

The Impact of International Management Strategies on the Quality of Implementation in Vertical Housing Projects a Case Study in the Diyala Housing Department

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Abstract

Purpose: This study explores how international management strategies can improve execution quality in vertical housing projects.

Research Methodology: A descriptive-analytical approach was used, based on insights from 42 professionals (project managers, engineers, and site supervisors) with direct experience in vertical housing projects. The study investigates the correlation between internationally oriented management practices and the quality of execution on the ground.

Results: The findings show a statistically significant positive correlation between the adoption of international management strategies and improved project execution. Projects using structured planning systems, accepted quality control standards, and management techniques were more compliant with technical requirements, more efficient in their work, and had better overall performance.

Conclusions: The results underscore the strategic importance of international management strategies as a source of excellence in modern urban development projects. Integrating global best practices enhances coordination among project stakeholders and supports sustainable performance improvement in complex construction environments. This study emphasizes the need to institutionalize internationally aligned management frameworks to ensure long-term quality and competitiveness in vertical housing projects.

Limitations: This study relies on expert opinions, which may be subjective and context-dependent. Further empirical testing is needed with a larger sample across various regions and project types.

Contributions: This study provides empirical evidence on the relationship between international management strategies and project execution quality in vertical housing, offering a basis for developing globally aligned management frameworks in the construction industry.

Keywords: *Execution Quality, International Management Strategies, Project Management, Vertical Housing*

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1. Introduction

Vertical housing has continued to grow in large urban cities in response to high population growth, horizontal urban growth, and pressure on available land. Therefore, vertical housing has emerged as a

strategic way to reduce housing shortages and enhance the efficient use of land and investment in infrastructures (Caswell, Alidoust, & Corcoran, 2025). However, these projects are characterized by significant technical and managerial complexity. They involve the coordination of several stakeholders, including investors, contractors, consultants, and foreign suppliers, as well as the unification of structural, architectural, mechanical, and electrical systems within stringent safety and sustainability parameters (Murib, 2025; Rodhi, 2025).

In this regard, international management strategies have become popular as a modern administrative practice for increasing performance and advancing the outcomes of execution (Deresky, 2000; Nubatonis, Kase, & Nursalam, 2021). Organizations can enhance control over project processes and outputs by adopting globally accepted best practices, uniform tracking systems, risk management systems, and formal communication systems. In addition, managing multicultural teams and cross-border knowledge transfer will assist in the establishment of institutional learning and better decisions (Baird, Nuhu, & Jiao, 2024).

Vertical housing projects in developing countries, in particular, require management systems that can balance global standards with local regulatory, cultural, and economic factors. To guarantee technical quality, timely meeting deadlines, cost control, and stakeholder satisfaction, it is necessary to ensure conformity between global standards and local realities (Bilici, 2025). Failures in various projects can usually be attributed to a lack of effective coordination protocols, lack of uniformity, scarcity of experience dealing with complex risks, and lapses in quality assurance. In this connection, it is pertinent to investigate how international management strategies can help minimize these problems. Knowledge about the impact of structured international strategies on technical performance, time management, cost management, safety compliance, and beneficiary satisfaction can be useful to policymakers and project managers (Bartlett & Ghoshal, 2002; Maesaroh & Faturohman, 2024).

Therefore, the central research question guiding this study is as follows:

How do international management strategies affect the quality of implementation of vertical housing projects? This study will examine the association between critical aspects of international management strategy standardization, local adaptation, and the level of quality of international knowledge transfer and implementation among its cardinal elements, comprising technical quality, time compliance, cost effectiveness, safety standards, and beneficiary satisfaction. In addition, this research will contribute to existing knowledge on strategic project management within complex urban development setups.

1.1 Research Problem

Vertical housing projects are located in complicated technical and administrative conditions. They are associated with numerous stakeholders, a complex construction system, a rigorous regulatory process, and high safety and sustainability requirements. Although they are considered strategic in solving the housing shortage issue and urban density, numerous vertical housing projects experience similar problems, such as delays, cost overruns, inconsistent standards of quality, and poor coordination by project participants. Although approaches to international management are now discussed as well-organized strategies that can boost the effective performance of organizations, the role of international management in improving the quality of the execution of vertical housing projects is under-researched. In most developing settings, project management practices may not embrace internationally accepted standards, procedural risk management, and formalized knowledge transfer. This leaves a gap regarding the level of contribution of internationally oriented management structures to the level of improved implementation. Therefore, the main research problem focuses on determining and examining how international management strategies can be used to enhance the quality of execution in vertical housing projects.

1.2 Research Objectives

The present study aimed to achieve the following objectives:

1. To determine the level of international management approaches in vertical housing projects.
2. To determine the degree to which execution quality affects technical performance, time compliance, cost control, safety compliance, and stakeholder satisfaction.

3. To investigate the relationship between international management strategies and the execution quality.
4. To identify the effects of major dimensions of international management strategies—standardization, local adaptation, and international knowledge transfer—on implementation effects.
5. To offer feasible recommendations that can aid better management practice in complicated housing developments.

1.3 Research Significance

1. Theoretical Significance

This research paper is relevant to the academic literature as it connects international management theory with the performance of project execution in the construction industry. It offers an analytical structure that elaborates how strategic management strategies can affect the quality of results in technically complicated projects.

2. Practical Significance

Practically, the research provides an understanding to project managers, developers, and policymakers interested in improving performance in vertical housing developments. The research facilitates the implementation of systematic systems that enhance coordination, minimize the risks of executing these systems, and sustain urban development by identifying effective international management practices.

1.4 Main Hypothesis

H1: International management strategies have a significant statistically effect on the quality of implementation of vertical housing projects.

Sub-hypotheses:

H1a: International planning is positively correlated with the quality of implementation.

H1b: Multicultural leadership is positively correlated with the quality of implementation.

H1c: Global quality management is related to the quality of implementation.

1.5 Theoretical Framework

The Concept of International Management

International management can be defined as the act of planning, organizing, leading, and controlling organizational activities that cross national borders, while considering variations in legal frameworks, economic status, cultural values, and institutional settings. This concept has co-evolved with the globalization process and the growth of multinational corporations, which have needed more advanced coordination processes to manage geographically dispersed operations ([Yahya & Alabdullah, 2022](#)). Essentially, international management aims to achieve a balance between international efficiency and local responsiveness. On the one hand, companies working across different countries need to enjoy economies of scale, homogenized systems, and a centralized strategic focus; on the other hand, they need to meet local market needs, regulatory systems, and cultural expectations. This twofold problem has influenced the emergence of many global management practices that aim to increase the competitiveness and performance of organizations in different settings ([Daniels & Radebaugh, 2016](#); [Easterby-Smith, Lyles, & Tsang, 2008](#); [Kristiyani, Marlissa, & Urip, 2025](#)).

Generally, international management strategies are manifestations of various levels of integration and adjustment. A global strategy focuses on high standardization, whereby companies sell the same products or services in different markets to minimize cost factors and provide standardization. In contrast, a multi-domestic strategy focuses more on adjusting to local market conditions by altering products and operations to correspond to cultural preferences and domestic regulations. A transnational strategy is more complicated, as it concurrently seeks cost effectiveness as well as local sensitivity in combining centralized coordination with decentralized flexibility and constant knowledge flows between headquarters and subsidiaries. Meanwhile, an international strategy concentrates on products, expertise, or technology being transferred to foreign markets with minimal or no modification; thus, it is appropriate for firms at the initial stages of internationalization ([Ochieng & Price, 2010](#)).

These strategic orientations in project-based industries, such as the development of vertical housing, offer a useful theoretical perspective to explain the effectiveness of managers. Global standardization of procedures may reinforce quality control and uniformity of operations, and local flexibility may maintain adherence to national standards of building and local impossibilities. Consequently, international management theory provides a holistic approach to the analysis of the impact of strategic managerial decisions on the quality of execution, efficiency, and performance of projects in complex construction settings ([Crosby, 1979](#); [Ulhaq, Khalfan, Maqsood, & Le, 2017](#)).

1.6 The Concept of Quality of Execution in Construction Projects

The quality of execution in construction projects is defined as the extent to which on-site operations achieve meeting the approved engineering designs, technical specifications, and set standards, while also achieving the planned objectives in regard to time, cost, safety, and performance ([Shehu & Shehu, 2023](#)). The quality of execution in vertical housing projects assumes specific significance because of the potential of structural weaknesses or technical drawbacks to have long-term effects on occupant safety, the efficiency of the operational process, and the sustainability of the building. As such, quality is not restricted to aesthetic performance but extends to structural integrity, durability, and lifecycle performance ([Guide, 2008](#)).

The quality of execution may be perceived as a composite system that regulates all construction operations, starting with planning and finishing with delivery. It entails the orderly monitoring of materials, equipment, workforce performance, and implementation processes with the aim of ensuring that every stage of work is performed according to the set standards. Good quality practices minimize rework and unnecessary delays that are associated with cost and boost stakeholder confidence. Moreover, high standards of execution also help in the sustainability of the environment by reducing waste and ensuring the proper use of resources ([Eyiah, Bondinuba, Adu-Gyamfi, & Liphadzi, 2025](#)).

There are several pillars that are closely interrelated and provide the basis for the quality of execution in construction projects. Planning should be the first pillar and should be precise and comprehensive, encompassing accurate scheduling, proper estimation of costs, risk assessment, and allocation of human and material resources. Sound planning creates clarity of performance indicators and minimizes uncertainty in implementation. The second pillar is quality control mechanisms, whereby inspections of construction materials, such as concrete, steel, and finishing materials, and laboratory tests are conducted to ensure that the components are of the required quality before and during use ([Kerzner, 2025](#)).

On-site engineering supervision is another critical factor. This will entail organized supervision of all construction phases, such as site preparation, structural works, and finishing activities, and comparing actual performance against approved drawings and technical requirements. Qualified human resources and a skilled technical workforce are also critical factors in the quality of execution, as the level of skills and experience of engineers, supervisors, and employees directly impacts workmanship levels. Moreover, regular testing and inspection procedures are required to confirm structural soundness and identify possible weaknesses at the initial level ([Dulaimi, Y. Ling, Ofori, & Silva, 2002](#); [El-shabrawy, Kotb, & Saad Atwa, 2020](#)).

Lastly, Total Quality Management (TQM) approach enables the culture of quality to be reinforced during the project lifecycle. Organizations can reduce the number of defects by instilling continuous improvement principles, documentation systems, and corrective action procedures; thus, quality becomes a shared responsibility among all stakeholders. All these factors combine to produce a systematic or organized framework that will facilitate high-performance implementation and sustainability in the long term for vertical housing projects.

1.7 International Management Strategies and Their Theoretical Impact on Implementation Quality

International management approaches offer a systematic design that can have a far-reaching impact on the quality of execution in complicated construction projects, especially vertical housing projects. These

strategies define the manner in which procedures are structured, decision making, and the ways in which resources are distributed among various work environments. Regarding the theoretical approach, their influence on the quality of implementation can be explained by three primary strategic orientations: standardization, local adaptation, and international knowledge transfer ([Crosby, 1979](#)).

The standardization plan assumes the harmonization of processes, technical specifications, operation principles, and quality assurance mechanisms on all project sites. This strategy reduces differences in execution practices by ensuring that performance benchmarks remain stable and that performance control mechanisms are centralized. In theory, standardization promotes clarity of procedures, solidity of the monitoring and evaluation system, and predictability of project results. With the unification of standards in construction processes, the deviations are easier to discover and rectify and this results in increased degree of technical accuracy, improved cost control and dependable performance in terms of scheduling ([Dulaimi et al., 2002](#)).

Conversely, the local adaptation strategy focuses on harmonizing managerial practices with the local legal, cultural, and environmental requirements of a given host country. Construction projects usually have specific regulatory systems and social interrelations, and require flexibility in administrative processes and communication patterns. Theoretically, this will enable management systems to be adjusted to local realities, minimizing institutional friction, enhancing regulatory compliance, and ensuring smoother coordination among stakeholders. Such alignment increases the level of community acceptance, reduces delays arising from legal or cultural misperceptions, and ensures that implementation processes are more stable and efficient ([Moshood, Rotimi, & Rotimi, 2022](#)).

International knowledge transfer strategy refers to the use of expertise, technologies, and best practices generated in global markets and transferring them to local project settings. This can involve the implementation of innovative project management equipment, new construction technologies, digital monitoring, and systematic risk management techniques. In theory, the transfer of knowledge enhances the ability of organizations because it decreases the use of trial-and-error strategies and mistakes related to a low level of experience. It increases innovation, facilitates proactive risk detection, and increases overall performance, especially in highly technical undertakings ([Nonaka, 2009](#)).

It is possible to elaborate on the relationship between international management strategies and the quality of the implementation process by referring to well-known management theories. The resource-based view states that international experience, technical expertise, and standardized systems are some of the precious strategic resources that result in competitive advantage and high-performance outcomes. The effective utilization of sources in construction projects leads to improvements in the quality of execution and operational excellence. At the same time, systems theory conceives a project as a system of interdependent and integrated processes, whereby managerial processes, technical operations, human resources, and control mechanisms are closely related. Under this framework, a positive change in the management subsystem with systematic international strategies has a positive impact on the quality and efficiency of project outputs ([Hussain, FangWei, & Ali, 2019](#)). Combining these theoretical viewpoints, international management methods may be a significant implementation quality driver, especially in large-scale vertical housing projects, which imply complexity and must involve multiple stakeholders.

2. Literature Review

Several empirical and theoretical studies have investigated the roles of strategic management practices, quality systems, and knowledge transfer in construction project performance. [Zhang et al. \(2018\)](#) identified that the outcome of structured international management strategy application in multinational construction projects leads to better organizational coordination and schedule deviation reduction, and there is a positive correlation between effective strategic planning and the project quality output. [Alawag et al. \(2024\)](#) also emphasized the influence of total quality management (TQM) practices in the construction of houses and stated that the adherence to technical specifications increased significantly and that good managerial leadership is the key to achieving quality results ([Arditi & Gunaydin, 1997](#)). [Kumar, Mishra, Yadav, and Gupta \(2023\)](#) studied urban development projects and noted that the handling of multicultural teams leads to increased efficiency in work and the minimization of technical

errors, which further contributes to high-quality performance. [Arditi and Gunaydin \(1997\)](#) also verified that international-level strategic planning is significant in enhancing the performance of execution and sustainability of a project in the long term.

Similarly, [El-shabrawy et al. \(2020\)](#) explored the use of quality management systems in construction projects in Egypt and the Gulf, revealing a strong positive correlation between quality practice implementation and the efficiency of execution of construction projects, such as enhanced time and cost performance, safety, and overall coordination. The significance of quality-related management is also evidenced by research on TQM in construction settings, such as a study on TQM in the Jordanian municipalities, which revealed that overall quality concepts increase the performance of staff and the quality of the administration, helping to deliver projects better.

Knowledge transfer in the construction industry has been further supported by systematic reviews that have led to the enhancement of project outcomes. Recently, a meta-analysis has revealed the patterns in knowledge management studies, focusing on the necessity of having good knowledge-sharing and transfer systems to overcome obstacles and improve decision-making activities during construction projects. The importance of structured managerial practices in the quality of execution has been confirmed by other studies, which have shown that knowledge management and quality management strategies can be closely associated with client satisfaction, low rework, and high project success rates. Taken together, these studies indicate that there are theoretical and empirical relationships between international management strategies, quality systems, and knowledge transfer practices, and the positive performance of construction projects in terms of the quality of execution, coordination, and performance ([Nasrum, Iek, & Ngutra, 2025](#)).

3. Methodology

3.1 Research Sample and Data Collection Method

The method used in the study to sample the participants was a simple random sampling technique because of the relatively homogeneous population of the Diyala Housing Department. Forty-five questionnaires were sent to the appropriate employees and faculty members at the College of Fine Arts. Of these, 42 questionnaires were returned and considered valid for conducting the analysis; therefore, the response rate was 93%. It was believed that this sample would be sufficient to gather credible results on the preferences of the participants regarding international management strategy and its effect on the quality of project execution.

3.2 Statistical Indicators

Data collected using questionnaires were analyzed using IBM SPSS Statistics for Windows, version 26.0. A Likert scale with three points was applied to determine respondents' level of agreement with the research items. Numerous statistical measures were used to describe and mean the data to interpret it effectively. Frequencies and percentages were also determined to describe the sample structure and to provide a general picture of the distribution of responses. The degree of agreement among people on certain research questions was measured by using the weighted arithmetic mean, and the variability of responses in terms of standard deviation was taken, which indicates the consistency of opinions among the sample.

4. Result and Discussion

4.1 Description and Diagnosis of Research Variables

The major independent variable in this study is the influence of international management strategies on the quality of execution of vertical housing projects. To evaluate this relationship, descriptive statistical techniques were used to compute the arithmetic means and standard deviations of answers related to the various dimensions of international management strategies and the quality of execution. These analyses assisted in determining trends, strengths, and the general impact of managerial practices on project performance. A summary of the research variables is provided in Table 1, which clearly illustrates the influence of international management strategies on implementation quality and employee performance. This section can also be reformatted to a clean table format with SPSS-like

results, where means, standard deviations, and levels of agreement for each dimension of the research are shown, as is often desired in published research.

Table 1. Research variable related to international management strategy

Variable Name	Variables	Suitable		Not Suitable		Needs Adjustment		Arithmetic Mean	Standard Deviation
		number	%	number	%	number	%		
International Management Strategy	X1	15	35.7	10	23.8	17	40.5	3.9600	0.78142
	X2	17	40.5	13	31.0	12	28.6	3.6400	0.96384
	X3	11	26.2	17	40.5	14	33.3	3.5800	0.85928
	X4	13	31.0	14	33.3	15	35.7	3.4800	1.11098
	X5	12	28.6	14	33.3	16	38.1	3.8400	0.97646
	X6	11	26.2	13	31.0	18	42.9	3.8200	0.80026
	X7	11	26.2	19	45.2	12	28.6	3.8000	0.80812
	X8	13	31.0	12	28.6	17	40.5	3.9800	0.86873
	X9	15	35.7	15	35.7	12	28.6	3.7800	0.93219
	X10	14	33.3	13	31.0	15	35.7	4.0200	0.68482
	X11	14	33.3	19	45.2	9	21.4	4.4400	0.64397
	X12	14	33.3	15	35.7	13	31.0	3.8400	0.97646
	X13	16	38.1	18	42.9	8	19.0	3.9400	0.81841
	X14	9	21.4	14	33.3	19	45.2	3.5600	1.07210
Arithmetic Mean								3.8050	0.88181

Table 1 analysis indicates that the International Management Strategy variable has an overall arithmetic mean of 3.8050 and a standard deviation of 0.88181. This means that there is a relatively stable pattern of the sample members' responses to this variable. On an individual item basis, the maximum level of consistency was observed with item X11, in which the mean was 4.4400 and the standard deviation was 0.64397 because most respondents agreed with the item. The trend tendency of this variable and item X11 can be regarded as valid.

Moreover, statistical methods were used to determine the arithmetic means and standard deviations of the respondents' responses regarding the advancement of international management strategies in vertical housing projects and employee performance. A summary of these findings, presented in Table 2, provides a straightforward explanation of how the respondents value the impact of global management practices on the quality of execution and the efficiency of the projects under investigation.

Table 2. Research variable related to the quality of implementation in vertical housing projects

Variable Name	Variables	Suitable		Not Suitable		Needs Adjustment		Arithmetic Mean	Standard Deviation
		number	%	number	%	number	%		
Quality of execution in vertical housing projects	X1	18	21.4	15	23.8	9	40.5	4.9500	0.91132
	X2	16	28.6	14	31.0	12	28.6	3.7000	0.55384
	X3	13	26.2	18	40.5	11	33.3	3.6500	0.67928
	X4	10	28.6	20	33.3	12	35.7	3.4000	0.81098
	X5	14	26.2	17	33.3	11	38.1	3.9000	0.93346
	X6	12	26.2	19	31.0	11	42.9	3.8500	0.61026
	X7	9	26.2	22	45.2	11	28.6	3.7500	0.80812
	X8	17	26.2	14	28.6	11	40.5	4.0200	0.86873
	X9	16	31.0	13	35.7	13	28.6	3.8500	0.93219
	X10	19	26.2	12	31.0	11	35.7	4.1000	0.68482
Arithmetic Mean								3.6650	0.75281

Table 2 analysis indicates that the overall arithmetic mean of the quality of implementation in the vertical housing projects was 3.6650 with a standard deviation of 0.75281. This shows that there was a high degree of consensus among the sample respondents with respect to this variable. At the item level, X1 showed the most consistency, with a mean of 4.9500 and a standard deviation of 0.91132, indicating

a high degree of consensus. This trend for item X1 and the trend for the variable in general can be considered appropriate.

4.2 Hypothesis Testing

This study tested the relationship between international management strategies and the quality of project implementation. The proposed hypothesis was supported by a statistical analysis revealing a positive relationship between the adoption of international management practices and the enhancement of the quality of execution in vertical housing projects.

Table 3. Represents the correlation between international management strategy and project implementation quality

Correlations		
		Quality of project implementation
International Management Strategy	Pearson Correlation	**0.580
	Sig. (2-tailed)	0.000
	N	42
**. Correlation is significant at the 0.01 level (2-tailed).		

The information in this relationship is a test of the first main hypothesis, which indicates the existence of a statistically significant correlation between the international management strategy and quality of project implementation. As can be seen by the figures in Table (3), the international management strategy has a significant correlation with the quality of project implementation because the value of the correlation coefficient between the two variables is (**0.580); the significance value, sig., is (0.001), which is smaller than 0.01 with a confidence of 99. This outcome shows that the correlation between the two variables is important and strong, indicating that the null hypothesis was rejected and the alternative hypothesis was accepted.

Hypothesis Testing: The Effect of International Management Strategy on Project Implementation Quality

This section discusses the second hypothesis, which states that international management strategies significantly influence the quality of project implementation in the housing department being studied. As shown in the analysis in Table (3), the effect is statistically significant. The value of F was 43.238, which is greater than the critical value of 4.279, at two degrees of freedom (1, 48) and a significance level of 0.05. Its p-value was 0.000, less than the value of 0.05; hence, the effect was statistically significant.

R² was 0.483, indicating that international management strategies explained 48.3% of the variance in employee performance. The coefficient of determination was 0.530, indicating that when the performance of employees increased by one standard deviation, the adoption or effectiveness of international management strategies also increased by 53%. The null hypothesis was rejected, and the alternative hypothesis was accepted, confirming the effect of the adoption of international management strategies on the performance of employees in the housing department. In other words, the implementation of the project was directly related to the implementation of these strategies.

Table 4. Impact between International Management Strategy and Project Implementation Quality

Independent Variable	Quality of project implementation		R ²	F	
	B ₀	B ₁		Calculation	Tabular
International Management Strategy	0.770	0.530 (5.356)	0.483	43.238	4.279

4.3 Research Conclusions

1. The adoption of international management strategies is positively related to the quality of execution in vertical housing projects. The results of the data analysis indicate that the participants consider these strategies important for overall project performance.
2. Standardization reduces variability in performance, strengthens monitoring and control systems, and increases predictability in project results, resulting in higher control consistency in the quality of execution.
3. The local adaptation strategy can assist in achieving more harmonized management practices with local laws, cultural intents, and the environment. This can also minimize conflicts in the organization, enhance adherence to regulations, and make the project better accepted in the community, leading to smoother implementation.
4. The international knowledge transfer strategy enhances risk management, advances technology, for instance, building information modeling (BIM), and minimizes errors introduced by a lack of experience, which will support the quality of technology in the work.
5. Human and technical factors, such as high-competence teams and constant engineering control, are critical in enhancing the effect of international management strategies on the quality of execution.
6. Projects in which all three international management strategies—standardization, local adaptation, and knowledge transfer—are used are more compliant with technical requirements, more punctual, and have better cost control, proving the significant role of a comprehensive strategic approach.
7. The use of international management strategies is not limited to technical implementation, as it has a beneficial impact on the efficiency of operations, coordination of stakeholders, and the overall satisfaction of project beneficiaries.

5. Conclusions

5.1 Conclusion

This study emphasizes the significant positive impact of internationally oriented management strategies on the quality of implementation in vertical housing projects managed by the Diyala Housing Department. The results highlight the importance of formalized planning systems, regularized procedures, plural leadership, and globally scoped quality management practices. These factors contribute positively to improved technical compliance, time and cost control, stakeholder coordination, and beneficiary satisfaction. The statistical analysis (correlation, $r = 0.580$, $p < 0.01$; $R^2 = 0.483$) shows that international management practices explain 49% of the variations in implementation quality. These findings confirm the strategic value of adopting internationally oriented managerial frameworks, especially in complex construction environments. Institutionalizing globally compatible management systems could enhance governance, sustainability, and the overall effectiveness of urban-based projects.

5.2 Research Limitations

This study is limited by its focus on a single governmental department and a small sample size, which may restrict the generalizability of the results to other regions or project types. Moreover, it does not account for potential long-term effects or other moderating variables, such as organizational culture or the role of digital transformation tools, that could influence the effectiveness of internationally oriented management practices in different contexts.

5.3 Suggestions and Directions for Future Research

Future research should expand the scope of this study to include a broader range of projects across different regions and types of construction. Longitudinal studies are recommended to assess the long-term impact of internationally oriented management practices. Exploring the role of organizational culture and digital transformation tools as moderators in the relationship between management practices and implementation quality could provide deeper insights into sustainable quality improvement. Further empirical studies should also explore the adaptation of international management frameworks to local contexts to ensure their sustainability and effectiveness in vertical housing projects.

Author Contributions

ZBK conceptualized the study, developed the research methodology, and contributed to the analysis and writing of the manuscript. HSS provided substantial input in the literature review, particularly on international management strategies, and contributed to the drafting and revision of the manuscript. Both authors participated in the final review and approval of the manuscript, which ensured its integrity and completeness.

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