develop within the organization (Kanter, 2009). Kanter (2008) states that employees believe that time spent, and knowledge gathered should give them the possibility to be heard, have more responsibility, and to have more power over their personal work life. Position changes has benefits for the personal, since it gives them a wider range of knowledge, contact through the organization/industry and exposure to other people in the organization (Kanter, 2008).

According to Kanter (2008) this can both a benefit or a hinder for the organizations development; because people are different, and some people might feel forced to change field, even though the do a great work and love it, so they do not fall behind in their promotion ladder. Opportunities can be given in many ways, such as education, promotion, new projects and so on (Kanter, 2008). Companies do strive to find “superstars” and have them develop faster through the stages of an organization, true potential is valued (Kanter, 2008). The companies work hard to identify people they believe can be manager material, since the match of person and position is crucial within the industry. All the organizations develop personalized career plan to match each individuals ambition, motivation, capabilities and interest. According to the top-management, do the employees appreciate freedom of choice in the work day, guidance in organizational culture and expert support in difficult situations. The personalized career paths indicate how the organizations manage their main intrinsic competency, their workforce. This strategy enables the development of sustainable organizational growth.

The organizations are of the strong belief that learning from the best in a constantly changing business is of high importance. The organization also finds it vital that the employee is involved in the process of creating opportunities by having employee discussions and clear goals. It is of high importance that opportunities are created in all levels of an organization, because few people would stay in an organization with different types of ceilings to hinder further development (Kanter, 2008). Kanter’s (2008) research shows that, employees that does not see
the possible opportunities within an organization will have disengagement, low commitment, non-responsibility, jealousy toward peers, and social issues at the workplace.

5.2.3 Proportions

Proportions refers to minorities and majorities within an organization (Kanter, 2008). Kanter (2008) means that the distribution of men, women, immigrants, religion preference, old and young affects a business organizational culture. There is a tendency that women end up in job descriptions that according to stereotypes fits the better for women and the same for men (Kanter, 2008). Kanter (2008) states that, in reality are women are able to exercise the same work as their male colleagues, yet the stereotype and prejudice opinions directs them in to female and male jobs. In the construction industry, there is a stereotype that it is a man’s job, yet nowadays that is not true. The innovation of tools and changes in attitude has made the construction industry more open to both genders. The top-management wants to have diversity in the work place and work towards achieving that goal, which leads to sustainable organizational growth.

It is hard to be the person outside a heterogenic group in an organization, and that can lead to that employee feeling like they have performed better than everybody else, they can get the feeling of being under supervision, and the can feel that nobody values their different opinions (Kanter, 2008). The industry is developing a more accepting environment, through codes of conduct, recruiting more diverse people, having seminars and discussion about gender equality, and integration policies. According to the organizations, the graduates from universities identify that this is an important issue when applying for jobs in an organization. Graduates wants to know if the organization has the right values, incentives and perspective on these types of questions.

The organizations have developed different strategies, but the result has not been generally visible. The companies know it is a continuing process that they still develop to achieve their ambitions regarding gender and integration issues. Some organizations have moved further than others in the matter, but the common vision is that the organization should reflect the society. The organizations believe that diversity can help them develop new perspectives, which can lead to better profits. Social responsibility has become a major issue to consider and the leading organizations in this issue have worked hard to implement it as a part of their
strategy. The focus on social responsibility is a managerial strategy that allows the organization to develop a foothold on the long-term market. A construction company need to figure out how to make profit and still give purpose to the workers and the society. All projects need to have a bigger meaning than making money for the organization. The purpose leads to a higher sense of motivation within the workforce and further enhances the level of cohesion that is prevalent in the organization’s groups and teams.

5.3 Motivation and Cohesion
The prior analysis regarding commitment ties in with the concept of motivation. Mahal (2009) states that commitment is a precursor to motivation. The organizational climate developed encompasses the events that occur to employees in the organization. The climate also serves as a motivating tool that, if developed early and focuses on the core competencies of the organization, can enhance the overall performance of the organization (Patterson et al, 2005). The productivity of an organization ties in with the intrinsic motivation, as the productivity levels also depend on the motivational levels of the individual (Mahal, 2009). The three organizations emphasize the need to develop careers for their employees and to develop a vision or culture that represents society, so their employees can be motivated on a daily basis to ward towards the organization’s goals. There are traditional methods of motivating employees such as through increased wages and benefits, but the main strategies that the organizations emphasize is the incorporation of the employees into the organization’s culture. Allowing the employees to understand the organization’s culture and values creates a bond between the organization and the employee. The organizations also promote leadership development and team development. These strategies indicate how the organizations manage their intrinsic competencies.

A strong organizational climate enables the development of goals that the individuals can agree on and strive to achieve (James et al., 2008). The behavior of the employees in an organization coincide with the organizational climate developed, which effect an employee’s motivation and output (Mahal, 2009). The continuous reinforcement of actions that lead towards achieving the organizational goals enable an overall higher performance level and better relationships within an organization (Mahal, 2009), which leads to a cohesive environment. There is a consensus amongst all three organizations studied, which is that the construction industry is a people’s business and without the people the whole industry would be meaningless regardless
of the amount of resources an organization possesses. The organizations in the construction industry focus on motivating their employees whilst allowing them freedom to express themselves through their daily work. The freedom to express themselves allows the organization to improve the cohesion within the organization, thus leading to sustainable organizational growth.

Mahal (2009) indicates that there is an impact regarding the perception an employee has of a workplace and an organization on the overall output of the employee. The employee would be more efficient and work in a more cohesive manner if the workplace exhibited a positive outlook regarding its purpose. The development of a stable and positive environment enables the development of a more cohesive team. The environment of the workplace needs to maintain the standards set such as safety and code of conduct, but also the standards of teamwork and cohesion. The more productive and cohesive a team is, the better the output and brainstorming prowess the individuals involved in a project would have.

The need to continuously adapt to changes and innovations in certain industries is key to achieving organizational goals (Moore & Manring, 2009). The smaller organizations have a slight advantage over larger organizations as they promote entrepreneurial developments and organizational changes more frequently. The difficulties that the larger organizations face by the consistent changes in the industries can be tackled through the development of leaders, entrepreneurial strategies, and organizational changes to its business models (Moore & Manring, 2009). The focus on employee’s motivation and cohesion within an organization in the construction industry relates to the communication and structure of an organization, which are the managerial strategies that the organizations focus on to achieve sustainable organizational growth. The three aspects discussed enable the internal development of an organization, which is an impact of the intrinsic competencies. The higher the level of motivation an employee has, the higher level of productivity; thus, a higher probability of developing cohesive teams that develop efficient communication patterns and channels – which leads to internal organizational development.
Organizational development is the process of enhancing the cohesion amongst the needs at the individual and organization levels by creating an improvement or required action in the organization competencies (Denison & Spreitzer, 1991). Cumming & Worley (2014) means that an organization development is a request incorporated in the whole organization, therefore is it critical that the top-management and staff are striving to fulfill the changes as one unit. As indicated by the previous analyses, commitment is key and is improved through the development of a strong organizational structure and communication channels.

Organizational development’s exchange of key knowledge to the processes of strategic development, advancement, establishment of the strategies, structures, policies and processes that promotes organizational effectiveness (Cummings & Worley, 2014). To achieve a good outcome, there is a need for strong practices in the different areas of project management, management consulting, innovation and operations management (Brown & Harvey, 2011, Pettigrew et al., 2001). Cummings & Worley (2014) states that there are five aspects that are important to consider when working with internal organizational development. The key knowledge within the organizations in the construction industry is maintained through the continuous communication prevalent within the organization and all its subsidiaries.

The first aspect that to consider is that, an organization development program is focused to aid top-management to develop the company’s effectiveness in interaction, communication and problem-solving procedures within the group (Brown & Harvey, 2011). This focus should result in the improved ability of top management to unravel the organizations problems in strategy and structure (Cummings & Worley, 2014). The aim and ambition for an organization development program is to modify an organizations strategy towards improvement for the whole organization (Pettigrew et al., 2001). The continuous interaction and communication is set throughout all the three studied organizations. The focus on empowering the workforce and providing freedom to the workforce is emphasized throughout every organization studied.

Aspect number two refers to the need of change, Cummings & Worley (2014) suggests that organization development is originated to the request of change and a further development in the exchange of key knowledge within the organization. Pettigrew et al., (2001) emphasize the understanding of personal and social characteristics within the organization. The need for change can refer to both miner concepts, such as work design, leadership and group dynamics,
and major concepts, such as international relations, organizational design, and national relations (Cummings & Worley, 2014). The ability to adapt to changes and to have consistent personal development is emphasized by every CEO and manager interviewed. The organizations have focused on developing leaders as an end result that can maintain the foundations built by the CEO.

The third aspect to consider is the process in which the organization conduct the changes towards organizational development (Cummings & Worley, 2014). Cummings & Worley (2014) stresses a need for the changes to be in adaptive process, because the plans created are in continuously developing stages of its implementation, due the constant stream of new information gathered, regarding, attitudes, success, adaptability, and practice.

In the fourth aspect, the organization is in the stage of implementing, the process of supporting, creating and designing the alteration of the company. This regard to more than the initial efforts to make a change program, the top-management has concluded that the interest in institutionalization of new activities for the long-term is ready and needed. It is important to view the organizational development and be prepared for the next situation in a constantly changing process. (Cummings & Worley, 2014)

The fifth and final aspect, according to Cummings & Worley (2014) refers to the evaluation of the organizational development. The success of a new strategy can be reviewed through three dimensions; has the company spent a reasonable amount of resources to achieve their aims, does the company focus on the true issues, and have the company been able to manage the issues (Cummings & Worley, 2014). The organizations have audits and meetings that discuss whether the organization is where it needs to be and what can be done or changed to further enhance the development of its processes and workforce.

The organization have grasped this knowledge and are working hard to deliver good result regarding internal organizational development. As can be read in the findings, companies within this industry focus on some aspects regarding organizational development. The three organization do have slightly different approaches regarding how to manage this issue. The companies within this industry do focus on structure and how it is directed from the top-management. Strategies has often been developed with experts from different areas and
different industries. All the companies must implement the directives through employee training, education, mentorship, communication and by leading by example.

There must be a clear and structured path in how to achieve the organizations goals. There is a need for understanding between the different sectors and a cohesion in how to communicate and handle issues. The overall cohesive understanding regarding the handling of issues enables organizations to not stagnate, but to sustainably develop their organizational growth. The need to find the right people and incorporate them through communication and training toward the organizations core values and goals. The companies want to create a diverse workforce that uses it competencies and perspective to reach the best organizational culture and results. All three companies consider all these aspects, yet the focus, execution and reason do vary between the different organization.

5.5 Sustainable Organizational Growth

Sustainable organizational growth depends on if the management can provide a positive synergy within the organization, regarding the resources the organization has and how they use those resources (Bianchi, 2012). The allocation of resources through every organization studied is key towards determining what competencies and deficiencies the organization has. Bianchi (2012) claims that the organization’s management must be able to increase and improve the resources at hand; without reducing the overall available resources to the area itself. The management needs to attain stability regarding the position of the organization and the level of competition within the area. The organizations focus on the in-and-out analysis regarding the market itself but identify that developing intrinsic competencies and having internal sustainability is key to alleviate the difficulties that are faced in the competitive construction industry.

The treatment of key knowledge can be provided by the organizations aptitude to create and develop projects and therefore adding value to the process and skills within the core of the organization (Chinta & Kloppenborg, 2010). The organizations exhibit a high importance and stress on knowledge; as without the maintenance of knowledge through communication and a fluid organizational structure, the organizational growth and development would stagnate. The high importance placed on knowledge ties in with the intrinsic competencies analyzed, which enable the concept of sustainable organizational growth to occur. Sustainable organizational
growth of an organization can be realized if the organization produces additional value to the essential benefits that the industry offers (Bianchi, 2012).

Chinta & Kloppenborg (2010) state that the capability for a business to integrate the knowledge gained from projects and the value created in the processes can lead to sustainable growth. Figure 4 in appendix 1 portrays Chinta & Kloppenborg’s (2010) creation of value theory. The theory is applicable to the construction industry as the organizations value the knowledge obtained from every project accomplished higher than the monetary gain. The knowledge has a higher importance factor that affects the ability for the organization to sustainably develop growth than the monetary gain. Knowledge plays an important role in developing the organization’s internal factors as portrayed by every organization studied. The ability to facilitate the knowledge-creation of value, the development of the necessary motivation, communication, and organizational structure is key; as exhibited by every organization studied.

The three companies do consider the concept of sustainable organizational growth and its importance; yet, because of different resources and capabilities, their strategies to ascertain sustainable organizational growth slightly differs from each other. The foundations presented by the organizations are similar, which lead towards the development of intrinsic competencies. As the intrinsic competencies impact the organization’s ability to enable the internal organizational development, which leads towards sustainable organizational growth. The differentiating factors are the resources and maturity of the organization itself. Skanska focuses more on developing a connection to society and the people that encompass the name of Skanska through the organizational structure and behavior. Veidekke focuses on developing the tools necessary that aid the development of its communication channels through digitalization, which leads to a heightened sense of motivation and cohesion. Serneke is a youthful organization in comparison and focuses on establishing the basic core competencies whilst differentiating by taking risks to achieve the correlation between society’s values along with the organization’s values. The value created in understanding the importance of taking action that will lead to sustainable organizational growth is something they all considering, and the companies puts a huge effort in to develop their personnel towards company goal. If these efforts are not made, a company will fall behind their competition and not be competitive in the longer perspective.
The importance of managers is clear, they all state that it is of the highest value to the organization to create managers that are involved, have broad perspectives and a great understanding for how a project, business or internal processes should be managed. It is also crucial to keep up with innovation and adapt to the constant change in this industry. The treatment of knowledge as an enabling tool for long-term value creation is necessary to achieve sustainable organizational growth. As stated before, the way the organizations approach this issue is a bit different; because of size, resources and expertise, yet all three companies have the same end goal. The organizations find it highly important to develop in a positive direction regarding sustainable organizational growth and through considering the aspects discussed, they have the possibility to achieve that.

5.6 Summary of Analysis Table

The following summary of the analysis identifies the main topics analyzed through the study, the theories used in relation to the topics, the overall findings in relation to the topic, and the analysis and conclusions derived from the findings in relation to the theories used.

Table 16. Summary of Analysis.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Theory</th>
<th>Findings</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of Communication in an</td>
<td>Elving (2005)</td>
<td>Communication through involvement is key.</td>
<td>The organizations put a high level of importance on communication.</td>
</tr>
<tr>
<td>Organization</td>
<td>Postmes (2003)</td>
<td>Development of tools to enable consistent communication.</td>
<td>The negative aspects of the high level of turnover is alleviated through communication and the</td>
</tr>
<tr>
<td></td>
<td>Tucker et al. (1996)</td>
<td>Communication leads to transferal of key knowledge and core competencies.</td>
<td>transferal of knowledge.</td>
</tr>
<tr>
<td></td>
<td>Haslam (1997)</td>
<td>Communication is prevalent across all hierarchical levels.</td>
<td>Continuous development of tools to enable communication across all hierarchies to provide</td>
</tr>
<tr>
<td></td>
<td>Roverts &amp; O’Reilly (1974)</td>
<td></td>
<td>clarity in regard to the goals of the organization and their competencies.</td>
</tr>
<tr>
<td></td>
<td>Mahal (2009)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Balmer &amp; Gray (1999)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Leana (1987)</td>
<td>Development of career paths.</td>
<td>Aligning the focus between the top-level hierarchy and the lower levels in the hierarchy.</td>
</tr>
<tr>
<td></td>
<td>Shore et al. (2009)</td>
<td>Maintaining standards across all processes and procedures.</td>
<td></td>
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<tr>
<td></td>
<td>Kaley et al. (2006)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Motivation and Cohesion within an Organization</strong></td>
<td>Development of the organizational culture and vision whilst providing freedom to employees to be themselves.</td>
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<td></td>
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<tr>
<td>--------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal Organizational Development</strong></td>
<td>Motivation leads to a higher sense of cohesion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denison &amp; Spreitzer (1991) Cummings &amp; Worley (2014) Brown &amp; Harvey (2011) Pettigrew et al. (2001)</td>
<td>The development of communication channels enable commitment. Commitment leads to a higher sense of motivation, whilst creating career paths for employees is important. Freedom to maintain individuality whilst aligning employee’s goals with organization’s goals. Development of cohesive teams is important when striving for efficiency and effective work.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job-fit criterion to enable efficiency.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alignment of employee’s and organization’s goals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing a common interest between the organization and stakeholders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Educating employees to promote expertise.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Providing clarity regarding expectations and goals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Focus on developing the organization’s structure to accommodate the changes to the industry. Provide clarity regarding the structure, goals, and core values of the organization. Leading employees by example. Educating employees and attaining expertise in your workforce. Alignment of the employee’s goals and wants along with the organization’s goals is key to internal organizational development.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sustainable Organizational Growth</strong></td>
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<td></td>
<td></td>
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<tr>
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</tbody>
</table>

Source: Own construction.
6. Conclusion

This study focuses on organizations in the Swedish construction industry. The existing research highlights the importance of sustainability and linking the concept of sustainability to environmental sustainability. This current study identifies the high importance of intrinsic competencies and their effect on sustainable organizational growth. The following chapter consists of answering the research questions posed and the overall conclusions that can be derived from this study.

The aim of this study is to identify how the organizations overcome the issues prevalent to sustainable organizational growth and how the organizations manage their intrinsic competencies. The organizations analyzed in this study exhibit a high level of interest in developing eco-friendly procedures and improving their environmental sustainability initiatives. The aim of this paper is not to target the concept of sustainability as per the prevalent research regarding the construction industry, but to tackle the concept of managing the intrinsic core competencies that lead to sustainable organizational growth. Through the analysis of the aim, two research questions are posed and are answered through this study.

6.1 Answer to the Research Questions

Research question 1: What is the impact of intrinsic competencies on internal organizational development that leads to sustainable organizational growth?

Research pertaining to the importance of intrinsic competencies on an organization’s sustainable organizational growth indicates that organizations cannot attain longevity without managing their intrinsic competencies. This is highlighted with this study as the organizations focus on their main intrinsic competency, which is the employees or people involved in the organization. The knowledge within organizations in the construction industry is the main factor that contributes to long-term success and sustainable organizational growth in regard to the organizations in this study. Organizations in the Swedish construction industry, as indicated by the CEOs interviewed, focus on developing a connection with society and they do so by focusing on their workforce’s needs and development.
Intrinsic competencies have a high impact on sustainable organizational growth and organizations in the construction industry are aware of this. Without the proper management of the people within the organization in terms of their motivation, cohesion, and communication then the organization would be unable to maintain its intrinsic core competency as the industry has a high turn-over rate as described by the organizations in this study. The organization’s behavior and structure needs to continuously evolve and develop throughout all the changes that occur to the industry, whilst maintaining the core values of the organization itself.

**Research question 2:** How are the intrinsic competencies managed in relation to sustainable organizational growth?

The internal organizational development encompasses the development of the previously mentioned intrinsic competencies. The internal organizational development enables an organization to further enhance their core competencies and to maintain the benefits of having the competencies at hand. The concepts of communication, motivation, cohesion, and organizational structure and behavior are intertwined. The ability for an organization to manage its communication channels to enable a more efficient method of communication information across all the different departments in an organization, even across all branches, enables the maintenance of long-term knowledge within the organization.

The concept of communication and commitment ties in with the concept of motivation and cohesion. The development of a cohesive team environment cannot co-exist without communication. The level of motivation an employee has with the job at hand highlights the level of commitment the employee has as well. The ability for an organization to manage its structure to enable freedom for its employees whilst maintaining the ethical standards and the organizational core values is a driving factor to achieve sustainable organizational growth. The general strategy that the organizations follow is that the management of employees and communication across all levels of the hierarchy in an organization is crucial to enable the internal organizational development and sustainable organizational growth.

### 6.2 Theoretical Implications

The prevailing research pertaining to the Swedish construction industry in relation to the concept of sustainable organizational growth is lacking as the prevalent research focuses on
environmental sustainability. This study has been done by investigating three major organizations in the construction industry to analyze how they manage the intrinsic factors of the organization rather than the overall initiatives and objectives that they set in terms of the projects they undertake.

The theoretical framework developed in this study showcases a link between the concepts of communication, organizational behavior and structure, and motivation and cohesion and how they all play a significant role in internal organizational development. The framework developed also consists of linking the concept of internal organizational development to sustainable organizational growth, which is motivated by Han et al. (2010) and Hill & Bowen’s (1997) framework that encompasses the concept of sustainability through several broader factors.

6.3 Managerial Implications
The study highlights implications for organizations in the Swedish construction industry. The study exhibits how, although there is a focus on environmental sustainability, the foundations of developing and managing the intrinsic competencies that an organization has can lead to sustainable organizational growth. The managers in the construction industry developed a tendency to emphasize the importance of environmental sustainability as it is the future, as per the interviews. The implications regarding this study allows the managers to understand that the development of the intrinsic competencies enables an organization to sustainably grow. That would lead to the development of strategies that can focus on environmental sustainability.

The foundations that are created by the management of the intrinsic competencies, that are explicated in this study, enables the ability for organizations to strive towards developing specific initiatives such as environmental sustainability, economic sustainability, social sustainability, technical sustainability, and biophysical sustainability as determined in Hill & Bowen’s (1997) study.

6.4 Contribution
This study contributes towards the development of future research regarding the Swedish construction industry and sustainable organizational growth. The factors such as time and the
small number of representatives from the organizations enable future researches to further develop and enhance the knowledge obtained from this study to provide more specific details regarding the factors within communication, motivation and cohesion, organizational structure and behavior.

6.5 Reflections and Future Research
The organizations analyzed have been established in the Swedish construction industry in different times but there are similarities amongst them. All the organizations highlight the importance of people, knowledge, and society. Further research can be done in relation to the development of people and leadership development, the tools that are used to maintain knowledge within the organization that promotes communication, and the connection the organization strives to have with society.
References


Riege, A. M. (2003). Validity and reliability tests in case study research: a literature review with “hands-on” applications for each research phase. Qualitative market research: An international journal, 6(2), 75-86.


Appendix 1

Sustainable construction framework (Hill & Bowen, 1997). The current study analyzes the over-arching principles portrayed by the second rectangle as the remainder of the framework identifies four pillars that have been researched and validated whilst proven in the construction industry in relation to sustainability and overall sustainable growth.

Figure 3. Process-Oriented Principles of Sustainable Construction, Hill & Bowen (1997).

Chinta & Kloppenburg (2010) developed the following framework that highlights the importance of knowledge and continual knowledge development within an organization that
enables sustainable creation of value, which develops overall sustainable organizational growth.

![Creation of value through knowledge and processes](image)

**Figure 4.** Creation of value through knowledge and processes, Chinta & Kloppenborg (2010).

**State of the Art**

The state of the art is developed in accordance to Philipson’s (2013) method of determining the validity and strength of the theories used in the study whilst developing the theoretical framework.

**Table 17. State of the art key.**

<table>
<thead>
<tr>
<th>Phenomenon</th>
<th>Reference</th>
<th>Citation</th>
<th>Validity</th>
<th>Strength in theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-theories</td>
<td>X</td>
<td>&lt;=200</td>
<td>Limited Validation</td>
<td>Proposal</td>
</tr>
<tr>
<td>Sub-theories</td>
<td>X</td>
<td>From 201 to 499</td>
<td>Some Validation</td>
<td>Emerging</td>
</tr>
<tr>
<td>Sub-theories</td>
<td>X</td>
<td>&gt;=500</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
</tbody>
</table>


The development of the state of the art consist of analysis regarding the number of citations that a scientific article possesses in relation to the validity that the reference possesses. The validity is analyzed by determining whether the reference obtained empirical validation regarding the theory it encompasses or whether the authors that cited the same reference have conducted an empirical analysis to validate the main theory. The strength of the theories is a combination of the number of citations used and the overall validity of the reference that indicates whether a reference’s theory is dominating, emerging, or a proposal. The state of the art includes scientific articles only, other resources such as books traditionally have a high level
of validity and strength in theories; thus, have not been included in the state of the art analysis. (Philipson, 2013)
Appendix 2

Interview Questions with the Managers

1. What are the important factors that enable organizations in the construction industry to achieve success in the early stages of its development? (As per the organization’s development towards the success it now attained)

2. Organizations in the construction industry focus on environmental sustainability, technological innovation, and economic development as its key determinants for overall sustainable growth; what other aspects does the organization focus on to achieve sustainable growth?

3. What are the organization’s tangible core competencies?

4. What are the organization’s core competencies regarding achieving internal sustainable growth? (Intangible Core Competencies)

5. How important is the consistent transferal of key knowledge amongst peers when striving for sustainable growth? How does the organization enable the transferal of key knowledge?

6. What are the strategies you think that differentiate this organization from others?

7. Is the organization’s “brand” a source for sustainable growth? How does the organization use its brand as its competitive advantage for growth?

8. What does the organization do to promote the concept sustainable growth within the mindset of its employees?

Interview Questions with the Chief Executive Officers

1. What are the important factors that enable organizations in the construction industry to achieve success in the early stages of its development? (As per the organization’s development towards the success it now attained)

2. Organizations in the construction industry focus on environmental sustainability, technological innovation, and economic development as its key determinants for overall sustainable growth; what other aspects does the organization focus on to achieve sustainable growth?

3. What are the elements that created the changes in operating procedure when undertaking different projects? (For example: smaller scale projects to larger scale projects;
Domestic projects and international projects) How does the organization develop its workforce to be able to adjust and adapt to the changes?

4. How significant is the country’s regulations and policies’ impact play on the organization’s ability to grow? Does the organization develop its own regulations and policies that maintains the organization’s standards regardless of the country’s own regulations and policies?

5. What are the organization’s tangible core competencies?

6. What are the organization’s core competencies regarding achieving internal sustainable growth? (Intangible Core Competencies)

7. How important is the consistent transferal of key knowledge amongst peers when striving for sustainable growth? How does the organization enable the transferal of key knowledge?

8. Does the organization develop niche strategies that enable sustainable growth? What are the strategies?

9. Is the organization’s “brand” a source for sustainable growth? How does the organization use its brand as its competitive advantage for growth?

10. What are the key aspects that the organization focuses on that enables it to achieve continual growth of its core competencies?

11. How does the organization manage its intangible resources, in relation to sustainable growth?

12. What are the main initiatives that the organization implements into its workforce that enable sustainable growth?