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TECHNOLOGY, ISLAMABAD



**Challenges and Opportunities to  
Implement Lean Construction  
Practices in Highway Projects of  
Pakistan**

by

**Rashid Ahmad**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Engineering**

**Department of Civil Engineering**

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*In the name of Allah, the Most Gracious, the Most Merciful. I dedicate this thesis to my beloved parents, whose endless prayers, unwavering support, and unconditional love have been my greatest strength throughout this journey. To my mother, for her constant duas and gentle encouragement, and to my father, for his wisdom, guidance, and belief in my abilities. I also extend this dedication to my teachers and mentors who have shaped my thinking, and to my friends and siblings who stood by me in times of stress and struggle. This accomplishment is as much yours as it is mine.*



## CERTIFICATE OF APPROVAL

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**(Rashid Ahmad)**

# *Abstract*

The construction industry is increasingly seeking innovative approaches to improve efficiency, reduce costs, and enhance the quality of projects. Lean construction, a methodology focused on minimizing waste and maximizing value, has shown significant potential in achieving these objectives. However, its implementation in highway projects remains challenging due to various industry-specific constraints. This research investigates the challenges and opportunities associated with the adoption of lean construction practices in highway projects. Through a mixed-methods approach, including a comprehensive literature review, a survey of industry professionals, and data analysis using the Relative Importance Index (RII) method, this study identifies key barriers to lean implementation, such as resistance to change, lack of skilled personnel, and limited government support. Simultaneously, the research highlights significant opportunities, including the potential for waste reduction, improved project coordination, and enhanced stakeholder collaboration. Further this study provides a framework for the implementation of lean construction practices in the highway projects. This study also provides practical recommendations for industrial professionals. Ultimately; this research contributes to the understanding of lean construction practices in the context of highway projects and offers valuable insights for policymakers aiming to enhance the efficiency and sustainability of highway construction projects. This study contributes significantly to the existing body of knowledge on Lean Construction by providing a detailed analysis of its implementation challenges and opportunities in the context of Pakistan's highway construction industry. For project managers and construction firms, adopting Lean Construction practices can significantly enhance operational efficiency, reduce costs, and improve project timelines.

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# Abbreviations

<b>ANN</b>	Artificial Neural Networks
<b>BIM</b>	Building Information Modeling
<b>C&amp;W</b>	Communication and Works
<b>CMP</b>	Communication Management Plan
<b>CPD</b>	Continuing Professional Development
<b>EVM</b>	Earned Value Management
<b>FMEA</b>	Failure Mode and Effect Analysis
<b>IDAP</b>	Infrastructure Development Authority of Punjab
<b>IPD</b>	Integrated Project Delivery
<b>JIT</b>	Just-in-Time
<b>LC</b>	Lean Construction
<b>LPDS</b>	Lean Project Delivery System
<b>LPS</b>	Last Planner System
<b>PEC</b>	Pakistan Engineering Council
<b>QA/QC</b>	Quality Assurance/Quality Control
<b>RCA</b>	Root Cause Analysis
<b>RII</b>	Relative Importance Index
<b>TQM</b>	Total Quality Management

# Symbols

$A$	Highest possible weight (5 in Likert scale)
$\alpha$	Cronbach's alpha reliability coefficient
$df$	Degrees of freedom
$H$	Kruskal-Wallis test statistic
$N$	Total number of respondents
$p$	Probability value
RII	Relative Importance Index ( $\frac{\sum W}{A \times N}$ )
$W$	Weight assigned to each factor

# Chapter 1

## Introduction

The construction industry, vital for economic growth, faces persistent inefficiencies, leading to delays, cost overruns, and quality issues. To address these challenges, Lean Construction has emerged as a promising management philosophy. Adapted from lean manufacturing principles, Lean Construction focuses on streamlining processes, reducing waste, and maximizing customer value. This review examines Lean Construction's evolution, core principles, implementation challenges, and practical applications, highlighting its transformative potential. Lean Construction's origins trace back to Toyota's lean manufacturing in the mid-20th century, which emphasized waste reduction and process optimization. The term "Lean Construction" was officially introduced in 1992, marking a significant adaptation of lean principles for the construction sector [1]. Central to Lean Construction are principles like customer focus, waste elimination, continuous improvement, and people involvement. It utilizes tools and techniques such as visual management, Total Quality Management (TQM), Kaizen, Kanban, 6S, the Last Planner System, and value stream mapping to achieve its goals [2, 3]. These tools help manage construction projects systematically, ensuring efficiency and value maximization. A systematic literature review using Scopus and Emerald databases identified 40 barriers to Lean Construction, including lack of senior management support, resistance to change, poor communication, unskilled labor, and limited knowledge of lean principles [1]. Challenges vary by region, such as Denmark's partial application issues [4] and Bangladesh's fragmented project structures [5]. Common

obstacles include insufficient training, resistance to cultural change, and inadequate management commitment [5]. Empirical studies demonstrate Lean Construction's benefits. For instance, a lean simulation model using ARENA software showed significant improvements in process efficiency by eliminating non-value-added activities and standardizing procedures [6]. In Nigeria, Lean Construction practices like the Last Planner System led to notable reductions in cost, time, and quality issues [7].

Integrating Lean Construction with advanced technologies such as machine learning and Six Sigma offers additional opportunities for enhancing project performance. Machine learning, particularly artificial neural networks (ANN), has shown promise in minimizing delays, improving collaboration, reducing costs, and boosting productivity in construction projects [8]. This literature review highlights Lean Construction as a promising philosophy derived from lean manufacturing principles to address these challenges. By focusing on waste elimination, process optimization, and customer value, Lean Construction offers a comprehensive framework to enhance construction efficiency.

## 1.1 Research Motivation

The construction industry, especially in developing countries like Pakistan, is facing increasing pressures to improve efficiency, reduce costs, and enhance project delivery timelines. The traditional construction methods often result in inefficiencies, project delays, cost overruns, and suboptimal quality. These issues are particularly evident in the highway construction sector, where large-scale projects demand effective management of resources, time, and costs. As a result, there is an urgent need for innovative and sustainable solutions to overcome these persistent challenges.

Lean Construction, derived from the principles of lean manufacturing, offers a promising solution. It emphasizes the elimination of waste, streamlining of processes, and enhancement of value creation for customers. The concept, originating from Toyota's production system, has proven its efficacy in various sectors, particularly in improving process efficiency, reducing waste, and optimizing resource

utilization. However, despite its potential, Lean Construction has yet to be widely adopted in Pakistan's highway sector.

In Pakistan, the awareness and understanding of Lean Construction principles are still in their infancy. Many professionals in the construction industry are unfamiliar with the tools and strategies that could be used to implement lean methodologies effectively. This lack of awareness, coupled with cultural resistance to change, presents a significant barrier to the adoption of Lean Construction practices. Furthermore, the absence of comprehensive research on the challenges and opportunities associated with Lean Construction in Pakistan's highway projects limits the potential for informed decision-making.

## 1.2 Problem Statement

Despite the global success of Lean Construction (LC) in improving efficiency, reducing waste, and enhancing project delivery, its adoption within Pakistan's highway construction sector remains limited. This is primarily due to a combination of low awareness, resistance to change, and insufficient training among construction professionals, which creates significant barriers to the effective implementation of LC practices [7, 9]. The highway construction industry in Pakistan is still largely dependent on traditional methods, which are prone to inefficiencies, delays, and cost overruns. Consequently, the potential benefits of Lean Construction, including systematic waste reduction, cost control, and continuous improvement, remain largely untapped [10, 11]. The central problem lies in the inadequate understanding and application of essential LC tools such as the Last Planner System, Just-in-Time delivery, Value Stream Mapping, and Total Quality Management [3, 7].

While there is an increasing interest in Lean methodologies, there is a lack of comprehensive research on the specific barriers that hinder their implementation in Pakistan's highway projects. These barriers include organizational resistance, insufficient senior management support, fragmented project structures, and the absence of a dedicated framework to integrate LC into the planning, execution, and delivery of highway projects [4, 12]. Moreover, a critical gap exists in identifying which LC tools are most relevant and impactful for Pakistan's highway sector,

contributing to inconsistent application and limited success in Lean initiatives [1]. Although studies from other countries have demonstrated that LC can significantly improve project outcomes by reducing delays and enhancing resource utilization, these successes have yet to be fully replicated on a large scale in Pakistan [6, 10].

Additionally, many highway projects in Pakistan suffer from inefficient resource management, poor coordination, and lack of integration across project phases, making the transition to Lean Construction even more challenging. This research aims to address these challenges by identifying the key obstacles and opportunities for adopting LC practices in Pakistan's highway sector, offering a roadmap for overcoming barriers and ultimately contributing to more efficient, cost-effective, and sustainable infrastructure development.

### 1.3 Research Objectives

- To identify the challenges and opportunities to lean construction on National Highway projects.
- To develop a framework for the successful implementation of lean construction practices in National Highway projects.
- To formulate strategies for the successful implementation of lean construction practices in National Highway projects.

### 1.4 Research Significance

This research is crucial as it aims to promote the adoption of Lean Construction methodologies in Pakistan's highway sector, addressing long-standing challenges such as time delays, cost overruns, and excessive waste. By identifying effective tools and overcoming adoption barriers, the study can significantly improve project efficiency and outcomes. Additionally, the findings will contribute to the long-term sustainability of Pakistan's construction industry by reducing both financial and environmental costs. The successful implementation of Lean Construction practices will lead to better resource utilization, enhanced project delivery, and cost savings, benefiting stakeholders, the economy, and the environment alike. This

research provides a strategic framework to help overcome challenges and promote a more efficient, sustainable, and competitive highway construction industry in Pakistan.

## **1.5 Scope of Work**

The research will focus on a detailed analysis of the awareness, challenges, and implementation of Lean Construction practices within Pakistan's construction industry, particularly in the context of highway projects. To collect relevant data, a comprehensive questionnaire will be developed and distributed to over 150 industry professionals, including engineers, project managers, and construction experts. The analysis will include reliability and validity tests to ensure the consistency and accuracy of the data, along with normality tests to evaluate data distribution. Additionally, the Relative Importance Index (RII) will be used to prioritize the significance of various Lean Construction tools and challenges. The insights gathered will inform the development of strategies to improve Lean Construction adoption in Pakistan.

## **1.6 Study Limitations**

The scope of this study is limited to Pakistan's construction industry, and the findings may not be directly applicable to other regions with different construction practices or regulatory frameworks. Furthermore, as the data will be collected from field experts through self-reported surveys, there is a potential for response bias based on personal opinions or experiences. The study will also focus primarily on the awareness and implementation of Lean Construction practices, which may exclude other contextual factors, such as cultural or organizational influences, that could impact the broader adoption of Lean practices.

## **1.7 Brief Methodology**

This study will adopt a quantitative research methodology, utilizing a structured questionnaire to collect data from industry professionals in Pakistan's highway construction sector. The data will be analyzed using statistical methods, including

reliability and validity tests, normality tests, and the Relative Importance Index (RII). These analyses will provide a comprehensive understanding of the current state of Lean Construction adoption in Pakistan and inform the development of a strategic framework for enhancing its implementation.

## 1.8 Thesis Structure

This thesis is organized into five chapters:

**Chapter 1:** Introduces the research, outlining the background, motivation, problem statement, objectives, significance, and scope of the study.

**Chapter 2:** Provides a comprehensive literature review on Lean Construction principles, benefits, challenges, and global adoption trends, with a focus on infrastructure projects.

**Chapter 3:** Describes the research methodology, including the research design, data collection techniques, and analysis methods.

**Chapter 4:** Presents the statistical analysis and findings from the research, interpreting the data and identifying key trends.

**Chapter 5:** Concludes the study by summarizing the key findings, proposing a framework for enhancing Lean Construction adoption in Pakistan's highway sector, and suggesting areas for future research.

# Chapter 2

## Literature Review

### 2.1 Lean Construction in Highway Projects

Lean construction is a management philosophy and set of principles aimed at optimizing efficiency, reducing waste, and maximizing value in construction projects. In the context of highway projects, lean construction principles focus on improving productivity, minimizing delays, enhancing collaboration among stakeholders, and optimizing the use of resources, time, and budget. The core idea behind lean construction is to eliminate non-value-added activities and inefficiencies that typically hinder the construction process.

Lean Construction (LC) has emerged as a transformative approach in the global construction industry, focusing on efficiency, waste reduction, and sustainability [9]. Originating from the "Lean production" model in the automotive industry, LC was introduced to construction by Lauri Koskela in 1992 [10]. It aims to optimize production systems, reduce waste, and improve project delivery times [13]. LC is closely linked with concepts such as waste management, sustainability, and Building Information Modeling (BIM), contributing to several UN Sustainable Development Goals [9]. It offers numerous benefits, including cost reduction, improved material efficiency, time savings, enhanced safety, better risk management, increased quality and productivity, improved customer satisfaction, and reduced environmental impact [14]. Despite challenges in global implementation, including varying construction practices and resistance to change, LC offers significant

opportunities for improving efficiency and sustainability in the construction sector [9].

Tools like the Last Planner System and Integrated Project Delivery have been developed to enhance project management under LC principles [10]. It utilizes tools and techniques such as visual management, Total Quality Management (TQM), Kaizen, Kanban, 6S, the Last Planner System, and value stream mapping to achieve its goals [11, 15]. These tools help manage construction projects systematically, ensuring efficiency and value maximization. A systematic literature review using Scopus and Emerald databases identified 40 barriers to Lean Construction, including lack of senior management support, resistance to change, poor communication, unskilled labor, and limited knowledge of lean principles [1].

Challenges vary by region, such as Denmark's partial application issues [4] and Bangladesh's fragmented project structures [5]. Empirical studies demonstrate Lean Construction's benefits. For instance, a lean simulation model using ARENA software showed significant improvements in process efficiency by eliminating non-value-added activities and standardizing procedures [6]. In Nigeria, Lean Construction practices like the Last Planner System led to notable reductions in cost, time, and quality issues [7]. Integrating Lean Construction with advanced technologies such as machine learning and Six Sigma offers additional opportunities for enhancing project performance.

Machine learning, particularly artificial neural networks (ANN), has shown promise in minimizing delays, improving collaboration, reducing costs, and boosting productivity in construction projects [16]. This literature review highlights Lean Construction as a promising philosophy derived from lean manufacturing principles to address these challenges. By focusing on waste elimination, process optimization, and customer value, Lean Construction offers a comprehensive framework to enhance construction efficiency.

### 2.1.1 Key Aspects of Lean Construction

Lean Construction, derived from lean manufacturing, focuses on optimizing construction processes to meet customer needs efficiently by eliminating waste across

the entire value stream, including the supply chain [7]. These challenges contribute to common issues in construction, including cost overruns, delays, quality failures, and regulatory non-compliance. Lean Construction principles aim to reduce waste and enhance customer value through concepts like visual management, Total Quality Management (TQM), employee involvement, Kaizen, Kanban, 6S, the Last Planner System, and value stream mapping [11]. However, effective implementation faces hurdles such as lack of senior management backing and resistance to change.

The nine core principles customer focus, supply chain management, continuous improvement, waste elimination, people involvement, planning and scheduling, quality, standardization, and transparency bridge theory and practice, facilitating improvement [17]. Successful deployment of Lean Construction requires robust educational strategies, including tools for negotiation, organizational learning, and reflective practice [18]. In developing countries, Lean Construction addresses inefficiencies and high waste levels, though its impact on waste reduction in these contexts warrants further research [6].

Qualitative interviews and quantitative analysis using a lean simulation model in ARENA software showed that Lean Construction enhances efficiency by eliminating non-value-added activities and standardizing procedures [6]. The findings underline Lean Construction's potential to improve project outcomes and sustainability, particularly in developing regions.

### **2.1.2 Importance of Lean Construction in Highway Projects**

Lean Construction (LC) has emerged as a critical approach to addressing inefficiencies and performance-related issues in highway construction projects. Rooted in lean manufacturing principles, LC emphasizes eliminating non-value-adding activities, optimizing workflows, and focusing on customer needs [7]. The application of LC to highway projects is particularly significant given the scale, complexity, and stakeholder diversity that often characterize infrastructure development.

As these projects are typically large-scale and capital-intensive, even minor inefficiencies can result in substantial financial losses and delays. By systematically

reducing waste and encouraging continuous improvement, LC offers a viable pathway toward improved project delivery in the highway sector [19, 20]. One of the core strengths of Lean Construction in highway projects is its ability to enhance process transparency and facilitate better collaboration among stakeholders. Tools such as the Last Planner System (LPS) and Integrated Project Delivery (IPD) foster improved scheduling, reduce variability, and create a shared understanding of project objectives [10].

TABLE 2.1: Summary Table of Lean Benefits

Environmental		Economic		Social	
Benefit	Ref	Benefit	Ref	Benefit	Ref
Safety control improvements	[21]	Time reduction	[21, 22]	Customer satisfaction	[21]
Time, cost, and material waste reduction	[23, 24]	Cost reduction	[21, 24, 25]	Employee satisfaction	[21]
Material waste reduction	[24, 26]	Improve quality	[25, 26]	Minimization of conflicts	[21, 24]
Improve the quality of the environment	[27]	Increase productivity	[21]	Improve communication between project stakeholders	[24]
Preventing pollution and emissions	[28]	Rework minimization	[22]	Enhancing transparency	[26]
Material storage control (access and inventory)	[21]	Improve prediction of risks	[22, 29]	Improving decision making	[24]
Labor cost reduction	[29]	Continuous improvements	[24]		
Value achievement	[29]	Enhancing teamwork	[24]		
Improving life-cycle cost	[29]	Valuing relationships	[29]		
Reduction of rework	[29]				

These tools align well with the distributed and often fragmented nature of highway projects, helping to integrate multiple contractors, consultants, and agencies under a unified project vision. By minimizing delays and ensuring that all team members work toward shared goals, LC can significantly enhance overall project performance. For example, case studies have shown that adopting LC techniques can reduce project timelines, improve resource utilization, and lower costs [30].

The application of lean techniques in highway construction is particularly valuable in addressing common challenges such as time delays, cost overruns, and quality issues. Highway projects often suffer from inefficient processes, lack of coordination, and unpredictable site conditions. LC provides structured methodologies like Kaizen, Kanban, 5S, and Just-In-Time (JIT) that focus on incremental improvements and waste reduction at every stage [7].

These techniques help streamline material delivery, optimize labor productivity, and ensure that resources are available precisely when needed. For instance, the use of Kanban systems in highway projects enables real-time inventory tracking and improved resource flow, minimizing downtime and reducing storage costs. Table 2.1 outlines the benefits of implementing Lean in highway projects across various stages in different countries, highlighting improvements in project performance, schedule savings, cost reductions, and labor efficiency. Moreover, lean construction practices contribute significantly to enhancing sustainability in highway projects.

By focusing on efficient resource use and reducing environmental impact, LC aligns with broader goals such as the UN Sustainable Development Goals [9]. Techniques such as Value Stream Mapping and Total Quality Management (TQM) support the identification and elimination of waste across the construction lifecycle.

In highway construction, this means reducing fuel consumption, optimizing earthwork operations, and minimizing rework, thereby lowering the carbon footprint of infrastructure development [5]. Furthermore, improved safety and reduced workplace hazards through lean techniques like FMEA and root cause analysis make highway projects more sustainable and socially responsible [7]. These improvements not only enhance project efficiency but also strengthen compliance with

international environmental and safety standards.

In developing countries, where infrastructure is often hampered by inefficiencies and resource constraints, LC presents a transformative opportunity. Studies from Nigeria and Pakistan reveal that although awareness of LC is increasing, adoption remains limited due to lack of training and resistance to change [31]. Yet, when implemented with the right educational and organizational frameworks, LC can significantly enhance the performance of highway projects in these contexts. The introduction of lean implementation teams, workshops, and early integration of lean principles into design and planning stages has been recommended to improve outcomes and promote adoption [5]. Evidence from global highway projects further supports the importance of lean construction. In Indonesia, for instance, LC practices applied to toll road projects led to a 19.17% reduction in project completion time [20].

Similarly, in the United States and the UK, the adoption of lean methodologies in highway projects has contributed to savings in cost, time, and labor [32]. The integration of tools like LPS and 5S has become common in several large-scale infrastructure initiatives, demonstrating their effectiveness in managing complex highway construction environments [33]. These case studies highlight the potential of LC to serve as a benchmark for future infrastructure development efforts worldwide. Despite its benefits, the successful implementation of LC in highway projects is not without challenges.

Resistance from stakeholders accustomed to traditional practices, insufficient management support, and limited access to training and tools often hinder progress [34]. In particular, the hierarchical structure of many highway projects can create communication bottlenecks that obstruct the flow of lean practices. Overcoming these barriers requires a cultural shift within organizations, stronger policy support, and sustained commitment from leadership [35]. Encouragingly, several frameworks have been proposed to standardize LC implementation and integrate it with digital technologies like BIM, enhancing its adaptability and effectiveness [36].

The importance of lean construction in highway projects cannot be overstated.

From improving productivity and reducing delays to fostering sustainability and safety, LC offers a comprehensive toolkit for addressing the multifaceted challenges of highway infrastructure development. The integration of lean principles with emerging technologies and collaborative planning methodologies has the potential to revolutionize how highway projects are conceived, managed, and delivered. As the construction industry moves toward more sustainable and efficient practices, the continued exploration and adoption of LC will be crucial in shaping the future of highway infrastructure, particularly in regions striving for rapid development and modernization [9].

## 2.2 Lean Construction Techniques

### 2.2.1 Key Methodologies and Tools in Lean Construction

Lean Construction (LC) relies on an array of methodologies and tools designed to enhance project efficiency, minimize waste, and improve communication across construction processes. At the core of LC is the application of production system principles from lean manufacturing to the construction environment, aiming to generate maximum value for the client with the least amount of waste [7].

Central to this effort are methodologies such as the Last Planner System (LPS), Total Quality Management (TQM), Kaizen, 5S, Kanban, Just-in-Time (JIT), Six Sigma, and visual management, all of which serve to promote continuous improvement, stakeholder collaboration, and a smooth workflow throughout the construction lifecycle [37].

The Last Planner System (LPS) is one of the most widely recognized and effective methodologies in Lean Construction. It facilitates collaborative planning among stakeholders, enabling teams to reduce workflow variability and enhance schedule reliability [37].

By focusing on commitments made by the "last planners" (typically foremen or field supervisors), the system ensures that only tasks with available resources and prerequisite conditions are scheduled, thereby minimizing delays and rework. Its iterative process of look-ahead planning, weekly work planning, and daily progress

tracking fosters accountability and encourages proactive problem-solving [10].

Another foundational element is visual management, which helps streamline communication by providing clear, real-time updates on project status, schedules, and potential bottlenecks [37]. This approach improves transparency and empowers workers at all levels to engage with the project timeline and adjust their actions accordingly. Paired with Total Quality Management (TQM), which emphasizes customer satisfaction, process standardization, and continuous quality control, visual management contributes to creating a culture of performance excellence [38].

The 5S methodology, Sort, Set in order, Shine, Standardize, and Sustain offers a practical approach to workplace organization. By reducing clutter and improving material management, 5S creates safer, more efficient, and more predictable work environments [39].

When applied systematically, it not only improves productivity but also strengthens the foundation for other lean tools to function effectively [37]. Kaizen, or continuous improvement, is integral to Lean Construction, encouraging every team member to contribute to the refinement of processes and the elimination of waste [11].

Through small, incremental changes driven by frontline workers, Kaizen supports long-term transformation and cultural shifts in construction teams. Complementing this is the Kanban system, which visually signals when to produce or move resources, ensuring that supplies and labor are allocated efficiently and without excess [7]. This “pull system” helps prevent overproduction and reduces inventory holding costs.

A comprehensive system that brings together many of these methodologies is the Lean Project Delivery System (LPDS), which integrates planning, design, and construction phases into a cohesive framework rooted in lean principles [10]. LPDS emphasizes early involvement of stakeholders, collaborative decision-making, and transparent processes to optimize project delivery. When paired with digital technologies such as Building Information Modeling (BIM) and Artificial Intelligence (AI), LPDS can further enhance coordination, reduce errors, and enable real-time

data analysis [16].

The integration of simulation tools, like ARENA software, has also been explored in lean research. These tools allow for the modeling of construction workflows and identification of non-value-added activities in a virtual environment. For instance, qualitative interviews combined with lean simulation models revealed substantial gains in efficiency when lean tools were applied, especially in developing countries where waste and inefficiency levels are high [6]. These methodologies and tools collectively support the nine core principles of Lean Construction, customer focus, supply chain management, continuous improvement, waste elimination, people involvement, planning and scheduling, quality, standardization, and transparency [17]. Their effective implementation, however, depends on supportive organizational culture, training, and a clear strategy for overcoming barriers such as resistance to change and lack of top management commitment [5].

The adoption of Lean Construction methodologies and tools offers a robust pathway for addressing longstanding inefficiencies in the construction industry. When tailored to local contexts and backed by proper education, leadership, and technological integration, these tools can transform project performance. As the construction sector increasingly prioritizes sustainability, efficiency, and client satisfaction, Lean Construction provides a dynamic framework for achieving these objectives across diverse project environments, including highway and infrastructure development.

Table 2.2 summarizes various Lean Construction techniques, including methods for waste removal (5S), task parallelization (Concurrent Engineering), data collection (Check Sheet), quality improvement (Six Sigma), and more, all aimed at enhancing efficiency and resolving issues in construction processes.

TABLE 2.2: Summary of Lean Construction Techniques [7]

Techniques	Definition
5S	A process of waste removal from the workplace through visual controls.

**Table 2.2 (continued from previous page)**

<b>Techniques</b>	<b>Definition</b>
Concurrent Engineering	Parallel execution of tasks by multidisciplinary teams.
Check Sheet	A structured form prepared for collecting and analyzing data.
Six Sigma	A tool for improving quality through the identification and removal of defects and reduction of variability in the process.
Pareto Analysis	A bar graph used for analyzing data about the frequency of causes of problems in the process.
FMEA	A step-by-step approach for identifying potential failures in products or services.
Kanban (Pull System)	Signboards that regulate the movement or flow of resources.
Kaizen	A continuous improvement practice to enhance personal and workplace efficiency.
Just-in-Time (JIT)	Aimed at minimizing flow time between suppliers and end users; ensures whatever is needed is available when due, without a buffer.
Root Cause Analysis	A method for discovering and resolving the real problem instead of applying quick fixes.

## **2.3 Identification of Challenges and Opportunities in Implementing Lean Construction from Literature review**

### **2.3.1 Identified Challenges**

#### **2.3.1.1 Insufficient Government Support**

The most significant challenge identified in the implementation of Lean Construction (LC) in infrastructure projects is insufficient government support. Insufficient government support and inadequate resources further hinder adoption [12]. Existing studies have consistently identified the lack of understanding of lean concepts, limited knowledge on applying lean techniques, and inadequate government support for innovative strategies as critical obstacles to successful LC adoption [40]. Common barriers include resistance to change, lack of knowledge, and insufficient government support [41]. The lack of government support continues to be a significant barrier .

### **2.3.1.2 High-level Training Required**

Implementing lean construction in highway projects demands high-level training and strong organizational commitment. Studies have identified key barriers to LC adoption, including lack of awareness and understanding, resistance to change, and insufficient top management support [42]. Managerial issues and inadequate resources are among the most influential factors hindering LC implementation [43]. Lack of dedicated management staff, proper documentation, and clear project goals are major challenges in lean-guided monitoring and evaluation practices [44]. Studies across multiple countries highlight the lack of skills training and lean techniques as major barriers [45].

High-level training ensures that all stakeholders are aligned and capable of fully utilizing lean tools, ultimately supporting the long-term success and viability of highway projects.

### **2.3.1.3 Lack of Transparency**

The lack of transparency in highway construction projects is a significant barrier to successful project execution. Transparency is crucial for effective decision-making, accountability, and fostering trust between all stakeholders involved, including contractors, government agencies, and the public [46]. Furthermore, Training personnel on the importance of clear communication and transparent practices, as well as implementing systems that ensure transparency throughout the project lifecycle, are key steps to improving overall project outcomes [47].

#### **2.3.1.4 Poor Communication**

Poor communication is one of the most critical challenges in highway construction projects, impacting project efficiency, timelines, and overall outcomes. Poor communication is identified as a significant barrier, often manifesting as a lack of clear definition of individual responsibilities [45]. Miscommunication between project stakeholders, such as contractors, engineers, and clients, often leads to delays, cost overruns, and quality issues [48]. Effective communication is essential to ensure all parties have a clear understanding of project goals, timelines, and resource allocations. Without this clarity, misaligned priorities, unrealistic expectations, and project discrepancies are likely to occur [49]. Failure to establish strong communication frameworks can cause confusion in project coordination and severely hinder decision-making [46]. Highway projects, particularly large-scale ones, involve numerous stakeholders, and the complexity of these interactions often exacerbates the communication problem, increasing the potential for errors and misunderstandings [50].

#### **2.3.1.5 Complex Critical Paths**

Lean construction techniques have demonstrated considerable potential for enhancing cost efficiency and improving project outcomes in complex highway construction projects [48]. Lean tools such as the Last Planner System (LPS), Just-In-Time (JIT), and Visual Management (VM) have been shown to foster greater efficiency by aligning project schedules with available resources, thus reducing delays and minimizing waste [51]. These tools, when effectively integrated into highway projects, help streamline processes and improve collaboration among all stakeholders [50]. The integration of Lean construction techniques in complex highway projects significantly enhances schedule reliability, cost efficiency, and stakeholder collaboration.

#### **2.3.1.6 Lack of Performance Measurement Systems**

The lack of individual performance measurement reward systems and motivation hinders LC adoption [45]. While managers often recognize its importance, many decisions continue to be based on intuition and broad financial metrics, rather than

on concrete performance data [48]. This gap can hinder the effective application of lean techniques, which rely on precise and continuous measurement to drive improvement and efficiency in projects [52]. Developing a performance measurement system for sustainability is crucial, as demonstrated by the Norwegian Public Roads Administration's efforts [53]. Studies have shown that higher adherence to LC principles leads to significant improvements in project performance, including reductions in delays, cost overruns, and quality issues [31].

### **2.3.1.7 Lack of Top Management Commitment**

Implementing lean construction faces significant barriers, with a lack of top management commitment consistently identified as a critical obstacle to successful adoption [54, 55]. Without the active and sustained involvement of senior leaders, lean construction initiatives are likely to fail or remain underdeveloped, as top management plays a vital role in driving the cultural shift required for lean implementation [56]. Resistance to change, lack of awareness, and misperceptions about lean practices further complicate the process of gaining commitment from top management [46]. Recent studies show that top management's commitment is often influenced by perceived risks and penalties associated with the failure of lean implementation, including social and reputational penalties [57]. This perception can either motivate leaders to support the initiative or discourage them from committing the necessary resources [58]. Therefore, the commitment of top management is crucial, not only to secure the necessary resources but also to overcome resistance to change among other project stakeholders [59]. Top management commitment plays a pivotal role in the successful implementation of lean construction by securing resources and mitigating stakeholder resistance.

### **2.3.1.8 Traffic Management and Relocating Issues**

Research indicates that Key obstacles include lack of dedicated management staff, proper documentation, and clear project goals [60]. Adopting LC principles can lead to substantial improvements in project performance. For instance, a toll road project in Indonesia achieved a 19.17% reduction in completion time by eliminating non-value-added activities, such as redundant traffic control measures [20]. In China, a relocation project using BIM-LC methods improved labor efficiency by

3.4%, reduced construction costs by 8.07%, and shortened the construction period by 11 days [61]. This highlights the role of efficient traffic management and timely relocation efforts in accelerating project timelines and reducing costs.

#### **2.3.1.9 Poor understanding of Customer Needs**

Lean construction (LC) is a methodology aimed at optimizing customer satisfaction and minimizing waste in the construction industry [62]. When value is not accurately defined from the client's perspective, Lean tools like the Last Planner System or Just-in-Time logistics fail to align with actual project requirements, leading to inefficiencies and waste in highway projects. Misperception about Lean practices and lack of information sharing are also key obstacles [63].

A lack of customer-centric focus in construction planning and execution can lead to inefficiencies, misalignment between stakeholders, and ultimately, poor project outcomes. Moreover, fostering a lean culture within the organization and ensuring top management support are essential to creating an environment where customer needs are prioritized and effectively addressed throughout the project lifecycle [62].

#### **2.3.1.10 Resistance to Change**

Implementing lean construction (LC) in highway projects presents significant challenges, with resistance to change being one of the most prominent obstacles. While lean principles can greatly enhance project efficiency and reduce waste, the transition to a lean mindset often encounters considerable pushback from key stakeholders, including project teams and contractors [46]. One of the primary barriers to LC adoption is a lack of awareness and understanding of lean principles, leading to reluctance in embracing new methodologies and a preference for traditional construction practices [54]. Studies shown Cultural attitudes and ingrained traditional mindsets further hinder LC adoption [64]. This resistance is observed at both management and employee levels, with fear of new procedures contributing to the challenge [65].

#### **2.3.1.11 Fast-tracked Projects**

Lean construction principles offer significant potential benefits for fast-tracked

highway projects by improving productivity, reducing waste, and optimizing schedules. Study highlighted explain that in Egypt's construction industry, fast-track projects make it difficult to properly use lean tools because teams focus more on finishing the work quickly than on improving processes. However, the implementation of lean methods in speed-driven projects faces several challenges. Studies suggest that lean tools, such as the Last Planner System (LPS), Just-In-Time (JIT), and Visual Management (VM), can enhance schedule performance and overall project efficiency in fast-tracked construction projects [46].

#### **2.3.1.12 Lack of Lean Consultants**

While the principles of lean construction are widely recognized, many organizations struggle to find qualified consultants who can effectively support the transition from traditional construction methods to lean practices [66]. This shortage of experienced lean professionals often leads to improper implementation, misapplication of tools, and limited success in achieving the desired outcomes [67]. In many countries, especially in regions like India, there is a lack of dedicated resources and managerial expertise to properly manage lean construction projects. This is exacerbated by the limited availability of lean consultants who can support and drive the implementation process [43]. The absence of these specialists creates a gap in knowledge and technical support, making it difficult for organizations to understand the full potential of lean principles and how they can be integrated effectively into construction practices [68].

#### **2.3.1.13 Insufficient Funds**

Insufficient funds are also identified as a barrier to LC implementation, as limited financial resources restrict the ability of construction firms to invest in necessary training, technological tools, and process improvements required for lean adoption. Although lean principles can substantially improve efficiency, reduce waste, and enhance project delivery, the initial investment in lean tools, staff training, and system integration often poses a barrier, particularly in sectors with tight budgets such as highway construction [66]. Despite the long-term cost savings that lean construction can offer, including reducing non-value-added activities and improving resource utilization, many organizations hesitate to allocate the necessary

funds due to the immediate financial burden [68].

#### **2.3.1.14 Contractor Dependency**

Dependency can result in fragmented lean adoption, as contractors must be properly trained in lean principles and motivated to apply them for the approach to be effective across the entire project [67]. Common obstacles include lack of teamwork, multi-layer subcontracting, and absence of long-term philosophy [69]. Engaging all stakeholders in the lean journey, from contractors to clients, can help reduce the over-reliance on individual contractors and foster a more consistent and effective application of lean practices across the project lifecycle [67].

#### **2.3.1.15 Safety Risks**

Implementing lean construction practices brings several challenges, with safety risks being among the most critical concerns. While lean aims to eliminate waste and improve workflow efficiency, its emphasis on faster delivery and tighter schedules can unintentionally compromise worker safety if not integrated with proper health and safety measures [46]. Core practices like just-in-time (JIT) delivery, reduced buffer times, and multitasking may increase physical and mental stress on workers, raising the likelihood of accidents [70].

Although tools such as 5S, value stream mapping, and pull planning enhance coordination, they must be implemented alongside a strong safety culture to avoid tradeoffs between productivity and wellbeing [71]. Poor alignment with safety protocols can expose workers to hazards and lead to conflicting site priorities [67].

### **2.3.2 Identified Opportunities**

#### **2.3.2.1 Improve Overall Project Efficiency**

The implementation of lean construction practices in highway projects presents a significant opportunity to improve overall project efficiency. In highway construction, which often faces delays, resource inefficiencies, and cost overruns, lean practices can lead to transformative improvements [46]. Lean implementation can lead to substantial reductions in project completion time, though it may slightly

decrease organizational profit compared to traditional approaches [72]. Government agencies and contractors have increasingly recognized these benefits, and pilot implementations of lean methods in infrastructure projects have shown marked improvements in both time and cost performance [73]. These improvements have been particularly evident in complex, large-scale highway projects where efficiency is critical to meet tight deadlines and budget constraints. Lean construction provides a structured yet flexible framework that can help overcome traditional inefficiencies in highway project delivery. Its adoption represents a promising strategy for public infrastructure agencies aiming to deliver faster, more cost-effective, and higher-quality roads and transportation systems [74].

### **2.3.2.2 Waste Reduction**

Lean construction principles offer significant potential for waste reduction in highway projects. Studies have shown that implementing lean practices can improve quality assurance processes, optimize sampling plans, and reduce costs in highway construction [75]. Case studies in developing countries demonstrate that lean principles can enhance efficiency by eliminating non-value-added activities, leading to improvements in reinforcement processes and overall productivity [76]. According to recent studies, the synergy between BIM and lean practices not only accelerates project delivery in speed-driven environments but also minimizes waste by improving decision-making, enhancing real-time collaboration, and optimizing resource allocation [73]. The use of digital tools enables project teams to visualize project workflows in advance, identify potential inefficiencies early, and prevent resource wastage before it occurs [46].

### **2.3.2.3 Better Operation Performance**

The implementation of Lean Construction (LC) practices in highway infrastructure projects presents significant opportunities to enhance operational performance. Lean principles, rooted in the Toyota Production System, aim to eliminate waste, improve workflow reliability, and deliver greater value to the end-user [66]. When applied to highway projects, these principles streamline construction activities, improve coordination among stakeholders, and reduce time and cost overruns, key factors influencing operational performance [59].

One major opportunity lies in improving project delivery time. Highway construction projects often experience delays due to inefficient workflows, poor resource allocation, and lack of coordination. Lean techniques, such as the Last Planner System (LPS), pull planning, and takt time planning, provide structured approaches to managing tasks and reducing variability, which enhances schedule performance [46]. Studies have shown that Lean principles can be successfully adapted to highway construction, resulting in time and cost reductions [77].

#### **2.3.2.4 Quality Improvement**

Lean construction tools have been shown to reduce non-value-added sources of quality waste and improve critical quality indicators in megaprojects [78]. Transportation agencies implementing LC report benefits such as increased productivity and service quality, though challenges remain in educating employees and stakeholders [79].

These methods enable the identification and reduction of non-value-adding activities, streamline workflows, and improve communication among project stakeholders, all of which are critical to quality assurance [71]. Moreover, the integration of Total Quality Management (TQM) principles with lean practices promotes proactive defect prevention rather than reactive correction, which is essential for maintaining quality standards throughout the project [70]. Research has demonstrated that using lean techniques helps reduce errors, rework in highway projects.

#### **2.3.2.5 Increased Process Efficiency**

One of the most significant opportunities presented by the implementation of lean construction practices in highway projects is the potential for increased process efficiency. Studies have shown that Lean management tools are positively associated with efficiency improvements in highway construction [80].

Lean implementation creates a culture of continuous improvement, enhancing processes and increasing efficiencies in transportation agencies [79]. With one case study demonstrating an increase in Process Efficiency Cycle from 72% to 79% after implementation [81]. Such improvements not only streamline project delivery but also reduce waste, lower costs, and enhance overall stakeholder satisfaction.

### **2.3.2.6 Reduction of Delays and Increased Productivity**

The implementation of Lean Construction (LC) practices in highway projects presents significant opportunities for reducing delays, which are critical in projects. In Highway projects maintenance planning, Lean principles can minimize non-value activities, reduce lead time variability, and optimize resource allocation [82].

Implementation of Lean techniques like Value Stream Mapping and the Last Planner System can lead to substantial reductions in project delays, with one study reporting a 30% decrease [83]. Key benefits of Lean Construction include cost reduction, improved material efficiency, time savings, better risk management, and increased productivity [84].

### **2.3.2.7 Increased Productivity (at Task and Project Levels)**

One of the most significant opportunities offered by the implementation of Lean Construction (LC) practices in highway projects is the potential for increased productivity. Lean construction practices have been shown to increase productivity and reduce waste in highway and infrastructure projects [85]. Kuwait's construction sector exhibited low to moderate conformity to lean practices, with potential for further implementation to increase productivity [86]. Implementation of lean tools in a toll road project in Indonesia resulted in a 19.17% reduction in completion time, though with a slight decrease in organizational profit [72].

### **2.3.2.8 Improve Communication and Project Transparency**

Lean Construction (LC) plays a pivotal role in encouraging open communication and utilizing visual management tools to reduce ambiguity and improve collaboration among project stakeholders. Studies have shown that projects adopting these approaches witness enhanced team cohesion, reduced waste, and better schedule adherence, thereby reinforcing the value of communication and transparency in Lean environments [74, 87]. The adoption of lean principles in highway projects can lead to cost and time savings, as well as improved productivity [32]. Transparent information sharing aligns project goals, encourages stakeholder engagement, and supports proactive decision-making [46]. Together, these practices foster trust among stakeholders and create a more collaborative project culture.

### 2.3.2.9 Time and Cost Reduction

Lean construction principles, which focus on eliminating waste, improving workflows, and enhancing resource efficiency, provide highway projects with the tools to optimize project delivery timelines and minimize overall costs. Studies show that LC implementation can lead to substantial waste reduction, with one project achieving a 57.49% decrease in inefficiencies [83]. Another study demonstrated potential project acceleration of 16.5% and cost reductions of 5-10% through targeted LC interventions [88]. By optimizing workflows, improving stakeholder coordination, and utilizing digital tools, highway projects can realize significant savings and deliver infrastructure faster and more efficiently [74]. Lean construction provides a proven framework for achieving time and cost reductions in highway projects.

#### 2.3.2.10 Better Health and Safety

Implementing Lean Construction (LC) practices in highway projects presents a significant opportunity for improving health and safety outcomes. In offsite construction, specific lean practice techniques like personal protective equipment use and visual safety tools have shown promise for improving safety performance [89]. The integration of safety as a core value in lean practices ensures that safety is not only maintained but enhanced through better planning and process control [46]. Studies indicate that implementing lean practices can reduce accidents and enhance safety performance [90].

#### 2.3.2.11 Establishment of a Collaborative Environment

The transportation sector is in early stages of LC adoption, some organizations use collaborative practices, visual management tools, and root cause analysis [91]. Early contractor involvement and target costing are key elements in collaborative project delivery, improving constructability, commitment, and team building [92].

In highway construction, where multiple contractors, designers, suppliers, and clients are involved, collaboration can significantly reduce delays, waste, and cost overruns by promoting early involvement and integrated planning [46]. Creating a collaborative culture is essential, as emphasized by the "Best Foot theory," which provides practical examples for fostering collaboration in lean construction

contexts [93].

### **2.3.2.12 Increased Market Share**

Implementation of LC principles has shown success in various contexts, including urban paving works and government projects [19]. Lean construction focuses on maximizing value while minimizing waste, leading to improved efficiency, reduced costs, and enhanced project delivery timelines [46]. These improvements not only enhance project performance but also boost client satisfaction and reputation, providing firms with a competitive advantage in the bidding process and greater access to future projects [94].

In today's construction environment, there is a growing global emphasis on sustainable and efficient infrastructure development. Firms proficient in lean construction are increasingly attractive to clients and public agencies who seek cost-effective, high-quality, and timely project delivery [59].

### **2.3.2.13 Stakeholder Satisfaction**

Lean construction focuses on reducing waste, improving process efficiency, and fostering collaboration among project participants, all of which directly contribute to better project outcomes that meet stakeholder expectations [46]. Studies have shown that applying lean principles like kanban, heijunka, and kaizen in construction projects can lead to high stakeholder satisfaction rates of 87% [95]. In the logistics industry, lean practices combined with green initiatives significantly improve both internal and external stakeholder satisfaction, contributing to superior business performance [96]. Research in Uganda's construction sector emphasizes the importance of tailoring lean strategies to meet diverse stakeholder needs for effective project delivery [97].

## **2.4 Summary**

Implementing Lean Construction (LC) in highway projects faces significant challenges, primarily due to insufficient government support. Effective LC integration requires government policies, funding, and training programs. Without these, transportation agencies struggle to educate workers and stakeholders, leading to

inefficiencies and missed opportunities. The lack of standardization, value stream control, and benefit capture mechanisms further impedes adoption. Overcoming these barriers demands stronger government commitment, clear regulations, and private sector incentives. LC also necessitates high-level training tailored to highway projects, aligning with organizational culture and management commitment for sustainability. Lean tools like the Last Planner System (LPS) and Just-in-Time (JIT) can improve efficiency, but poor communication and transparency complicate their adoption. Integrating tools like Building Information Modeling (BIM) can enhance visibility and reduce inefficiencies. Highway projects also face challenges like lack of performance measurement systems, contractor dependency, and resistance to change. These issues can be tackled through structured training, collaboration, and stakeholder involvement. Top management commitment is essential to drive the necessary cultural shift for successful LC implementation. Overall, LC offers opportunities for reduced waste, improved operational performance, enhanced safety, and increased productivity. The key to success lies in fostering collaboration, ensuring clear communication, and aligning with customer needs to maximize LC benefits in highway projects.

# Chapter 3

## Research Methodology

This chapter outlines the research methodology used to investigate the challenges and opportunities associated with implementing Lean Construction practices in highway projects in Pakistan. The study adopts a quantitative research method, utilizing a questionnaire survey designed to evaluate the key barriers and enablers of Lean Construction adoption. The process began with a pilot survey conducted with industry experts, ensuring the clarity and relevance of the questions before distributing the final survey.

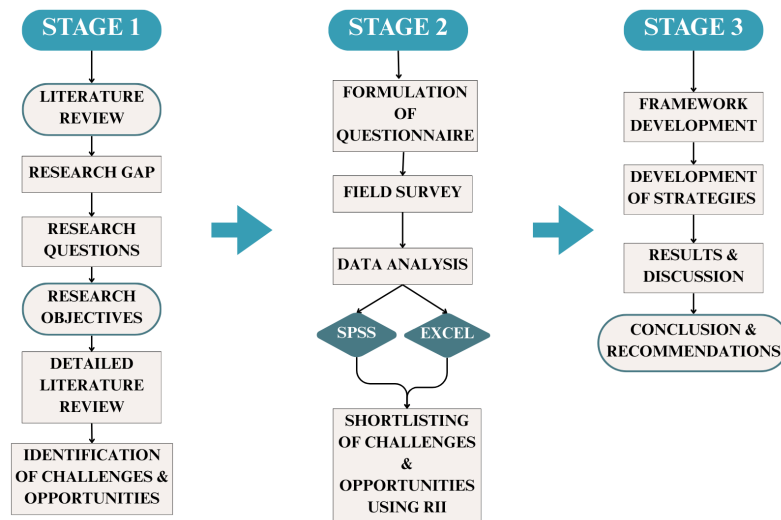


FIGURE 3.1: Research Design

A total of 120 valid responses were collected from professionals in the highway construction sector, including project managers, highway engineers, site supervisors,

consultants, and quantity surveyors. The collected data was analyzed using statistical tools (SPSS), which provided valuable insights into the factors influencing Lean Construction practices in highway projects.

### **3.1 Research Design**

The research design for the current study is shown in Figure 3.1 above. The study comprises of three stages. The description of each stage is given below.

#### **3.1.1 Stage 1: Identification of Challenges and Opportunities**

The first phase of this study involves a comprehensive Literature Review, which forms the theoretical foundation for the research. The Literature Review begins with identifying existing gaps in research which led to the development of research questions.

This process leads to the formulation of research objectives. Further a detail review of literature was done to identify the challenges and opportunities in implementing lean construction. For this purpose, a total of 30 research articles (2016 onwards) were explored in detail. This phase led in identification of 15 challenges and 13 opportunities. These insights provided a solid basis for structuring the subsequent phases of the study and aligning them with current industry trends.

#### **3.1.2 Stage 2: Shortlisted Challenges and Opportunities**

After the identification of challenges and opportunities from the literature the next step was to formulate questionnaire comprises of two section and was prepared using google forms. The first section of questionnaire inquired the demographic details of the respondents. In section two the respondents were asked to rank the importance of each challenge and opportunities on a scale 1 to 5 where one shows strongly disagree and 5 shows totally agree.

This resultant and collection of a total of 120 responses. Further purpose of data analysis SPSS and Excel were used for reliability and normality test. After this relative important index of each challenge and opportunities was calculated and this resulted in shortlisting top five challenges and top 4 opportunities.

### **3.1.3 Stage 3: Development of Framework**

After shortlisting challenges and opportunities, the next step was the development of a framework for the implementation of lean construction practices in highway projects. For the framework development 15 industry experts (having more the 10 years of experience in highway projects) were contacted for the formulation of strategies against each shortlisted challenge and opportunity. Further results and discussion are presented leading to conclusion of this study.

## **3.2 Summary**

This chapter outlined the methodology employed to investigate the challenges and opportunities of Lean Construction implementation in highway projects in Pakistan. The research used a structured survey approach, supplemented by a literature review and secondary data, to gather comprehensive insights from industry professionals. The data collected was analyzed using SPSS, and statistical methods such as the RII and Kruskal-Wallis's test were employed to identify and prioritize key factors. The findings from this research will contribute to the development of a strategic framework to support the successful adoption of Lean Construction practices in highway projects across Pakistan.

# Chapter 4

## Results and Analysis

This chapter presents the analysis of data collected from 120 respondents actively involved in Pakistan's highway construction sector. The primary focus is to explore the implementation of Lean Construction (LC) practices within this domain. By employing comprehensive analytical tools, this study examines the various factors that either facilitate or hinder the adoption of Lean methodologies in highway projects. The findings are organized in a structured format, utilizing tables and charts to provide clear insights into the key elements influencing Lean Construction practices. The core aim of this chapter is to identify the major challenges and uncover potential opportunities for the successful application of Lean principles in highway construction projects in Pakistan.

In line with the research objectives, the survey responses have been systematically categorized into several thematic areas, allowing for a deeper understanding of the factors at play. This chapter serves as a foundation for the entire thesis, setting the stage for the subsequent discussions, interpretation of results, and formulation of strategic recommendations.

### **4.1 Development of Questionnaire and Finalization**

To effectively investigate the challenges and opportunities in implementing lean construction practices in highway projects, a carefully structured questionnaire was developed as the primary tool for data collection. The development process

emphasized clarity, relevance, and alignment with the study’s objectives. Each question was designed to gather specific insights related to awareness, current implementation practices, perceived benefits, and barriers to lean adoption in the highway sector.

The content was structured into clear thematic sections to maintain focus and improve response accuracy. Before finalization, the draft questionnaire was reviewed by academic supervisors and field professionals to ensure the content was appropriate, understandable, and meaningful for the target audience.

## 4.2 Analysis of the Pilot Survey

Before launching the main survey, a pilot study was conducted to evaluate the effectiveness of the questionnaire and identify areas for improvement. The pilot survey aimed to test whether the questions were easily understood, relevant to the research topic, and capable of yielding useful data. A diverse group of participants was selected for this phase, representing a cross-section of the target population, engineers, site managers, consultants, and other stakeholders involved in highway projects. This diversity in terms of experience levels, roles, and educational backgrounds helped assess the questionnaire’s adaptability across different respondent categories.

TABLE 4.1: Highest Level of Education of Respondents in the Pilot Survey

<b>Qualification</b>	<b>Number</b>	<b>Percentage %</b>
Diploma Holder	1	10%
Bachelor’s Degree	4	40%
Master’s Degree	4	40%
Ph.D.	1	10%
<b>Total</b>	<b>10</b>	<b>100%</b>

The pilot survey used a smaller sample size, which allowed for detailed, one-on-one feedback collection. Participants were encouraged to share their views on the clarity of questions, length of the survey, ease of completion, and any ambiguities they encountered. This feedback was instrumental in refining the questionnaire.

Questions that were vague or confusing were revised to improve readability and precision.

In addition, the pilot phase helped the research team assess the average time required to complete the survey and uncover any logistical or technical issues that could impact the full-scale data collection. Tables 4.1 to 4.5 provide detailed demographic information about the pilot participants, including their roles, experience levels, qualifications, and involvement in lean-related activities.

TABLE 4.2: Designation of Respondents in the Pilot Survey

<b>Designation</b>	<b>Number</b>	<b>Percentage %</b>
Project Manager	2	20%
Construction Manager	2	20%
Engineer	3	30%
Consultant	1	10%
Architect	10	10%
Supervisor	1	10%
<b>Total</b>	<b>10</b>	<b>100%</b>

TABLE 4.3: Years of Experience of Respondents in the Pilot Survey

<b>Experience (Years)</b>	<b>Number</b>	<b>Percentage %</b>
0–1	0	0%
2–5	1	10%
6–10	3	30%
11–15	4	40%
15+	2	20%
<b>Total</b>	<b>10</b>	<b>100%</b>

TABLE 4.4: Organization Type of Respondents in the Pilot Survey

Organization Type	Number	Percentage %
Consultancy	5	50%
Contractor	2	20%
Client	3	30%
<b>Total</b>	<b>10</b>	<b>100%</b>

TABLE 4.5: Location of Current Highway Projects in the Pilot Survey

Region	Number	Percentage %
Punjab	4	40%
Sindh	1	10%
Khyber Pakhtunkhwa	2	20%
Balochistan	1	10%
Federal	2	20%
<b>Total</b>	<b>10</b>	<b>100%</b>

Overall, the pilot survey played a crucial role in enhancing the quality and effectiveness of the research instrument. It ensured that the final version of the questionnaire was robust, easy to interpret, and well-suited for collecting meaningful data from professionals engaged in highway construction. The insights gained from this phase directly contributed to improving the reliability and validity of the responses in the main survey.

### 4.3 Demographic Details of the Respondents

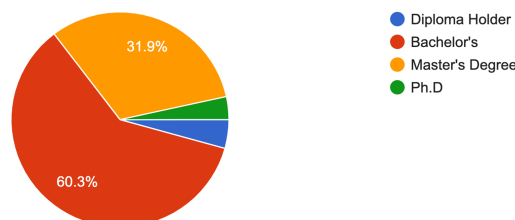


FIGURE 4.1: Education Distribution

Fig 4.1 shows that the majority of respondents held a Bachelor's degree (60.3%), followed by those with a Master's degree (31.9%). A smaller proportion reported being Diploma holders (4.3%) or having a Ph.D. (3.4%). This highlights a predominantly well-educated workforce.

A significant proportion of respondents (37.3%) had 2 to 5 years of experience, indicating a younger demographic. Others had 6 to 10 years (23.7%) or 0 to 1 years of experience (14.4%). A smaller percentage had 11 to 15 years (13.6%) or 15+ years (11%), suggesting a balanced mix of early-career and experienced professionals.

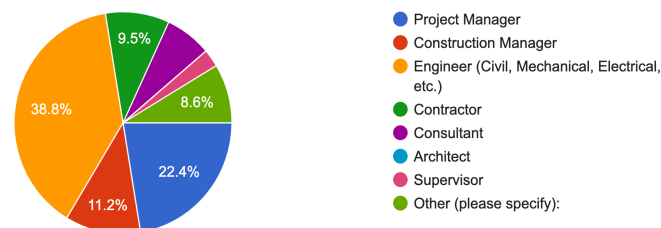


FIGURE 4.2: Experience Distribution

Most respondents were associated with Engineer (38.8%), while others represented contractor (9.5%), construction manager (11.2%), project manager (22.4%), consultant (6.9%), supervisor (2.6%) and others (8.6%).

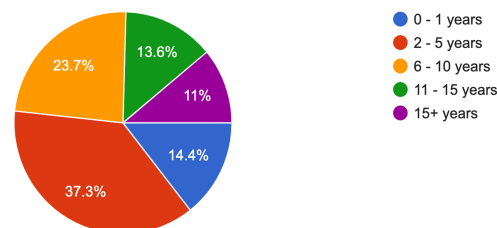


FIGURE 4.3: Job Role Distribution

The majority of the respondents were contractors, comprising 47.5% of the total sample. Consultants accounted for 29.7%, while clients represented 22%. A small portion of the respondents were from semi-government organizations, making up 0.8% of the sample.

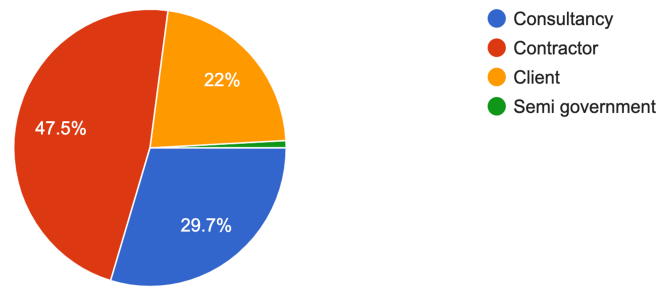


FIGURE 4.4: Organization Type

## 4.4 Descriptive Statistics

The following analysis summarizes the descriptive statistics of various factors that were measured in the study. The data consists of 119 responses, with each variable representing a different aspect related to the implementation of lean construction practices in highway projects.

### 4.4.1 Education Level

The mean education level of respondents is 2.33, which indicates that most respondents have a higher education level, likely completing a diploma or a degree. The standard deviation of 0.58 suggests a moderate variation in education levels among the participants.

The skewness value of 0.32 implies a slightly positive distribution, indicating that there are more respondents with lower education levels. The kurtosis value is 0.006, suggesting a near-normal distribution.

### 4.4.2 Designation

The mean value of the respondents' designation is 3.19, pointing to a range of professional roles. The standard deviation of 1.96 shows a substantial variation in the designations, with some respondents holding higher or lower positions within the organization. The skewness of 1.17 suggests that there is a skew towards lower-level positions, while the kurtosis value of 0.94 indicates a moderate peak in the distribution of designations.

#### **4.4.3 Experience**

The mean experience level of 2.69 suggests that most respondents have moderate levels of experience, with a range from lower to higher experience levels. The standard deviation of 1.20 and variance of 1.44 indicate some variability in the experience of participants. The skewness of 0.50 and kurtosis of -0.63 indicate that the data is fairly symmetric with a moderate spread around the mean.

#### **4.4.4 Organization Type**

The mean score of 1.92 for organization type indicates that the majority of respondents are working in public or semi-government organizations. The standard deviation of 0.72 shows that there is a moderate level of variation in the types of organizations. A skewness of 0.13 suggests a relatively symmetrical distribution, and the kurtosis of -1.06 shows a tendency towards a flatter distribution than normal.

#### **4.4.5 Location**

The mean value for the location is 2.64, which suggests that respondents are generally spread across different locations, but with a slight concentration in a particular area. The high standard deviation (1.60) and variance (2.56) imply significant variability in location distribution.

The negative skewness of -1.38 indicates a left-skewed distribution, with more respondents from locations with lower numerical values. The kurtosis of -1.38 supports this observation, indicating a more spread-out distribution.

#### **4.4.6 Understanding of Lean Construction**

The mean score of 2.86 for understanding lean construction shows a moderate level of awareness among the participants. The standard deviation of 0.96 suggests a fairly wide distribution of responses. The skewness value of -0.29 implies that the distribution is slightly negative, with a tendency for respondents to rate themselves lower in terms of understanding. The kurtosis of 0.05 suggests a relatively normal distribution.

#### **4.4.7 Lack of Awareness and Understanding of Lean Construction**

This factor scored a mean of 3.46, with a relatively high standard deviation of 1.25. This suggests that a considerable number of respondents report a lack of awareness or understanding of lean construction. The skewness of -0.49 and kurtosis of -0.76 indicate that most participants rate this factor as a moderate issue, with some outliers who perceive a higher level of difficulty in understanding lean construction.

#### **4.4.8 Resistance to Change**

With a mean of 3.45, resistance to change is perceived as a notable challenge in the implementation of lean construction. The standard deviation of 1.14 shows a moderate spread in responses, with some respondents perceiving it as a larger obstacle than others.

The negative skewness (-0.29) suggests that the distribution is slightly shifted toward lower resistance levels, and the kurtosis of -0.85 further suggests that the data is somewhat flattened.

#### **4.4.9 Lack of Top Management Commitment**

A mean of 3.46 shows that the lack of top management commitment is perceived as a significant challenge by the respondents. The standard deviation of 1.16 and variance of 1.35 show moderate variation in responses.

The skewness of -0.52 indicates that the distribution is somewhat shifted towards lower levels of commitment, while the kurtosis of -0.48 suggests a fairly flat distribution.

#### **4.4.10 Lack of Competencies at Managerial and Employee Level**

This factor, with a mean of 3.45, indicates that respondents view the lack of required competencies as an important barrier. The standard deviation of 1.18 reflects a moderate spread in the perceptions of this issue.

The skewness of -0.57 and kurtosis of -0.41 suggest that the data is slightly left-skewed and has a somewhat flat distribution.

#### **4.4.11 Insufficient Funds**

With a mean of 3.40, insufficient funds are also seen as a notable challenge in implementing lean construction practices. The standard deviation of 1.21 and variance of 1.46 indicate substantial variation in how respondents perceive funding issues. The skewness of -0.45 shows that the data is slightly left-skewed, and the kurtosis of -0.71 indicates a relatively flat distribution.

#### **4.4.12 Lack of Effective Communication**

The mean of 3.44 suggests that communication issues are also a significant challenge. The standard deviation of 1.21 reflects moderate variability in responses. The skewness of -0.49 and kurtosis of -0.69 suggest that while most respondents perceive communication as a challenge, the data is not highly skewed and the distribution is relatively flat.

#### **4.4.13 Insufficient Government Support**

With a mean of 3.57, respondents consider the lack of government support to be a considerable obstacle. The standard deviation of 1.19 and variance of 1.42 indicate moderate variation in responses. The skewness of -0.74 suggests a distribution skewed towards lower levels of perceived government support, and the kurtosis of -0.28 indicates a relatively normal distribution.

#### **4.4.14 Lack of Performance Measurement Systems**

The mean of 3.51 indicates that the lack of effective performance measurement systems is also perceived as a significant challenge. The standard deviation of 1.22 shows moderate variability, and the negative skewness of -0.60 suggests a tendency toward lower ratings of performance measurement systems. The kurtosis of -0.58 indicates a slightly flattened distribution.

The descriptive statistics reveal several key insights into the challenges faced in implementing lean construction practices. Factors such as Lack of Awareness and Understanding, Resistance to Change, and Insufficient Funds are perceived as significant obstacles. Interestingly, many of the challenges show moderate variability,

indicating diverse opinions across the sample population. Additionally, several factors are slightly skewed to the left, which indicates that a substantial portion of respondents rated these issues as moderately serious, with a few outliers perceiving them as either less or more severe.

The analysis also highlights the importance of top management commitment, effective communication, and government support in overcoming these barriers. Understanding these factors provides a foundation for addressing the challenges associated with lean construction practices and implementing effective solutions.

## 4.5 Reliability of the Research

The notion of data reliability is employed to evaluate the caliber of research. It illustrates how well a procedure or test captures an idea.

### 4.5.1 Reliability of the Questionnaire

The reliability of the questionnaire was checked by employing Cronbach's alpha test. The most popular way to test internal constancy is with Cronbach's alpha which is typically employed when a survey or questionnaire has multiple Likert items that together form a scale and one wishes to ascertain the reliability of the scale.

### 4.5.2 Reliability Analysis

TABLE 4.6: Reliability Statistics

Cronbach's Alpha	N of Items
0.940	36

To ensure the reliability of the questionnaire, a Cronbach's Alpha test was conducted. The test yielded a value of 0.940 for all 36 items combined, which include statements on both challenges and benefits of implementing lean construction.

This high alpha value indicates excellent internal consistency of the instrument, suggesting that the items effectively measure the intended constructs. Therefore,

the data collected through this instrument is considered reliable and suitable for further statistical analysis.

Cronbach's Alpha:

- Values above 0.8 are considered good, indicating that the items measure the same underlying construct effectively.
- The high reliability score suggests that the scale is suitable for assessing the intended factors related to fostering a digital ecosystem.

These results demonstrate that the items in the scale are reliable and consistent, supporting their use in further analyses, such as factor analysis or regression modeling.

## 4.6 Normality Test

To assess whether the data collected from the respondents followed a normal distribution, both the Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted on all variables, including demographic information, perceived challenges, and expected benefits related to the implementation of Lean Construction. The Shapiro-Wilk test, which is more appropriate for sample sizes less than 200, was primarily used to interpret the results.

TABLE 4.7: Normality Test

Variable	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Level of Education	.357	.000	.718	.000
Designation	.254	.000	.846	.000
Experience	.218	.000	.897	.000
Organization Type	.247	.000	.801	.000
Location	.277	.000	.787	.000

Table 4.7 (continued from previous page)

Variable	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Understanding of Lean Construction	.282	.000	.873	.000
Lack of awareness and understanding of LC	.236	.000	.876	.000
Resistance to change	.233	.000	.889	.000
Lack of top management commitment	.233	.000	.878	.000
Lack of required competencies	.233	.000	.880	.000
Lack of lean consultants	.261	.000	.883	.000
Insufficient funds	.229	.000	.893	.000
Lack of effective communication	.266	.000	.868	.000
Insufficient government support	.294	.000	.845	.000
Lack of performance measurement systems	.282	.000	.854	.000
Poor understanding of customer needs	.261	.000	.883	.000
Lack of transparency	.237	.000	.873	.000
High level training required	.239	.000	.868	.000
Traffic management and relocating	.218	.000	.896	.000
Fast tracked projects	.252	.000	.878	.000

Table 4.7 (continued from previous page)

Variable	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Contractor dependency	.266	.000	.868	.000
Safety risks	.248	.000	.873	.000
Complex critical path	.201	.000	.864	.000
Time and cost reduction	.252	.000	.881	.000
Increased productivity	.193	.000	.877	.000
Increased process efficiency	.262	.000	.876	.000
Better operational performance	.216	.000	.881	.000
Quality improvement	.267	.000	.854	.000
Waste reduction	.252	.000	.849	.000
Collaborative environment	.281	.000	.866	.000
Stakeholder satisfaction	.239	.000	.884	.000
Better health and safety	.228	.000	.896	.000
Increased market share	.195	.000	.899	.000
Reduction of delays	.268	.000	.867	.000
Improved communication	.248	.000	.876	.000

The findings showed that all variables had significance values (p-values) less than 0.05, indicating a statistically significant deviation from a normal distribution. Specifically, the Shapiro-Wilk significance values ranged between 0.718 and 0.899, all of which are below the threshold of 0.05. As a result, the null hypothesis of normality was rejected for all variables.

This confirmed that the data was not normally distributed, thereby necessitating the use of non-parametric statistical methods for further analysis, such as

Spearman's correlation, Mann-Whitney U test, and Kruskal-Wallis H test. This approach ensures the robustness and validity of statistical inferences drawn from the study.

## 4.7 Kruskal Wallis Test

### 4.7.1 Level of Education

The Kruskal-Wallis H test was conducted to examine differences in various factors related to fostering a digital ecosystem across levels of education (Diploma, Bachelors, Masters, and Ph.D.).

The results revealed that for most factors, the null hypothesis of equal medians was retained, indicating no statistically significant differences across education levels. However, significant differences were found for the following factors:

1. Lack of effective communication: The test yielded a statistically significant result,  $H(2) = 6.067$ ,  $p = 0.048$ , suggesting differences in perceptions across organization types.
2. Time and cost reduction: The test yielded a statistically significant result,  $H(2) = 9.752$ ,  $p = 0.008$ , indicating that organizational perceptions of time and cost reduction benefits vary significantly.
3. Lack of effective communication:  $H(2) = 8.895$ ,  $p = .012$  Suggests that perception of communication issues in LC implementation varies significantly across education levels.
4. Insufficient government support:  $H(2) = 6.841$ ,  $p = .033$  Indicates a significant difference among education groups in how they perceive the government's role in supporting LC.
5. Lack of transparency:  $H(2) = 6.402$ ,  $p = .041$  Perception of transparency challenges differs significantly across education levels.
6. Increased process efficiency:  $H(2) = 12.209$ ,  $p = .002$  Indicates that views on how LC improves process efficiency vary strongly with educational attainment.

Variables such as lack of top management commitment, insufficient funds, contractor dependency, safety risks, quality improvement, stakeholder satisfaction, improved communication and project transparency, etc., have  $p > .10$ . This implies no statistically significant difference across education levels in how these challenges or benefits are perceived.

#### 4.7.2 Experience

The Kruskal-Wallis H test was conducted to examine differences in various factors across levels of experience in the construction sector. The results indicate that for most factors, the null hypothesis of equal medians across experience categories was retained, suggesting no statistically significant differences. However, significant differences were found for the following factors:

1. Lack of required competencies at managerial and employee level: A statistically significant difference was observed across experience groups,  $H(4) = 10.854$ ,  $p = .028$ , suggesting that experience influences how this challenge is perceived.
2. High level training required: A significant variation exists across experience levels,  $H(4) = 10.003$ ,  $p = .040$ , indicating that more or less experienced professionals differ in how they view the training demands of LC.

For all other factors (e.g., lack of lean consultants, insufficient funds, stakeholder satisfaction, waste reduction, complex critical path, reduction of delays, market share, etc.), the Kruskal-Wallis test results did not show statistically significant differences  $p > .10$ . This indicates that those challenges and benefits are perceived fairly uniformly across experience levels.

#### 4.7.3 Type of Organization

The Kruskal-Wallis H test was conducted to evaluate differences in various factors influencing the digital ecosystem across different categories of organization types (e.g., contractors, consultants, clients, etc.).

For most factors, the null hypothesis of equal medians was retained, suggesting no

significant differences across organization types. However, significant differences were identified in the following factors:

1. Safety risks: The test revealed a significant difference,  $H(2) = 6.159$ ,  $p = .046$ , indicating that perceptions of safety risks vary across different organization types.
2. Complex critical path: A statistically significant difference was found,  $H(2) = 9.860$ ,  $p = .007$ , showing that views on the complexity of the critical path differ based on organization type.

For all other variables (e.g., lack of awareness and understanding of LC, resistance to change, lack of lean consultants, traffic management, better health and safety, stakeholder satisfaction, market share, etc.), the Kruskal-Wallis's test revealed no statistically significant differences across organization types  $p > .10$ , suggesting that these factors are generally perceived consistently regardless of the organization category.

#### **4.8 Summary of Significant Kruskal-Wallis Test Results with Significant Differences**

The Kruskal-Wallis H test results revealed several significant differences in perceptions across different variables. In the Level of Education analysis, significant differences were found in the perception of lack of effective communication, time and cost reduction, insufficient government support, lack of transparency, and increased process efficiency across education levels.

These findings suggest that educational attainment influences how these challenges and benefits of Lean Construction are perceived. Similarly, in the Experience analysis, significant differences were observed in perceptions of lack of required competencies and the high-level training required based on professional experience.

In the Type of Organization analysis, significant differences were identified in the perception of safety risks and the complexity of the critical path, indicating that

organization type influences how these aspects are viewed. However, for many other variables, no significant differences were observed across education levels, experience, or organization types, suggesting uniform perceptions for those factors.

## 4.9 Relative Importance Index

The Relative Importance Index (RII) is a widely recognized statistical tool used to evaluate and rank variables based on their perceived significance as identified by respondents. In the context of this research titled "*Challenges and Opportunities to Implement Lean Construction Practices in Highway Projects of Pakistan*," the RII method is employed to quantify the relative importance of various challenges and opportunities influencing the implementation of lean practices.

The RII is calculated using the formula:

$$\mathbf{RII} = \frac{\sum W}{A \times N}$$

where  $W$  represents the weight assigned to each factor by the respondents (ranging from 1 to 5 on a Likert scale),  $A$  is the highest possible weight (i.e., 5), and  $N$  is the total number of respondents.

This method facilitates the prioritization of factors by producing a value between 0 and 1, with higher values indicating greater perceived importance. The RII is particularly suitable for construction industry studies as it allows for systematic comparison and decision-making, especially when dealing with qualitative factors that influence project outcomes. In this study, the RII helps to rank both the challenges (e.g., lack of awareness, resistance to change, and insufficient funds) and opportunities (e.g., waste reduction, increased productivity, and improved project efficiency) based on feedback from professionals involved in highway construction projects.

This ranking provides a foundation for developing targeted strategies to overcome barriers and leverage enablers in the implementation of Lean Construction techniques thereby ensuring more effective adoption and long-term sustainability of these practices in the highway construction sector.

#### 4.10 Analysis of RII Results

The Relative Importance Index (RII) method was used to prioritize challenges that hinder the implementation of Lean Construction practices in highway projects. The RII values, which range between 0 and 1, indicate the relative significance of each challenge as perceived by survey respondents. Higher RII values reflect greater perceived importance.

TABLE 4.8: Relative Importance Index (RII)

<b>Challenges</b>	<b>RII</b>
Insufficient government support	0.063
High level training required	0.062
Lack of transparency	0.061
Lack of effective communication	0.061
Complex critical path	0.061
Lack of performance measurement systems	0.060
Lack of top management commitment	0.060
Traffic management and re-locating	0.059
Lack of awareness and understanding of LC	0.059
Poor understanding of customer needs	0.059

Table 4.8 (continued from previous page)

Challenges	RII
Resistance to change	0.057
Fast tracked projects	0.057
Lack of lean consultants	0.057
Insufficient funds	0.057
Contractor dependency	0.056
Safety risks	0.056
Lack of required competencies at managerial and employee level	0.055

The table presents several challenges associated with the implementation of Lean Construction (LC), each with a corresponding Relative Importance Index (RII) value. One of the most significant barriers is the insufficient government support, with an RII of 0.063, indicating a prominent obstacle in advancing LC practices. Following closely is the high level of training required (RII = 0.062), emphasizing the need for specialized skill sets to successfully implement lean techniques. Lack of transparency and lack of effective communication both share an RII of 0.061, reflecting the critical role of clear, open channels of information in lean projects. The complex critical path (RII = 0.061) further complicates project management, while the lack of performance measurement systems (RII = 0.060) hinders the ability to track and optimize efficiency. Other notable challenges include the lack of top management commitment (RII = 0.060), suggesting that leadership plays

a vital role in the successful adoption of LC principles. Issues like traffic management and re-locating (RII = 0.059), lack of awareness and understanding of LC (RII = 0.059), and poor understanding of customer needs (RII = 0.059) illustrate how logistical and conceptual barriers can also impede the lean construction process. Resistance to change (RII = 0.057) points to cultural challenges in adopting new methods, while fast-tracked projects (RII = 0.057) introduce additional time pressure that can strain resources. Moreover, the lack of lean consultants (RII = 0.057) and insufficient funds (RII = 0.057) further contribute to the struggle of implementing lean strategies effectively. The contractor dependency (RII = 0.056) issue and safety risks (RII = 0.056) show how external factors and safety concerns can also compromise the success of lean construction practices. Lastly, the lack of required competencies at managerial and employee levels (RII = 0.055) underscores the necessity for expertise across all levels of the workforce for lean construction to thrive.

In summary, the table highlights that these various challenges ranging from insufficient support and training to organizational and logistical hurdles collectively hinder the smooth implementation of lean construction practices.

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In summary, the table highlights that these various challenges ranging from insufficient support and training to organizational and logistical hurdles collectively hinder the smooth implementation of lean construction practices.

TABLE 4.9: Opportunities for Lean Construction Implementation Based on Relative Importance Index (RII)

<b>Opportunities</b>	<b>RII</b>
Improve overall project efficiency	0.083
Waste reduction	0.080
Better operation performance	0.080
Quality improvement	0.080
Increased process efficiency	0.078
Reduction of delays	0.077
Increased productivity (at task and projects levels)	0.077
Improve communication and project transparency	0.076
Time and cost reduction	0.075

Table 4.9 (continued from previous page)

<b>Opportunities</b>	<b>RII</b>
Better health and safety	0.075
Establishment of collaborative environment	0.073
Increased market share	0.073
Stakeholder satisfaction	0.072

The table presents several opportunities associated with the adoption of Lean Construction (LC), each with its corresponding Relative Importance Index (RII). The opportunity to improve overall project efficiency leads the list with an RII of 0.083, highlighting the potential of LC to significantly enhance the efficiency of construction projects. Following closely are waste reduction, better operational performance, and quality improvement, each with an RII of 0.080, underscoring LC's effectiveness in minimizing waste, improving operations, and elevating the quality of the finished product. The opportunity to increase process efficiency (RII = 0.078) also plays a crucial role in streamlining activities, ensuring that construction tasks are completed more efficiently. The reduction of delays (RII = 0.077) and increased productivity at both task and project levels (RII = 0.077) represent vital benefits of LC, emphasizing its ability to eliminate bottlenecks and optimize work processes.

Additionally, the opportunity to improve communication and project transparency (RII = 0.076) highlights how LC fosters better information flow and clearer visibility across all project stages, which is essential for effective decision-making. Other important opportunities include time and cost reduction (RII = 0.075), which directly impacts the bottom line, and better health and safety (RII = 0.075), which is critical for ensuring the well-being of workers on site. The establishment of a collaborative environment (RII = 0.073) emphasizes the importance of teamwork and cooperation, both of which are foundational elements of LC. Furthermore, the potential for increased market share (RII = 0.073) and stakeholder satisfaction (RII

= 0.072) illustrates how the adoption of lean principles can lead to greater competitiveness in the market and enhanced relationships with stakeholders, resulting in long-term project success.

In summary, the table reveals that the opportunities provided by Lean Construction ranging from operational improvements to enhanced market positioning can significantly benefit both project efficiency and overall organizational performance. These opportunities reflect the transformative potential of LC in driving better outcomes across all aspects of construction projects.

#### 4.11 Framework for Lean Construction Implementation

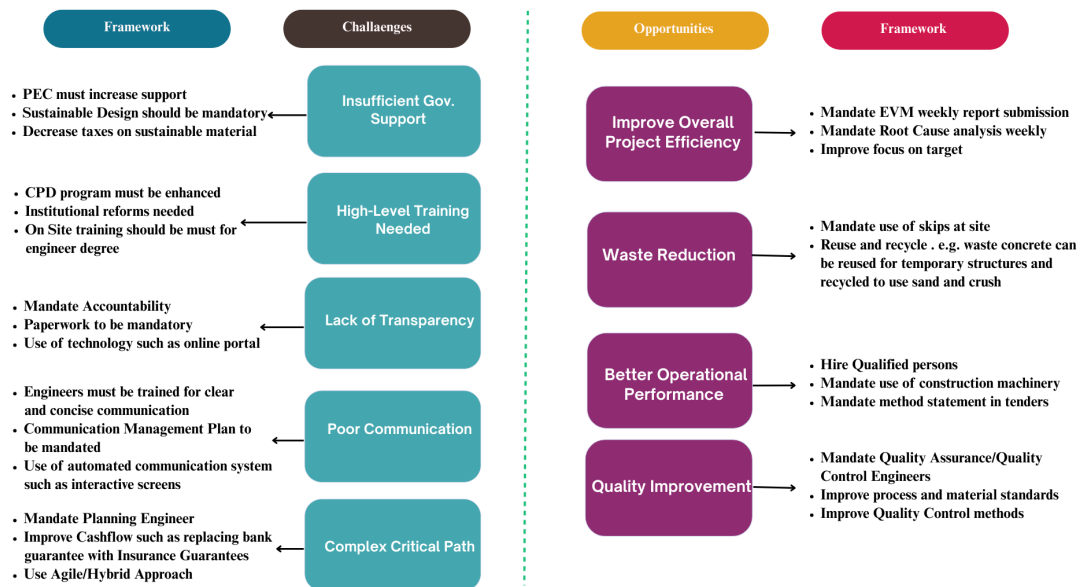


FIGURE 4.5: Framework for Lean Construction Implementation

To develop the framework for this thesis, a detailed analysis of the questionnaire responses was undertaken, identifying key challenges and opportunities based on the Relative Importance Index (RII) derived from participant feedback. After compiling the data, focused on the top 5 challenges and top 4 opportunities that emerged as the most significant. These were identified through both the questionnaire results and further validation from a review of relevant literature. Additionally, insights were gathered from 10 field experts who provided practical perspectives to ensure the relevance and accuracy of the findings. Following this, integrated the

information into a structured framework, considering both challenges and opportunities as separate components.

This framework aimed to address the most pressing issues while simultaneously leveraging the identified opportunities to drive improvement. The framework was further refined by cross-referencing it with best practices in the field and input from experts. This iterative approach ensured that the final framework was not only grounded in theoretical knowledge but also aligned with real-world applications, providing a practical guide for enhancing project management efficiency in the relevant sector.

#### **4.10.1 Insufficient Government Support**

The challenge of insufficient government support is a critical barrier to the successful implementation of Lean Construction practices in highway projects. Experts argue that the government's support can be significantly improved by:

##### **4.10.1.1 Role of Pakistan Engineering Council (PEC) in Promoting Lean Construction**

The Pakistan Engineering Council (PEC) can significantly influence Lean Construction adoption by fostering innovation, policy support, and workforce readiness.

##### **4.10.1.2 Mandatory Integration of Sustainable Design in Highway Projects**

Mandating sustainable design in highway projects can amplify the benefits of Lean Construction, including cost efficiency, waste reduction, and improved resource use.

##### **4.10.1.3 Taxes Reduction on Sustainable Materials**

High costs of sustainable materials hinder their adoption in construction. Reducing taxes and duties on eco-friendly materials can incentivize their use, supporting both Lean and sustainable practices.

#### **4.10.2 Need for High-Level Training and CPD Enhancement**

Effective implementation of Lean Construction in highway projects requires advanced training. Experts recommend strengthening CPD programs, institutional reforms, and mandatory on-site training in engineering curricula.

#### **4.10.2.1 Institutional Reforms for Lean Integration**

Institutional reforms are crucial for embedding Lean Construction into Pakistan's highway sector. Pakistan's current framework lacks alignment with Lean principles, hindering progress. Reforms should include updating engineering curricula, revising construction regulations, and launching certification programs. Public-private collaboration particularly between regulatory bodies and universities is key to creating policies that facilitate Lean adoption in public infrastructure projects.

#### **4.10.2.2 Mandatory On-Site Training in Engineering Education**

On-site training is essential for bridging the gap between theory and practice in Lean Construction. To address this, universities must embed mandatory on-site training, internships, and apprenticeships into degree programs. Partnerships with the construction industry can facilitate real-world learning, ensuring graduates are better equipped for Lean implementation in highway projects. This, alongside CPD enhancement and institutional reforms, is key to workforce readiness.

#### **4.10.3 Improving Transparency Through Accountability**

Lack of transparency in highway projects undermines Lean Construction implementation by fostering inefficiencies and mismanagement. Transparency enables informed decision-making and collaboration, essential for Lean success. In Pakistan, blurred responsibilities and bureaucratic interference often derail project outcomes [98].

Mandating accountability via defined stakeholder roles, regular audits, and regulatory oversight by bodies like PEC can enhance transparency and project performance.

#### **4.10.3.1 Mandatory Paperwork for Transparency and Control**

Standardized documentation is essential for transparency, accountability, and effective project control. Mandatory paperwork, including digital records, progress

reports, and audits, enforced by regulatory bodies like the Leveraging Technology to Enhance Transparency. Digital platforms play a vital role in improving transparency and efficiency in Lean Construction.

Tools such as BIM, PMIS, and cloud-based portals enable real-time collaboration, data sharing, and task tracking [99]. Mandating the use of online portals and project management software across highway projects can streamline communication, reduce errors, and support Lean implementation through accessible, real-time information.

#### **4.10.4 Addressing Poor Communication in Lean Construction**

Effective communication is vital for Lean Construction, ensuring collaboration, goal alignment, and timely decision-making. In highway projects, poor communication hinders workflow and increases delays.

Experts recommend improving communication by training engineers in clear, concise communication, mandating Communication Management Plans, and utilizing automated tools like interactive displays. These measures can enhance engagement, minimize misunderstandings, and support seamless Lean implementation.

##### **4.10.4.1 Training Engineers for Clear and Concise Communication**

In Lean Construction, effective communication is essential for coordination, waste reduction, and timely decision-making. In Pakistan's highway projects, engineers often manage diverse teams across dispersed sites, where traditional communication methods lead to frequent misunderstandings.

Targeted training in technical communication focusing on clarity, brevity, and standardized terminology, can enhance collaboration and ensure more efficient Lean implementation can enhance collaboration and ensure more efficient Lean implementation, ultimately fostering stronger team alignment and reducing delays in Pakistan's highway projects.

##### **4.10.4.2 Mandating a Communication Management Plan (CMP)**

A Communication Management Plan (CMP) ensures structured, timely, and effective information flow across project stakeholders. In Pakistan's highway projects,

the absence of formal communication structures leads to delays and inefficiencies. Mandating CMPs can align teams, clarify roles, and enhance project coordination, enabling smoother Lean implementation.

Automated communication tools, such as interactive screens and digital dashboards, enhance real-time information sharing and visual management in Lean Construction. In Pakistan's highway projects, replacing manual methods with digital systems can streamline updates on progress, safety, and schedules, aligning with Lean goals of reducing delays and waste.

#### **4.10.5 Managing Complex Critical Paths in Highway Projects**

Efficient critical path management is central to Lean Construction success. Complex scheduling challenges can be addressed by mandating planning engineers, optimizing cash flow, and adopting Agile or hybrid planning approaches. Replacing Bank Guarantees with Insurance Guarantees can improve liquidity, while Agile methods enable greater flexibility. Mandating Planning Engineers for Critical Path Management.

A dedicated planning engineer is vital for managing the project timeline and critical path, core to Lean Construction's emphasis on workflow efficiency and waste reduction. In Pakistan's highway sector, the absence of centralized planning leads to delays and inefficiencies. Mandating planning engineers, as seen in CPEC projects, ensures better coordination, minimizes delays, and supports structured Lean implementation [100].

##### **4.10.5.1 Improving Cash Flow Through Insurance Guarantees**

Cash flow issues often delay construction activities, especially when contractors are required to provide bank guarantees, which tie up working capital. Replacing bank guarantees with insurance guarantees can improve liquidity, ensuring that funds remain available for critical tasks. In Pakistan, many highway projects have experienced delays due to financial constraints linked to rigid bank guarantee requirements. Using more flexible instruments like insurance guarantees can support smoother project execution under Lean Construction practices, while minimizing disruptions caused by financial bottlenecks.

#### **4.10.5.2 Adopting Agile and Hybrid Approaches for Critical Path Management**

The Agile and Hybrid approaches blend structured planning with adaptability, offering greater flexibility in managing complex highway projects. In Pakistan, where highway projects often face unpredictable delays, a Hybrid model combining traditional and Agile practices can help monitor the critical path more effectively. This approach promotes responsive planning, stakeholder coordination, and improved risk management throughout the project lifecycle.

#### **4.10.5.3 Mandating Weekly Earned Value Management (EVM) Reports**

Earned Value Management integrates scope, cost, and schedule to provide objective performance insights. Regular EVM reporting enhances efficiency by identifying deviations early and supporting timely corrective action.

In Pakistan's highway projects, weekly EVM reports can formalize project monitoring, reduce budget overruns, and promote accountability among contractors and agencies like WAPDA and NHA.

#### **4.10.5.4 Mandating Weekly Root Cause Analysis (RCA)**

Root Cause Analysis is essential for identifying and addressing recurring project inefficiencies. Weekly RCA ensures timely problem resolution, improves decision-making, and reduces delays.

In Pakistan, where highway projects often suffer from coordination and management issues, integrating RCA into frameworks like NHA's monitoring systems can strengthen accountability and project performance.

#### **4.10.6 Improving Focus on Project Targets**

Clear and measurable targets in cost, time, and quality are essential for Lean Construction success. Regularly reinforcing project targets fosters motivation, collaboration, and efficient execution [101]. In Pakistan, a stronger focus on defined objectives, supported by tools like EVM and RCA, can improve highway project outcomes and align practices with global Lean standards.

#### **4.10.7 Waste Reduction in Lean Construction**

Minimizing material and process waste is central to Lean Construction. To enhance efficiency and sustainability in Pakistan's highway sector, two key actions are proposed:

##### **4.10.7.1 Mandating the Use of Skips on Site**

Requiring skips at construction sites enables proper collection, sorting, and disposal of materials. This practice reduces landfill waste, promotes recycling, and aligns with Lean principles by minimizing non-value-added activities [102]. In Pakistan, where quality construction materials are often scarce, especially in remote areas, recycling concrete can ease shortages and lower environmental impacts. Establishing onsite recycling facilities at large highway projects would enhance material flow and reduce dependence on raw resources.

Integrating material reuse with Lean principles supports value stream mapping and continuous improvement by identifying waste and optimizing resource use. This approach enhances site productivity by minimizing procurement delays and ensuring smoother workflow. It also promotes environmental sustainability by reducing landfill dependency and carbon emissions.

##### **4.10.7.2 Promoting Reuse and Recycling of Waste Materials**

Reusing waste concrete for temporary structures or recycling it into aggregates reduces material costs and supports sustainability [103]. In Pakistan, where quality construction materials are often scarce, especially in remote areas, recycling concrete can ease shortages and lower environmental impacts. Establishing onsite recycling facilities at large highway projects would enhance material flow and reduce dependence on raw resources.

#### **4.10.8 Focus on Better Operational Performance**

Improving operational performance is central to the successful implementation of Lean Construction (LC) in highway projects. Three critical interventions are proposed to address inefficiencies:

##### **4.10.8.1 Hire Qualified Persons**

Hiring qualified personnel, mandating the use of construction machinery, and requiring method statements in tenders. Employing trained professionals with expertise in Lean principles enhances process control, reduces errors, and improves overall project execution, especially vital in Pakistan, where workforce competence remains a challenge.

The mandatory use of construction machinery can significantly boost productivity, reduce reliance on manual labor, and minimize delays, aligning with Lean's focus on eliminating non-value-adding activities.

Furthermore, requiring detailed method statements during the tendering process ensures preemptive planning, standardized execution, and proactive risk mitigation. These interventions support Lean's goals of waste reduction and continuous improvement while addressing the specific needs of Pakistan's construction industry.

#### **4.10.8.2 Quality Improvement**

Quality improvement is central to achieving optimal performance, minimizing waste, and ensuring cost-effectiveness in highway construction. Lean Construction emphasizes continuous improvement and defect reduction through Quality Assurance and Control (QA/QC).

Mandating QA/QC at all project stages aligns with Lean principles by minimizing rework and improving workflow. In Pakistan, inconsistent QA/QC practices stem from limited enforcement and skills gaps. Enforcing PEC standards and training professionals in global tools like Lean Six Sigma can significantly uplift quality in highway projects.

#### **4.10.8.3 Improve Process and Material Standards**

Improving process and material standards is fundamental to minimizing inefficiencies and enhancing quality in highway construction. Furthermore, enhancing quality control (QC) methods is essential.

Lean construction promotes quality at every stage, not just the final product. In Pakistan, introducing real-time QC technologies such as drones and BIM alongside

training skilled labor, can significantly improve inspection and testing in highway projects.

#### **4.12 Strategies for Successful Implementation of Lean Construction Practices in Highway Projects**

The successful implementation of a Lean-based framework for sustainable highway construction in Pakistan requires a multi-tiered strategy involving regulatory reform, institutional coordination, capacity building, and the integration of modern tools and technologies. Given the fragmented nature of Pakistan's construction industry and the prevailing reliance on traditional practices, a well-structured implementation plan is essential.

This plan must be backed by proactive engagement from key stakeholders, particularly the Pakistan Engineering Council (PEC), the Communication and Works (C&W) Departments, and provincial infrastructure authorities such as the Infrastructure Development Authority of Punjab (IDAP). The Pakistan Engineering Council (PEC) must assume a central role by institutionalizing Lean Construction through policy advocacy, standardization, and certification mechanisms. As the regulatory authority for engineering professionals and firms, PEC is uniquely positioned to mandate the inclusion of Lean Construction principles in continuing professional development (CPD) programs, revise accreditation standards for engineering curricula to include Lean-based methodologies, and enforce project planning protocols across public and private sector works.

Furthermore, PEC can collaborate with universities to promote research and awareness about Lean and sustainable practices, bridging the current knowledge gap in the workforce. By launching national certification programs for Lean Construction professionals, PEC can directly impact the quality and consistency of implementation across all highway projects.

The C&W Departments of various provinces also have a significant role to play. Being responsible for the planning, execution, and maintenance of road infrastructure, these departments can act as the primary implementers of the proposed

Lean framework. They can ensure that project tenders require method statements, Earned Value Management (EVM) reports, Root Cause Analysis (RCA), and compliance with waste management protocols.

Through regulatory directives, the C&W departments can make it mandatory for contractors to adopt Lean practices, such as using construction skips for waste sorting, implementing on-site training programs, and submitting weekly performance reports. These actions will not only improve project transparency but also enhance accountability and operational efficiency.

Authorities such as the Infrastructure Development Authority of Punjab (IDAP), known for executing high-impact infrastructure projects, should serve as demonstration platforms for Lean implementation. IDAP can spearhead the institutionalization of Agile/Hybrid management approaches and digital communication systems like Building Information Modeling (BIM) and interactive dashboards on construction sites.

These authorities have the institutional capacity to pilot innovative strategies, monitor their effectiveness, and upscale successful models to other regions. By integrating Lean principles into their project lifecycle, from feasibility studies and planning to execution and post-completion audits, organizations like IDAP can become benchmarks for sustainable highway construction in Pakistan.

In conclusion, the implementation of Lean Construction in Pakistan's highway sector must be a coordinated effort involving regulatory enforcement by PEC, procedural reforms by the C&W departments, and innovation leadership by infrastructure development authorities. A collaborative model that combines education, regulation, incentives, and digital transformation will not only facilitate the adoption of Lean principles but also significantly contribute to the long-term sustainability and efficiency of Pakistan's transportation infrastructure.

### **4.13 Discussion**

The findings of this study highlight the multifaceted nature of Lean Construction (LC) implementation in Pakistan's highway sector, where both challenges and

opportunities are deeply intertwined. The demographic analysis confirmed that responses were gathered from diverse stakeholders, ensuring balanced perspectives from consultants, contractors, and clients, thereby enhancing the reliability of the results. The reliability and normality tests validated the robustness of the data, while the Kruskal–Wallis test indicated consensus among stakeholders, suggesting that the identified challenges and opportunities are widely recognized across the industry.

The Relative Importance Index (RII) analysis revealed key challenges, including insufficient government support, lack of high-level training, poor communication, weak transparency, and difficulties in managing complex critical paths. These findings align with earlier studies emphasizing managerial and institutional barriers to Lean adoption in developing contexts [98–100]. For example, poor communication and weak accountability mechanisms were consistently highlighted as root causes of inefficiencies and delays in highway projects, reinforcing the need for systematic reforms [98, 99]. Similarly, issues of financial constraints and critical path complexities confirm observations from prior research that ineffective planning practices undermine Lean integration [100].

On the other hand, opportunities were identified in strengthening institutional frameworks, enhancing training programs, and leveraging digital tools. The role of the Pakistan Engineering Council (PEC) emerged as central in fostering Lean adoption through reforms in accreditation, certification, and continuing professional development. The emphasis on digital platforms such as BIM and PMIS for transparency and collaboration resonates with global trends, confirming that technological adoption can bridge gaps in accountability and efficiency [99]. Furthermore, the focus on waste reduction, reuse of materials, and improved operational performance underscores the alignment of Lean Construction with sustainability objectives, as also highlighted in contemporary research [102, 103].

The strategies developed in this study integrate these dual perspectives. By linking challenges such as poor communication and insufficient government support with targeted interventions such as mandating Communication Management Plans (CMPs), embedding Lean principles in university curricula, and requiring Earned

Value Management (EVM) and Root Cause Analysis (RCA) reports, the proposed framework addresses systemic weaknesses while capitalizing on opportunities. Notably, the suggestion to replace rigid bank guarantees with insurance guarantees provides a context-specific solution to financial bottlenecks, reflecting innovative adaptation of Lean principles to Pakistan's highway sector.

Overall, this discussion demonstrates that while structural and cultural barriers persist, the highway sector in Pakistan holds significant potential for Lean Construction implementation if supported by regulatory enforcement, institutional reforms, and digital integration. The alignment of identified opportunities with international best practices [101–103] further validates that Lean Construction, when tailored to local conditions, can improve sustainability, accountability, and efficiency in large-scale infrastructure projects.

# Chapter 5

## Conclusion and Recommendations

### 5.1 Conclusion

This research aimed to explore the implementation of Lean Construction (LC) practices within Pakistan's highway construction sector, identifying the challenges and opportunities that influence the adoption of these practices. Based on an analysis of data collected from 126 industry professionals, several key findings emerged.

The study revealed that the most significant challenges to implementing Lean Construction practices include insufficient government support, the lack of awareness and understanding of Lean methods, resistance to change, and the absence of effective communication and top management commitment. These barriers underscore the need for a more robust support structure, greater training, and awareness campaigns at all levels.

On the other hand, the adoption of Lean Construction practices offers numerous opportunities, particularly in improving project efficiency, reducing waste, enhancing productivity, and improving overall project quality. The implementation of these practices could lead to substantial improvements in both project delivery and stakeholder satisfaction, making a compelling case for the transition to Lean

methodologies.

This research also emphasized the importance of institutional support and training as crucial enablers for Lean Construction's successful integration in Pakistan. Through structured frameworks and interventions, such as government incentives, enhanced training programs, and improved project communication, the adoption of Lean Construction can lead to a more sustainable and efficient construction industry.

## 5.2 Recommendations

Based on the findings of this study, the following recommendations are made for successfully implementing Lean Construction practices in Pakistan's highway projects:

1. **Government Support and Policy Changes:** The government should enhance its support for Lean Construction by integrating Lean principles into national construction policies. This includes mandating the use of sustainable materials, promoting Lean certifications through the Pakistan Engineering Council (PEC), and offering tax incentives for eco-friendly materials.
2. **Training and Capacity Building:** Educational institutions and industry stakeholders should collaborate to develop specialized Lean training programs for professionals in the construction sector. Continuous professional development (CPD) and on-site training should be incorporated into the curricula to ensure engineers and project managers are equipped with the necessary Lean tools, such as Value Stream Mapping and the Last Planner System.
3. **Strengthening Communication and Transparency:** Improved communication strategies, including the development of Communication Management Plans (CMPs), should be implemented to foster better coordination and information flow among project stakeholders. Digital tools like Building Information Modeling (BIM) and cloud-based project management software should be mandated for real-time updates, ensuring transparency and effective decision-making.

4. **Institutional Reforms and Certifications:** PEC should play a more proactive role in institutionalizing Lean Construction through mandatory certification programs. Additionally, regulatory bodies should introduce reforms to integrate Lean methodologies into existing construction standards and practices.
5. **Adopting Lean Tools for Project Efficiency:** Highway projects should adopt Lean tools like Earned Value Management (EVM), Root Cause Analysis (RCA), and regular performance reports to ensure continuous improvement, timely problem resolution, and effective resource management.
6. **Collaboration with Private Sector:** Public-private partnerships should be strengthened to pilot Lean Construction practices in high-profile projects. By collaborating with organizations like the Infrastructure Development Authority of Punjab (IDAP), the government can showcase successful Lean implementations, encouraging broader adoption across the sector.

### 5.3 Theoretical Implications

This study contributes significantly to the existing body of knowledge on Lean Construction by providing a detailed analysis of its implementation challenges and opportunities in the context of Pakistan's highway construction industry. The research extends the theoretical framework of Lean Construction by highlighting specific barriers, such as the lack of awareness, resistance to change, and insufficient government support, which have not been thoroughly examined in previous studies in the Pakistani context. Additionally, this research provides valuable insights into how Lean Construction practices can be adapted to the unique challenges of the Pakistani construction industry. By exploring the relationship between education level, experience, and organizational type, this study broadens the theoretical understanding of how these variables influence perceptions of Lean implementation. The study also introduces a framework for the successful implementation of Lean Construction in Pakistan, which can serve as a reference for future research on Lean practices in developing economies. This framework not only incorporates global best practices but also considers the local socio-economic and institutional factors that affect the adoption of Lean principles in the region.

## **5.4 Managerial Implications**

The findings of this study have significant managerial implications for construction industry professionals, particularly those involved in highway projects. For project managers and construction firms, adopting Lean Construction practices can significantly enhance operational efficiency, reduce costs, and improve project timelines. The study emphasizes the importance of aligning project goals with Lean principles, such as waste reduction, improved communication, and continuous process improvement.

One of the key managerial recommendations is the need for robust leadership and commitment from top management. The successful adoption of Lean Construction requires a cultural shift within organizations, where Lean principles become embedded in the company's values and day-to-day operations. Managers should advocate for Lean practices, ensuring that adequate resources are allocated for training, development, and the implementation of Lean tools.

Moreover, construction managers should focus on enhancing communication and transparency across all project stages, from planning to execution. By utilizing digital tools like BIM and project management software, managers can improve coordination and decision-making, reducing delays and ensuring that all stakeholders remain aligned with the project's objectives.

Finally, this study highlights the need for cross-sector collaboration, where private and public sector organizations work together to create a more conducive environment for Lean Construction practices. Collaboration with regulatory bodies like PEC and infrastructure development authorities can lead to the creation of industry standards, training programs, and certification initiatives that support the widespread adoption of Lean Construction in Pakistan's highway projects. In conclusion, the successful implementation of Lean Construction practices in Pakistan requires not only overcoming challenges but also seizing the numerous opportunities for improvement. By embracing Lean principles, stakeholders can significantly enhance the efficiency, sustainability, and overall success of highway construction projects.

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# Appendix A

Challenges and Opportunities to Implement  
Lean Construction Practices in Highway  
Projects of Pakistan

**Dear Respondent,**

I hope this message finds you well.

As part of my MS thesis titled “Challenges and Opportunities to Implement Lean Construction Practices in Highway Projects”, I am exploring how Lean Construction practices are transforming the highway construction industry. These practices aim to minimize waste, improve efficiency, and encourage collaboration for more successful project outcomes.

In this regard, I am conducting a survey to analyze the challenges and opportunities of implementing Lean Construction practices in highway projects within Pakistan’s construction industry. Your valuable insights will contribute significantly to my research.

The survey will take approximately **05-10 minutes** to complete, and I would greatly appreciate your time and feedback.

Thank you in advance for your participation and for sharing your expertise.

**Sincerely,**

**Rashid Ahmad**

Department of Civil Engineering

Capital University of Science & Technology (CUST), Islamabad

## Section 1: Demographic Details

### 1. Highest Level of Education \*

- Diploma Holder
- Bachelor's Degree
- Master's Degree
- Ph.D

### 2. Designation \*

- Project Manager
- Construction Manager
- Engineer (Civil, Mechanical, Electrical, etc.)
- Contractor
- Consultant
- Architect
- Supervisor
- Other: \_\_\_\_\_

**3. Years of Experience in the Construction Industry \***

- 0-1 years
- 2-5 years
- 6-10 years
- 11-15 years
- 15+ years

**4. Organization Type \***

- Consultancy
- Contractor
- Client

**5. Location of the Current Highway Project \***

- Punjab
- Sindh
- Khyber Pakhtunkhwa (KPK)
- Balochistan
- Federal

## 6. Understanding of Lean Construction Practices in Highway Projects \*

- No understanding at all
- Slight
- Moderate
- High
- Exceptional

## Section 2: Challenges in Implementing Lean Construction

Lean Construction (LC) is a methodology that prioritizes minimizing waste, improving efficiency, and delivering value to all stakeholders involved in construction projects. While the principles of Lean Construction have the potential to significantly enhance project outcomes, their successful implementation presents several challenges. This is particularly true in contexts such as Pakistan, where the construction industry often encounters structural and operational barriers that hinder the effective adoption of Lean practices. This section aims to identify the challenges encountered in adopting lean construction practices.

**Instructions:** Please rate the following challenges on a scale of 1 to 5, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Challenge	1	2	3	4	5
Lack of awareness and understanding of LC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resistance to change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of top management commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Challenge	1	2	3	4	5
Lack of required competencies at managerial and employee level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of lean consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of effective communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient government support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of performance measurement systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor understanding of customer needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High level training required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic management and re-locating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fast tracked projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contractor dependency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complex critical path	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 3: Opportunities for Lean Construction Implementation

Lean construction (LC) offers significant potential to improve efficiency, reduce waste, and enhance productivity in the construction industry. Despite the challenges, there are numerous opportunities to leverage lean practices for better project outcomes.

This section aims to explore the possibilities and potential benefits that can be achieved through the successful implementation of lean construction. Identifying these opportunities will help uncover pathways for innovation, efficiency, and growth in the construction industry.

**Instructions:** Please rate the following opportunities on a scale of 1 to 5, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Opportunity	1	2	3	4	5
Time and cost reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased productivity (at task and project levels)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased process efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better operation performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Opportunity	1	2	3	4	5
Quality improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishment of collaborative environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholder satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased market share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction of delays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved communication and project transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved overall project efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>