**The Findings of Qualitative Data**

Interviews with a semi-structured format were carried out with eight of the participants who are now employed in upper or intermediate management positions in Libyan construction enterprises and who have consented to take part in this research. The researchers asked the participants a variety of questions that were based on the research topics that were suggested for this study. As a result, the present section will give the narrative of the themes, which will be produced from the analysis of the data in order to answer research questions. The present research focuses mostly on the following topics: national culture, organisational culture type, PD and UA, and project delays. The following is an expansion of the replies that were given by

1. Organisational Culture

The type of culture, which was almost identified by all respondents in the Libyan construction projects, is a hierarchy with some indicating clan as well, but the most dominating Organisational Culture type in Libyan construction companies is hierarchy culture. The important dimensions of Organisational Culture, which are identified by respondents, are including meeting timelines proper distribution of responsibilities, laws and procedures being followed by the company, and the interrelationship of employees and management. According to them, all these dimensions contribute significantly towards the delays or timely accomplishment of projects in Libyan construction companies. But as the predominant culture in these organisations is hierarchy, so there are strict rules and regulations, where employees’ opinions are not incorporated in the decision-making in most of the organisations, so such organisations face problems in meeting timelines and delays occur. Some quotations from the responses of the participants are stated as follows:

**Participant A**: *“The organisational culture currently prevailing in the organisation is the hierarchy as well as the culture of the clan. But in most Libyan institutions, the hierarchy is prevalent. Laws and procedures play a significant role in the work of the institution.”*

**Participant B**: *“Regarding our culture, the hierarchy, of course and the organisation are consisting of a president, employees, and engineers, meaning three levels.”*

 *“The type of organisational culture for me in our country in Libya depends 90% on the companies' organisational structure. Each project manager and the project engineers and administrators accompany him, each according to the job hierarchy.”*

**Participant F**: “*The top management never shared their vision with the whole organisation and doesn't make a significant effort to foster a friendly work environment for workers. “The upper management requested us to put certain ideas into practice, but they never shared their vision with the whole organisation." They issue orders to implement these ideas since doing so was essential for maintaining the organisation’s general order.”*

***Participant G****: "A management style characterised by strict adherence to regulations." The administration is hesitant to bend the rules or demonstrate flexibility. This perception was a result of the hierarchical-control style of Libyan management and the bureaucratic nature of the organisational structures, since everyone's tasks and responsibilities were well-defined and it was quite clear what was expected of them. When we experienced a problem with the pipe of the concrete pouring machine while casting the columns of one of the project's buildings and made repairs without the administration's knowledge, they wrote us a "awareness letter" stating that our actions violated the norms of work. The report is sent up the chain of command to the supervisor, then the head of the relevant department, then the maintenance manager, and lastly to top management. Even the tiniest facts that must be disclosed to management fall under this category. If you do not comply, a fine awaits you.”*

***Participant H****: “Most of the time, employees have to follow certain rules and procedures when doing their jobs or working on projects. In this situation, they had no choice but to stay the same. We can't make a decision without permission from the top. We have to follow procedures and rules that make us feel like we can't do our jobs the way we want to.”*

2-National Culture

The participants indicated that of course, each country has its own working culture in Libya the culture of favouritism prevails so the efficiency of the projects is affected because such culture influences the payments of financial obligations or the allocated costs of the projects. Moreover, the speed of work, responsiveness, achievement, and speed of implementation of the work also differs among different workers depending on their National Culture, due to the differing prioritise among nations. Similarly, the delays in Libyan construction projects are quite different from the delays in construction projects of developed nations, due to the difference in workers working in these economies. Moreover, the responses are as shown below:

***Participant A****: “Of course, in our case, we in Libya have a culture of favouritism, so the culture of social considerations and society’s prevailing culture prevails, affecting companies even in contracting projects.”*

***Participant B****: “Indeed, cultures differ between countries. For example, lands whose culture depends on the clan culture deliver their projects on time and avoid many problems during the project's implementation because of the team spirit and clear among the members. But the issue of organisational restructuring and others forces you to work with certain procedures and laws in a specific line. Like the speed of work, achievement, responsiveness, and speed of implementation of work in a place. This has to do with different cultures, as well as prevailing in the Libyan culture. Egyptian workers are faster in performance and achievement, unlike Filipino workers who are good but slow and Vietnamese and Thai as good quality but take time to complete the work.”*

***Participant C****: “Yes, indeed, the delay in projects differs in different countries according to their national culture, which affects the institution's organisational transformation. Therefore, we find a difference in urbanisation levels that vary from one country to another according to its different cultures.”*

***Participant D****: “A natural culture that extends from country to country shows that Libya's state does not look like Dubai's state in terms of the construction developments since culture and the economy differ.”*

***Participant E***: *“We are far behind the developed countries, and we say, for example, the delays in construction projects in Libya other than projects delay in America, it late for less than the period in which the exact opposite decided in Libya. This is the result of different cultures as a result of practicing work. Most of them have more capabilities and the influence of the culture if it influences culture. The global market differs from the local market from the current situation. With the development of urbanisation and reliance on foreign labour, there is a difference in achievement before, particularly in infrastructure and reconstruction.”*

***Participant F***: *“This will be evident in every aspect of your life, including your family, school, and all other social institutions. The society of Libya is governed by an ethos of rules and prohibitions. And this results in a situation in which the individual lacks initiative and waits for direction. The younger generation avoided eye contact with the older generation when there was friction between the generations in an effort to hide their disapproval. This caused the youth to become passive, which may be keeping them from being innovative.”*

***Participant G***: *“In Libyan culture, giving freedom is viewed as a sign of a lack of control, and control is highly valued; a good man is characterised by power, harshness, and dominance. In addition, from the perspective of Libyan culture, surrender from the person with power over the person who should not have it is regarded improper. We have reached the point where we feel that freedom is wicked and causes issues because it encourages the son to violate his father's authority, the student to disobey their teacher's authority, and the person to disobey the authority of his or her tribe, family, or community. And disobedience is outlawed not by statutes but by conventions, traditions, and social norms.”*

***Participant H***: *“It is reasonable to anticipate that personnel would, if it is practicable, adhere to any and all established rules and standards. They had no way out of their routine and were forced to come to terms with it. Without the okay of management, we are unable to go further with this. In work, our flexibility is limited by several rules and laws that must be followed. Our culture suffers from a major deficiency in the value of personal liberty. There is a lack of opportunity for members of the community to present and discuss novel concepts because parents do not give their children freedom, teachers do not give their students freedom, managers do not give their employees freedom, and the community as a whole does not give its members freedom. In point of fact, there are a lot of individuals who are reluctant to share their views and emotions about a certain subject or any ideas that they may have in general.”*

3 Power Distance

***Participant A***: *“The power distance between the members of the organisation is present as manager, employees and workers. There are consultations and Acceptance of opinion that takes in the statement of the employee's Acceptance of idea differs from one person to another. I can say it distributed relatively. I mean, the thoughts are accepted from a person. However, it doesn't receive from another person. This result is the dominant culture in Libyan construction companies. My company's organisational culture has affected by the national culture of the institution managers (Libyan culture), and this is the case in most of the existing companies*"

***Participant B****: “According to my experience, there is a power distance between management and employees because of the dominant hierarchy of the company's management culture. Now I am a director of the Office of Quality and Control. I was the general manager of the company and the projects manager at the same time for a year until I grew old. In my management, we try to change this role and culture to a teamwork culture.”*

***Participant C***: *“The manager has always opened the door to any employee, even if they are a driver. But the other person makes the right decision, even if he is a driver. The right of the manager means an impact on the company's performance on projects. Of course, there are positives because it is constantly taking opinion from all employees.”*

***Participant D***: *“Concerning the distance of power depends on the boss and subordinates. The manager deals with people equally in relations between employees. Of course, it depends on the type of employee. He has high efficiency and professionalism. so, naturally, you see that the dealings are unequal between the manager and the employees.”*

***Participant E***: *“According to my experience, the power distance between the entire organisation's team members as a manager and members exists mainly due to the hierarchical character of management formation. However, the clan culture also exists among the organisation members, whereby we work as a team and support each other.”*

***Participant F***: “*Even though I am entitled to express my opinion at the moment, after a decision has been made, I am expected to accept it regardless of whether I agree with it. It has been drilled into all of us in my family, as it is in other Libyan households, to never question the decisions made by my parents. This is something that has been pounded into all of us members of my family. This is reflected in the behavior of employees within the institutions when it comes to presenting ideas and discussing decisions.”*

 ***Participant G***: *“Customs tie us and prohibit us from achieving freedom. When we live with our parents, we lack life and future independence. The father's authority is sacrosanct and cannot be questioned, even for crucial decisions like where to study, what job to choose, and whom to marry. To preserve rituals and traditions, we must accept the father's decisions, even if they contradict what we think is right. This happens at work. Middle-level employees are unwilling to take initiative and share their thoughts and ideas because they feel management has a different perspective that cannot be debated.”*

***Participant H***: *“The power discrepancy that develops between a manager and those under his or her supervision is largely attributable, according to my work, to the hierarchical structure of management training. In addition to a strong "clan culture," the organisation’s members are known for their strong feeling of brotherhood and willingness to assist one another.” "The extent of senior management engagement in project choices compromised the project manager's capacity to operate as the project's overall coordinator and diminished his authority with the team." As a consequence of the effect of the power distance culture, contraction companies in Libya have a rigid hierarchical structure, which has led to the delay in decision-making and the uniqueness of the senior management in making decisions without consulting the projects managers."*

4 Uncertainty Avoidance

Uncertainty avoidance (UA) is the degree to which individuals feel threatened by ambiguity in a situation and attempt to avoid it. The high uncertainty avoidance index (UAI) value of 68 for Libya shows a poor degree of tolerance for uncertainty among the Libyan community. Libyans are fearful of hazy, unknown conditions and an unforeseeable future, and as a result, they may be less eager to embrace and implement new ideas. The data and its analysis will be presented via a discussion of the factors of high uncertainty avoidance that influence creativity in Libyan society. According to the literature.

The participants indicated that Libyan companies’ management does not like or appreciate taking a risk, rather the UA attitude is dominating the society as well as the organisational cultures of the construction companies. Although such a UA attitude of management hinders engineers’ performance, due to their inability to innovate.

***Participant A***: *“From my experience, avoiding uncertainty is present in the Libyan institutions, and sometimes it hinders the work and the engineers' inability to innovate. Therefore, before implementing the project, a risk item or budget must be allocated within the project budget during the project study. This is to control the unforeseen things that may happen or where you take into account the unexpected (The future).”*

***Participant B***: *“According to my long experience with them, avoiding uncertainty in this organisation exists by setting a budget for risk management. Employees in this company are reluctant to risk and improvise concerning implementation. This is my view.”*

***Participant C***: *“The manager always tells the structural engineer to design from him because the design has two roles only. But, says the engineer the creation of three functions. The reason is the development within twenty-five years. First, to increase the population. Secondly, due to the circumstances that occurs in the country. When we design a building, we consider the risk that may arise in the future, and it becomes certain in a specific budget because they know the status of the projects.*

***Participant D***: *“Yes, they take a positive attitude towards risks because workers inform management when they know that risks will occur, or any problems have occurred to be treated and managed.”*

***Participant E***: *“In light of the deterioration of the employees' experience and the individual's culture, they take individual decisions, such as buying raw materials quickly for the project without considering the difference in prices between suppliers to complete the project soon and risk it. So, in such situations, we consult, advise, and communicate with them so that there is no delay in receiving the materials and affecting the project's delivery.”*

***Participant F***: *“In every manner, we are a conventional society, which causes us to despise change at the individual, social, and institutional levels; we always wish to live as our ancestors did, by the same standards and practices. This attitude, known in Libya as "love of stability," has been upheld by both society and the government. This results in a fear of the future and reluctance to adopt new ideas and technologies that may make the firm more efficient.”*

***Participant G***: *"I can say with absolute conviction, based on my own experiences, that fear is the number one opponent of creativity." After completing my civil engineering degree abroad and returning to Libya, I intended to establish an engineering office. I did it because I am a manager at one of Libya's businesses and I was surprised to discover some new ideas in my profession that I wanted to share it with the construction projects companies in Libya. the constrictions companies in my city has not yet adopted the most recent techniques for monitoring and controlling projects, such as budgeting and scheduling. In addition, the significance and requirements of the initiative were not determined through consultation with relevant parties. When I returned from studying abroad with knowledge of cutting-edge project management techniques, I discovered that the administration was unprepared to take my suggestions. The administration's responses suggested that they were averse to adopt a new business strategy, preferring instead to preserve the current situation. They cited the time and money required to acquire new methods, in addition to the cost of new devices, equipment, and programmers, as reasons for keeping things as they are.''.*

***Participant H***: *“Because authorities at all levels (political, economic, social, and community) have the ability to marginalise and isolate individuals, various types of anxiety are rife in the Libyan community. These forms of anxiety include the fear of failing, the fear of losing prestige and respect, the fear of society, and the fear of authority.”*

5 Project Delays

The participants indicated the role of national, and Organisational Culture in project delays can be elaborated in the following ways:

***Participant A***: *“Certainly, there is cooperation in the organisations of the organisational structure from the individual decision and prioritises the public interest and takes opinions from all employees participating in the project. That will be facilitated to avoid common mistakes, give morale in the team, and help in the use of time in its meaning in the best of circumstances.”*

***Participant B***: *“The controls and orders of the hierarchical culture are prevalent in the company. There is a lack of organisational aspects that determine the employees' relationship, making a big gap between management and employees. There is no consultative explanation because the regulations do not govern it. So, we must organise a mechanism that would renew the relationship between workers and management.”*

***Participant C***: “*As an engineer, I argue that the company should develop more and move from a hierarchical culture to a culture of creativity and innovation. This culture exists, but in a small percentage: the possibility of change is available in light of available resources and a geographical location rich in wealth.”*

***Participant D***: *“As I told you in the past, through one of the parties to the project, one of the team members acts or takes an individual decision without consulting with the rest of the team members, which affects our legitimate thinking. I am possible with the least experienced team because any decision affects the whole team and the project’s success. We have to adapt, but in general, the current rules and policies are consistent with the workflow. Still, they can be modified, especially with the increase in the volume of work and the receipt of larger projects, so with the increase in employees, the powers of the first team differ with the new employees.”*

***Participant E****: “The hierarchy culture of the rules set is in the organisation. But it does not mean not to participate with others and take their opinions. However, often in Libya at present, the project is being delayed due to two main reasons. Firstly, the country's current state means that the owners do not cooperate in approving the samples on time. Secondly, the consultant engineer, in general, is an engineer who gives an opinion on his part and the engineer imposes on you even if seen something wrong one hundred per cent and because of that problems may be delayed occurred. So, the hierarchy is often predominantly in the subject matter.”*

***Participant F****: “The ideas and practices of contemporary management are still new to Libyan businesses and organisations. For this reason, it is difficult and not encouraged by the upper managements of firms and organisations in Libya to embrace Western attitudes and practices in terms of contemporary management systems, such as those employed, for example, in the United States and Britain. Arab organisations are plagued by inefficiency, confusion, and outdated practices due to competing ideologies and a lack of leadership.”*

***Participant G***: *“Having worked in multiple companies, I can say that the national culture influences the company's workflow through the management's dealings with employees and workers, taking individual decisions and not consulting and taking opinions, which contributes to creating a gap and weak communication between the stakeholders, and this is due to the company's failure to implement a modern project management system.”*

"*There are problems in transferring information from the functional department working on a project to upper management arise often due to inefficient communication. Due to inexperience or disagreement, it may be challenging to get departments in different companies to work together. Lack of effective communication and stumbling blocks in coordinating efforts among professionals in many fields are major problems. If a customer makes a modification to a project or one specialty without informing the others, more specialists' time will be squandered and the method will take longer".*

***Participant H****: “Most people who get training and education abroad want to give back to the organisations and communities in their home countries, but this is difficult because of the lack of stimulation at all levels—governmental, social, and institutional—which leads to inadequate training and experience. People who are thought to be the country's innovators and inventors have been disregarded by Libyan reality. Instead, they are called "modifiers" and accused of having a "Western style. This condition had a part in stifling creativity and innovation, as well as the production of new ideas and solutions with the ability to limit and minimise the amount to which project delays or management's failure to meet its goals contributed.”*