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A BIBLIOMETRIC ANALYSIS OF DYNAMIC ORGANISATIONAL CAPABILITIES AND HYBRID PROJECT MANAGEMENT RESEARCH IN THE CONSTRUCTION INDUSTRY

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ABSTRACT

The increasing volatility, uncertainty, complexity, and ambiguity (VUCA) of environments in which the construction industry operates has created interest in Hybrid Project Management (HPM) strategies that integrate predictive and Agile methods. Whilst general organisational capabilities refer to the broad operational and functional competencies of a firm, dynamic organisational capabilities represent a higher-order subset specifically the capacity to sense environmental changes, seize emerging opportunities, and transform internal configurations and are increasingly recognised as the critical enabler for successful HPM adoption. However, this distinction remains under-explored in the construction literature, and it is unclear how dynamic organisational capabilities specifically moderate HPM implementation in firms facing institutional rigidity and strategic inertia a question that future empirical inquiry must address. As the necessary first step, this intersection has not been systematically explored through bibliometric analysis to date, leaving researchers without a structured overview of publication trends, geographic concentrations, and thematic frontiers. The purpose of this bibliometric analysis is to provide that foundational mapping by uncovering publication trends, key players, and thematic structures relating to dynamic organisational capabilities and HPM within the construction sector. 79 peer-reviewed articles published in 2020–2025 were analysed using PRISMA guidelines, with parameters from Bibliometrix and VOSviewer. The results offer a framework for conceptually organising the material, reveal that developing economies, especially Sri Lanka, are significantly underrepresented geographically, and call for a more focused empirical study.

Keywords: *Bibliometric Analysis; Construction Industry; Dynamic Organisational Capabilities; Hybrid Project Management; Organisational Capabilities.*

1. INTRODUCTION

The construction sector is fundamental to economic advancement, marked by significant technical intricacy, extended project durations, and a variety of stakeholders (Bastos et

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al., 2025; Wang et al., 2025). In today's uncertain, rapidly changing world, there is strong demand for the construction sector to become more efficient, sustainable, and compliant with stringent standards and regulations (Bastos et al., 2025; Khaled & Alshalal, 2025). This is especially applicable to project-driven firms in emerging nations such as Sri Lanka, where industrial operations must contend with considerable environmental variability and institutional transformations (Samsuden et al., 2024).

In response to these challenges, hybrid project management models have been developed that combine the advantages of predictive and Agile methods, such as iterative cycles and flexibility, while maintaining the structure of predictive models (Bastos et al., 2025; Mirzaei et al., 2025). According to large-scale surveys, Hybrid models have been gaining ground, with over 50% of projects globally using them (Mirzaei et al., 2025). Hybrid models are known for mitigating some of the challenges of traditional models, offering a balance between operational flexibility and predictability, but they face institutional hurdles and strategic inertia (Bastos et al., 2025; Khaled & Alshalal, 2025). This situation requires, in addition to the methodological adoption, the development of resilient organisational capacities for strategic renewal to be successful (Weiss & Kanbach, 2022).

It is important to distinguish between two related but distinct concepts: general organisational capabilities, which encompass the broad operational and functional competencies of a firm, and dynamic organisational capabilities, which represent the higher-order capacity to sense environmental changes, seize opportunities, and transform internal configurations in response to shifting conditions (Teece, 2012; Teece et al., 1997). Dynamic organisational capabilities are built through sustained experience, deliberate investment, and accumulated project-to-project learning, and are classified into sensing, seizing, and transforming abilities that enable businesses to detect market changes, reallocate resources, and adjust business models in real time (Khaled & Alshalal, 2025; Prayag et al., 2024). Despite their recognised importance, prior studies have repeatedly called for empirical investigation of the moderating role of dynamic organisational capabilities in Hybrid Project Management adoption, particularly in developing-economy construction contexts such as Sri Lanka (Leonidou et al., 2025; Mikalef et al., 2021; Samsuden et al., 2024). Designing such empirical inquiry, however, first requires a consolidated understanding of the existing body of knowledge, and to date no bibliometric study has systematically mapped the intersection of dynamic organisational capabilities and HPM in construction. This study therefore addresses this knowledge-mapping gap by charting publication trajectories, influential contributors, geographic concentrations, and thematic frontiers, providing the structured foundation upon which subsequent empirical investigation of the moderating role of dynamic organisational capabilities can be built.

This study seeks to respond to this challenge by conducting a comprehensive bibliometric study to address the following questions:

RQ1: What are the publication trends and research growth patterns in relation to dynamic organisational capabilities and hybrid project management in construction?

RQ2: Which countries and journals have made the most influential contributions to this area of research?

RQ3: What themes are most prominent and how do they cluster, along with what evolutionary path do they take?

2. LITERATURE REVIEW

Volatility, uncertainty, complexity and ambiguity (VUCA) now define the modern business environment and necessitate that businesses develop higher skills to preserve their competitiveness (Weiss & Kanbach, 2022; Witschel et al., 2022). Companies in the construction industry are characterised by long cycles, instability, and high technical complexity, which are typical of project-oriented businesses (Bastos et al., 2025). In response, organisations have adopted Agile methodologies, such as Scrum, that prioritise incremental development, communication, and quick iteration based on user feedback (Bastos et al., 2025; Wang et al., 2025). The Hybrid model is a dual communication model to reconcile these conflicting management philosophies. This allows macro-level governance to ensure contractual compliance and operational agility in execution (Bastos et al., 2025). From the literature, two types of HPM application are distinguished: "Hybrid-by-Phases", where different methodologies are used in different phases of projects and "Hybrid-by-Methods", where specific Agile and Plan-driven approaches are integrated in the same phase (Mirzaei et al., 2025).

The Dynamic Capabilities View (DCV), an evolution of the Resource-Based View (RBV), identifies the ability of a company to combine, build and reconfigure its internal and external capabilities as the key source of Sustainable Competitive Advantage (SCA) (Leonidou et al., 2025; Mikalef et al., 2021). These skills can usually be classified into three basic skill sets: sensing (spotting opportunities and threats), seizing (mobilising resources to seize opportunities), and transformation (a process of continuous revitalisation of the organisation) (Chasapi et al., 2024; García-Valenzuela et al., 2023). Institutional rigidity, also known as strategic inertia, is one of the most significant barriers to adopting new methods and approaches (Khaled & Alshalal, 2025). Often this is the result of centralised decision-making, structural stagnation, and risk-averse cultures (Khaled & Alshalal, 2025). In the construction sector, inertia can manifest as a "design-implementation gap," in which firms may identify new business models as needed but struggle to implement them effectively (Coffay et al., 2024). Dynamic organisational capabilities are the main means to combat this inertia, foster adaptive awareness, promote flexible leadership, and minimise bureaucratic inefficiencies (Khaled & Alshalal, 2025).

Ozanne et al. (2022) and Samsuden et al. (2024) find that organisational capabilities moderate the relationship between HPM implementation and project success outcomes. Strategic planning's impact on performance is amplified by high levels of financial and human resources and mitigated by high environmental volatility and competition (Leonidou et al., 2025). Effective adoption of Hybrid models relies on the match between project goal (success-oriented versus management-oriented) and the team type (stable versus transient) and depends on the overall capabilities' configuration of the organisation (Mirzaei et al., 2025).

Collectively, the literature establishes that dynamic organisational capabilities are a critical yet insufficiently explored mediating force between environmental volatility and HPM effectiveness in construction. Three specific gaps motivate this study. First, no prior bibliometric analysis has systematically mapped the intersection of dynamic organisational capabilities and HPM within construction, leaving the intellectual boundaries of this emerging domain undefined. Second, geographic representation is skewed overwhelmingly toward European and East Asian contexts, rendering developing-economy settings particularly South Asia near-invisible in the evidence base.

Third, the thematic frontiers of the field, including digital transformation and organisational resilience, have not been formally charted, preventing researchers from identifying where emerging inquiry should concentrate. This study addresses these three gaps through a structured bibliometric analysis designed to provide the foundational mapping that subsequent empirical investigation requires.

3. METHODOLOGY

3.1 RESEARCH DESIGN

In this study, researchers applied bibliometric analysis to the literature on dynamic organisational capabilities and hybrid project management in the construction industry. Bibliometric analysis was selected for three reasons: (1) the intersection of dynamic organisational capabilities and HPM in construction is an emerging research domain with no prior systematic mapping, making quantitative structural analysis the appropriate first-step method; (2) bibliometric methods objectively reveal patterns in scientific output publication trends, citation structures, and thematic clusters at a scale that individual reading cannot achieve; and (3) the Scopus corpus of 184 initial records provides a sufficient sample size for statistically meaningful mapping (Donthu et al., 2021). The author followed the PRISMA guidelines to ensure that the methods of article selection were transparent and could be duplicated (Liberati et al., 2009).

3.2 CHOICE OF DATABASE AND SEARCH STRATEGY

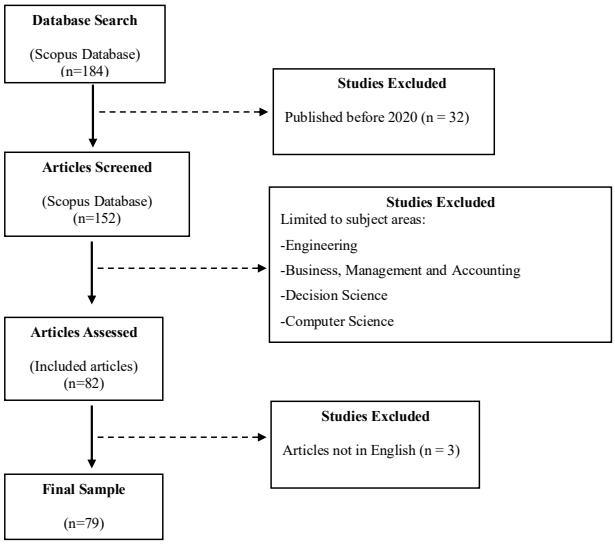

Figure 1: Article selection strategy

The comprehensiveness of the peer-reviewed literature in construction management and organisational studies (Ametepey et al., 2024) is behind the choice of the Scopus database. Although more articles in general are available in Web of Science and Google Scholar, Scopus offers better-structured metadata and an export function for Bibliometrix, so it was chosen for this analysis. Sri Lanka was not used as a search term; the analysis was conducted on the global construction management literature. The suitability of these global findings to the Sri Lankan context is validated on two grounds: first, the geographic gap analysis confirms that developing economies including Sri

Lanka are substantially underrepresented, meaning that globally derived frameworks have not yet been contextualised for the Sri Lankan environment; and second, the Sri Lankan construction sector is a VUCA-exposed, emerging-economy industry with limited hybrid project management maturity, and its institutional characteristics therefore closely parallel those of the developing-economy contexts identified as research frontiers in this literature. The search string used was: (Organisational Capabilities OR Dynamic Capabilities) AND (Hybrid Project Management OR Agile Project Management) AND (Construction OR Construction Industry). Only publications from 2020 to 2025 are analysed. This time period was chosen to reflect the current surge in digital and agile transformation in construction, accelerated by COVID-19, and the growing use of the Dynamic Capabilities View in project management literature. Pre-2020 foundational work is systematically captured through backward citation analysis of the 79 retained articles. Seminal contributions such as Teece et al. (1997) on dynamic capabilities and Liberati et al. (2009) on PRISMA reporting appear as high-frequency anchor citations within the retained corpus, confirming that the intellectual influence of foundational pre-2020 scholarship is preserved within the analytical boundary rather than excluded by it. No major pre-2020 publication is therefore omitted from the analysis; rather, its influence is measured through the citation patterns of the 79 articles that post-date the consolidation period.

3.3 CRITERIA OF PRISMA AND INCLUSION PROTOCOLS

In compliance with the PRISMA framework (Liberati et al., 2009), the selection criteria were developed in four steps as illustrated in Figure 1.

Identification: The first round of searching yielded 184 articles

Screening: Inclusion criteria: Articles were published in peer-reviewed journals, written in English, from 2020 to 2025. 152 articles were retained after screening, given recent developments in a dynamic, rapidly changing environment.

Exclusion criteria: Articles were published as conference proceedings, book chapters, editorials, or if the articles were published in languages other than English

Eligibility: The author assessed the article's full text to determine its relevance to dynamic organisational capabilities, hybrid project management, and construction contexts. Eligibility verification resulted in 79 articles being retained.

Inclusion: Within the scope of the bibliometric analysis, the final sample consisted of 79 articles.

As illustrated in Figure 1, the initial search yielded 184 articles, which were reduced to 152 after screening, 82 after eligibility assessment, and finally 79 for analysis.

3.4 ANALYTICAL TOOLS AND TECHNIQUES

Bibliometric assessment was performed using a dual software approach: first, the Bibliometrix package (version 4.0) in RStudio, and second, VOSviewer (version 1.6.18). The Scopus dataset was exported to CSV format to ensure the search snapshot is fixed and reproducible. The analytical framework was organised into two main levels: one quantitative and one qualitative, to achieve depth of understanding. First, a performance analysis was carried out using Bibliometrix's biblioAnalysis function to assess the productivity and impact of the field, including analysis of annual scientific production

trends, identification of leading journals and scientific sources by country, and examination of journals and outlets using Bradford's Law implemented via the Bradford function to differentiate between core journals and peripheral outlets. Second, the science-mapping phase used VOSviewer to visualise the thematic and relational structure of the research area. For keyword co-occurrence network analysis, a minimum co-occurrence threshold of two was applied to author keywords, producing the eligible term set for network mapping; the association strength normalisation method was used with a resolution value of 1.0 and a minimum cluster size of two for community detection. Thematic mapping of these findings was generated in Bibliometrix using the thematicMap function with default centrality and density parameters, with the point where centrality and density scores intersected creating four strategic quadrants that positioned the research areas. This classification approach enabled mapping topics into motor themes (well-developed and central), basic themes (well-founded but less developed), niche themes (specialised), and emerging and declining themes, providing an overview of the evolutionary development of dynamic organisational capabilities and HPM research in the construction field.

4. KEY FINDINGS

4.1 ANNUAL SCIENTIFIC PRODUCTION

As illustrated in Figure 2, the construction industry shows a V-shaped growth trajectory in scientific production from 2021 to 2025 in the research on dynamic organisational capabilities and Hybrid Project Management (HPM). The number of publications increased from 15 in 2021 to 17 in 2022, then declined to 14 in 2023, recovered to fifteen in 2024, and is expected to increase to 18 in 2025, representing a 28% recovery from the 2023 low point and 20% overall growth from 2021.

Such a pattern of growth illustrates that the field has entered an expansion phase after consolidation, demonstrating the recognition that the success of a project relies on the combination of dynamic organisational capabilities and the HPM, rather than the HPM methodology alone. The trajectory of growth and increase in publications post-2023 demonstrates the relevance of conducting research on how local construction firms in Sri Lanka develop and utilise sensing, seizing, and transforming capabilities to execute hybrid methodologies, particularly in the pronounced VUCA (volatile, uncertain, complex, and ambiguous) environment. With the anticipated peak in publication volume by 2025, this research extends recognition of the field's expansion phase, allowing the construction project management literature to refine its theory and applications as contextual studies from developing countries emerge.

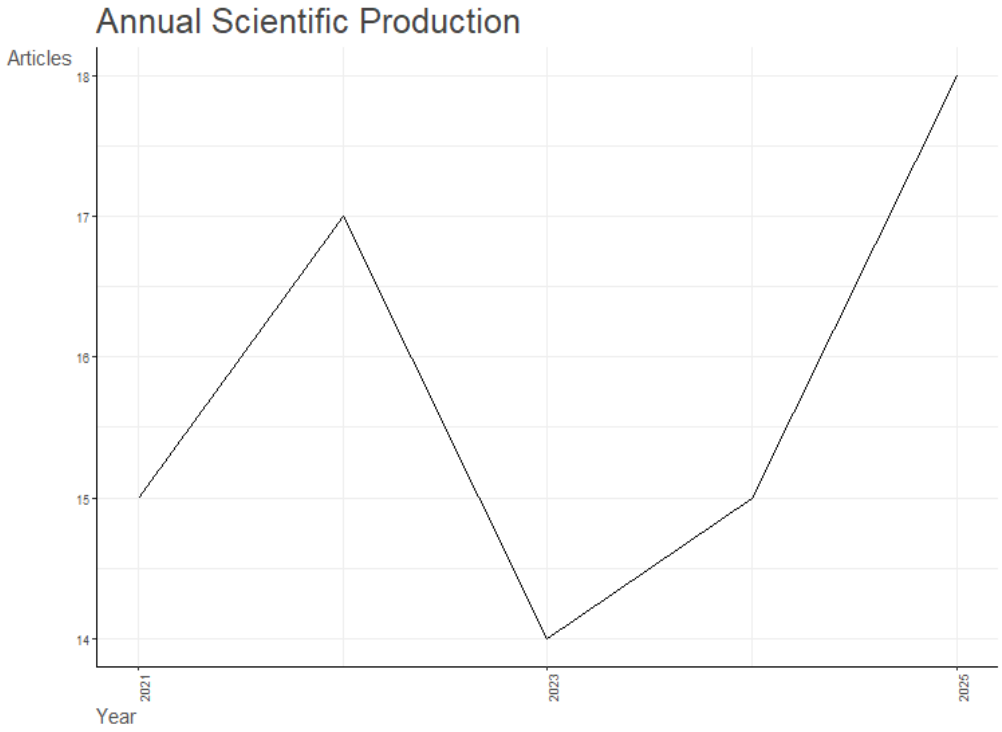

Figure 2: Annual scientific production

4.2 COUNTRY ANALYSIS

The chart (Figure 3) provides a comparative analysis of total citation counts across the ten most cited countries, with countries listed on the vertical axis and the number of citations on the horizontal axis. The horizontal lollipop format, with the citation count marked at the end of each line, facilitates direct country-to-country comparison and clarifies differences in citation frequency.

Germany is the glaring leader with 369 citations, far exceeding all other countries. This dominance indicates that German research is highly productive and globally acknowledged. New Zealand comes second with 217 citations, a remarkable figure considering its small population. This shows that the nation has made significant contributions in particular domains. France and Norway follow with 198 and 181 citations, respectively. These figures reveal that they remain relevant in global research. Italy, with 149 citations, maintains an influential presence, while China, with 143 citations, demonstrates its increasing significance in global academia, however falling short of expectations considering its extensive research community.

India records the lowest count among the ten, with 54 citations. Notably, Italy belongs to the European geographic cluster and is not geographically proximate to the South/South-East Asian cluster comprising India, Malaysia, and Sri Lanka. Overall, research in this field is concentrated primarily in European and Asia-Pacific institutions; Sri Lanka's geographic invisibility and the limited representation of similar South Asian economies, such as India, point to the geographical void that motivates this study.

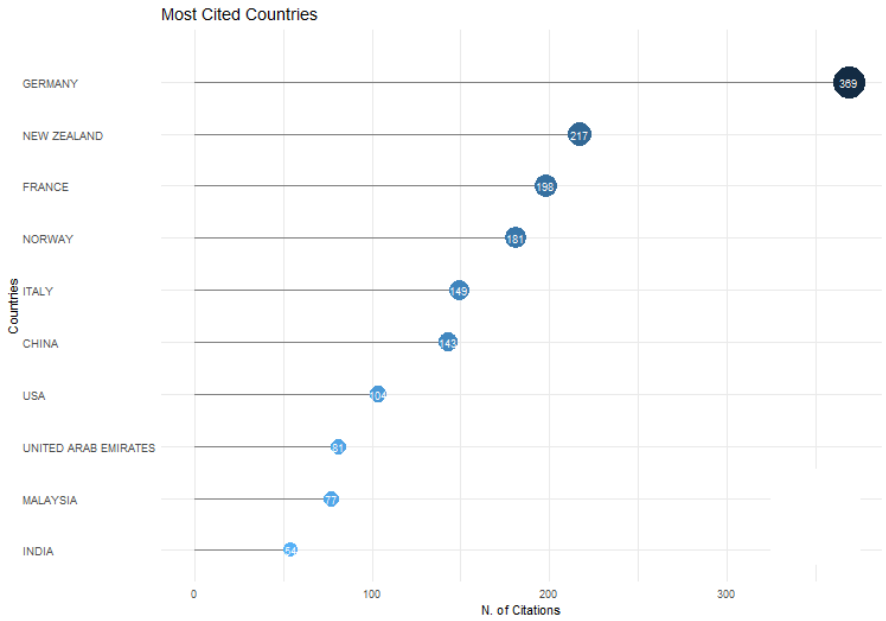

Figure 3: Most cited countries

4.3 SOURCE ANALYSIS

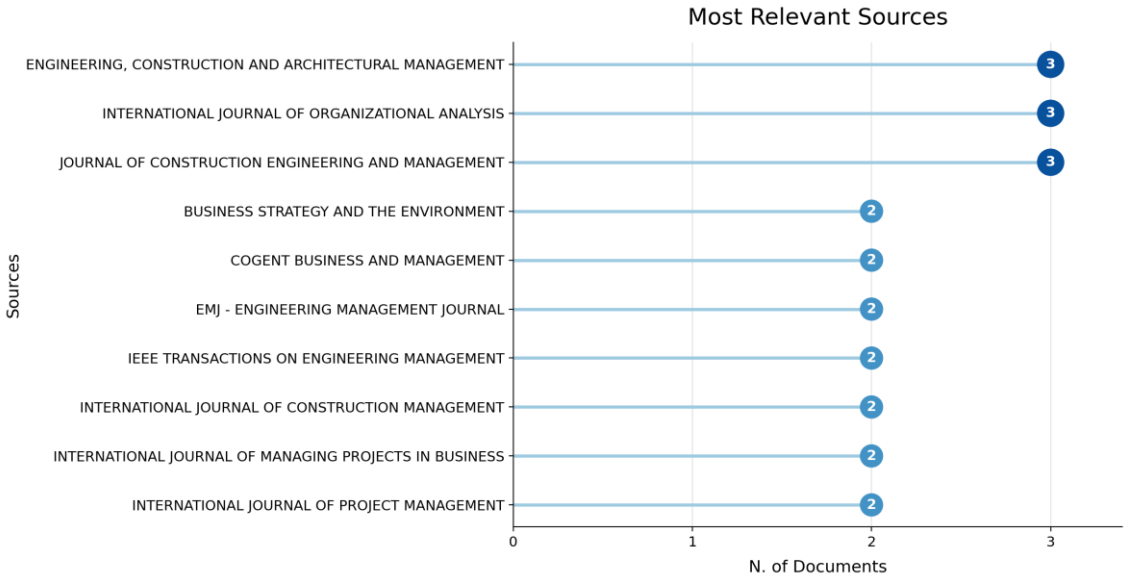

Figure 4: Most relevant sources

Figure 4 shows three core journals with three articles each: “Engineering, Construction and Architectural Management,” “International Journal of Organisational Analysis," and "Journal of Construction Engineering and Management”. This spread of journals spans construction engineering, project management, organisational studies, and business strategy, confirming the field’s cross-boundary nature.

4.4 BRADFORD'S LAW DISTRIBUTION

In reference to Figure 5, Bradford's Law holds: scholarly production is concentrated in core journals and scattered across many peripheral outlets. The core sources (Zone 1)

publish at most 3 articles, while Zone 2 journals publish 2 articles, and Zone 3 journals publish 1 article each.

This distribution shows that not all important research exists in high-quality journals, and that it is dispersed across journals that make only a small contribution to the knowledge base. For newcomers to this research area, the three core journals are a must, and the more than 20 peripheral journals are essential for understanding the niche and emerging uses of the subject.

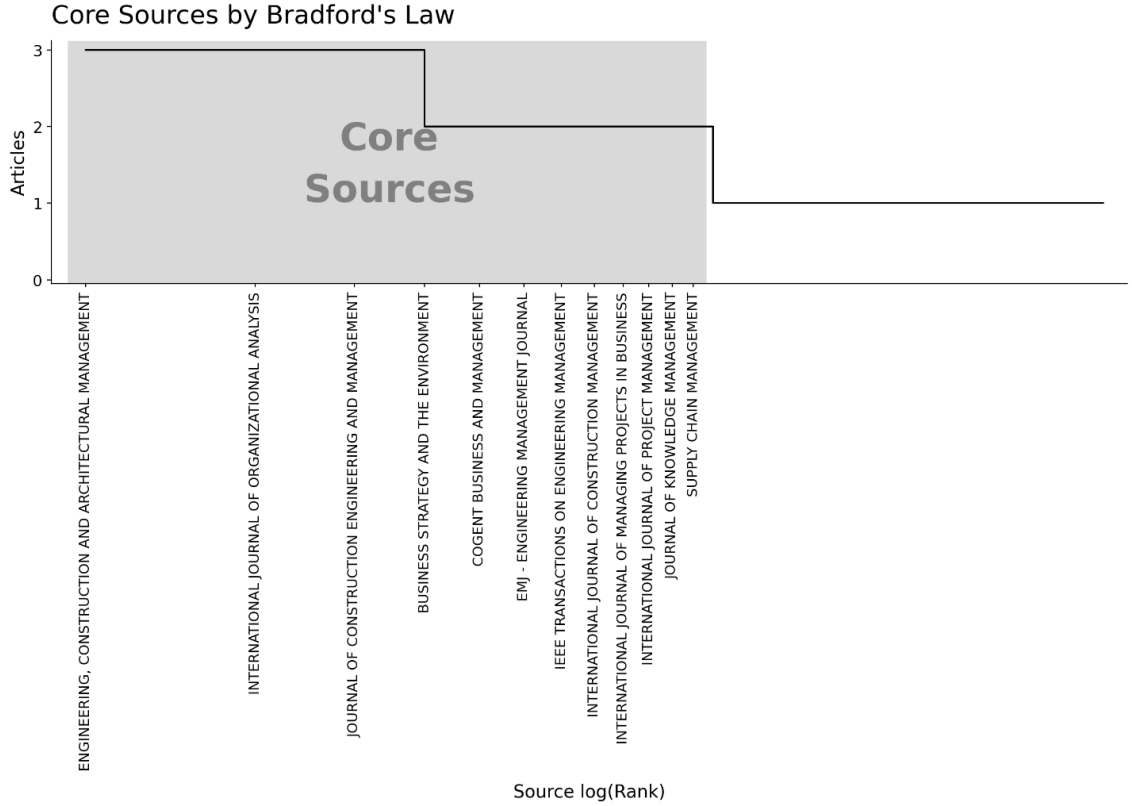

Figure 5: Core sources by Bradford's Law

4.5 KEYWORDS ANALYSIS

Figure 6 shows the number of times each keyword appears in the sample. By analysing co-occurring keywords, it is possible to understand the structure of research on Hybrid Project Management (HPM) and dynamic organisational capabilities, revealing not only the frequency of occurrence of certain keywords but also their relationships with one another. Keywords such as HPM, dynamic organisational capabilities, and project performance, when used as primary keywords, are considered hubs. The majority of research studies examine the extent to which the organisational sensing, seizing, and transforming capabilities are used to support hybrid management and the extent to which these capabilities improve project management outcomes.

Figure 6 shows three thematic clusters, marked on the network. Cluster 1 (Project Management and Decision Processes) is centered on the dominant project management node and links decision making, risk management, program (project) management, environmental management, strategic management, and construction projects, reflecting the operational and process-level core of the field. Cluster 2 (Knowledge and Capability

Management) connects knowledge management, dynamic capabilities, industrial management, manufacturing firms, enterprise resource management, and structural equation modelling, representing the stream through which organisational capabilities are theorised and empirically measured. Cluster 3 (Construction Industry and Dynamic Capabilities) groups construction industry, organizational flexibility, and dynamic capabilities, situating capability research within the industrial setting most relevant to this study. This three-cluster network shows the interconnection of core and peripheral themes, reflects a more nuanced understanding than mere frequency analysis, and reveals the structure of the research field.

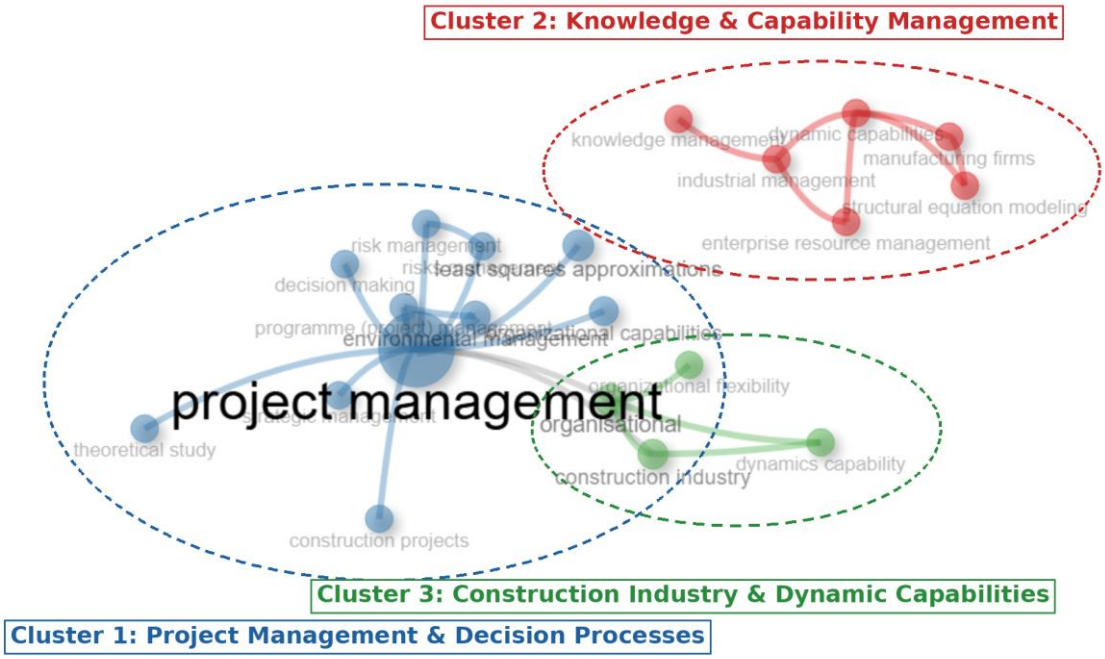

Figure 6: Most relevant words

The field's key discipline is the overarching concept of "project management." The second level is a second-tier cluster comprising "construction industry", "dynamic capabilities", and "organisational capabilities", which represents the two core theoretical paradigms and the industrial setting. "Decision making" and "risk management" are smaller and suggest that in addition to the more strategic capability discourse, there are also process-level concerns. The lack of geographic marks such as "Sri Lanka", "developing economy", or "emerging market" confirms the geographic gap that motivates this study.

4.6 WORD CLOUD

As illustrated in Figure 7, the word cloud provides a frequency-weighted visualisation of all keywords across the 79 retained articles. The dominant terms project management, dynamic capabilities, organisational capabilities, and construction confirm the conceptual core of the field and align with the principal themes identified in the keyword co-occurrence analysis. The prominence of sustainability, digital transformation, and resilience signals that the research frontier is shifting toward technology-enabled and environmentally conscious applications of dynamic capabilities in construction contexts. Notably, the relative absence of geographically specific terms such as Sri Lanka, South

Asia, or developing economy reinforces the geographic gap identified in the country analysis, further underscoring the need for contextually grounded empirical studies in underrepresented.

Figure 7: Word cloud

4.7 THEMATIC ANALYSIS

Figure 8 illustrates the relationship between centrality and density of the research themes and forms four strategic quadrants. Each quadrangle of the thematic map represents a set of keywords based on their development (density) and their relevance to the broader area (centrality).

Motor themes are well developed and central, such as Building construction, Risk analysis, Construction projects, Hybrid methodologies, etc., indicating that the motor sector is focused on Risk Management, Sustainability, and Innovation. The Basic Themes, such as project management, risk assessment, construction success, and waste management, are central but less developed, and thus can be seen as foundational. Niche themes such as completion delays, sustainable water, tunnel construction, and hydropower projects are developed to a high level on the inside but are less closely linked to other themes, indicating specialised areas of focus. Themes with low density and centrality are emerging or declining, including project scheduling, multimodal resource-constrained projects, and infrastructure projects.

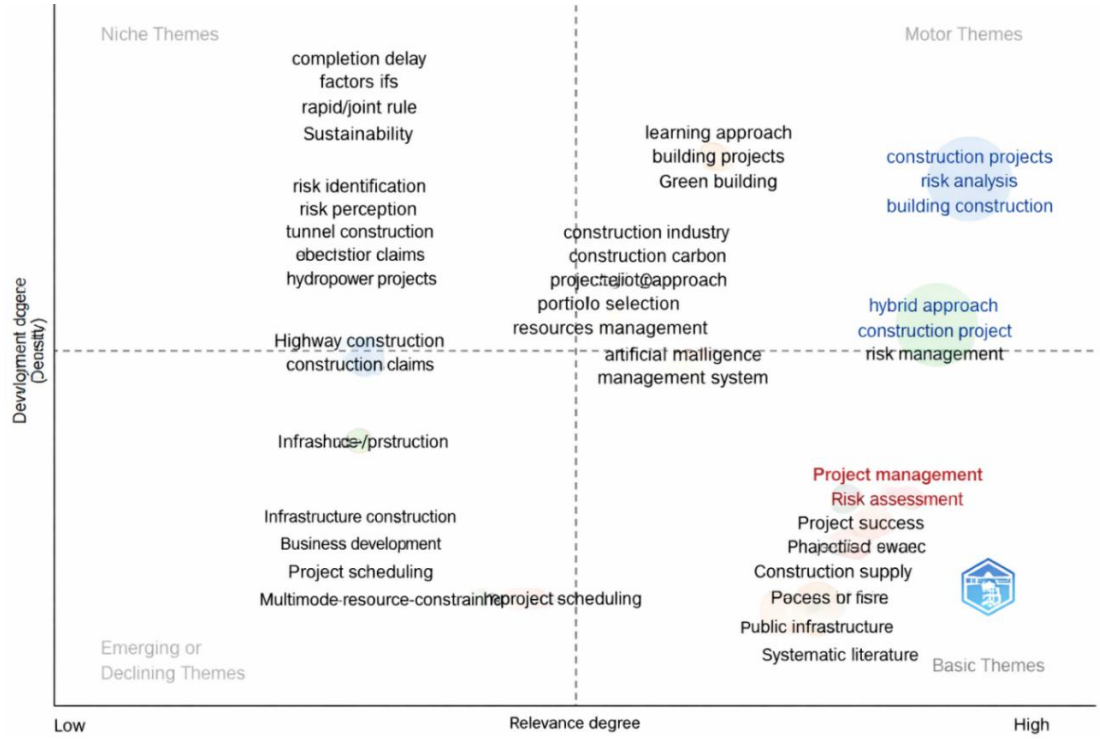

Figure 8: Thematic analysis

The map shows that the research field is increasingly focusing on risk management, sustainability, construction success, and technological innovation, with technical and specialised topics on the margins.

5. DISCUSSION

5.1 INTELLECTUAL STRUCTURE OF THE FIELD

The bibliometric mapping reveals the study of dynamic organisational capabilities and hybrid project management in construction as both emerging and maturing. The above-mentioned sustained academic interest aligns with the Innovation Diffusion Theory, as consolidation typically precedes renewed growth (Donthu et al., 2021). With regard to the geography of publications, the data reveals useful strategic positioning. The bibliometric mapping reveals nationally distinct research concentrations, with China as the largest contributor in terms of volume (30+ articles by 2025) and Germany as the most cited (369 citations).

5.2 CORE COMPETENCIES

Regarding knowledge dispersion, Bradford's Law identifies the three main journals that serve as disciplinary anchors in construction management and organisational management studies. The cross-disciplinarity of the engineering management, business management, and project management journals conveys the intricate nature of hybrid method research methodologies that integrate technical, organisational, and strategic dimensions. The pattern suggests that incoming scholars to the field should consider a wider range of journals beyond the core journals that are primary to the discipline.

Confirmation of Lotka's Law, the sharp decline in output among highly prolific authors, indicates the field has moved beyond infancy. The distribution of lead contributors (23, 19, and 15 papers respectively) alongside numerous occasional contributors reflects a maturing knowledge base with a productive core and an active periphery of emerging voices.

5.3 THEMATIC SHIFTS AND RESEARCH FRONTIERS

Thematic analysis reveals dynamic organisational capabilities, enterprise resource management, and industrial management as main themes for enriching the theoretical development in construction research, and project management as the specialised core cluster, in which the connections across operational, strategic, and organisational levels clearly make Hybrid Project Management (HPM) a boundary-spanning construct. Considering recent themes in digital transformation, organisational resilience, and the role of big data analytics, the focus of construction research appears to be shifting toward technology-enabled capabilities, reflecting Industry 4.0 (Wang et al., 2025), construction digitalisation, and the post-pandemic environment. The three-cluster network schema positions organisational capabilities as important integrators between the operational core and the specialised, reaffirming the Dynamic Capabilities View propositions: sensing, seizing, and transforming capabilities (Khaled & Alshalal, 2025; Mikalef et al., 2020) are streamlined and empowered. This research uniquely theorises the DOC-HPM nexus, substantiating DCV as the most relevant theory while addressing gaps in integrating environmental sustainability. For practitioners, the core capabilities and emergent themes represent a strategic differentiator and investment priority. The geographic gap analysis confirms that developing-economy construction sectors, particularly in Sri Lanka, require context-specific capability configurations, a finding that should guide construction sector policymakers in allocating R&D investment to underrepresented geographic frontiers.

5.4 PRACTICAL IMPLICATIONS FOR INDUSTRY PRACTITIONERS

5.4.1 For Construction Firms and Project Managers

The confirmation of dynamic organisational capabilities as a motor theme provides a rationale for firm-level investments in the three critical, foundational, and non-negotiable capabilities for HPM success. Firms need to: Undertake surveys to determine their levels of capability to sense (detect market shifts), seize (mobilise resources), and transform (reconfigure processes) before adopting hybrid practices. Establish organisational learning systems that reinforce project management competencies and the necessary adaptive skills (e.g., knowing when to toggle between predictive and agile methodologies within the same project).

5.4.2 For Strategic Decision-Makers

The prioritisation of organisational resilience and digital transformation as emergent themes illustrates their relevance to future streams of competitive advantage. This means that organisational leaders need to focus on building hybrid resilience through cross-functional, integrated units with decentralised decision-making and psychological safety to respond to emerging contradictions in the VUCA (volatility, uncertainty, complexity, and ambiguity) environment.

6. CONCLUSIONS

This study provides the first systematic mapping of the intellectual structure of dynamic organisational capabilities and hybrid project management (HPM) in the construction industry. The findings confirm that HPM effectiveness in construction is not merely a technical or methodological choice; it is fundamentally underpinned by dynamic organisational capabilities sensing, seizing, and transforming evidenced by a V-shaped publication trajectory peaking at 18 articles in 2025, with scholarly production anchored in specialised construction and management journals. The results of this analysis indicate the geographic concentration of knowledge today in the form of the interaction between Germany (as the highest number of citations) and China (the highest number of publications), while also revealing the significant underrepresentation of less advanced economies, especially from a South Asian perspective, with regard to the use of HPM in construction. The findings of this study plot a data-informed course from classical motor themes, such as risk analysis, towards emerging topics such as digital transformation and organisational resilience. Moving forward, this study identifies three high-priority directions for future research:

1. **Empirical studies** specifically focused on dynamic organisational capability configurations in the construction firms of **developing economies**, such as Sri Lanka, to address current geographic gaps.
2. **Longitudinal investigations** to track how organisational capability endowments evolve in tandem with increasing HPM maturity.
3. **Mixed-methods studies** that contextualise these bibliometric themes within national institutional frameworks to provide actionable guidance for policymakers.

Given the increasingly VUCA world, advancing an evidence-based understanding of how dynamic organisational capabilities shape HPM adoption is no longer a theoretical pursuit it is a practical necessity for sustaining project performance in the construction industry

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