A framework for aligning corporate strategy and organisational culture to promote business effectiveness: The case of a South African construction enterprise

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Keywords

Corporate strategy;

Organisational culture;

Business effectiveness;

Network theory;

Construction industry.

Abstract

The declining construction industry plays a significant role in the South African economy. In 2020, the sector contributed R406 billion (4%) to the total gross domestic product, a decline of R21 billion in three years. With a workforce that covers 8% of the total South African workforce, a focus on the organisational culture that inspires the workforce to translate strategy into business effectiveness including increased productivity was necessary. This study was undertaken with the intention of developing a framework for aligning corporate strategy and organisational culture to promote business effectiveness using the case of a South African construction enterprise. The main research question of the study was "How can the alignment between corporate strategy and organisational culture promote business effectiveness in the South African construction industry?" The study took a qualitative nature following the constructivist grounded theory methodology where data collection and analysis occurred iteratively in an evolutionary manner until data saturation was reached. Coding was used at different levels in constant comparison of data to data, codes, concepts, and categories until the emergence of themes. Observations, field notes, and memos were used to give an interpretation and to expand insight into the revelations of the study. The study followed inductive reasoning where data gave rise to new information to contribute to the existing body of knowledge towards developing a framework consistent with the objectives of the study. Purposive sampling was initially used to consciously select the participants that would add value to the research questions. Theoretical sampling was later embarked upon adopting maximum

variation sampling to extend the diversity of participants from different occupational levels. The findings revealed that identity, communication, and alignment are hidden themes that should be considered in the course of aligning corporate strategy and organisational culture taking into account the biopsychosocial nature of people. It also emerged that each of the themes consists of sub-themes embedded in them, namely, awareness, meaning, and contribution. As a contribution to the existing body of knowledge, the biopsychosocial perspective observed as a gap was incorporated in the development of The 'ICA' (Identity, Communication, Alignment) Framework for aligning corporate strategy and organisational culture to promote business effectiveness.

1. Introduction

"Culture eats strategy for breakfast" is a popular quote apocryphally credited to the grandfather of management, Peter Drucker (1,2,3). While it cannot be traced to any original source the phrase is associated with the notion that the intended strategy may be compromised by how things are done in an organisation. Even a brilliant company strategy would be difficult to implement unless an organisation has a healthy culture (4). The renowned management theorist, Henry Mintzberg, refers to the management of strategy as streams of behaviour that an organisation undertakes to formulate, execute, and sustain the implemented strategy to promote business effectiveness while considering common interests and benevolence (5,6). A business is perceived to be effective when its goals are achieved through optimising its resources and capabilities (7). Factors that create efficiency include clarity of goals and objectives, effective communication, securing of resources, an exhibition of great leadership, and a harmonious and efficient internal structure (8).

The diverse cultural background of the people of South Africa supports the argument of the necessity to investigate what would influence the people concerned to display the behaviours that translate the company strategy to business effectiveness. Spiral dynamics is a term introduced by Beck and Cowan (9), based on the bio-psychosocial theory of human development (10, 11). Humans can adapt to changing life conditions by constructing new value systems that assist them in coping with new circumstances (12). An understanding of spiral dynamics in organisations would be useful because of its ability to acknowledge different levels of values in the organisation. Organisations could benefit from a culture of inclusivity and continuous development through theories such as spiral dynamics (13). Integrating spiral dynamics into the strategy-organisational culture alignment could provide insights to

guide the organisation to optimise resources by unleashing the potential of people to promote business effectiveness.

2. Research Design and Methodology

The research philosophy incorporating ontology, epistemology, and methodological assumptions adopted is discussed below followed by the target population, sampling strategies, and data collection and analysis methods. Research philosophy is defined as "a system of beliefs and assumptions about the development of knowledge" (14). The philosophical framework of research gives a perspective of the world where the study is situated. It considers the fitness for purpose in every step of the research process (15).

2.1 Ontology

Ontology refers to the assumptions held by the researcher or observer about the nature of existence (14). It is a philosophical study concerned with the nature of being and how entities that exist can be grouped or separated based on their similarities or differences (16). For this study, an interpretivist relativism stance was adopted informed by the belief that reality is subjective depending on the filter through which interpretation is given to it. Interpretivism as an ontological assumption is concerned with recognising the perceptions and perspectives of people along with their understanding and subjective experiences of a situation (17). It allows for an in-depth investigation that increases the validity of the study (18). Relativism implies that the participants have a subjective view of their environment based on their lived experiences (19). The views of Eden and Ackerman who advocate consciously refraining from judgement while using beliefs and values only as sources of insight were adopted (20).

2.2 Epistemology

Epistemology introduces assumptions regarding the acceptability, validity, and legitimacy of knowledge (14,19). It means that the viewpoints of the researcher are shaped by the epistemology used to make sense of the problem (21,22). An interpretivist constructivism approach was used in the conducting of this study.

2.3 Methodological Assumptions

This study followed an inductive logic to render rich data through qualitative research as themes emerged from the data. It adopted the constructivist Grounded Theory research approach as described by Charmaz (21). Grounded Theory "can be used to refer to a methodology, a method of inquiry, and

the result of a research process" (14). It enables the researcher to develop new theories grounded on the empirical data obtained from the interaction with the participants (23). Grounded Theory is suitable when seeking to develop theoretical explanations of social interactions in business and management issues where the behaviour of people is studied (21) hence its relevance in this study.

2.4 Target Population and Sampling Strategies

The definition of the target population involves answering questions about the crucial characteristics of the population to enable the inclusion of those that meet the criteria (19). Unlike in quantitative research where data is used to make statistical inferences about the target population, researchers that use the Grounded Theory method aim to fit their emerging theories with their data (21). It may be difficult to research all members of a population hence the concept of the target population (14). The target population for this study was the employees of the construction enterprise selected as a case study from which the research was conducted. The company employed between 550 and 1800 employees from the beginning to the end of the research period. Only 300 of the workforce members were employed permanently while the remaining employees were hired on a project-specific limited duration contract basis. The company operated between 15 and 23 projects across different provinces in South Africa over the period of the study.

The iterative approach followed when conducting Grounded Theory studies is such that data is collected at multiple levels (19). Initially, purposive sampling was followed to get the views of eight participants that would direct the secondary and subsequent interviews. Purposive sampling is a form of non-probability sampling technique that allows for the judgment of the researcher in selecting cases that will best answer the research questions (24). Maximum variation sampling was then used to introduce participants from different occupational levels and also considered the inclusivity of participants who performed different functions and came from different geographical areas.

After the initial set of interviews, theoretical sampling was adopted to intentionally choose participants that would inform the evolution of the study. Theoretical sampling is useful to address gaps in the data collected qualitatively in Grounded Theory studies (25). A snowball sampling technique was also used where one participant who had volunteered to be part of the study recommended the next interviewee who fit the criteria for inclusion into the study (14). When conducting a Grounded Theory study, at least 25 to 30 participants would be sufficient to reach data saturation (26, 27). This study drew its results from the data collected from 35 participants.

2.5 Data Collection and Analysis Methods

Data was collected using a combination of instruments such as unstructured to semi-structured interviews, observations, memos, and field notes. Each instrument was used based on its appropriateness for the setting or the phase of the study as explained below.

2.6 Unstructured to Semi-structured Interviews

"Given the primary function of the Grounded Theory being to build concepts and theory "from the ground up", interviewing in Grounded Theory can never be standardised or formulaic" (24). The data was gathered using in-depth interviews to explore what would emerge from the conversations. In-depth interviews are informal, unstructured and entirely exploratory and emergent (14). Unstructured interviews should be used at the outset of a Grounded Theory study when little is known about the process or phenomenon being studied, and when the researcher seeks to extract insights with maximum openness to its most important aspects (28,29). Therefore, although a template containing potential questions to be asked of participants was developed, it was used merely to guide the conversation instead of being treated as prescriptive.

2.7 Observations

Observation was used to complement the spoken words of the participants during the interviews that were held. Gold distinguishes between low and high levels of researcher participation in a study using a range between complete observer and complete participant status (30). The purpose of the observation was known to the participants throughout the course of the study as provided in Saunders (14). Sometimes, the researcher would adopt the role of participant-as-observer and take part in the activity. Spradley posits that this moderate participation level of involvement combines the attributes of being an insider and an outsider at the same time (31). This approach enhanced insight into the study.

2.8 Memos

Memos record the developing ideas and thinking processes of the researcher (15). They were used as an intermediary step between coding and analysis of data (32). The iterative cyclical nature of data collection and analysis allowed for the evolution to higher-level codes and categories and yielded the emergence of themes (24). The process continued until data saturation was achieved in the true nature of the Grounded Theory. (14).

2.9 Field Notes

A framework for aligning corporate strategy and organisational culture to promote business effectiveness: The case of a South African construction enterprise. Tshetshe, Z. and Viljoen, R. *Future X*, 34-53.

Field notes are written records that capture the observations made in the course of the study (33, 34). They were used after every interview to reflect on what came out of each interview. Glaser opines that the researcher may make field notes from informal interviews including interviewing themselves to gain insight from the knowledge about the concept of study (15). The field notes used to capture the descriptive representation and analytical insights from the research setting add a layer to the researcher's personal thoughts about the observations made in a situation being studied (34,35).

2.10 Coding of Data

During the initial open coding stage, the data was collected and analysed using line-by-line coding to create familiarity with the contents of the views of the participants. Line-by-line is the initial stage of coding that serves as a heuristic device used to connect the researcher to the data (21,36). To achieve this, the interviews were recorded digitally and transcribed using qualitative data analysis coding software. Recognising the lack of standardisation and clarity in intra-coding level processes used in Grounded Theory, the Unlu-Qureshi four-stage instrument encompassing code, concept, category, and theme phases was adopted (37). Consistent with the guidance from the Unlu-Qureshi instrument, the initial coding stage entailed the development of the codes from the first set of interviews. The next step within the initial coding stage was to analyse the codes to make sense of the concepts that were at play following a constant comparison method where the codes were compared and contrasted to establish concepts (38).

Focused coding followed where concepts were strengthened with data from new transcripts. As suggested by Charmaz (21), this stage allowed for the revision, review, addition, and deletion of codes and concepts until categories were formed and all new data gathered from subsequent interviews fitted within the developed categories (37). Theoretical coding followed to allow for the emergence of key themes from the categories that developed during the focused coding stage. The iterative nature of data collection and analysis evolved until data saturation was reached (32). At that stage, further interviews yielded no new meaning but validated the themes that had already emerged.

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3. Conceptual Framework

Figure 1 below represents the original conceptual framework that was based on the limited literature review conducted earlier to establish the problem statement and demonstrate gaps in the literature that justified undertaking this research.

Figure 1. *Conceptual framework*

Figure 1 content:

Corporate strategy
How is strategy cascaded to internal stakeholders of the company?
- Finance
- Internal processes
- Customer
- Learning and Growth

Alignment

Organisational Culture
What meta-insights can be derived about organisational culture in SA construction industry?
- Values
- Basic assumptions
- Meaning
- Inclusion

Themes
What themes should be considered in developing a strategy -OC framework

Business effectiveness
How is business effectiveness conceptualised in a construction company?
- Financial
- Operational
- Structural
- Attitudinal/Behavioural

Researcher developed, 2023

The corporate strategy component was informed by the sub-research question (SRQ)2 which sought to understand the question "How is strategy cascaded to internal stakeholders of the company?". It was based on the balanced scorecard framework whose strategic focus considers the finance, internal processes, customer, and learning and growth elements (38). The second stage of the open coding yielded the strategic focus and strategy setting as further concepts that fell under the corporate strategy. SRQ3 was concerned with the question "What meta-insights can be derived about organisational culture in the construction industry?" The concepts that emerged under the topic of organisational culture were listening, open leadership, people's expectations, people's outlook, and people's role. These concepts were considered against the organisational cultural attributes that formed part of the original conceptual framework. The conceptual framework included values, basic assumptions, meaning, and inclusion as focus (10,13,39,40). Under the business effectiveness factor, the conceptual framework referred to the measurement aspects such as financial, operational, structural, and attitudinal or behavioural (41). SRQ1 asked, "How is business effectiveness conceptualised in a construction company?" The codes that emerged from the second step of the initial coding yielded the concepts: profits, success, business growth, and client expectations. SRQ4 that asked "What themes should be considered in developing a strategy-organisational culture framework?" was concerned with the hidden meanings across all categories in this study.

3.1 The development of categories

Four categories emerged from concept-turned-codes, namely business effectiveness; corporate strategy; organisational culture; and the strategy execution path. The business effectiveness category emerged

out of four concepts, namely, business growth; profits; success; and client expectations. The strategy setting and strategy focus concepts that were established during the second stage of open coding evolved to develop into the category named corporate strategy.

The organisational culture category emerged from the evolution of five concepts, namely, listening; open leadership; people's expectations; people's outlook; and people's roles. The strategy execution path category was formed by five concepts, namely, contract, organisational levels, political environment, strategy executors, and culture. The developed categories were scrutinised to get insight into the emergent descriptive and analytical themes summarised below.

4. Results and Findings

The themes that emerged from the study namely, identity, communication and alignment are briefly discussed below.

4.1 The 'Identity' theme

Identity as a theme was found in the expression of the beliefs, attitudes, and mindset of the people. The data showed that there were different factors that motivated each participant and that those factors were based on the individual's lived experiences. For example, while research participant (RP)34 loves working with people who are crazy like him as he puts it, RP33 has improved as a person as a result of working for the company. This means that organisations should seek to understand the identity of their people in order to facilitate ease of alignment between the employee, company, and the job.

4.2 The 'Communication' Theme

Communication emerged as a theme from different aspects. For example, RP25 expressed how she enjoyed the top management roadshows where they go around sites to communicate with the people. RP27 sees value in communication from the perspective of creating an awareness of the responsibilities of the employees. RP31 appreciates the meaning attached to expressing gratitude to others. RP33 speaks to the contribution of every team member where they communicate daily and open a platform for everyone to speak so that they can understand the work to be done. The examples above suggest that although communication is primarily used to convey a message such as cascading the corporate strategy in the case of this study, people attach meaning to being involved in the chain of communication.

4.3 The 'Alignment' Theme

Regarding the alignment, the data exposed different reasons for the connection between the participant and the company. For example, while RP34 and RP25 raised good treatment as the reason they were aligned with the company, RP33 cited the happiness of his family for his ability to come home monthly after he had been working away from home for a long time. The different factors that inform the basis of the alignment call for a closer understanding.

4.4 The Sub-themes: Awareness, Meaning and Communication

There were some patterns that suggested a connection between the emergent themes. Taking the identity theme as an example, RP16 whose identity was informed by his belief in God and who was driven by his family value system found meaning in his work because it gave him a sense of purpose. He was aware of the feeling of a sesne of loss that he experienced when he was homeless and could not provide for his family. The contribution that he gave to the company was therefore not only to fulfill his job responsibilities but also to create a meaningful impact that reinforced his sense of purpose. Similarly, RP31 asserted that he believed that his purpose was to cheer people up and therefore, he contributed towards his work to fulfill the meaning that he wanted his life to have.

The above two stories were examples that indicated that each of the emerged themes had the sub-themes of awareness, meaning, and contribution embedded in them. The sub-themes strengthened the themes of identity, communication, and alignment and confirmed them as the main themes that emerged as key in the study.

5. Literature review

5.1 The construction industry in a developing country

The construction industry in developing countries is concerned with the elements of total quality management (TQM), namely, quality, time, and cost. TQM considers the grand strategy of a company through a focus on the product and the process (42). Beck et al. argue that the noble efforts of TQM would fail unless those involved understand spiral dynamics (12). Considering that the construction industry focuses on quality, time, and cost to determine business effectiveness, spiral dynamics becomes elevated in importance to be studied in quest of ensuring that the operational business processes succeed.

The focus should be shifted beyond just TQM to include management, manpower, and motivation factors as top among the categories of critical factors that contribute towards the effectiveness of

business from a labour productivity perspective in developing countries (43, 46). This is consistent with the views of RP15 and RP17 who expressed the importance of people being treated as human beings so that they are motivated to shape their attitudes to perform beyond the minimum expectations. The attitudinal approach of spiral dynamics is concerned with how people assign meaning to situations (44). Viljoen attributes the attitudes to the rising consciousness that leads to human beings relating to the world differently from the previous century (13). RP6 and RP17 explicitly stated that spirituality formed the foundation of the structure of their lives. A framework that outlines factors to consider in cultivating an attitude fertile for embodying a desired organisational culture to promote business effectiveness would fill the gap.

5.2 The determinants of business effectiveness

Business effectiveness determines the achievement of participant-led integrated goals through a mix of financial, operational, structural and attitudinal or behavioural measures that enable the long-term survival and sustainability of the organisation (41). There is a challenge of ineffectiveness and inefficiency in how South African construction organisations are run (45). While Kaplan and Norton advocate the use of a balanced scorecard to measure the effectiveness in businesses, there remains diversity regarding a suitable measure given a specific context (38). There is a need to understand the identity of the organisation through its people hence the necessity to delve deeper into cultural attributes that contribute towards the effective delivery of a strategy in a construction project (13,39,45).

5.3 Cascading Corporate Strategy

The importance of employees in strategic communication has been acknowledged for almost three decades. Employees are labelled as strategic constituents in organisations that embody how things are done (47,48,49,50,51). They state that, in its significance for business effectiveness and success, communication contributes towards the competitive advantage of an organisation. Every employee in an organisation is expected to contribute actively towards the processes required to execute the strategy hence the importance of meaningful communication (47).

Strategy communication is one of the critical success factors for an effective execution process in a business (52). The balanced scorecard is an effective tool used to promote the communication of strategy in a company from top management to junior employees (53). Ayoup agrees with Kiptoo that tasks must be clarified simplistically (52). The content of communication activities must include the strategy and key performance indicators (KPIs), the reason why the strategy and KPIs must be achieved, and lastly, the current performance and progress towards the achievement of the strategy and KPIs. The

balanced scorecard model consists of four quadrants, namely, financial, customer, internal processes, as well as learning and growth perspectives ([38](#)).

The data yielded that the participants expressed positive perceptions of the financial, customer, and internal processes of the company. The learning and growth perspective was catered for by the Khula Nathi (Grow with Us) core value that spoke to the people aspect of the business. For example, RP30 supported the internal development of employees to enable promotion to more senior positions. This approach is insufficient as it is limited to the role without taking heed of the human being that holds the role. RP15 said people disconnect from the vision of the company when they lose their significance and are treated like mere numbers. These revelations elevate the role holder to an equal level of status as the role that they hold meaning that the understanding of the identity of the person holding the role is as good as the job analysis.

The most dominant component that affects the achievement of performance is motivation ([54](#)). The performance of employees is affected by factors that are internal and external in nature ([55](#)). It has already been acknowledged that the identity of the organisation must be understood to uncover the different types of motivation to which each employee or group of employees would respond positively. There are different levels of needs that motivate a person ([56](#)). Maslow places physiological needs such as a need for food and water at the bottom of the hierarchy of needs. Once the physiological needs are fulfilled, the next level, safety and security needs, emerges followed by a need for love and belonging, and esteem needs. The self-actualisation level of Maslow's hierarchy of needs is the pinnacle of the model that unlocks the special purpose for each person to have been placed on earth ([57](#)).

Although Maslow details what motivates people, his theory does not look into the deeper beliefs and values that inform how people react to the life conditions before them. Effective communication can be distorted by, among others, different attitudes, values, and beliefs ([58](#)). Organisations should encourage learning from each other through the personal experience of individual relationships ([59](#)). They should also create an environment conducive to building a sense of identity and positive self-esteem while inculcating specific ways of communicating with diverse individuals and groups ([60](#)). Although Fielding and du Plooy-Cilliers focused on culture based on ethnic backgrounds, if one views culture as the way of doing things by a certain group or in a certain place ([39](#)), then these nuggets can be considered applicable in the context of organisational culture where people view things differently based on their attitudes, beliefs, and values.

5.4 Meta-Insights About Organisational Culture

Organisational culture refers to the values and underlying assumptions that are taken for granted in organisations despite their characterisation of the business entity (61). It is the culture of the mind that combines shared history and unwritten ground rules (UGRs) (62). These UGRs are the true drivers of business performance (40). The organisational leadership interest in studies of this nature is on how organisational culture influences the behaviour of the members of an enterprise to contribute towards business effectiveness (63). While it is common for organisations to adopt espoused values as part of their identity, there is a need to understand the deeper category of basic assumptions to predict the future behaviour of the people in executing the strategy (39). Organisations use people to execute strategy therefore it is necessary to understand how their backgrounds, values, and beliefs influence their involvement in the business (64,65).

Organisational culture develops from the emergence of value systems due to life conditions. These value systems create the adhesive that connects a group, defines who they are, and reflects the place they inhabit (66). They are thinking systems where the human brain excels to tackle a life condition at a specific time (67). They form an iterative thinking pattern for processing ideas, behaviour, or thoughts. This, therefore, elevates the importance of organisational culture as a key consideration in an environment where people are contributors in translating strategy to the desired effect of the business. It implies that organisational culture serves as an enabler of the execution of the crafted strategy to reach its intended consequences.

Spiral dynamics is an invaluable model to be used in seeking to understand the awareness of both individuals and societies (68). There is a collection of value systems that lie beneath the surface of diverse ideologies, beliefs, and faith (69). The term "vMEME" (Value-MEME) is used to label the different levels of biopsychosocial development (9, 66). The colours assigned to the spiral dynamics biopsychosocial stages of development are Beige, Purple, Red, Blue, Orange, Green, Yellow, and Turquoise. The assigned colours do not necessarily have any sub-meaning. There are two tiers that form the spiral dynamics model. Beige, Purple, Red, Blue, Orange, and Green constitute Tier-One vMEMEs. This stage is biased towards the survival of the being, depending on the life conditions in the environment where the person lives. Tier-One value systems are dominated by conventional thinking. Each stage consists of both positive and negative characteristics.

There seems to be some alignment between the motivational theory popularly known as the Maslow's hierarchy of needs and the spiral dynamics models. Stage Beige of the spiral dynamics is concerned

with the fulfilment of basic needs similar to the basic level of Maslow's hierarchy of needs (9). A sense of belonging is created when Stage Purple emerges in the spiral dynamics where there is the formation of clans, tribes, and extended families (69). This stage has some similarities to the stage of belonging in Maslow's hierarchy. Regarding the self-esteem needs where people tend to desire a sense of achievement, this is consistent with Stage Orange of the spiral dynamics where people who have this type of vMEME in action are prone to seek success, self-reliance, autonomy, and competence (68). The self-actualisation level where a special purpose is unleashed is equivalent to an evolution towards Tier-Two of the spiral dynamics.

It appears from the above that there is a need to understand what underpins the connection between human motivation and attitudes informed by spiral dynamics. There is merit in developing a framework that addresses the themes that emerged from this study, namely, identity, communication, and alignment to appreciate the diversity of people as viewed from the perspective of spiral dynamics. The framework would also have to consider the sub-themes of awareness, meaning, and contribution that were embedded in the themes.

6. The 'ICA' Framework

The framework below is grounded in the empirical data from the study and authenticated by the literature review. It attempts to address the themes and sub-themes validated by the literature review in this study. It is a framework proposed for aligning corporate strategy and organisational culture.

Figure 2: The 'ICA' Framework
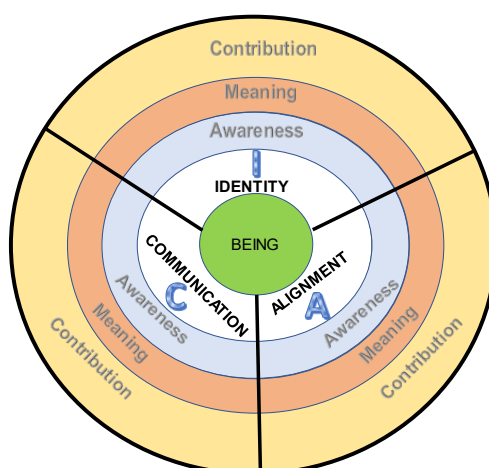
Researcher-developed, 2023

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The framework is premised on the notion that at the centre of each strategy execution is a being that must be understood in order to get the best out of the performance of their duties. The performance of duties is a visible or measurable activity in the process of executing a strategy. It sits at the contribution level of the framework. It can be equated to turning the steering wheel of a vehicle. Unless the engine under the boot is serviced as required, even the highly skilled driver may experience challenges with operating the steering wheel. The analogy for this is, that below the observable contribution lies a set of filters that give meaning to the external world interpreted through a lens of awareness.

6.1 The 'ICA' Framework Implementation Guidelines

The following table contains guidelines on how to implement the 'ICA' Strategy-OC framework.

Table 1: *The 'ICA' Framework Implementation Guidelines*

Element	Phase	Guidelines
Identity	Awareness (A)	Create an environment that promotes self-awareness for each team member. (Who are you?)
	Meaning (M)	Understand what is important to each member of the team or group. (What drives you?)
	Contribution (C)	Establish why each member of the team is part of the organisation. (What are you here to give?)
Communication	Awareness (A)	Understand the audience and recipients of your message. (What is the identity of the audience?)
	Meaning (M)	Convey a clear and meaningful message in an appropriate manner for the recipient. (What is the gist of your message?)
	Contribution (C)	Clarify the contribution you seek from the recipient. (What do you need from the audience?)
Alignment	Awareness (A)	Establish the 'sweet spot' to engage. (What do you know about the person/team/group?)
	Meaning (M)	Mark the significance. (Why should they do it?)
	Contribution (C)	Demonstrate that the people's contribution you seek is towards a higher cause. (What would you like to give, do, achieve, or

		create?)

Researcher-developed, 2023

The framework is made up of three elements, namely, identity, communication, and alignment. Each of these elements follows a three-phase process that triggers the lived values that inform a connection between a being and the doing. The three phases are awareness, meaning, and contribution (AMC). Although AMC applies in each of the three elements of the 'ICA' framework, their focus areas differ depending on the element at play.

7. Summary, limitations, and recommendations

The Grounded Theory study conducted with 35 research participants yielded that identity, communication, and alignment should be considered in integrating corporate strategy and organisational culture to promote business effectiveness. The organisation that was used as a case study for this research was going through rapid growth that resulted in the business revenue tripling, and employee numbers rising from 550 to 1800 during the two years of the study. The outcomes of the study may not necessarily be applicable and transferable to a construction enterprise that presents utterly different circumstances from those that affect the participants in this study. The outcome of the study presents an opportunity for application in a different environment to test its quality criteria.

Data Availability Statement

The article is an extract from a doctoral thesis. The research data that is safely stored digitally to protect the confidentiality of the participants would be made available should it be required for legitimate purposes related to this paper.

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