

## **An Analysis of Employee Attitudes to Organisational Change Management Practices When Adopting New Technologies Within the Architectural, Engineering, and Construction Industry: A Case Study**

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**Abstract :** Purpose: The Architectural, Engineering, and Construction (AEC) industry has historically struggled to adapt to change. Although the ability to innovate and successfully implement organizational change has been demonstrated to be critical in achieving a sustainable competitive advantage in the industry, many AEC organizations continue to struggle when affecting organizational change. One prominent area of organizational change that presents many challenges in the industry is the adoption of new forms of technology, for example, Building Information Modelling (BIM). Certain Organisational Change Management (OCM) practices have been proven to be effective in supporting organizations to adopt change, but little research has been carried out on diverging employee attitudes to change relative to their roles within the organization. The purpose of this research study is to examine how OCM practices influence employee attitudes to change when adopting new forms of technology and to analyze the diverging employee perspectives within an organization on the importance of different OCM strategies. Methodology: Adopting an interview-based approach, a case study was carried out on a large-sized, prominent Irish construction organization who are currently adopting a new technology platform for its projects. Qualitative methods were used to gain insight into differing perspectives on the utilization of various OCM practices and their efficacy when adopting a new form of technology on projects. Change agents implementing the organizational change gave insight into their intentions with the technology rollout strategy, while other employees were interviewed to understand how this rollout strategy was received and the challenges that were encountered. Findings: The results of this research study are currently being finalized. However, it is expected that employees in different roles will value different OCM practices above others. Findings and conclusions will be determined within the coming weeks. Value: This study will contribute to the body of knowledge relating to the introduction of new technologies, including BIM, to AEC organizations. It will also contribute to the field of organizational change management, providing insight into methods of introducing change that will be most effective for different employees based on their roles and levels of experience within the industry. The focus of this study steers away from traditional studies of the barriers to adopting BIM in its first instance at an organizational level and centers on the direct effect on employees when a company changes the technology platform being used.

**Keywords :** architectural, engineering, and construction (AEC) industry, Building Information Modelling, case study, challenges, employee perspectives, organisational change management.

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