

# Inter-Organizational Integration (IOI) in Building Refurbishment Projects; an Exploratory Factor Analysis (EFA) Approach

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**Abstract**— In recent years, there has been an increasing interest in building refurbishment works due to the change in economic conditions and the emphasis on sustainable development. Increasing demand for building refurbishment projects will lead to an increase in organizational interactions in the construction industry as building refurbishment projects involve interactions among many different organizations. This paper adopted an Exploratory Factor Analysis (EFA) approach to categorize Inter-Organizational Integration (IOI) in building refurbishment projects. The questionnaire sent to managers and professionals from construction and architectural firms in Malaysia. One-hundred-eighty-eight (188) refurbishment projects formed a database for this paper. The finding of this paper shows the Inter-Organizational Integration (IOI) factors that contribute to the improve the performance of building refurbishment project can be categorized in 2 groups. The groups are namely information and documentation factors, and human factors.

**Keywords**— Building refurbishment project, Inter-Organizational Integration, Uncertainty, Exploratory Factor Analysis (EFA), Existing Building, Documentation Factors, Human factors

## 1 INTRODUCTION

In recent years, there has been an increasing interest in building refurbishment works due to the change in economic conditions and the emphasis on sustainable development [1]. Investment for new construction projects would likely decrease but the need for building refurbishment works would likely increase. This is due to the fact that the demand for building refurbishment projects comes from various sources such as obsolescence and deterioration. Building owners still need to refurbish their property, despite the economic slowdown [2]. Building refurbishment is defined as works that involve renovation, upgrading, retrofit, improvement, and repair of existing and occupied buildings [3], [4]. Increasing demand for building refurbishment projects will lead to an increase in organizational interactions in the construction industry as building refurbishment projects involve interactions among many different organizations. On the other hand, most organizations in refurbishment projects are dependent on other organizations. It leads to a need for not only cross-functional integration (intra-organizational integration) but also for integration across organizational boundaries (inter-organizational integration), as inter-organizational integration (IOI) is a philosophy of thought concerning the interaction of organizations, either internally or externally integrating to complete their project successfully [5]. However, no research has been found that had surveyed the IOI mechanisms in the

design and construction stage in building refurbishment projects. Only a study conducted by [6] which focused on integrative mechanisms during the design process in building refurbishment projects is of significance. Therefore, the objective of this study is to categorize inter-organizational integration in building refurbishment projects.

## 2 LITERATURE REVIEW

Integration is a process of attaining close and seamless coordination between several departments, groups, organizations, systems, or merger of two or more firms resulting in a new legal entity, and the amalgamation of two or more agreements into one contract that serves as a full expression of the intent of the contracting parties. However, there seems to be no general definition of inter-organizational integration (IOI). Nonetheless, Woods, 2004 [7] define inter-organizational integration (IOI) as the act or process or an instance of forming, coordinating, or blending two or more organizations to work together. Rahmat, 2008 [8] notes that integration among different specialists, who have different patterns of interpersonal communication, attitudes, time horizons, and formal hierarchies are not easy. The greater the differentiation between different parties in a project, the more pressure to achieve integration. Literature review also reveals that there are numerous methods of IOI in construction projects which include teamwork and trust between organizations involved in the projects [9], sharing information through direct contact [10] and meeting [11], exchange of information through social media, communication [12], providing clear and readable information [13], and informal agreement between organizations [14]. Recently, researchers have shown an increased interest in IOI in construction projects, but most of them are focused on new projects [15], [16], [17].

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Inter-organizational projects (e.g., construction and building refurbishment projects), in which multiple organizations work jointly on a shared activity for a limited period, are increasingly used to coordinate complex products/services in uncertain and competitive environments [18]. IOI is a philosophy of thought concerning the interaction of organizations, either internally or externally integrating to complete their project successfully [5]. There are numerous variables for achieving inter-organizational integration in building refurbishment projects. The literature identifies 18 variables for IOI. These variables help to increase the effect of IOI in building refurbishment projects. Nevertheless, no research has been carried out on the effects of IOI on building refurbishment projects performance. The variables of the inter-organizational integration in building refurbishment projects are shown in Table 1:

TABLE 1  
 INTER-ORGANIZATIONAL INTEGRATION INDICATORS

INDICATORS	AUTHORS
Appropriate Type of Contract	[19]–[21]
Effective Communication	[22]–[24]
Organizations Provide Information Through Social Applications	[12], [25], [26]
Organizations Provide Information Through Meetings	[11], [27]
Organizations Provide Information Through Direct Contact	[28], [29]
Clear Information Produced by the Organizations in a Project	[13], [30]
Produce Accurate Information by Organizations	[31]–[34]
Produce Reliable Information by Organizations	[21], [35]–[37]
Good Interactions with Tenants by Organizations	[1], [38]–[40]
Good Teamwork Atmosphere	[24], [41]–[43]
Informal Agreement to Carry Out the Project	[14], [44]–[46]
Fast Decisions Made by the Clients	[12], [31], [47], [48]
Cooperative Culture Between Members of Different Organizations	[42], [49], [50]
Organizations Help Each Other	[51]–[54]
Trust Between the Client and the Contractor	[30], [38], [55], [56]
Trust Between the Client and the Consultants	[57]–[60]
Trust Between the Contractor and the Consultants	[46], [61]
The Complete Contract Document	[23], [62], [63]

### 3 METHODOLOGIES

Two stages of data collection were employed in this study to achieve the research objective. The stages are the literature review and questionnaire survey. The first stage started with the identification of secondary data collected through extensive literature reviews. [64] mentions that literature review is the documentation of the relevant studies citing the author and the year of the survey, by a clear and logical presentation of the relevant research work done in the area of investigation. The purpose of the literature survey is to identify and highlight the relevant variables and to document the significant findings from earlier research that will serve as the foundation on which the theoretical framework for the current investigation can be built, and the hypotheses developed [64]. The literature review for this study was done through reading and exploring in the area of project management, general management, refurbishment published in referred journals, conferences, and textbooks. The literature review section explains the inter-organizational integration in the construction and refurbishment projects. The research problems and variables were identified from literature review as the literature survey helps to make a precise and clear problem statement [64]. The second stage of the study involves the questionnaire survey. The data was collected from boundary role persons in construction and architectural firms that have experience in refurbishment projects to evaluate the information needed regarding refurbishment projects in Malaysia. The questionnaires were developed from literature reviews. According to [65], researchers have three ways to design and develop questionnaires, modify an existing one, or using one that they have located in literature. Therefore, this research developed its own questionnaire following the structure from previous researches done by [66], [67], [68]. The structured questionnaire is one of the most popular methods of collecting research data. The structured questionnaire can be self-explained or self-administered and it must be simple, clearly structured, and easy to understand since nobody will be available to explain the questions.

According to [69], the structured questionnaire survey has several inherent strengths compared to other survey methods

such as inexpensive and time-saving due to no interview, no travelling, and no loading allowance involved which is suitable for collecting data about a population that is too large to observe directly; moreover, the response is accurate, since there is no influence, no gesture, no facial expression, and no interruption from the interviewer; the respondents can answer the questions at his/her convenience. This manner will assure the accuracy of responses.

Based on the discussion above, the questionnaire technique was chosen for the following reasons:

- a) Questionnaires allow the standardization of the findings so that the researcher can compare the answers;
- b) Questionnaires are most suitable for the study of attitudes and behaviors;
- c) Questionnaires are efficient and low cost—appropriate for the time and budget restraints of this study; and
- d) Survey results for well-designed questionnaires are relatively reliable and accurate;

The structured questionnaire data can be collected in many different ways, including Web-Based Survey, email, direct mailing, face-to-face interviews, drop-off and pick-up, and telephone interviews [70]. Web-Based Survey is employed for this study to collect the data from respondents. The Web-Based Survey is the latest tool and is becoming one of the most commonly used types of questionnaire data collection methods. The Survey Monkey tool was chosen to host this study because it met the needs of the researcher. The program was both easy to use and economical. A professional subscription was obtained for a minimal fee per month and allowed the researcher to send up to two thousand (2000) surveys with an unlimited number of questions. Therefore, this study overcomes multiple replies, and confidential issues by: first, con-

trolling the access of respondents by allowing only users with a unique IP address to complete the survey; and second, providing clear written steps on how the data is transmitted and how respondents' confidentiality is treated in this study. For this study, the data was collected from boundary role persons in contractor and architectural firms regarding refurbishment projects in Malaysia. By using Web-Based questionnaires, it was possible to gather data in a short period. Another advantage is that the survey can be sent swiftly to numerous kinds of respondents in a population and all selected samples will have an impartial opportunity to respond. In this study, a self-administered questionnaire with close-ended questionnaire is developed, the self-completion questionnaire is a very similar method of social and business research, and research instrument must be especially easy to follow, and its questions must be particularly easy to answer [71]. Close-ended questions were preferred over open-ended questions to ensure the respondents easily understand the objective of questions, and this will enhance the accuracy of data analysis [64]. Moreover, Likert's Scale was used as the rating method for this study. Likert items are used to measure the respondents' attitudes to a particular question or statement. In current studies, most Likert's Scales, contain either five to seven-point scales categories [64], [69]. Thus, for this study, a five-point Likert Scale was adopted as 1 = Totally Disagree; 2 = Disagree; 3 = Moderate (Neither Agree nor Disagree); 4 = Agree; 5 = Totally Agree, to ensure the instruments of the study are reliable. The researcher ultimately sent questionnaires as a web-link and email invitation to 1050 construction firms and 733 architectural firms. The respondents were asked to complete the questionnaires within a week. The author sent a reminder every week for five weeks to all respondents who did not respond to the questionnaire. Researchers have widely accepted the use of follow-up techniques as having significant effects in improving response rate [72], [73]. After five weeks, the author received 302 responses from the project managers, site engineers, site directors, and site supervisors of the construction firms and 178 responses from principal architects and architects of the architectural firms. The overall response rate for construction firms was 28 percent and the valid response rate was 10 percent. For architectural firms, the total response rate was 25 percent, and the valid response rate was 12 percent. Finally, the overall response rate for both construction and architectural firms is 27 percent and the valid response rate is 11 percent. All 188 respondents were registered with the Construction Industry Development Board (CIDB) and Malaysian Institute of Architect (PAM). The Exploratory Factor Analysis (EFA) was conducted to validate and refine the data collected. The Statistical Package for Social Science (SPSS) was used in both descriptive and inferential statistics. Factor Analysis (EFA) is a statistical technique employed to classify a relatively small number of factors that can be used to represent the relationship among sets of many interrelated variables [23]. Moreover, FA takes a broad set of variables and looks for a way the data may be 'reduced' or summarized using a smaller set of factors or components. It is indicated in SPSS as a 'data reduction' technique. One of the main approaches to factor analysis is Exploratory Factor Analysis (EFA) [24]. EFA typically used to regroup variables into a limited set of clusters

TABLE 2  
INISIAL ASSUMPTION OF EFA

KMO	BTS		
	Approx. Chi-Square	Df	Sig
Inter-Organizational Integration (IOI)	0.928	2819.929	0.000

Note: KMO = Kaiser-Meyer-Olkin; BTS = Bartlett's Test of Sphericity; based on shared variance. Hence, EFA helps to isolate constructs and concepts [25].

#### 4 FINDINGS AND DISCUSSION

Factor Analysis (FA) is a statistical technique employed to classify a relatively small number of factors that can be used to represent the relationship among sets of many interrelated variables [74]. Moreover, FA takes a large set of variables and looks for a way the data may be 'reduced' or summarized using a smaller set of factors or components. It is indicated in SPSS as a 'data reduction' technique. One of the main approaches to factor analysis is Exploratory Factor Analysis (EFA) [75].

In this paper, to verify that data set is suitable for EFA, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity (BTS) are employed. The value of KMO is >0.6, and the significant value of BTS is <0.05 [75]. Table 2 shows that the amount of KMO is more than 0.6, which is an acceptable KMO value. Thus, the BTS is significant, so the data meets this assumption, and the values are appropriate for EFA. Table 3 shows the results of the EFA analysis for Inter-Organizational Integration instruments by using the Principal Components (CP) extraction method, and Varimax Rotation method. The KMO index for this analysis is 0.928, which is above the acceptable value of 0.6. Bartlett's Test of Sphericity (BTS) for inter-organizational integration items is significant with the significance value of above 0.05 ( $X^2(171) = 2819.229, P < .001$ ). Therefore, it can be concluded that the values are appropriate for EFA. Table 3 also shows that two variables should be extracted from inter-organizational integration since three Eigenvalues are exceeded (Eigenvalue = 10.49, and 1.24). These extracted variables are predicted having a 61.71% of the Variance Explained to explain the inter-organizational integration variables. The group items are called Information and Documentation Factors (Cronbach's alpha = 0.880), and Human Factors (Cronbach's alpha = 0.930). It shows that all grouped items have good reliability values since all Cronbach's alpha values are above 0.80, where the acceptable value is >0.70.

Based on Exploratory Factor Analysis (EFA), it could be concluded two main factors contribute to the IOI in refurbishment projects (i.e. Information and documentation factors and human factors). Information and documentation factors include contract document, accurate information, reliable information, clear information, information through meetings, information through social applications, and information through direct

contact.

Human factors include trust between the client and the consultants, trust between the client and the contractor, trust between the contractor and the consultants, helping, cooperative culture, communication, decision making, teamwork atmosphere, and interactions with tenants.

## 5 CONCLUSIONS

The finding of this paper shows the Inter-Organizational Integration (IOI) factors that contribute to the improve the performance of building refurbishment project can be categorized in 2 groups. The groups are namely information and documentation factors and human factors. The findings presented in this paper would help the refurbishment managers to increase the performance of building refurbishment projects and also, reduce or identify factors that contribute to uncertainties in building refurbishment projects. Thereupon, the performance of project could be increased by reducing Uncertainty.

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TABLE 3  
SUMMARY RESULTS OF EFA ANALYSIS FOR INTER-ORGANIZATIONAL INTEGRATION

Factors and Items Included		Factor Loading	Communalities
Information and Documentation Factors (IDF)	Contract Document	.839	.694
	Accurate Information	.770	.763
	Reliable Information	.703	.700
	Clear Information	.696	.734
	Information Through Meetings	.651	.667
	Information Through Social Applications	.612	.620
	Information Through Direct Contact	.615	.577
	Type of Contract	.574	.560
	Eigenvalue = 10.49, %	Variance Explained = 34.46%,	Cronbach's alpha = .880
	Human Factors (HF)	Trust Between the Client and The Consultants	.866
Trust Between the Client and The Contractor		.839	.792
Trust Between the Contractor and The Consultants		.799	.663
Helping		.755	.768
Cooperative Culture		.687	.690
Communication		.635	.786
Decision Making		.602	.630
Teamwork Atmosphere		.600	.708
Interactions with Tenants		.565	.631
Informal Agreement		.557	.647
Eigenvalue = 1.24, %	Variance Explained = 27.23%,	Cronbach's alpha = .930	

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