

**SUCCESSFUL IMPLEMENTATION OF
EROSION AND SEDIMENTATION CONTROL
PLAN FOR REDUCING ENVIRONMENTAL
IMPACT IN THE CONSTRUCTION INDUSTRY**

ASRI SYAHMI BIN ASNOR

MASTER OF SCIENCE

UNIVERSITI MALAYSIA PAHANG



SUPERVISOR'S DECLARATION

We hereby declare that We have checked this thesis, and, in our opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Master of Science.



(Supervisor's Signature)

Full Name : TS. DR. ABDUL RAHIMI BIN ABDUL RAHMAN

Position : SENIOR LECTURER

Date : 16/05/2022



(Co-supervisor's Signature)

Full Name : IR. TS. DR. HJ. SAFFUAN BIN WAN AHMAD

Position : SENIOR LECTURER

Date : 16/05/2022



STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

A handwritten signature in black ink, appearing to read "Asri Syahmi".

(Student's Signature)

Full Name : ASRI SYAHMI BIN ASNOR

ID Number : MAP19004

Date : 16/05/2022

SUCCESSFUL IMPLEMENTATION OF EROSION AND SEDIMENTATION
CONTROL PLAN FOR REDUCING ENVIRONMENTAL IMPACT IN THE
CONSTRUCTION INDUSTRY

ASRI SYAHMI BIN ASNOR

Thesis submitted in fulfillment of the requirements
for the award of the degree of
Master of Science

Faculty of Civil Engineering Technology
UNIVERSITI MALAYSIA PAHANG

MAY 2022

ACKNOWLEDGEMENTS

Foremost, I would like to express my sincere gratitude to my advisor Dr. Rahimi Abdul Rahman, for the continuous support for my research and thesis writing, for his patience, motivation, enthusiasm, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis at the University Malaysia Pahang. Last but not the least, I would like to thank my family: my parents, Asnor bin Endin and Umi Kalsom binti Ismail, and my siblings, for giving birth to me in the first place and supporting me spiritually and physically throughout my life.

ABSTRAK

Hakisan dan pemendapan buatan manusia boleh menjaskan persekitaran. Pelan perlindungan alam sekitar, termasuk rancangan kawalan hakisan dan pemendapan (ESCP), dapat mengurangkan kesan persekitaran tapak pembinaan. Walau bagaimanapun, banyak cabaran yang menjadi penghalang kepada pelaksanaan ESCP. Kajian ini menunjukkan sokongan terhadap Matlamat Pembangunan Lestari Pertubuhan Bangsa-Bangsa Bersatu. Kajian ini dilakukan ke arah matlamat ke-11.C, bandar dan komuniti lestari. Misi rasmi SDG 11 adalah untuk "Menjadikan bandar inklusif, selamat, berdaya tahan dan mampan" Memahami punca yang menjadi penghalang kepada pelaksanaan ESCP dapat mengatasi masalah itu, tetapi informasi tersebut masih tidak mencukupi. Kajian ini bertujuan untuk mengkaji faktor-faktor untuk melaksanakan ESCP dengan berjaya di negara-negara membangun seperti Malaysia dengan mengetahui cabaran utama dalam perlaksanaan ESCP, mengenal pasti faktor kritikal yang dapat melaksanakan ESCP dengan berjaya, dan mengklasifikasikan hubungan antara faktor kritikal yang dikenal pasti. Populasi sasaran untuk kajian ini ialah profesional individu yang terlibat dalam pelaksanaan ESCP, termasuk pegawai dari Jabatan Alam Sekitar, Jabatan Pengairan dan Saliran, dan Jabatan Infrastruktur Dewan Bandaraya, Majlis Bandaraya, Majlis Perbandaran, dan Majlis Daerah, jurutera dan pegawai persekitaran dari kontraktor dan firma perunding. Penyelidikan ini menggunakan tinjauan soal selidik sebagai metodologi untuk menjawab objektif kajian ini. Oleh itu, kajian ini mengenal pasti cabaran utama dalam melaksanakan ESCP di tapak pembinaan. Objektif tersebut dapat dicapai dengan menganalisa data dari 102 peserta dalam cabaran utama dalam tinjauan ESCP dengan melakukan analisis deskriptif untuk mencari min dan sisihan piawai sebelum nilai normalisasi dikira. Nilai normalisasi menunjukkan faktor kejayaan adalah kritikal, dan faktor kejayaan penting apabila nilai normalisasi melebihi 0.50. Semua nilai normalisasi di bawah 0.50 dikeluarkan dari data untuk mengelakkan kekeliruan dalam proses analisis faktor. Kemudian, dari nilai inormalisasi, keseluruhan data disenaraikan analisis faktor dibuat. Analisis faktor ini meminimumkan bilangan pemboleh ubah bagi setiap faktor yang mempunyai beban besar dan menyatukannya ke dalam beberapa kumpulan komponen. Akhirnya, senarai komponen untuk kedua-dua objektif penyelidikan disenaraikan. Seterusnya, perbincangan tertumpu pada component yang mempunyai nilai normalisasi keseluruhan lebih dari 0.60 kerana nilai tersebut terletak pada skala kritikal. Cabaran yang dihadapi oleh dalam industri pembinaan mengakibatkan pelaksanaan ESCP pada tahap yang rendah. Cabaran dalam melaksanakan ESCP dapat dikategorikan kepada tiga komponen, Pengetahuan, Sikap dan Kesedaran, Masalah Teknikal, dan Kos. Menyelesaikan cabaran ini dapat meningkatkan pelaksanaan ESCP. Oleh itu, ia akan menyelamatkan persekitaran sambil membangunkan negara. Pada masa yang sama, faktor kejayaan dalam melaksanakan ESCP dapat dikategorikan kepada empat komponen, Penguatkuasaan, Pengetahuan, Sikap dan Kesedaran, Pengurusan, dan Perancangan. Faktor-faktor ini mampu meningkatkan pelaksanaan ESCP dalam industri pembinaan. Oleh itu, kita dapat membangunkan negara sambil mengekalkan alam semula jadi untuk generasi masa hadapan. Akhir sekali, kajian ini membantu memberi kesedaran, pengetahuan, dan kepentingan ESCP dalam membantu kontraktor dan perunding menguruskan peruntukan sumber mereka dengan betul, membantu pengamal industri untuk mengembangkan strategi yang effisyen dan dapat menghapuskan kaedah yang kurang berkesan yang digunakan untuk meningkatkan kadar kejayaan pelaksanaan ESCP, menambahkan kajian baru dalam kajian terkini, dan membantu pihak berkuasa dalam pembuatan polisi dalam menangani masalah yang berkaitan dengan pelaksanaan ESCP. Penemuan utama merangkumi cabaran utama untuk melaksanakan ESCP adalah: 'Implimentasi ESCP dan kerja pembinaan tidak selari,' 'kurangnya publisiti mengenai ESCP,' 'kegagalan untuk menyelenggara fasiliti ESCP secara berkala,' 'kekurangan kos peruntukan untuk pelaksanaan ESCP,' kontraktor merasakan perlaksanaan ESCP dikenakan bayaran yang berlebihan, " dan 'menyelesaikan ESCP hanya untuk laporan.' Penemuan ini menyumbang pengetahuan yang lebih baik dalam mengembangkan strategi untuk pelaksanaan ESCP yang berkesan untuk melindungi alam sekitar.

ABSTRACT

Human-made erosion and sedimentation can severely affect the environment. Environmental protection plans, including the erosion and sedimentation control plan (ESCP), can reduce construction sites' environmental impacts. However, numerous challenges are hindering successful ESCP implementation. This study shows support for the United Nations Sustainable Development Goals. This study is done towards the 11th goal, 11.C, sustainable cities and communities. SDG 11's official mission is to "Make cities inclusive, safe, resilient and sustainable" (Assembly, U. G., 2017). While understanding the underlying challenges in ESCP implementation can address that problem, that information is lacking. This study investigates the factors for implementing ESCP successfully in developing countries such as Malaysia by determining the key challenges for implementing ESCP, identifying the critical success factors for implementing ESCP, and classifying the relationship between the identified critical factors. The target population for the interviews is individual professionals that are involved in ESCP implementation, including officers from the Department of Environment, the Department of Irrigation and Drainage, and Infrastructure Department of City Halls, City Councils, Municipal Councils, and District Councils, Engineers and Environmental officers of contractors and consultant firms. This research uses a questionnaire survey as the methodology to answer the research objective. Therefore, this study identifies the key challenges in implementing ESCP at construction sites. To achieve that objective, data from the 102 participants in the key challenges in implementing ESCP surveys undergo the descriptive analysis to find the mean and standard deviation before the normalized value is calculated. The normalized value indicates the success factor is critical, and the success factor is important when normalized is above 0.50. Then, from the normalized value, the overall data is listed. Factor analysis minimizes the number of variables at each factor with large loads and groups them into several groups of a component. Finally, the list of components for both research objectives is listed. Key challenges in implementing ESCP can be categorized into three components: knowledge, attitude and awareness, technical issue, and cost. Solving these challenges may increase the implementation of ESCP. Thus, it will save our environment while building our nation. At the same time, critical success factors in implementing ESCP can be categorized into four components: Enforcement, Knowledge, Attitude and Awareness, Management, and Planning. Implementing these factors may result in an increase in the implementation of ESCP in our construction industry. Thus, Malaysia can develop while maintaining its natural treasures for our future generations. Last but not least, this paper helps create awareness, knowledge, and importance of ESCP helps to manage their resource allocation properly, assisting industry practitioners to develop strategies that target to eliminate the less effective method that is currently used to improves the success rate of implementing ESCP, adding new literature in current literature, and support government authorities in policymaking to decide between tackling problems related to the implementing of ESCP. The major findings include the key challenges for implementing ESCP are: 'progress between ESCP and construction works is not parallel,' 'lack of publicity on ESCP,' 'failure to maintain ESCP facilities periodically,' 'cost-reduction process in ESCP implementation,' 'contractors perceived that ESCP is overcharged,' and 'completed the ESCP just for the report.' Also, the fragmentation between project stakeholders in the construction industry results in other key challenges that partially affect some project members. These findings contribute a better knowledge in developing strategies for effective ESCP implementation to protect the environment.

TABLE OF CONTENT

DECLARATION

TITLE PAGE

ACKNOWLEDGEMENTS	ii
-------------------------	----

ABSTRAK	iii
----------------	-----

ABSTRACT	iv
-----------------	----

TABLE OF CONTENT	v
-------------------------	---

LIST OF TABLES	ix
-----------------------	----

LIST OF FIGURES	x
------------------------	---

LIST OF ABBREVIATIONS	xi
------------------------------	----

CHAPTER 1 INTRODUCTION	1
-------------------------------	---

1.1 Research Background	1
-------------------------	---

1.2 Problem Statement	3
-----------------------	---

1.3 Research Questions	6
------------------------	---

1.4 Research Objectives	6
-------------------------	---

1.5 Research Scope	7
--------------------	---

1.6 Significant of Research	7
-----------------------------	---

1.7 Summary	8
-------------	---

CHAPTER 2 LITERATURE REVIEW	9
------------------------------------	---

2.1 Introduction	9
------------------	---

2.2 Environmental management plan (EMP) in Global Agenda	9
----------------------------------------------------------	---

2.2.1 Environmental Impact in Construction Projects	10
-----------------------------------------------------	----

2.2.2 Environmental Management Plan (EMP)	11
-------------------------------------------	----

2.2.3 Role of project managers to EMP implementation	13
------------------------------------------------------	----

2.2.4	Factors affecting EMP implementation	15
2.3	Overview of Erosion and Sediment	17
2.3.1	Erosion and Sediment	17
2.3.2	Erosion and Sediment Control Plan (ESCP)	18
2.3.3	ESCP in Malaysia	20
2.4	Challenges to EMP implementation	21
2.4.1	Technical barriers	22
2.4.2	Economic barriers	23
2.4.3	Environmental barriers	23
2.5	Critical success factors to EMP implementation	24
2.5.1	Design related factors	24
2.5.2	Building materials related factors	24
2.5.3	Human related factors	25
2.6	Research Gap	26
2.7	Theoretical framework	26
2.8	Summary	27
CHAPTER 3 METHODOLOGY		29
3.1	Introduction	29
3.2	Target Population	29
3.3	Developing the Questionnaire Survey	31
3.3.1	Individual Interview	31
3.3.2	Thematic Analysis	35
3.3.3	Systematic Review	36
3.3.4	Drafting the Survey	39
3.3.5	Pilot Study	39

3.4	Collecting Survey Data	40
3.5	Analyzing Survey Data	41
3.6	Reliability Analysis	44
3.7	Statistical Analysis	44
	3.7.1 Descriptive Statistics	44
	3.7.2 Inferential Analysis	44
	3.7.3 Factor Analysis	45
3.8	Summary	46
CHAPTER 4 DATA ANALYSIS		47
4.1	Introduction	47
4.2	Reliability Test	47
4.3	Challenges in Implementing ESCP Results	47
	4.3.1 Overall Data	47
	4.3.2 Stakeholder Data	49
	4.3.3 Region Data	51
	4.3.4 Factor Analysis	51
4.4	Success Factor in Implementing ESCP Results	57
	4.4.1 Overall Data	57
	4.4.2 Stakeholder Data	58
	4.4.3 Region Data	58
	4.4.4 Factor Analysis	62
4.5	Summary	66
CHAPTER 5 DISCUSSION		67
5.1	Introduction	67

5.2	Challenges in Implementing ESCP	67
5.2.1	Knowledge, Attitude, and Awareness	67
5.2.2	Technical Issues	69
5.2.3	Cost	71
5.3	Critical Success Factors in Implementing ESCP	73
5.3.1	Enforcement	73
5.3.2	Knowledge, Attitude, and Awareness	74
5.3.3	Management	75
5.3.4	Planning	77
CHAPTER 6 CONCLUSION AND RECOMMENDATION		78
6.1	Introduction	78
6.2	Summary of Objectives Achievement	78
6.2.1	Challenges of ESCP Implementation	80
6.2.2	Critical Success Factor of ESCP Implementation	81
6.3	Contribution to Industry	82
6.4	Contribution to the Body of Knowledge	82
6.5	Recommendation for Future Research	83
6.6	Closing remarks	83
REFERENCES		85
APPENDICES		98
APPENDIX A: QUESTIONNAIRE SURVEY		99
APPENDIX B: INTERVIEW SESSIONS QUESTION		108

LIST OF TABLES

Table 2.1	Newspaper articles reported floods caused by construction sites	11
Table 3.1	List of interviewees	32
Table 3.2	Sample Analysis during Thematic Analysis	35
Table 3.3	Sample Analysis during Systematic Review	38
Table 3.4	Respondent profiles for the questionnaires survey.	41
Table 3.5	Identified Possible Critical Challenges in Implementing ESCP in Construction Industry	42
Table 3.6	Identified Possible Critical Success Factor in Implementing ESCP in Construction Industry	43
Table 4.1	Results from the Challenges in Implementing ESCP data	48
Table 4.2	Summary of the survey results on the Challenges in Implementing ESCP of the Stakeholder	50
Table 4.3	Summary of Factor Analysis for Challenges in Implementing ESCP	52
Table 4.4	Summary of the survey results challenges in implementing ESCP of the region in Malaysia.	55
Table 4.5	Results from the Success Factor in Implementing ESCP data	57
Table 4.6	Summary of the survey results on the success factors in implementing ESCP of the stakeholder.	59
Table 4.7	Summary of the survey results on the success factors in Implementing ESCP of the region in Malaysia	60
Table 4.8	Summary of Factor Analysis for Success Factor in Implementing ESCP	62

LIST OF FIGURES

Figure 1.1	Landslide in Cameron highland	3
Figure 1.2	Flood in Cameron highland	4
Figure 1.3	An abandoned project that does not implement ESCP	5
Figure 1.4	Flash flood in a city in Malaysia	5
Figure 2.1	Theoretical framework for determining the challenges and success factors for the implementation of ESCP	27
Figure 3.1	Methodology process flow	30
Figure 3.2	Developing questionnaire survey process flow chart	31
Figure 3.3	Interview session process flow chart	34
Figure 3.4	Sample Analysis during Systematic Review	38
Figure 4.1	Chart for critical challenges for the implementation of ESCP	54
Figure 4.2	Chart for the critical success factors for the implementation of ESCP	65
Figure 5.1	The Scale diagram for Criticality from 0 to 1	67

LIST OF ABBREVIATIONS

ESCP	Erosion and Sediment Control Plan
WEQ	Equation of Wind Erosion
USLE	Equation of Universal Soil Loss
RUSLE	Revised Universal Soil Loss Equation
BMP	Best Management Practice
DID	Department of Irrigation and Drainage
DOE	Department of Environment
EIA	Environment Impact Assessment
LD-P2M2	Land-Disturbing Pollution Prevention and Mitigation Measures
ANOVA	Analysis of variance
CPESC	Certified Professional in Erosion and Sediment Control
BCI	Building Material Cost Index
CIDB	Construction Industry Development Board
AHP	Analytical Hierarchy Proses
SDG	The Sustainable Development Goals
UN-GA	The United Nation General Assembly

REFERENCES

- Aarseth, W., Ahola, T., Aaltonen, K., Økland, A., & Andersen, B. (2017). Project sustainability strategies: A systematic literature review. *International Journal of Project Management*, 35(6), 1071-1083.
- Abdul-Rahman, H., Berawi, M. A., Berawi, A. R., Mohamed, O., Othman, M., & Yahya, I. A. (2006). Delay mitigation in the Malaysian construction industry. *Journal of construction engineering and management*, 132(2), 125-133.
- Ahsan, K., Ho, M., & Khan, S. (2013). Recruiting project managers: A comparative analysis of competencies and recruitment signals from job advertisements. *Project Management Journal*, 44(5), 36-54.
- Ajzen, I. (2011). The theory of planned behaviour: Reactions and reflections. *Psychology & health*, 26(9), 1113-1127.
- Akadiri, P. O. (2015). Understanding barriers affecting the selection of sustainable materials in building projects. *Journal of Building Engineering*, 4, 86-93.
- Alvarez-Dionisi, L. E., Turner, R., & Mittra, M. (2016). Global project management trends. *International Journal of Information Technology Project Management (IJITPM)*, 7(3), 54-73.
- Amin, Z. (2000). Q methodology: A journey into the subjectivity of human mind. *Singapore medical journal*, 41(8), 410-414.
- Anantatmula, V. S. (2010). Project manager leadership role in improving project performance. *Engineering management journal*, 22(1), 13-22.
- Andersen, E. S. (2010). Rethinking project management—An organisational perspective. *Strategic Direction*.
- Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta-analytic review. *British journal of social psychology*, 40(4), 471-499.
- Asnor, A. S., Rahman, R. A., & Ahmad, S. W. (2020). Causal Factors in Implementing Environmental Regulation: Evidence from the Erosion and Sediment Control Plan in Malaysia. *International Journal of Engineering Technology and Sciences*, 7(1), 1-10.
- Assembly, U. G. (2017). *Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development*. United Nations: New York, NY, USA.
- Attri, R., Dev, N., & Sharma, V. (2013). Interpretive structural modelling (ISM) approach: an overview. *Research Journal of Management Sciences*, 2319(2), 1171.
- Bai, Z. G., Dent, D. L., Olsson, L., & Schaepman, M. E. (2008). Proxy global assessment of land degradation. *Soil use and management*, 24(3), 223-234.
- Barchak, L. J. (1979). Discovery of socialist opinion. *Operant Subjectivity*, 2, 60–102.

- Barr, S., Gilg, A., & Shaw, G. (2011). 'Helping People Make Better Choices': Exploring the behaviour change agenda for environmental sustainability. *Applied Geography*, 31(2), 712-720.
- Bell, S., & Morse, S. (2003). Measuring Sustainability: Learning by Doing (London: Earthscan).
- Bentahar, O., & Ika, L. A. (2019). Matching the project manager's roles to project types: Evidence from large dam projects in Africa. *IEEE Transactions on Engineering Management*, 67(3), 830-845.
- Bookhagen, B., Thiede, R. C., & Strecker, M. R. (2005). Abnormal monsoon years and their control on erosion and sediment flux in the high, arid northwest Himalaya. *Earth and Planetary Science Letters*, 231(1-2), 131-146.
- Brady, T., & Davies, A. (2014). Managing structural and dynamic complexity: A tale of two projects. *Project Management Journal*, 45(4), 21-38.
- Brones, F. A., de Carvalho, M. M., & de Senzi Zancul, E. (2017). Reviews, action and learning on change management for ecodesign transition. *Journal of Cleaner Production*, 142, 8-22.
- Brones, F., de Carvalho, M. M., & de Senzi Zancul, E. (2014). Ecodesign in project management: a missing link for the integration of sustainability in product development?. *Journal of Cleaner Production*, 80, 106-118.
- Brouwer, M. (1999). Q is accounting for tastes. *Journal of Advertising Research*, 39(2), 35-35.
- Brown, K. A. (2006). *Incorporating Green-Building Design Principles into Campus Facilities Planning: Obstacles and Opportunities* (Doctoral dissertation, Ohio University).
- Brown, S. R. (1980). *Political subjectivity: Applications of Q methodology in political science*. Yale University Press.
- Brown, S. R. (1986). Q technique and method: Principles and procedures. *New tools for social scientists: Advances and applications in research methods*, 57-76.
- Bui, N. T., Kawamura, A., Du Bui, D., Amaguchi, H., Bui, D. D., Truong, N. T., ... & Nguyen, C. T. (2019). Groundwater sustainability assessment framework: A demonstration of environmental sustainability index for Hanoi, Vietnam. *Journal of environmental management*, 241, 479-487.
- Carvalho, M. T. M., de Paula, J. M. P., & Gonçalves, P. H. (2017). *Gerenciamento de obras públicas* (No. 2284). Texto para Discussão.
- Chan, Y. H., Lee, B. C., & Lee, J. C. (2014). Sustainability in the construction industry in Malaysia: the challenges and breakthroughs. *International Journal of Economics and Management Engineering*, 8(4), 1218-1222.

- Chang, A. S., Shen, F. Y., & Ibbs, W. (2010). Design and construction coordination problems and planning for design-build project new users. *Canadian journal of civil engineering*, 37(12), 1525-1534.
- Chen, S. C., & Hung, C. W. (2016). Elucidating the factors influencing the acceptance of green products: An extension of theory of planned behavior. *Technological Forecasting and Social Change*, 112, 155-163.
- Clark, K. B., & Fujimoto, T. (1991). Product development performance: Strategy, organization, and management in the world auto industry. Boston, MA, USA: *Harvard Business School Press*.
- Connerley, M. L., & Pedersen, P. B. (2005). *Leadership in a diverse and multicultural environment: Developing awareness, knowledge, and skills*. Sage Publications.
- Cordano, M., & Frieze, I. H. (2000). Pollution reduction preferences of US environmental managers: Applying Ajzen's theory of planned behavior. *Academy of Management journal*, 43(4), 627-641.
- Crawford, L. (2013). Leading sustainability through projects. In *Sustainability integration for effective project management* (pp. 235-244). IGI Global.
- Cross, R. M. (2005). Exploring attitudes: the case for Q methodology. *Health education research*, 20(2), 206-213.
- Crouch, M., & McKenzie, H. (2006). The logic of small samples in interview-based qualitative research. *Social science information*, 45(4), 483-499.
- Das, G. (2008). *Hydrology and Soil Conservation Engineering: Including Watershed Management*. PHI Learning Pvt. Ltd.
- Davis, J. L., Green, J. D., & Reed, A. (2009). Interdependence with the environment: Commitment, interconnectedness, and environmental behavior. *Journal of environmental psychology*, 29(2), 173-180.
- Denzine, G. M. (1998). The use of Q methodology in student affairs research and practice. *Student Affairs Journal Online*.
- Department of Irrigation and Drainage (DID) (2010) Guideline for erosion and sediment control in Malaysia
- Desa, U. N. (2016). Transforming our world: The 2030 agenda for sustainable development.
- Devi, P. (2016). Comparison of Consumption Patterns and Environmental Awareness in formal and informal communities in Suva, Fiji Islands.
- Dibrell, C., Craig, J. B., & Hansen, E. N. (2011). How managerial attitudes toward the natural environment affect market orientation and innovation. *Journal of Business Research*, 64(4), 401-407.

- Donner, J. C. (2001). Using Q-sorts in participatory processes: An introduction to the methodology. *Social Development Papers*, 36, 24-49.
- Douglas, I. (1967). *Natural and man-made erosion in the humid tropics of Australia, Malaysia and Singapore* (Vol. 150). Centerick.
- Drucker, P. (2012). *The practice of management*. Routledge.
- Dryzek, J. S., & Berejikian, J. (1993). Reconstructive democratic theory. *American Political Science Review*, 87(1), 48-60.
- Du, H., Wang, T., & Xue, X. (2017). Potential wind erosion rate response to climate and land-use changes in the watershed of the Ningxia–Inner Mongolia reach of the Yellow River, China, 1986–2013. *Earth Surface Processes and Landforms*, 42(13), 1923-1937.
- Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business strategy and the environment*, 11(2), 130-141.
- Dziopa, F., & Ahern, K. (2011). A systematic literature review of the applications of Q-technique and its methodology. *Methodology*.
- Ebner, D., & Baumgartner, R. J. (2006, September). The relationship between sustainable development and corporate social responsibility. In *Corporate responsibility research conference* (Vol. 4, No. 5.9, p. 2006). Queens University, Belfast Dublin.
- Edum-Fotwe, F. T., & Price, A. D. (2009). A social ontology for appraising sustainability of construction projects and developments. *International Journal of Project Management*, 27(4), 313-322.
- Elkington, J. (1994). Towards the sustainable corporation: Win-win-win business strategies for sustainable development. *California management review*, 36(2), 90-100.
- Eskerod, P., & Huemann, M. (2013). Sustainable development and project stakeholder management: What standards say. *International Journal of Managing Projects in Business*.
- Fatt, C. S. (1985). Sediment problems and their management in Peninsular Malaysia. *Water international*, 10(1), 3-6.
- Fernández-Sánchez, G., & Rodríguez-López, F. (2010). A methodology to identify sustainability indicators in construction project management—Application to infrastructure projects in Spain. *Ecological Indicators*, 10(6), 1193-1201.
- Fishbein, M., & Ajzen, I. (1977). Belief, attitude, intention, and behavior: An introduction to theory and research. *Philosophy and Rhetoric*, 10(2).
- Rockart, J. F., & Nancy, S. F. (1989). Critical success factors: An annotated bibliography. *Center for Information Systems Research, Sloan School of Management, Massachusetts Institute of Technology*.

- Fryrear, D. W., & Skidmore, E. L. (1985). Methods for controlling wind erosion. *Soil erosion and crop productivity*, 443-457.
- Gairin, E., Collin, A., James, D., Maueau, T., Roncin, Y., Lefort, L., ... & Lecchini, D. (2021). Spatiotemporal Trends of Bora Bora's Shoreline Classification and Movement Using High-Resolution Imagery from 1955 to 2019. *Remote Sensing*, 13(22), 4692.
- Galbreath, J. (2011). Are there gender-related influences on corporate sustainability? A study of women on boards of directors. *Journal of management & organization*, 17(1), 17-38.
- Galy, V., Peucker-Ehrenbrink, B., & Eglinton, T. (2015). Global carbon export from the terrestrial biosphere controlled by erosion. *Nature*, 521(7551), 204-207.
- Gamil, Y., & Rahman, I. A. (2017). Identification of causes and effects of poor communication in construction industry: A theoretical review. *Emerging Science Journal*, 1(4), 239-247.
- GAPPS. (2017). *A Guiding Framework for Project Sponsors* Retrieved September 18, 2017, from <https://globalpmstandards.org/tools/tools-for-assessment/project-sponsors/>.
- Garde, R. J., & Raju, K. R. (2000). *Mechanics of sediment transportation and alluvial stream problems*. Taylor & Francis.
- Gareis, R., Huemann, M., & Martinuzzi, A. (2013). Project Management and Sustainable Development Principles. Newtown Square: Project Management Institute.
- Gijzel, D., Bosch-Rekveldt, M., Schraven, D., & Hertogh, M. (2019). Integrating sustainability into major infrastructure projects: four perspectives on sustainable tunnel development. *Sustainability*, 12(1), 6.
- Goedknegt, D. (2013, June). Responsibility for adhering to sustainability in project management. In *7th Nordic Conference on Construction Economics and Organization, Trondheim* (pp. 145-154).
- Hanna, A. S., & Skiffington, M. A. (2010). Effect of preconstruction planning effort on sheet metal project performance. *Journal of Construction Engineering and Management*, 136(2), 235-241.
- Deibert, R., Palfrey, J., Rohozinski, R., & Zittrain, J. (2010). *Access controlled: The shaping of power, rights, and rule in cyberspace* (p. 634). the MIT Press.
- Harbor, J. (1999). Engineering geomorphology at the cutting edge of land disturbance: erosion and sediment control on construction sites. *Geomorphology*, 31(1-4), 247-263.
- Harlow, UK: Prentice Hall. Association for Project Management. (2006). APM supports sustainability outlooks Retrieved from <http://www.apm.org.uk/page.asp?categoryID=4> on January 2nd, 2011.

- Haron, S. A., Paim, L., & Yahaya, N. (2005). Towards sustainable consumption: an examination of environmental knowledge among Malaysians. *International Journal of Consumer Studies*, 29(5), 426-436.
- Haugan, G. T. (2016). *The new triple constraints for sustainable projects, programs, and portfolios*. CRC Press.
- He, P., Zhou, Q., Zhao, H., Jiang, C., & Wu, Y. J. (2020). Compulsory citizenship behavior and employee creativity: creative self-efficacy as a mediator and negative affect as a moderator. *Frontiers in Psychology*, 11, 1640.
- Helou, M. A., DiazGranados, D., Ryan, M. S., & Cyrus, J. W. (2020). Uncertainty in decision-making in medicine: A scoping review and thematic analysis of conceptual models. *Academic medicine: journal of the Association of American Medical Colleges*, 95(1), 157.
- Hölzle, K. (2010). Designing and implementing a career path for project managers. *International Journal of Project Management*, 28(8), 779-786.
- Homan, Th. H. (2010). Organisational dynamics. The Hague: Academic Service (in Dutch).
- Huemann, M., & Silvius, G. (2017). Projects to create the future: Managing projects meets sustainable development. *International Journal of Project Management*, 35(6), 1066-1070.
- Hussein, M. K. (2014). Sustainability of three recreational forest landscape management in Selangor, Malaysia. *Journal of Design and Built Environment*, 14(2).
- Hwang, B. G., & Ng, W. J. (2013). Project management knowledge and skills for green construction: Overcoming challenges. *International journal of project management*, 31(2), 272-284.
- Ika, L. A., & Saint-Macary, J. (2012). The project planning myth in international development. *International Journal of Managing Projects in Business*.
- International Organization for Standardization. (2010). ISO 26000, guidance on social responsibility Geneva.
- IPMA, G. (2015). Individual Competence Baseline. Nijkerk, The Netherlands, 432.
- International Project Management Association. (2015a). Individual competence baseline version 4. Nijkerk, the Netherlands: International Project Management Association.
- International Project Management Association. (2015b). Code of ethics and professional conduct. *Nijkerk, the Netherlands: International Project Management Association*.
- Jelenic, D. (2011, June). The importance of knowledge management in Organizations—with emphasis on the balanced scorecard learning and growth Perspective. In *Management, Knowledge and Learning, International Conference* (pp. 33-43).
- Kaufman, M. M. (2000). Erosion control at construction sites: the science–policy gap. *Environmental Management*, 26(1), 89-97.

- Keeble, J. J., Topiol, S., & Berkeley, S. (2003). Using indicators to measure sustainability performance at a corporate and project level. *Journal of Business Ethics*, 44(2), 149-158.
- Kelley, D., & Lee, H. (2010). Managing innovation champions: The impact of project characteristics on the direct manager role. *Journal of Product Innovation Management*, 27(7), 1007-1019.
- Khan, M. L., & Idris, I. K. (2019). Recognise misinformation and verify before sharing: a reasoned action and information literacy perspective. *Behaviour & Information Technology*, 38(12), 1194-1212.
- Kim, J. O., & Mueller, C. W. (1978). *Factor analysis: Statistical methods and practical issues* (Vol. 14). sage.
- Kleinbaum, D. G., Kupper, L. L., Muller, K. E., & Nizam, A. (1988). Applied regression analysis and other multivariable methods Duxbury Press Belmont.
- Labuschagne, C., & Brent, A. C. (2008). An industry perspective of the completeness and relevance of a social assessment framework for project and technology management in the manufacturing sector. *Journal of Cleaner Production*, 16(3), 253-262.
- Landers, R. N., Armstrong, M. B., Collmus, A. B., Mujcic, S., & Blaik, J. (2021). Theory-driven game-based assessment of general cognitive ability: Design theory, measurement, prediction of performance, and test fairness. *Journal of Applied Psychology*.
- Larsen, J. K., Shen, G. Q., Lindhard, S. M., & Brunoe, T. D. (2016). Factors affecting schedule delay, cost overrun, and quality level in public construction projects. *Journal of management in engineering*, 32(1), 04015032.
- Larsen, J. K., Ussing, L. F., & Brunø, T. D. (2013). Literature review of advantages and disadvantages of pre-planned construction projects. In *Proceedings of 2013 PREBEM Conference on Logistics & Operations Research*.
- Lassen, K. B., & van der Aalst, W. M. (2009). Complexity metrics for workflow nets. *Information and Software Technology*, 51(3), 610-626.
- Lowdermilk, J. M., Templeton, S. R., Privette III, C. V., & Hayes, J. C. (2011). *An Economic Analysis of Sediment Control at Construction Sites: The Case of Greenville County, South Carolina* (No. 321-2016-10755).
- Lundin, R. A., & Söderholm, A. (1995). A theory of the temporary organization. *Scandinavian Journal of management*, 11(4), 437-455.
- Maidique, M. A. (1980). Entrepreneurs, champions, and technological innovation. *Sloan management review*, 21(2), 59-76.
- Mäki, T. (2015). Multi-disciplinary discourse on design-related issues in construction site meetings. *Procedia economics and finance*, 21, 231-238.
- Malthus, T. R. (1798). *An essay on the principle of population* London.

- Maltzman, R., & Shirley, D. (2013). Project manager as a pivot point for implementing sustainability in an enterprise. In *Sustainability Integration for Effective Project Management* (pp. 261-278). IGI Global.
- Marcelino-Sádaba, S., González-Jaen, L. F., & Pérez-Ezcurdia, A. (2015). Using project management as a way to sustainability. From a comprehensive review to a framework definition. *Journal of cleaner production*, 99, 1-16.
- Marnewick, C. (2017). Information system project's sustainability capability levels. *International Journal of Project Management*, 35(6), 1151-1166.
- Marshall, A. (2009). *Principles of economics: unabridged eighth edition*. Cosimo, Inc.
- Martens, M. L., & Carvalho, M. M. (2017). Key factors of sustainability in project management context: A survey exploring the project managers' perspective. *International Journal of Project Management*, 35(6), 1084-1102.
- Martínez-Mesa, J., González-Chica, D. A., Bastos, J. L., Bonamigo, R. R., & Duquia, R. P. (2014). Sample size: how many participants do I need in my research?. *Anais brasileiros de dermatologia*, 89, 609-615.
- Marttunen, M., & Hämäläinen, R. P. (1995). Decision analysis interviews in environmental impact assessment. *European journal of operational research*, 87(3), 551-563.
- McKeown, B., & Thomas, D (1988). Q methodology. Newbury Park: Sage Publications, Inc.
- Meadows, D. H., Meadows, D. L., Randers, J., & Behrens, W. W. (1972). The limits to growth. Universe Books.
- Meng, X., & Boyd, P. (2017). The role of the project manager in relationship management. *International Journal of Project Management*, 35(5), 717-728.
- Midmore, D. J., Jansen, H. G., & Dumsday, R. G. (1996). Soil erosion and environmental impact of vegetable production in the Cameron Highlands, Malaysia. *Agriculture, ecosystems & environment*, 60(1), 29-46.
- Molenaar, K. R., Sabin, N., & Antillón, E. I. (2010). A synthesis of best-value procurement practices for sustainable design-build projects in the public sector. *Journal of Green Building*, 5(4), 148-157.
- Mont, O., & Plepys, A. (2008). Sustainable consumption progress: should we be proud or alarmed?. *Journal of Cleaner Production*, 16(4), 531-537.
- Müller, R., & Turner, J. R. (2007). Matching the project manager's leadership style to project type. *International journal of project management*, 25(1), 21-32.
- Mushi, C. A., Ndomba, P. M., Trigg, M. A., Tshimanga, R. M., & Mtalo, F. (2019). Assessment of basin-scale soil erosion within the Congo River Basin: A review. *Catena*, 178, 64-76.

- Nasidi, N. M., Wayayok, A., Abdullah, A. F., & Kassim, M. S. M. (2020). No. 2 Susceptibility to Soil Erosion and Risk Assessment at Hilly Farms Using Geospatial Techniques. *Journal of Engineering Technology and Applied Physics*, (1), 6-13.
- Nelson, E. J., & Booth, D. B. (2002). Sediment sources in an urbanizing, mixed land-use watershed. *Journal of Hydrology*, 264(1-4), 51-68.
- Newbury Park, CA, USA: Sage Publications. BSR/GlobeScan. (2017). The state of sustainable business 2017; Results of the 9th annual survey of sustainable business leaders available at <https://www.bsr.org/en/our-insights/report-view/bsr-globescan-sustainable-business-survey-2017> Retrieved 22-09-2018.
- von Carlowitz, H. C. (1713).
- Økland, A. (2015). Gap analysis for incorporating sustainability in project management. *Procedia Computer Science*, 64, 103-109.
- Oldeman, L. R., Hakkeling, R. T. A., & Sombroek, W. G. (1990). *World map of the status of human-induced soil degradation: an explanatory note*. International Soil Reference and Information Centre.
- Pade, C., Mallinson, B., & Sewry, D. (2008). An elaboration of critical success factors for rural ICT project sustainability in developing countries: Exploring the Dwesa case. *Journal of Information Technology Case and Application Research*, 10(4), 32-55.
- Picciotto, R. (2020). Towards a 'New Project Management' movement? An international development perspective. *International Journal of Project Management*, 38(8), 474-485.
- Pimentel, D. (2006). Soil erosion: a food and environmental threat. *Environment, development and sustainability*, 8(1), 119-137.
- Price, J. C., & Karesh, R. (2002). Tennessee erosion and sediment control handbook: a guide for protection of state waters through the use of best management practices during land disturbing activities. Tennessee Department of Environment and Conservation Division of Water Pollution Control. *Tennessee Department of Environment and Conservation Division of Water Pollution Control. Tennessee Department of Environment and Conservation*.
- Project Management Institute. (2010). Code of ethics and professional conduct. Newtown Square, PA: Project Management Institute.
- Radzi, A. R., Bokhari, H. R., Rahman, R. A., & Ayer, S. K. (2019). Key attributes of change agents for successful technology adoptions in construction companies: a thematic analysis. In *Computing in Civil Engineering 2019: Data, Sensing, and Analytics* (pp. 430-437). Reston, VA: American Society of Civil Engineers.
- Rahman, N. N. N. A., & Esa, N. (2014). Managing construction development risks to the environment. In *Sustainable living with environmental risks* (pp. 193-202). Springer, Tokyo.

- Rahman, R. A., & Ayer, S. K. (2017). Prevalent issues in BIM-based construction projects. In *Proceedings of joint conference on computing in construction* (Vol. 1, pp. 645-652).
- Rothwell, R., Freeman, C., Horlsey, A., Jervis, V. T. P., Robertson, A. B., & Townsend, J. (1974). SAPPHO updated-project SAPPHO phase II. *Research policy*, 3(3), 258-291.
- Rowntree, D. (1981). *Statistics without tears: A primer for non-mathematicians*. Scribner Book Company.
- Ruepert, A., Keizer, K., Steg, L., Maricchiolo, F., Carrus, G., Dumitru, A., ... & Moza, D. (2016). Environmental considerations in the organizational context: A pathway to pro-environmental behaviour at work. *Energy Research & Social Science*, 17, 59-70.
- Sabini, L., Muzio, D., & Alderman, N. (2019). 25 years of 'sustainable projects'. What we know and what the literature says. *International Journal of Project Management*, 37(6), 820-838.
- Sakr, D. A., Sherif, A., & El-Haggar, S. M. (2010). Environmental management systems' awareness: an investigation of top 50 contractors in Egypt. *Journal of cleaner production*, 18(3), 210-218.
- Sánchez, M. A. (2015). Integrating sustainability issues into project management. *Journal of Cleaner Production*, 96, 319-330.
- Hofer, C. W., & Schendel, D. (1978). *Strategy formulation: Analytical concepts*. West Publishing.
- Schlänger, M. J. (1969). Cues on Q-technique. *Journal of Advertising Research*, 9(3), 53-60.
- Shaaban, A. J., Amin, M. Z. M., Chen, Z. Q., & Ohara, N. (2011). Regional modeling of climate change impact on Peninsular Malaysia water resources. *Journal of Hydrologic Engineering*, 16(12), 1040-1049.
- Shallow, P. (1956). River flow in the Cameron Highlands', Hydro-electric Tech.
- Sharma, S. (1996). Applied multivariate techniques.
- Shenhar, A. J., Dvir, D., & Levy, O. (1997). Project success: a multidimensional, strategic concept. In *Innovation in Technology Management. The Key to Global Leadership. PICMET'97* (p. 391). IEEE.
- Sidek, L. M., Takara, K., Zakaria, N. A., Ghani, A. A., & Abdullah, R. (2004). An assessment of stormwater management practices using MSMA Manual in Malaysia. In *Proceedings of the 1st International Conference on Managing Rivers in the 21st Century: Issues and Challenges (RIVERS04)*. Penang. Malaysia (pp. 329-343).

- Silvius, G. (2019). Making Sense of Sustainable Project Management. *Annals of Social Sciences & Management studies*, 2(4), 106-109.
- Silvius, A. G., & de Graaf, M. (2019). Exploring the project manager's intention to address sustainability in the project board. *Journal of cleaner production*, 208, 1226-1240.
- Silvius, A. J., & Schipper, R. P. (2014). Sustainability in project management: A literature review and impact analysis. *Social Business*, 4(1), 63-96.
- Silvius, G., & Schipper, R. (2015). Developing a maturity model for assessing sustainable project management. *The Journal of Modern Project Management*, 3(1).
- Silvius, A. G., Kampinga, M., Paniagua, S., & Mooi, H. (2017). Considering sustainability in project management decision making: An investigation using Q-methodology. *International Journal of Project Management*, 35(6), 1133-1150.
- Silvius, G. (2017). Sustainability as a new school of thought in project management. *Journal of cleaner production*, 166, 1479-1493.
- Silvius, G., & Schipper, R. (2020). Exploring variety in factors that stimulate project managers to address sustainability issues. *International Journal of Project Management*, 38(6), 353-367.
- Silvius, G., SCHIPPER, R. O. N., & Planko, J. (2012). *Sustainability in project management*. Gower Publishing, Ltd.
- Song, S. R., & Gale, A. (2008). Investigating project managers' work values by repertory grids interviews. *Journal of Management Development*.
- Song, Y., Yan, P., & Liu, L. (2006). A review of the research on complex erosion by wind and water. *Journal of Geographical Sciences*, 16(2), 231-241.
- Sońta-Drączkowska, E., & Mrożewski, M. (2020). Exploring the role of project management in product development of new technology-based firms. *Project Management Journal*, 51(3), 294-311.
- Smith, J. A., Langenhove, L. V., & Harre, R. (1995). Rethinking methods in psychology. *Rethinking Methods in Psychology*, 1-224.
- Smith, N. W. (2001). Operant subjectivity: Objectivity of subjectivity. *NW Smith, Current systems in psychology: History, theory, research, and applications* Belmont, CA: Wadsworth/Thomson Learning.
- Smolck, P. (2018). The Qmethod Software. *The Qmethod Page*. Retrieved April, 3, 2018.
- Subramanya, K. (2013). *Hydraulic machines*. Tata McGraw-Hill Education.
- Sulthonuddin, I., Hartono, D. M., Said, C. A. A., & Utomo, S. W. (2019, February). River water pollution indication in the Cimanuk river downstream, Indramayu District. In *IOP Conference Series: Earth and Environmental Science* (Vol. 239, No. 1, p. 012010). IOP Publishing.

- Sulthonuddin, I., Hartono, D. M., Said, C. A. A., & Utomo, S. W. (2019, February). River water pollution indication in the Cimanuk river downstream, Indramayu District. In *IOP Conference Series: Earth and Environmental Science* (Vol. 239, No. 1, p. 012010). IOP Publishing.
- Suprapto, M., Bakker, H. L., Mooi, H. G., & Moree, W. (2015). Sorting out the essence of owner-contractor collaboration in capital project delivery. *International Journal of Project Management*, 33(3), 664-683.
- Sverdrup, H. U. (2019). The global sustainability challenges in the future: The energy use, materials supply, pollution, climate change and inequality nexus. In *What Next for Sustainable Development?*. Edward Elgar Publishing.
- Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). *Using multivariate statistics* (Vol. 5, pp. 481-498). Boston, MA: Pearson.
- Toderoiu, F. (2010). Ecological footprint and biocapacity-methodology and regional and national dimensions. *Agricultural Economics and Rural Development*, 2, 213-238.
- Turner, J. R. (2010). Responsibilities for sustainable development in project and program management. In *Proceedings of IPMA Expert Seminar February*.
- Van Pelt, R. S., Hushmurodov, S. X., Baumhardt, R. L., Chappell, A., Nearing, M. A., Polyakov, V. O., & Strack, J. E. (2017). The reduction of partitioned wind and water erosion by conservation agriculture. *Catena*, 148, 160-167.
- Van Tulder, R., Tilburg, R., Francken, M., & Rosa, A. (2013). *Managing the transition to a sustainable enterprise: Lessons from frontrunner companies*. Routledge.
- Von Carlowitz, H. C., & von Carlowitz, H. C. (1732). *Sylvicultura oeconomica, oder haußwirthliche Nachricht und naturmaßige Anweisung zur Wilden Baum-Zucht: Von allerhand Arten und Geschlechtern der innländischen Wilden Baeume*. J. Fr. Braun Erben.
- Wang, H. W., Kondolf, M., Tullos, D., & Kuo, W. C. (2018). Sediment management in Taiwan's reservoirs and barriers to implementation. *Water*, 10(8), 1034.
- Wang, P., Liu, Q., & Qi, Y. (2014). Factors influencing sustainable consumption behaviors: a survey of the rural residents in China. *Journal of Cleaner Production*, 63, 152-165.
- Watts, S., & Stenner, P. (2005). Doing Q methodology: theory, method and interpretation. *Qualitative research in psychology*, 2(1), 67-91.
- Webler, T., Danielson, S., & Tuler, S. (2009). Using Q method to reveal social perspectives in environmental research. *Greenfield MA: Social and Environmental Research Institute*, 54, 1-45.
- Weninger, C., & Huemann, M. (2015). Project initiation: Investment analysis for sustainable development. In *Banking, Finance, and Accounting: Concepts, Methodologies, Tools, and Applications* (pp. 1-17). IGI Global.

- Wideman, M. (2016). Green project management Retrieved from http://www.maxwideman.com/musings/green_pm.htm on January 12th, 2019.
- Wilemon, D. L., & Cicero, J. P. (1970). The project manager—Anomalies and ambiguities. *Academy of Management Journal*, 13(3), 269-282.
- World Commission on Environment and Development. (1987). Our common future. *Oxford: Oxford University Press*.
- Yeomans, K. A., & Golder, P. A. (1982). The Guttman-Kaiser criterion as a predictor of the number of common factors. *The Statistician*, 221-229.
- Zolfagharian, S., Nourbakhsh, M., Irizarry, J., Ressang, A., & Gheisari, M. (2012). Environmental impacts assessment on construction sites. In *Construction Research Congress 2012: Construction Challenges in a Flat World* (pp. 1750-1759).