

**IMPACT OF CULTURE ON
CLAIMS MANAGEMENT IN
INTERNATIONAL CONSTRUCTION JOINT VENTURES**

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**KÜLTÜRÜN ULUSLARARASI İNŞAAT ORTAK GİRİŞİMLERİNDEKİ
HAK TALEPLERİ YÖNETİMİNE ETKİSİ**

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HAZİRAN 2010

To my mother & father...

FOREWORD

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TABLE OF CONTENTS

	<u>Page</u>
ABBREVIATIONS	xi
LIST OF TABLES	xii
LIST OF FIGURES	xiv
SUMMARY	xv
ÖZET.....	xvii
1. INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Objectives of the Study	2
1.3 Outline of the Study	2
2. INTERNATIONAL JOINT VENTURES (IJVs).....	5
2.1 Definitions of Joint Venture and International Joint Venture	5
2.2 Main Characteristics of JVs and IJVs	5
2.3 Benefits and Downsides of Joint Ventures	7
2.4 Incorporation of a Joint Venture	8
3. CLAIMS MANAGEMENT IN INTERNATIONAL CONSTRUCTION JOINT VENTURE PROJECTS	11
3.1 Definition of Claim	11
3.2 Relationship Between Conflict, Claim and Dispute.....	11
3.3 Parties Involved In Claims Management	12
3.4 Causes of Claim and Potential Disputes	13
3.4.1 Contractual causes.....	15
3.4.2 Cultural causes	16
3.4.3 Legal causes	17
3.5 Claims Management Procedure.....	17
3.5.1 Identification and notification (claims consciousness)	18
3.5.2 Records and documentation (substantiation)	19
3.5.3 Pricing (calculating the value)	21
3.5.4 Negotiations	23
3.5.5 Dispute avoidance	24
4. CULTURE AND CULTURAL ASPECTS OF CLAIMS MANAGEMENT .	27
4.1 Definition of Culture	27
4.2 Dimensions of Culture and Existing Cultural Models	28
4.2.1 Kluckhohn and Strodtbeck's model of culture (1961).....	28
4.2.2 Geertz's model of culture (1973)	28
4.2.3 Kennedy's model of culture (1982)	28
4.2.4 Hofstede's model of culture (1984)	29
4.2.5 Schein's model of culture (1992).....	31
4.2.6 The iceberg model of culture (1994).....	32
4.2.7 Lessen and Neubauer's model of culture (1994)	33
4.2.8 Potter's model of culture (1994)	34
4.3 Cultural Aspects of Claims Management in International Joint Ventures.....	35

5. RESEARCH SURVEY	39
5.1 Introduction	39
5.2 Methodology.....	40
5.2.1 Questionnaire design	40
5.2.2 Sampling.....	41
5.2.3 Gathering of data	41
5.2.4 Analysis of the collected data.....	42
5.2.5 Evaluation techniques of the variables.....	43
6. RESULTS.....	45
6.1 Descriptive Analysis.....	45
6.2 Differential Analysis	49
6.2.1 Correlation analysis.....	49
6.2.2 ANOVA analysis.....	54
6.2.3 The independent-samples t-tests	66
7. CONCLUSION.....	69
7.1 Introduction	69
7.2 Limitations of the Study	69
7.3 Discussion.....	70
REFERENCES	73
APPENDICES	79
CURRICULUM VITAE	237

ABBREVIATIONS

AIA	: American Institute of Architects
IDV	: Individualism Value
ICJV	: International Construction Joint Venture
IJV	: International Joint Venture
JV	: Joint Venture

LIST OF TABLES

	<u>Page</u>
Table 3.1: Causes of claims (Zaneldin, 2006).....	14
Table 4.1: Priorities of values (Elashmawi and Harris, 1994)	36
Table 6.1: Demographic profile of the respondents	46
Table 6.2: Descriptive statistics.....	48
Table 6.3: Correlation analyses of causes of claim, statements, precautions, and IDV with the Pearson correlation coefficient.....	50
Table 6.4: Correlation analyses of causes of claim, statements and precautions and self - construal scale with the Pearson correlation coefficient	52
Table 6.5: Test of homogeneity of variances of causes of claims and age group	54
Table 6.6: ANOVA analysis of the causes of claims and age group	55
Table 6.7: Scheffe comparison of the causes of claims and age group	55
Table 6.8: Games-Howell comparison of the causes of claims and age group	56
Table 6.9: Test of homogeneity of variances of statements and age group	57
Table 6.10: ANOVA analysis of the statements and age group.....	57
Table 6.11: Games-Howell comparison of the statements and age group	57
Table 6.12: Test of homogeneity of variances of precautions and age group (cases of unequal variances).....	58
Table 6.13: Test of homogeneity of variances of causes of claims and educational background.....	58
Table 6.14: ANOVA analysis of the causes of claims and educational background	59
Table 6.15: Scheffe comparison of the causes of claims and educational background	59
Table 6.16: Test of homogeneity of variances of statements and educational background (cases of unequal variances).....	60
Table 6.17: Test of homogeneity of variances of precautions and educational background.....	61
Table 6.18: ANOVA analysis of the precautions and educational background.....	61
Table 6.19: Scheffe comparison of the precautions and educational background	61
Table 6.20: Test of homogeneity of variances of causes of claims and tenure	62
Table 6.21: ANOVA analysis of the causes of claims and tenure	62
Table 6.22: Scheffe comparison of the causes of claims and tenure	63
Table 6.23: Test of homogeneity of variances of statements and tenure	63
Table 6.24: ANOVA analysis of the statements and tenure.....	64
Table 6.25: Games-Howell comparison of the statements and tenure	64
Table 6.26: Test of homogeneity of variances of precautions and tenure	65
Table 6.27: ANOVA analysis of the precautions and tenure	65
Table 6.28: Games-Howell comparison of the precautions and tenure	65
Table 6.29: T-test of causes of claim and gender	66
Table 6.30: T-test of statements and gender.....	67
Table 6.31: T-test of statements and IDV	68
Table 6.32: T-test of precautions and IDV	68

Table A.1 : Correlation analyses of causes of claim and IDV	106
Table A.2 : Correlation analyses of statements and IDV	107
Table A.3 : Correlation analyses of precautions and IDV	108
Table A.4 : Correlation analyses of causes of claim and independency level	109
Table A.5 : Correlation analyses of statements and independency level	110
Table A.6 : Correlation analyses of precautions and independency level	111
Table A.7 : Test of homogeneity of variances of causes of claims and age group .	112
Table A.8 : ANOVA analysis of the causes of claims and age group	113
Table A.9 : Post Hoc Tests of the causes of claims and age group.....	116
Table A.10 : Test of homogeneity of variances of statements and age group	134
Table A.11 : ANOVA analysis of the causes of claims and age group	135
Table A.12 : Post Hoc Tests of the statements and age group	136
Table A.13 : Test of homogeneity of variances of precautions and age group.....	143
Table A.14 : ANOVA analysis of the precautions and age group	143
Table A.15 : Post Hoc Tests of the precautions and age group	144
Table A.16 : Test of homogeneity of variances of causes of claims and educational background ^{a, b}	148
Table A.17 : ANOVA analysis of the causes of claims and educational background	149
Table A.18 : Post Hoc Tests of the causes of claims and educational background	152
Table A.19 : Test of homogeneity of variances of statements and educational background.....	170
Table A.20 : ANOVA analysis of the causes of claims and educational background	171
Table A.21 : Post Hoc Tests of the statements and educational background.....	172
Table A.22 : Test of homogeneity of variances of precautions and educational background.....	179
Table A.23 : ANOVA analysis of the precautions and educational background....	179
Table A.24 : Post Hoc Tests of the precautions and educational background.....	180
Table A.25 : Test of homogeneity of variances of causes of claims and tenure.....	184
Table A.26 : ANOVA analysis of the causes of claims and tenure	185
Table A.27 : Post Hoc Tests of the causes of claims and tenure.....	188
Table A.28 : Test of homogeneity of variances of statements and tenure	206
Table A.29 : ANOVA analysis of the statements and tenure.....	207
Table A.30 : Post Hoc Tests of the statements and tenure.....	208
Table A.31 : Test of homogeneity of variances of precautions and tenure.....	215
Table A.32 : ANOVA analysis of the precautions and tenure	215
Table A.33 : Post Hoc Tests of the precautions and tenure	216
Table A.34 : T-test of causes of claim and gender.....	220
Table A.35 : T-test of statements and gender.....	225
Table A.36 : T-test of precautions and gender.....	227
Table A.37 : T-test of causes of claim and IDV.....	228
Table A.38 : T-test of statements and IDV	233
Table A.39 : T-test of precautions and IDV	235

LIST OF FIGURES

	<u>Page</u>
Figure 3.1 : Parties involed in claims management in literature.	13
Figure 3.2 : Parties involed in claims management in this research.	13
Figure 3.3 : Sources of disputes (Chan and Suen, 2004).	14
Figure 4.1 : The iceberg conception (Weddikkara, 2003).	32
Figure 4.2 : Concept of intercultural management (Weddikkara, 2003).	33
Figure 4.3 : Model of self-concept (Weddikkara, 2003).	34

IMPACT OF CULTURE ON CLAIMS MANAGEMENT IN INTERNATIONAL CONSTRUCTION JOINT VENTURES

SUMMARY

Joint ventures are not only the simple tools for international partnerships on the basis of unification of powers, but are also the intersection areas of different cultures as a very specific research subject when international construction joint ventures are considered.

Due to its very nature, construction projects embody many risks that cannot be foreseen initially, and considering the risk of making business with a partner from another country with a different culture these unforeseeable risks become more complicated for the sake of management of the project. Conjunction of these different cultures in this gray area of business may create severe conflicts ending up in huge claim situations which may all lead to disputes between the partners. This study, on the basis of the construction professionals' relevant past experiences, basically examines the relationship between the claims management among the partners and the cultural aspects of the same in international construction joint ventures.

A questionnaire survey was designed to achieve this objective and was sent to construction professionals who had international joint venture experiences on their professional lives. With this survey, the importance of causes of claims, managerial attitudes to claims management and the dynamics of these processes are studied. For determination and examination of the relationship of the subject matter with the cultural elements, Markus & Kitayama (1991)'s Self-Construal scale is included in the questionnaire.

Prior to the sending of the questionnaires to the construction professionals, a pilot study was carried out as a result of which the final shape was given in line with the comments and remarks received regarding the questionnaire design. Both descriptive and differential statistical analyses were conducted to analyze the data obtained from the respondents. Finally the results of the study have shown that the perceptions of the professionals in the area of the claims management processes, coming from different cultural backgrounds, and their attitudes may affect the consequences and outputs of these processes.

In conclusion, the findings of this study which is a very specific research field, will hopefully give ground for further studies concerning the cultural aspects of claims management in international joint ventures.

KÜLTÜRÜN ULUSLARARASI İNŞAAT ORTAK GİRİŞİMLERİNDEKİ HAK TALEPLERİ YÖNETİMİNE ETKİSİ

ÖZET

Ortak girişimler sadece kuvvetlerin birleştirilmesi temeline dayalı uluslararası ortaklık araçları olmayıp, uluslararası ortak girişimler ele alındığında, aynı zamanda farklı kültürlerin kesişim noktası olmaları sebebiyle oldukça özel bir araştırma konusu olmaktadır.

Doğası gereği inşaat projeleri, başlangıçta öngörülemeyen birçok risk taşımaktadır ve farklı ülkeden farklı kültüre sahip bir ortak ile iş yapma riski de ele alındığında, bu öngörülemeyen riskler projenin yönetimi açısından daha da karmaşık hale gelmektedir. Farklı kültürlerin bu denli bulanık bir iş sahasında kesişmesi büyük hak talepleri ile sonuçlanabilecek çatışmalar doğurabilir ki, tüm bunlar da ortaklar arasında oluşacak uyuşmazlıklara dönüşebilir. Bu çalışma esas olarak, inşaat profesyonellerinin geçmiş deneyimleri temelinde, ortaklar arasındaki hak talepleri yönetimi ile bunun uluslararası ortak girişimlerdeki kültürel boyutları arasındaki ilişkiyi incelemektedir.

Çalışmanın amacına ulaşabilmesi için bir anket çalışması tasarlanmış ve bu anket profesyonel yaşamlarında uluslararası ortak girişim tecrübeleri bulunan inşaat profesyonellerine gönderilmiştir. Bu anket ile hak talebi nedenlerine verilen önemler, hak talepleri yönetiminde benimsenen yönetsel tutumlar ve bu süreçlerin dinamikleri belirlenmeye çalışılmıştır. Kültürel bileşenlerin ilişkisini belirlemek ve incelemek için Markus & Kitayama (1991)' nın Öz-Benlik ölçeği anketin bünyesine dahil edilmiştir.

Anketin, inşaat profesyonellerine gönderilmesinden önce, bir ön çalışma yapılmış ve anket tasarımına yönelik gelen yorumlar ve görüşler sonucunda ankete nihai şekli verilmiştir. Katılımcıların cevaplarından elde edilen verilerin analizi için gerek tanımlayıcı gerekse diferansiyel istatistik analizler yapılmıştır. Çalışmanın sonuçları göstermiştir ki; farklı kültürel temelleri olan ve hak talepleri yönetimi süreçlerinde yer alan profesyonellerin algılayışları ve tutumları, bu süreçlerin sonuçlarını ve çıktılarını etkileyebilmektedir.

Oldukça özel bir araştırma alanı olan bu çalışmadan elde edilen sonuçlar, uluslararası ortak girişimlerdeki hak talepleri yönetiminin kültürel boyutları ile ilgili gelecekte yapılacak olan çalışmalara katkıda bulunacağı umut edilmektedir.

1. INTRODUCTION

1.1 Background of the Study

Internationalization of construction firms, by exceeding the national boundaries and having operations in other countries, increases the need of forming partnerships with construction firms from other nations. Sometimes this need becomes essential. Joint venturing is not only the best partnership model meeting the dynamic requirements of the project based construction industry but also the most preferred type of business making.

Even though the purpose is to strengthen the capacity, still some conflicts may occur within time owing to the different nationalities and business cultures of the partnering companies. Many of these conflicts are usually resolved in short time without issues whereas some cases bring along a claim situation due to lack of common understanding of the partners.

As the claims management is closely related to the way and attitude they are dealt, the method of handling potential claim cases therefore is the most important phase in the whole process.

In a wider scale, socio-cultural elements and the dominant business culture of the society can be listed as factors affecting differences in perceptions of events ending up in claims. Inner dynamics, group culture and business culture of a firm can be listed as mid scale factors. Educational backgrounds, level of individualism and the professional backgrounds of the professionals involved in the decision making processes can be listed as narrow scale factors, in other words individual factors.

This study mainly investigates the impact of culture on claims management and it is basically focused on the claims among partners of international joint venture projects, which is a very specific field of research. In this context, the events that may cause claim cases and the mechanisms of claim management are identified and the results are examined on the basis of cultural elements.

1.2 Objectives of the Study

The main purpose of the study is to investigate the relationship between cultural perceptions of decision makers in claim processes and the claims management mechanisms among partners in international joint ventures of construction industry.

As an expansion to the main purpose of the study, some specific purposes can be listed as follows:

- Classify the causes of claims by their levels of importance on the basis of cultural aspects,
- Analyze the general approaches in claim management by level of agreement,
- Determine the relationship between culture and claims among partners of international joint ventures.

1.3 Outline of the Study

The study can basically be categorized into two sections: literature review where the relevant subjects are examined and a questionnaire survey and evaluation of the results obtained, respectively.

Subsequent to the introductory part, joint ventures (JVs) are handled in the second chapter of the study, where the definition of a joint venture, and main characteristics, benefits and downsides of them are explained.

In the third chapter of the study the claims management process in international construction joint ventures is sorted out, including the parts of definition of claim, relationship between conflict, claim and dispute, causes of claim and claims management procedure.

The fourth chapter is about culture and cultural aspects of claims management. In this chapter definition of culture is given and the dimensions of culture and existing models are also summarized with the evaluation of the cultural aspects of claims management in international joint ventures.

In the fifth chapter the research survey and the methodology are introduced.

Following the fifth chapter, the results obtained are evaluated on the basis of conducted statistical analyses. These analyses include both descriptive and differential ones, more specifically the correlation analysis, ANOVA analysis and independent-samples t-tests.

In the final chapter, the limitations regarding the study and conclusion are presented.

2. INTERNATIONAL JOINT VENTURES (IJVs)

2.1 Definitions of Joint Venture and International Joint Venture

A joint venture (JV, sometimes 'J-V') is a legal entity formed between two or more parties to undertake an economic activity together. It is a general partnership typically formed to undertake a particular business transaction or project and is intended to exist for a limited time period. In a joint venture, two or more "parent" companies agree to share capital, technology, human resources, risks and rewards in a formation of a new entity under shared control. A joint venture is created with a specific project in mind and generally dissolves once the project has been completed (US Legal Definitions, 2010).

The venture can also be for a continuing business relationship. The consortium JV is formed where one party seeks technological expertise or technical service arrangements, franchise and brand use agreements, management contracts, rental agreements, for "one-time" contracts. The JV is dissolved when that goal is reached.

Main characteristics and description of international joint venture (IJV) is nearly the same with JV; it requires at least one foreign party. According to Geringer and Hebert (1989), an international joint venture (IJV) is defined as a joint venture with at least one partner headquartered outside the joint venture's country of operation.

2.2 Main Characteristics of JVs and IJVs

A JV on a continuing basis is a contractual business undertaking. It is similar to a business partnership, with two differences: the first, a partnership generally involves an ongoing, long-term business relationship, whereas an equity-based JV comprises a single business activity. Second, all the partners have to agree to dissolve the partnership whereas a finite time has to lapse before the JV automatically comes to an end or is closed by the Court due to a dispute.

The term JV refers to the purpose of the entity and not to a type of entity. Therefore, a joint venture may be a corporation, a limited liability enterprise, a partnership or other legal structure, depending on a number of considerations such as tax and tort liability.

JVs are normally formed both inside one's own country and between firms belonging to different countries. Within one, JVs usually combine different strengths in a field or are formed because of legal restrictions within a country. Many JVs are also formed because the law of a country allows dispute settlement, should it occur, in a third country. They are also formed to minimize business, tax and political risks.

Today, the term 'JV' applies to more occasions than the choice of JV partners; for example, an individual normally cannot legally carry out business without finding a national partner to form a JV as in many countries.

Other reasons for forming a JV can be listed as follows:

- reducing 'entry' risks by using the local partner's assets
- inadequate knowledge of local institutional or legal environment
- access to local borrowing powers
- perception that the goodwill of the local partner is carried forward
- in strategic sectors, the country's laws may not permit foreign nationals to operate alone
- access to local resources through participation of national partner
- influence of local partners on government officials or 'compulsory' requisite
- access by one partner to foreign technology or expertise, often a key consideration of local parties (or through government incentives for the mechanism)
- again, through government incentives, job and skill growth through foreign investment,
- incoming foreign exchange and investment.

These reasons are valid also for forming of international construction joint ventures (ICJVs). Construction organizations have extensively used international JVs as a tool to enter new construction markets around the world. The number of ICJVs is growing worldwide at an increasing pace, especially in developing countries (Lim and Liu, 2001). Developing countries see ICJVs as one of the best instruments for meeting the competing interests of national development and the prevention of the domination of the economy by foreign investors (Sornarajah, 1992).

JVs are formed by the parties' entering into an agreement that specifies their mutual responsibilities and goals in an 'adventure'. The JV partners can usually form the capital of the company through injections of cash alone or cash together with assets such as 'technology' or land and buildings. Subsequent to its formation the JV can raise debt for additional capital. A written contract is crucial for legal provisions. All JVs also involve certain rights and duties. Each partner to the JV has a fiduciary responsibility, even to act on someone's behalf, subordinating one's personal interests to those of the other person or that of the 'sleeping partner'.

A JV can terminate at a time specified in the contract, upon the death of an active member or if a court so decides in a dispute taken to it.

Joint ventures have existed for many years in the US, from their usage in the railroad industry (one party controls the sources of oil and the other party the rights of ferrying it) and even to manufacturing and services. In the financial services industry JVs were widely employed for marketing products or services that one of the parties, which acting alone, would have been legally prohibited from doing so.

2.3 Benefits and Downsides of Joint Ventures

Among the most significant benefits derived from joint ventures is that parties to the venture save money and reduce their risks through capital and resource sharing. Joint ventures also give smaller companies the chance to work with larger ones to develop, manufacture, and market new products. They also give companies of all sizes the opportunity to increase sales, gain access to wider markets, and enhance technological capabilities through research and development underwritten by more than one party.

Parallel to the abovementioned reasons of forming a JV, the business benefits of it is listed in Trendsetter Barometer (PWC, 2010) as follows:

- combining complementary R&D or technologies,
- efficient commercialization of a technology or business concept,
- developing or acquiring marketing or distribution expertise,
- sharing of scientists or professionals with unique skills,
- financial support, or sharing of economic risk,
- acceleration of revenue growth,
- ability to increase profit margins,
- expansion to new domestic markets,
- new product development.

On the other hand, some of the downsides of a joint venture are given in US Legal Definitions (2010) as follows:

- differing philosophies governing expectations and objectives of the JV partners,
- an imbalance in the level of investment and expertise brought to the JV by the two parent organizations,
- inadequate identification, support, and compensation of senior leadership and management teams,
- conflicting corporate cultures and operational styles of the JV partners.

2.4 Incorporation of a Joint Venture

In US Legal Definitions (2010), it is stated that a JV can be brought about in the following major ways:

- foreign investor buying an interest in a local company
- local firm acquiring an interest in an existing foreign firm
- both the foreign and local entrepreneurs jointly forming a new enterprise

- together with public capital and/or bank debt.

While the following offers some insight to the process of joining up with a committed partner to form a JV, it is often difficult to determine whether the commitments come from a known and distinguishable party or an intermediary. This is particularly so when the language barrier exists and one is unfamiliar with local customs, especially in approaches to Government, often the deciding body for the formation of a JV or dispute settlement.

3. CLAIMS MANAGEMENT IN INTERNATIONAL CONSTRUCTION JOINT VENTURE PROJECTS

3.1 Definition of Claim

Concise Oxford English Dictionary (2004), defines the word claim as “demand for something considered one’s due.

The federal government (U.S.A.) defined claim as “a written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in sum certain, the adjustment or interpretation of contract terms, or other relief arising under or related to a given contract”. The 1987 edition of the American Institute of Architects (AIA) standard form construction contract, General Conditions (AIA A201-1987 4.3.1) defined it as “a demand or assertion by one of the parties seeking, as a matter of right, adjustment or interpretation of contract terms, payment of money, extension of time or other relief with respect to the terms of the Contract.” (Levin, 1998).

In the construction industry claim stands for any application by the contractor for payment which arises other than under the ordinary contract payment provisions. Also it is used to describe a contractor’s application for extension of time under a building contract. Chappell, Powell-Smith and Sims (2005) state that “in one sense, claims for loss and expense may be considered to be regulated provisions for the payment of damages”.

3.2 Relationship Between Conflict, Claim and Dispute

Although in ordinary parlance “conflict” and “dispute” are used interchangeably, they are not synonymous. In fact conflict is the precursor to a dispute. Carmichael (2002) defined conflict as “an inter-reaction between people who are pursuing incompatible or competing claims”.

On the other hand a dispute represents a crisis regarding the relationship of the parties usually starting with a conflict. In the commercial context, conflict is usually preceded by a transaction where two or more parties get together and make a deal. Dispute usually arises when the deal is perceived as failed by one of the transaction parties.

There is a subjective element consisting of two phases prior to emergence of dispute. Primarily the injured party thinks there is damage to its interest which subsequently has to be remedied.

Feltstiner, Abel and Sarat call the process of a conflict's turning into a dispute as "transformation". They call the first step, that of "saying to oneself that a particular experience has been injurious", as "naming". The second step, that of "attributing an injury to the fault of another individual or social entity", they call "blaming". They call the third step, that of "voicing the grievance to the person or entity believed to be responsible and asking for a remedy" as "claiming". In this transformation process a claim is only finally into a dispute when the party to whom it is directed rejects the claim.

A contractual dispute arises when one party claims compensation whereas the other denying the claim or disagreeing over liability. A claim by itself does not constitute a dispute. Whether or not there is a legal remedy available is another issue.

3.3 Parties Involved In Claims Management

In construction projects the main claims management process takes place between the contractor and the employer. While the execution of the work is carried out by the contractor, some situations may arise requiring the compensation of the parties either by the means of money or time due to both foreseeable and unforeseeable possible reasons.

Although this interrelation is the most common one in claims management, yet it is not the only one. There is always a possibility of a claim situation to arise among partners, if the contractor entity is constituted as a partnership. This possibility is even higher for international joint-venture partnerships as there are many differences and a variety of parameters involved in the execution of works.

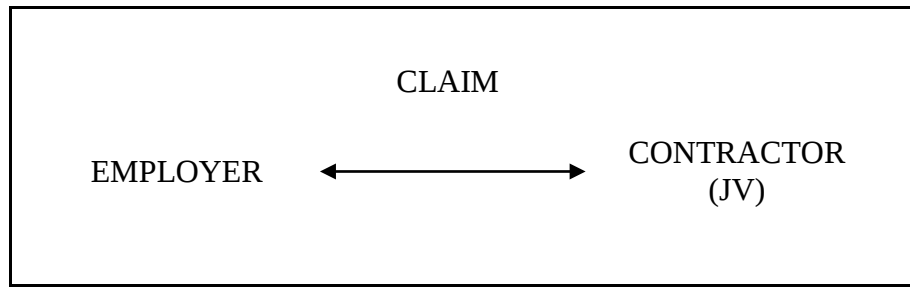


Figure 3.1 : Parties involed in claims management in literature.

However, this phenomenon is usually not taken into consideration as a research subject in literature. Therefore, the main objective of this study is to fill this gap in literature.

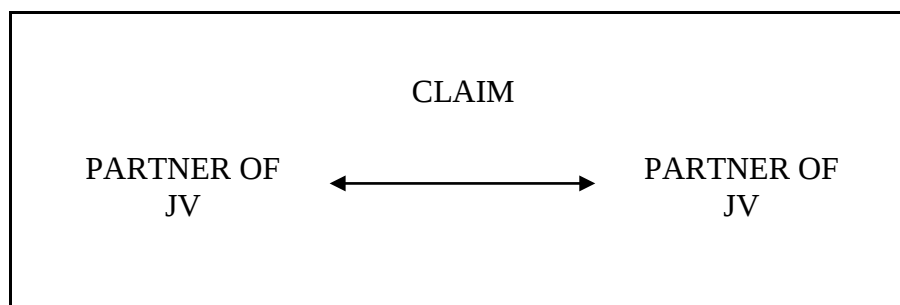


Figure 3.2 : Parties involed in claims management in this research.

3.4 Causes of Claim and Potential Disputes

In literature, various researches have been conducted about the causes of claims. Table 3.1 presents the list of claim causes according to one of the most recent studies conducted by Zaneldin (2006).

Cultural matters and their impact on the claims management or dispute resolution processes was not a popular subject in literature, especially for claims management processes. Yet there are limited researches about cultural matters and dispute resolution.

In Kumaraswamy and Yogeswaran (1998)'s study, contractual matters are taken into consideration as sources of disputes as well as contractual matters which can also be considered as a cause of claim. Chan and Suen (2004), combined and categorized the main sources of dispute in international projects. This categorization is presented in Figure 3.3.

Table 3.1: Causes of claims (Zaneldin, 2006)

Causes of claims
Change or variation orders
Delay caused by owner
Oral change orders by owner
Delay in payments by owner
Low price of contract due to high completion
Changes in material and labour costs
Owner personality
Variations in quantities
Subcontracting problems
Delay caused by contractor
Contractor is not well organized
Contractor financial problems
Bad quality of contractor's work
Government regulations
Estimating errors
Scheduling errors
Design errors or omissions
Execution errors
Bad communication between parties
Subsurface problems
Specifications and drawings inconsistencies
Termination of work
Poorly written contracts
Suspension of work
Accidents
Planning errors

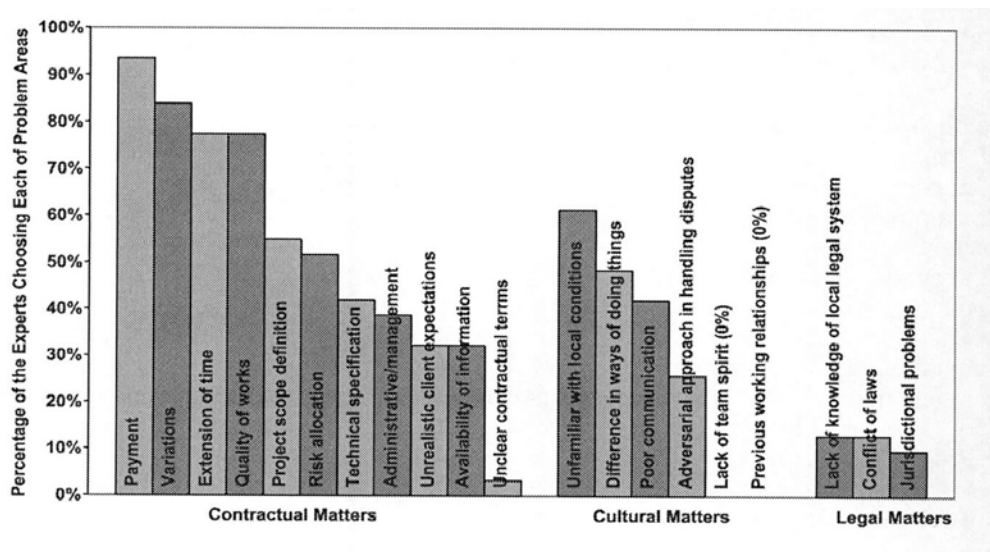


Figure 3.3 : Sources of disputes (Chan and Suen, 2004, pg.594).

In this context and due to its very nature of claims management among partners in ICJVs, the literature review about causes of claim is intersected and superposed with the sources of dispute including the cultural matters and these causes are categorized under three groups: contractual causes, cultural causes and legal causes.

3.4.1 Contractual causes

The main and probably the most common causes of claims can be categorized under contractual matters. The deficiencies, omissions, errors, misunderstandings may create a claim situation. These causes that fall under the contractual matters are listed and explained briefly in below:

- **Variations:** Any changes made by a partner that may affect the other partner or partners including the ones in architectural or engineering design which is other partner's liability, such as change in quantities and in execution of work items.
- **Extension of time:** Extension of the duration of the work or any part of the work caused by one of the partners may affect the other partner's estimated and/or actual work schedule, or may affect the overall duration of the work. Effect of the change in other partner's schedule (delay costs, acceleration costs) or a possibility of a liquidated damage due to incompleteness of the works within the contract (between JV and the employer) may be the cause of claim among partners.
- **Poor quality of works and/or defective work:** A defective workmanship and/or a wrong execution of the work may affect other partner's works or the cost to remedy the defects by demand of the employer as per the defects liability clauses of the contract can be a potential claim cause.
- **Poor definition of scope of work:** Deficiency in defining the scope of the work sections that the partners will be jointly and severally liable to perform may create an uncertainty among partners.
- **Poor administration/management:** Non-fulfilment of administrative and/or managerial requirements of the work by one of the partners.
- **Unclear and/or defective contract terms:** Any poorly stated or defined contract terms/clauses that may affect the work of other partner.

- Partner's financial problems: Financial problems arising from one of the partners' general financial situation.
- Planning and scheduling errors: The errors and/or discrepancies in planning and/or scheduling the work or any part of the work which may affect the other partner/partners.
- Design and engineering errors: The errors and/or discrepancies in the architectural and/or engineering design of the work or any part of the work which is defined in one of partners' scope of work.
- Underinsurance of one partner: Non-fulfilment of insurance liability by one of the partners in contradiction with the terms of the contract.
- Violation of contract terms: Violation of any contract term stated either in the contract signed with the employer or in the joint venture agreement by one of the partners.

3.4.2 Cultural causes

As the second type of claim causes category, cultural matters can be listed. The cultural aspects of the parties, including the business, organizational culture and national culture, may differ in a wide extent which may create a claim situation.

- Deficiency in sharing of information: Poor communication and/or willingness in sharing of any work-related information among the partners such as letters, minutes, drawings, schedules, oral/written directions.
- Difference in ways of doing things: Dissimilarity in business culture of the partners and/or in execution of the work.
- Adversarial approach in handling disputes: If there is a difference in adopted attitudes such as compromising, avoiding, dominating in handling disputes, a subsequential claim may occur.
- Lack of team spirit: Deficiency in composing a team which is a must of being partners of a joint venture for the healthy execution of work.
- Unfamiliarity with local conditions: Lack of knowledge on the local conditions such as labour system, climate, holidays, religion and etc.

3.4.3 Legal causes

The last type of the causes of claims can be classified under legal causes.

- Lack of knowledge of local legal system: Lack of knowledge of the local legal systems where the work is executed and/or the legal system that the contract shall be governed by.
- Jurisdictional problems: All jurisdictional and/or legal problems excluding the ones among the partners of the joint venture.

3.5 Claims Management Procedure

Claims between employer and contractor mostly occur in lump-sum contracts as there is a fixed price for the undertaken works. But several unforeseeable elements may have effects on the undertaken works and consequently on this fixed price.

Likewise, claim situations among partners usually occur under this type of contracts where each partner is both severely and jointly liable to the employer. Any fault of one of the partners during the execution of undertaken works will be the fault of the joint venture.

Nearly in all types of claims, whether or not it is between the employer and the contractor, the main procedures of claim management, methodology of the claim package preparation and procedures in these processes are mostly the same.

Levin (1998) listed the basic procedures for claim management as follows:

- Contract knowledge-ability to recognize and identify claims
- Notification
- Systematic and accurate documentation
- Analysis of time and cost impacts
- Pricing
- Negotiation
- Dispute resolution and settlement

3.5.1 Identification and notification (claims consciousness)

In construction industry, claims consciousness or active and awareness of potential claim situations is a prerequisite to a successful project management. Identification of a claims situation is the first and the most important phase of the entire claims process as a problem cannot be remedied unless it is known to exist. The parties must be able to recognize and identify a claim situation at the development stage.

Early identification and notification is imperative because if the claimant waits too long to take actions, any and all rights to claim can be lost. According to Levin (1998), early identification is also important for the following reasons:

1. It gives the opportunity to the opposing party to verify, confirm, and possibly remedy the situation.
2. It is to the mutual benefit of all parties to identify and resolve time-consuming and costly problems as early as possible because it is best for the all parties to complete the works and move out as soon as possible. This commonly expected fact will make every effort to expedite the resolution of all claims situations.
3. Early identification gives the claimant an adequate time to study the problems, analyze different proposal and solution options.

The construction project staff must have a good working knowledge of the contract documents because familiarity with technical and general terms is essential for project personnel to recognize their contractual rights and duties. Levin (1998) states that if these key personnel have a thorough and detailed picture of the entire job, they will be in the best position to recognize claims situations as soon as they occur, it is very important to be able to anticipate the flow of work and to predict potential problems. He also adds that communication of ideas – and problems – is essential for efficient production and effective management. Day-to-day communication of supervisory personnel with foremen and management must be supplemented by routine management observation of the field operations.

Identification of claims must be followed by a notification. The purpose of notification is to ensure that both parties have been informed and reported on the dates and facts that initiate a claims situation so as to protect their rights. Notification allows both parties to verify conditions, to assemble facts, and to resolve conflicts. Levin (1998) suggests that when encountering differing conditions as well as errors or omissions, the claimant should stop work on that portion of work until a satisfactory response is obtained from the opposing party. Continued work on the affected portion could result in a claimant's obligation to correct at his own expense any defective work already completed.

3.5.2 Records and documentation (substantiation)

Maintaining good records is not only plain good business; it is an absolute necessity when it comes to claims. Records and documentation play probably the most significant role in the successful settlement of contract claims. The details of the job must be documented to substantiate claims and prove damages. Having a carefully prepared claims package with facts and figures, the claimant supports his position and propels negotiations toward a favourable settlement.

Unfortunately and most commonly construction personnel do not keep good records. As most construction personnel are more concerned with doing work than with keeping records which unfortunately also leads to a situation with potential damage.

Levin (1998) listed the different types of records that should be kept in the daily conduct as follows:

- Time cards: Usually serves as the basis for the job payroll. It is the basic document for recording hourly progress of job labour and equipment. It establishes where individuals worked and what they did on any given day.
- Cost account system: Serves as the basis for cost coding of time cards, should follow the original estimate. The cost coding breakdown should bear some resemblance in format to the system used in the bid estimate. This method is a good gauge to compare job progress with budget and additionally serves as a basis of comparison for claims.

- **Production rates:** to demonstrate actual costs it is not enough to produce unit costs or production rates from computer reports. The valid documentation of production rates and job progress, as well as a descriptive narrative showing cause/effect relationship between changed conditions and extra costs, are also needed.
- **Material receipts:** It is important to have detailed records of all material transactions. The claimant must be able to prove that he made timely procurement of permanent materials and equipment as well as temporary construction materials, that he kept inventory of materials, and that he took all steps within his control to keep material delays to a minimum, thus avoiding unnecessary delays. These material records, including purchase orders and invoices, are necessary to establish proof that the party whom having the liability or procurement did not cause delays due to failure to have material on time.
- **Schedules:** The primary value of schedules for claims use is as a tool to prove or disprove job schedule changes and delays.
- **Correspondence and transmittal logs:** It is crucial for the parties to keep up-to-date logs of all correspondence and transmittals. The logs should have a brief description of the contents of each piece of correspondence or transmittal. This allows all parties easy access to a specific item and the opportunity to pinpoint quickly items that are lagging in response or need action. The logs also can serve as references when preparing new correspondence.
- **Computer (cost) reports:** Depending on the format, computer reports may or may not be used to substantiate records, but the real value for claims is to provide the contractor with a large volume of statistical data. This data can be used in preparation of a claim and in determination of the best approach to take in computing the cost of the claim. Computer records also make it easier to compile data on work-hours and wage rates. The information in the computer, however, must be accurate to be of any use for gauging progress or processing claims.

- **Daily reports:** Daily reports, including diaries, production, records, and general progress reports, are the most important records available to document events or demonstrate adverse job conditions. Supervisors, superintendents, project engineers, and project managers should keep daily diaries, recording such information as where they worked, what and how much done, instructions from inspectors, visitors, visitors to job, unusual conditions, work done by subcontractors, delays encountered, and extra work. The project engineer or project manager should receive a copy of all diaries for compilation into one daily summary report, in case of claims as well as to keep himself informed of important events in the field. In addition to their value as an information source for upper management, daily production records are very important for claims as they lend credibility to the statistics in computer reports.
- **Photographs:** Photographs are the most important records of job progress; they will frequently assist in substantiating events as well as help to describe construction activities to those not familiar with the project. In claims situation, photographs can be used to verify the existence of prior or changed conditions, to describe characteristics of the worksite under different conditions, and to present a factual recording of methods and equipment employed to accomplish different items of work. Pictures can also be used to show cause and effect relationships of changes as well as to demonstrate the types of extra costs involved.

3.5.3 Pricing (calculating the value)

The purpose of pricing a claim is to give the opposing party a substantive description and detail of the extra costs incurred or to be incurred due to a various cause or causes. Levin (1998) categorizes pricing of claims is into two types: forward pricing and postpricing.

Forward pricing establishes a firm fixed price before the work is done, so the opposing party knows exactly how much a change will cost. This is a very practical approach for both parties as it allows the work to be incorporated into the contract with a firm price and resolves any issues of risk.

Postpricing is used during performance of the work or after the work is complete. It is also used when a firm price cannot be reached before performance or when the nature and extent of the changed or added work is unknown.

In both case, the pricing elements of the claim are the same, and include direct cost of performing the changed work, impact and/or delayed performance costs, and mark-ups.

Pricing data should be clear, accurate and concise. Proposals should be in sufficient detail to permit an analysis of all material, labour, equipment, subcontracts, overhead costs. Profit can be optional in claims among partners, as the main intention of establishing a joint-venture is not to make profit over a partner but the employer. Proposals should also cover all work involved in the modification, whether such work was deleted, added, or changed. The claimant should strive to have the proposal prepared in an orderly, understandable and contractually accurate manner to minimize analysis delays and to prevent unnecessary misinterpretations of the claim documents.

According to Levin (1998) the basic elements of the claim proposal include:

- Summary
 - Entitlement, amount
 - Reference to contract clauses and/or contract disputes act
- Narrative
 - Facts
 - Entitlement
- Schedule analysis, if applicable
- Pricing
 - Direct costs
 - Labour
 - Equipment
 - Permanent materials
 - Job materials

- o Impact costs
 - Impact on other activities
 - Delay costs (standby time, escalation)
 - Acceleration costs (overtime premium, disruption)
 - Lost productivity (disruption) costs
- o Markups (optional for the cases among partners)
 - Jobsite overhead
 - Home office overhead
 - Profit
 - Bond

In forward pricing, the most convenient and acceptable method of pricing is to estimate production rates for the changed work, show crew compositions and crew hours required to perform the changed work, and determine the type of equipment and equipment hours needed to support the crews. Material costs should be listed separately and substantiated with quotes, invoices, or price lists. For postpricing, names and dates of people and equipment can be listed, summarized, and submitted.

3.5.4 Negotiations

Negotiation in construction requires the deliberate application of techniques and strategies aimed at a specific goal: the equitable adjustment. Innovation and personality come into play at this stage. Adequate preparation and familiarity with the job are the two most important items required.

Before going into the negotiation meeting, it is important to establish a strategy, the framework from which the topics to be negotiated will be approached. Levin (1998) stresses the following points in this framework:

1. Establish objective and how they might be obtained
 - a. Which objectives cannot be compromised under any circumstances
 - b. Which can be compromised and to which extend
 - c. Which ones are expected to be compromised or dropped totally

2. Anticipate position of your opponent
 - a. Can the work be given to a third party (a subcontractor)?
 - b. How bad is the need for the work?
 - c. Is there time pressure for an agreed price?
 - d. Are there any regulatory, legal, political and/or public pressure aspects that might affect an agreement?
3. Strategies should be flexible (Plan alternate strategies in case the primary strategy has to be abandoned.)

Proper preparation also means assembling all necessary data and documents that may be required to support the claimant's position in the negotiation session. Most of this data probably included in the claim document, but additional substantiation like comparison charts that might be of assistance should be brought along to the meeting.

Negotiations should be fair and honest. Levin (1998) states that in the long run, it behoves all concerned to attempt to negotiate equitable adjustments, for it keeps alive a spirit of cooperation and mutual respect. If, after earnest attempts, an agreement cannot be reached and the claimant believes his position is correct, he should propose an alternative dispute resolution method. If this fails, the choices remaining are to implement the JV agreement's "disputes" mechanism or take the matter to court, whichever procedure is appropriate under the agreement in question.

3.5.5 Dispute avoidance

In construction industry, a major dispute on a project has the potential to be extremely detrimental to the project's end result, with respect to completion times, cost, quality and rapport between the parties. Dispute avoidance has the potential to save money and time, and prevent a lot of bad feeling and loss of future business relationships. Carmichael (2002) offers that dispute avoidance should be the ideal goal. He also adds that when a dispute not able to be resolved, then third parties (often with little technical background) have to be paid large amounts of money to give opinions, awards and/or judgements which may turn out to be disagreeable to both parties.

Where possible, the best method of resolving a dispute is to remove the basic cause of it (Carmichael, 2002). This course of action, however, may not always be easy, because the parties tend to interpret their rights and obligations very differently, and time is required to appreciate these respective positions.

In a construction project all disputes cost the project money, and often time, without adding value to the project. The time and money spent on resolving disputes is counterproductive and could be spent on developing dispute avoidance practices. Energy can be redirected to concentrating on the project work, rather than being wasted on disputes.

Carmichael (2002) suggests that experience with past disputes and their causes can assist in avoiding similar situations in the future. Over time, over a large number of projects, and considered from the viewpoints of the various project stakeholders, it is possible to reflect on how different approaches impact on the overall success (or otherwise) of projects and how effectively disputes can be minimised.

There are a number of procedures and practices that can be adopted to minimise adversarial relationships developing. But these procedures and practices are not examined in this research as it is beyond extent of the main objective of the study.

4. CULTURE AND CULTURAL ASPECTS OF CLAIMS MANAGEMENT

4.1 Definition of Culture

Culture (from the Latin *cultura* stemming from *colere*, meaning "to cultivate") is a term that has different meanings. In the Britannica Concise Encyclopaedia, culture is defined as an integrated pattern of human knowledge, belief, and behaviour that is both a result of and integral to the human capacity for learning and transmitting knowledge to succeeding generations.

Culture thus consists of language, ideas, beliefs, customs, taboos, codes, institutions, tools, techniques, works of art, rituals, ceremonies, and symbols. Every human society has its own particular culture, or sociocultural system. Variation among cultures is attributable to abovementioned components. An individual's attitudes, values, ideals, and beliefs are greatly influenced by the culture (or cultures) in which he or she lives. Culture change takes place as a result of ecological, socioeconomic, political, religious, or other fundamental factors affecting a society.

In literature, the word "culture" is most commonly used in three basic senses:

- Excellence of taste in the fine arts and humanities, also known as high culture
- An integrated pattern of human knowledge, belief, and behaviour that depends upon the capacity for symbolic thought and social learning
- The set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group

At present, one of the most widely accepted definition of culture is suggested by Hofstede (1980)'s. Namely, he defined culture as "The collective mental programming of people in an environment". Also he stated that "Culture determines the identity of the human group in the same way as personality determines the identity of the individual".

4.2 Dimensions of Culture and Existing Cultural Models

In literature there are many different concepts of culture and cultural models proposed by different researchers. The widely accepted ones are described below.

4.2.1 Kluckhohn and Strodtbeck's model of culture (1961)

Florence Kluckhohn and Fred Strodtbeck (1961), in their study which was one of the earliest studies on culture, compared cultures across six dimensions. According to their cultural model each society has a dominant cultural orientation and these are:

- Assumption of the members of the society about people, whether they are good or bad, or a combination.
- Assumption of the members of the society about relationships between a person and the nature, whether they shall live in harmony or subjugate, nature.
- Assumption of the members of a society about the relationship between people whether if a person should act in an individual manner or consider the group before taking action.
- The connection of space in a given society.
- Society's dominant temporal orientation-past, present, future.

4.2.2 Geertz's model of culture (1973)

Clifford Geertz (1973) defined culture "as a complex of signifying symbols that mediates meaning for an individual in a particular context". According to Geertz, culture is what informs the answer to the question: What is it to be me, here and now? As the 'here' and 'now' features continually change, the answer also changes. It reflects the change in the personality or social circumstances, or both. Therefore according to the identification of an individual, culture is a dynamic selection of the signifying elements, which are most salient at the moment. (Geertz, 1973).

4.2.3 Kennedy's model of culture (1982)

In Kennedy (1982)'s model, the elements of culture as seen in an organization are listed as follows:

- Business environment
- Values and norms
- Heroes
- Rites and rituals
- Communications.

4.2.4 Hofstede's model of culture (1984)

Hofstede (1980)'s work which has had an impact on research carried out on culture, is the most common model of culture. In his model Hofstede mainly deals with differences between national cultures and categorizes these differences in five dimensions. These are:

- Power distance - The extent to which members of a culture accept that power in relationships is distributed unevenly. The reflection of power distance in a culture can be seen in all type of relationships, such as superior/subordinate, parent/child and teacher/student.

In high power distance cultures there are visible differences in status and are paternalistic. For these cultures, the norm is loyalty and respect, and the power of a superior is absolute. On the other hand, in low power distance cultures it is tend to downplay status differences and these cultures are individualistic. For these cultures, the norm is independence and consultation, and power is negotiated.

- Individualism - The degree to which individuals perceive themselves as separate from others and free from group pressures to conform. High and low context communications are the predominant forms of communication in collectivist and individualistic cultures, respectively.

Collectivist cultures, such as Japanese culture, are dominated by groups. In these cultures individuals are motivated by the need to belong, and there is a definite "we" versus "they" orientation. Also members of the in-group get better deals than members of the out-group. Group goals and accomplishments are important, not individual ones and the maintenance of proper forms of behaviour and of harmony is strongly desirable.

On the contrary, in the individualistic cultures, which can be typified by dominant Australian culture and U.S. American cultures, individuals are supposed to take care of themselves and their immediate family. In these cultures individuals are motivated by the need for self actualization, and the focus is on “I”. Also business is separate from individual worth. Individual goals and accomplishments are important, and openness, directness, and confrontation are virtues.

- Masculinity - The degree to which a society looks favourably on aggressive and materialistic behaviour.

In high sex-role differentiation cultures (masculine) competitiveness is emphasized and rewards are based upon performance. In these cultures, things are important, as are titles and other symbolic expressions of the importance of one’s career. Also, sex roles are strongly differentiated and concrete. These cultures include dominant Australian, U.S. American, and Japanese cultures.

In low sex-role differentiation (feminine) cultures social justice is emphasized and rewards are based upon need. In these cultures quality of life is important, as are one’s work group, friends, and family. Moreover, sex roles are not clearly differentiated and are fluid. These cultures include Norway, Sweden, and The Netherlands.

- Uncertainty avoidance - The degree to which the members of a given society dislike ambiguity and deal with the risk.

In high uncertainty avoidance cultures, which can be typified by Asian cultures, behaviour is rigidly prescribed by written rules and unwritten social codes. In these cultures procedures are standardized, formal structure is present, precision and punctuality are required. Furthermore, deviant ideas and behaviours are not tolerated, and conflict is avoided.

In low uncertainty avoidance cultures, such as dominant Australian and U.S. American cultures, written and unwritten rules are considered more a matter of convenience. In these cultures structure tends to be more informal and things are more relaxed. Deviant ideas and behaviours are more frequently tolerated, sometimes even encouraged, and conflict is confronted.

- Time orientation - The degree to which members of a society are willing to defer gratification of wants and needs in order to obtain long term objectives and goals.

4.2.5 Schein's model of culture (1992)

In his model, Edgar H. Schein (1982) defined culture as "a pattern of shared basic assumptions" which are:

- Learned by group members
- Taught to or assimilated by new members
- As the correct way to perceive, think about, feel and act in all aspects their daily life
- In order to solve problems of survival.

Schein stated "Once shared assumptions exist, they function to provide meaning to daily events, make life predictable, and thus reduce anxiety." According to Schein's definition, a professional culture is something that individuals absorb over time as a form of guiding mechanism and by its very nature culture is oriented towards the past.

Furthermore, Schein handled culture in three fundamental levels which are:

- Observable artefacts – These are the visible, audible, tangible manifestations of the underlying assumptions such as behaviour patterns, rituals, physical environment, dress codes, stories, myths, products etc.
- Shared values – These are the espoused reasons for why things should be as they are such as charters, goal statements, norms, codes of ethics, company value statements, etc.
- Shared basic assumptions – These are the invisible reasons why group members perceive, think and feel the way they do about external survival and internal integration issues such as assumptions about mission, means, relationships, reality, time space etc.

According to Schein "Culture was that which a group learns over a period of time as the group solves its problems of survival and internal integration in an external environment. Such learning is simultaneously a behavioural, cognitive and emotional process" (Schein, 1992).

4.2.6 The iceberg model of culture (1994)

As Weddikkara (2003) mentioned, the iceberg model identifies nature of culture in two basic aspects.

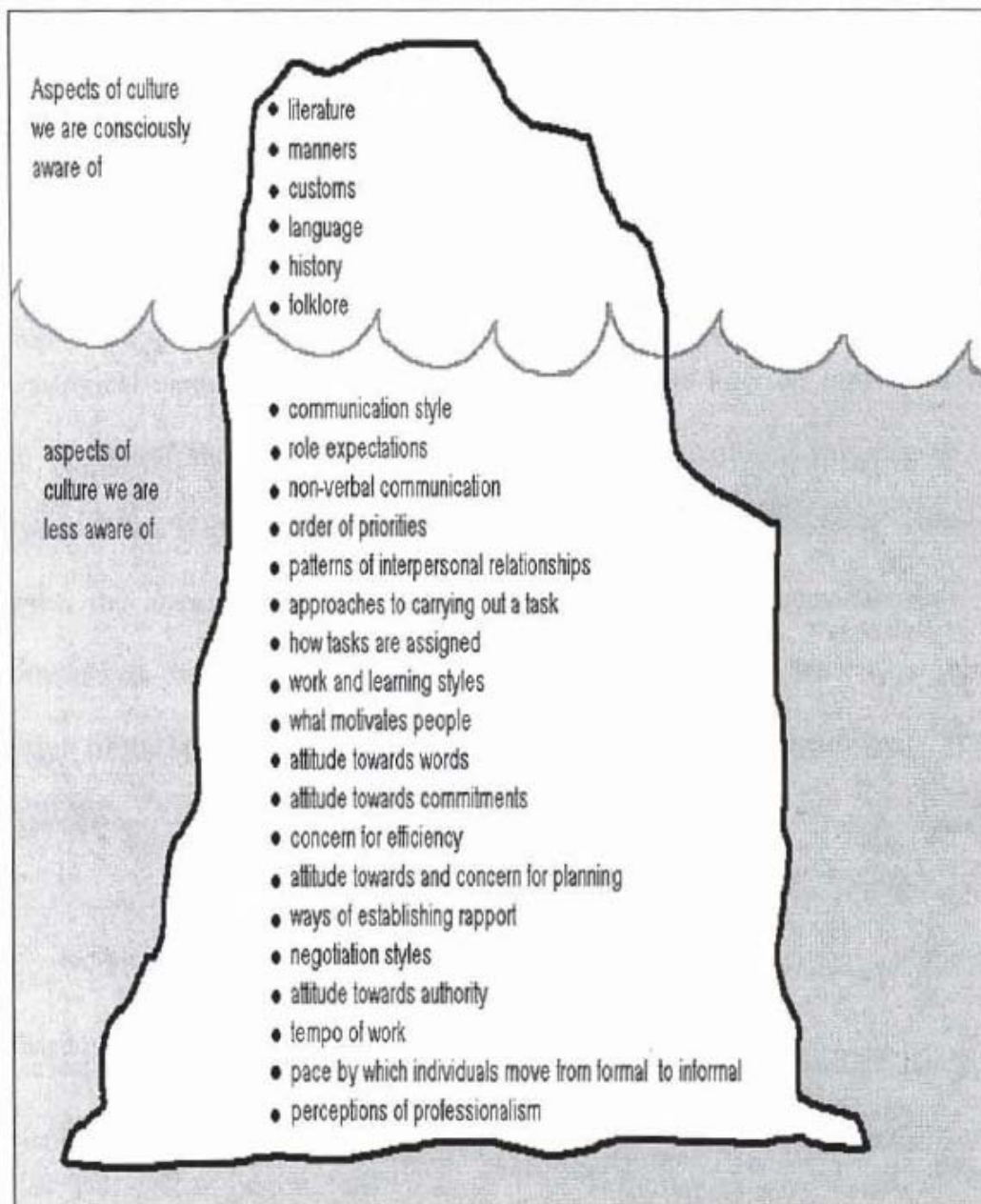


Figure 4.1 : The iceberg conception (Weddikkara, 2003, pg.48).

These aspects are:

- Aspects of culture members of a society are consciously aware of, e.g. literature, customs, language, folklore and etc.
- Aspects of culture of which members of a society are less aware, e.g. role expectations, patterns of interpersonal relationships, attitude towards authority, and like many others as shown in Figure 4.1.

4.2.7 Lessen and Neubauer's model of culture (1994)

In Weddikkara (2003)'s study the model adapted from Lessem and Neubauer (1994) depicts culture in the form of a tree.

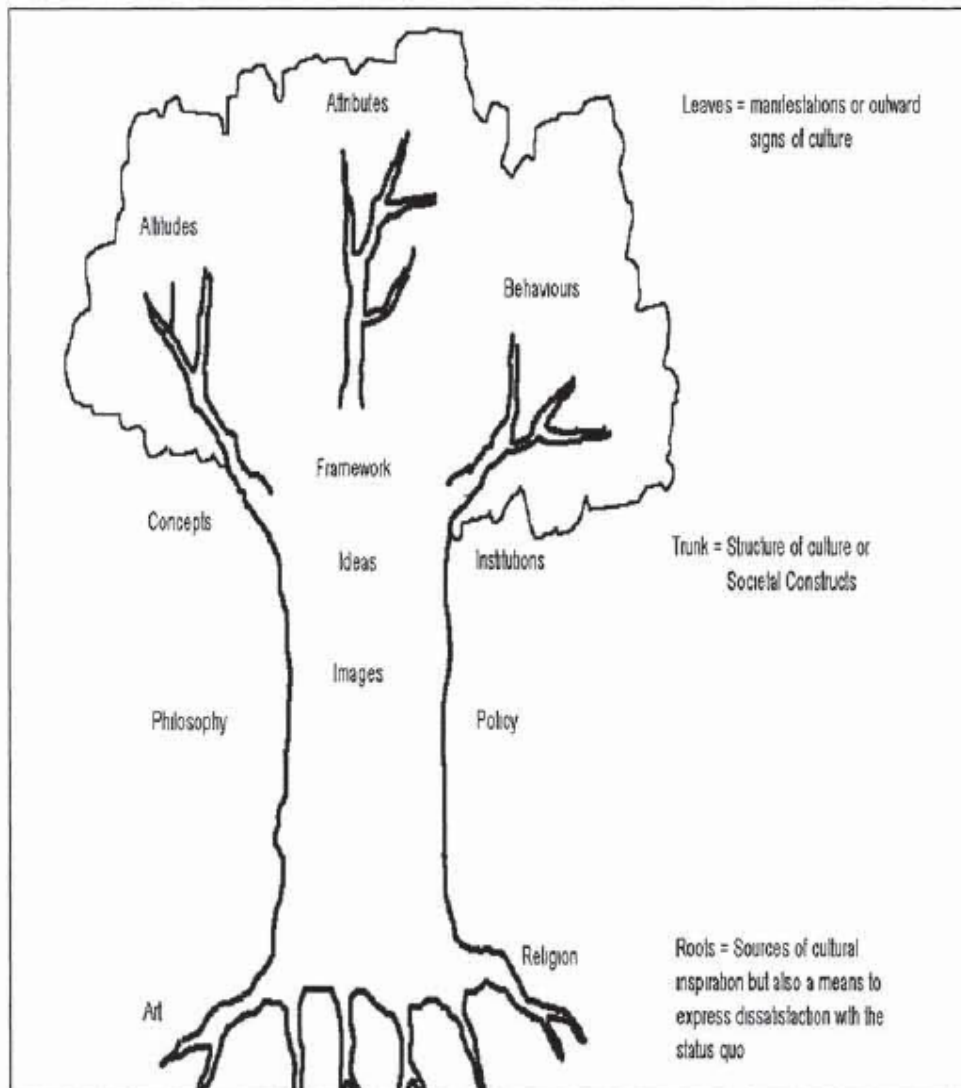


Figure 4.2 : Concept of intercultural management (Weddikkara, 2003, pg.52).

In this model, the roots are sources of cultural inspirations, but also a means to express dissatisfaction with the status quo where the trunk is the structure of culture or societal constructs and the leaves are the manifestations, or outward signs, of culture.

4.2.8 Potter's model of culture (1994)

According to Potter (1994)'s model, the cultural elements are identified as follows:
(See Figure 4.3)

- Values
- Identity
- Beliefs
- Capability
- State of mind
- Behaviour
- Environment

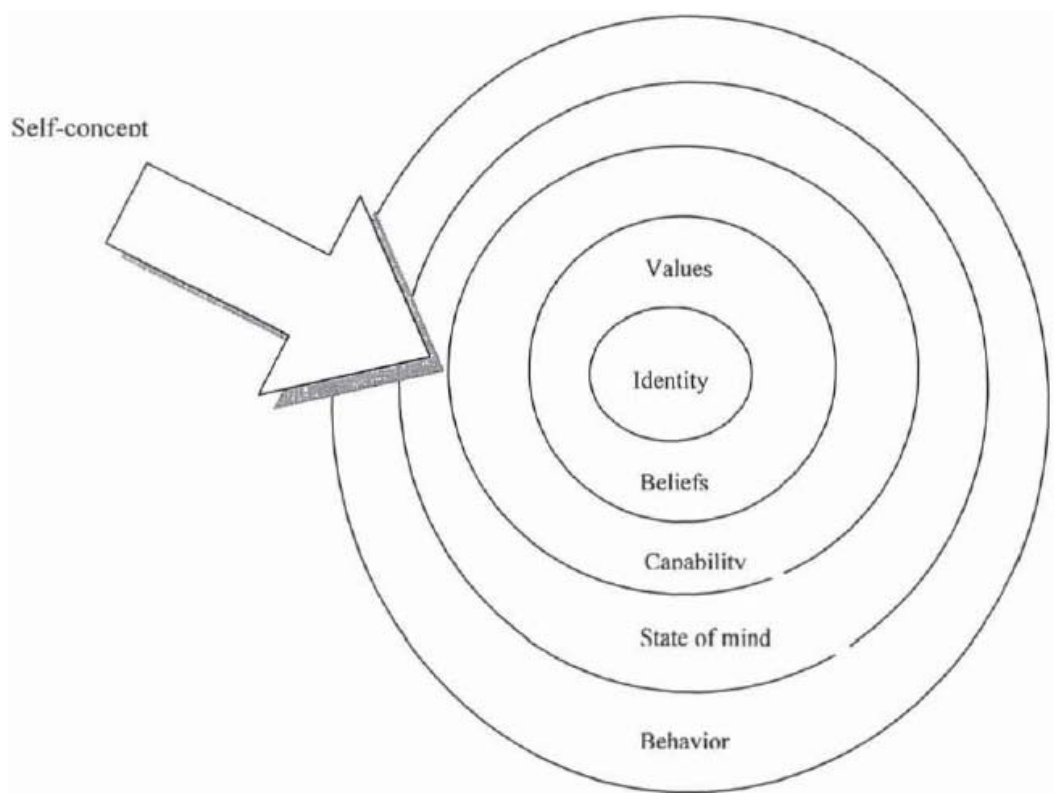


Figure 4.3 : Model of self-concept (Weddikkara, 2003, pg.53).

4.3 Cultural Aspects of Claims Management in International Joint Ventures

The firms which have the roots in the countries where construction industry is developed or still developing, are chasing new opportunities of construction projects beyond national boundaries to become more competitive and global players. Likewise, construction projects are extending across borders and becoming more complex where more experienced and specialized construction firms and professionals are required. This inevitably brings different parties from different cultures into contract to create and operate as partners. As it is the most suitable type in construction industry, joint-venturing becomes the most common way of forming a partnership.

Like in any other particular subject, different cultures also have different influences on conflict management, claims management and dispute resolution. Cultural differences contribute to way people and/or parties interact with each other.

Each culture has a different perspective of handling of conflicts and disputes which is a very determinant aspect for the approach and attitude that will be adopted in claims management.

Understanding the dominant values and components of a culture, and how it contributes to the abovementioned issues, lightens the path and can assist a professional who is involved in the conflicts and claims management processes in ICJV projects and may bring the represented party into an advantageous position. With the help of this understanding and with an awareness of cultural differences, a successful claims management and dispute avoidance might be more achievable in ICJV projects.

When it is examined thoroughly, it can be seen that each culture has its own idiosyncratic value judgement. The values which these judgements are constructed on, developed over time and prioritised according to the importance the society attaches to them. These values are even reflected in work practices as well as personal life, therefore are brought to any managerial process including the claims management process.

As an example to differentiation of prioritised values, in Elashmawi and Harris (1994)'s survey, participants from Japan, U.S.A and Malaysia were given a list of twenty general cultural values that could apply to any country. They were asked to list the given values from most to least important. The top ten values are listed in Table 4.1.

Table 4.1: Priorities of values (Elashmawi and Harris, 1994)

	Japanese	American	Malaysian
1	Relationship	Equality	Family security
2	Group harmony	Freedom	Group harmony
3	Family security	Openness	Cooperation
4	Freedom	Self-reliance	Relationship
5	Cooperation	Cooperation	Spirituality
6	Group consensus	Family security	Freedom
7	Group achievement	Relationship	Openness
8	Privacy	Privacy	Self-reliance
9	Equality	Group harmony	Time
10	Formality	Reputation	Reputation

As it can be seen from the results Japanese find a higher value in belonging to a group and cooperation. Due to the level of importance given to relationship; in claims management, they might be unlikely to be as direct during discussions and they may possibly be as strategic as possible when confronting the issues under discussion. The Japanese may also adopt a less demanding attitude due to their long-term view of relationships.

On the contrary, Americans give more importance to freedom and openness. Due to the level of importance given to these values; Americans might have direct personal involvement in claims management and they may adopt a competitive attitude. Also for Americans, a shorter-term viewpoint may be likely.

Different than both Japanese and Americans, Malaysians would bring a different perspective to any negotiation in claims management due to their emphasis on family and religion. Due to the level of importance given to the cultural values; it can be said that cooperation and hospitality between parties would be important for Malaysians.

Thus, it can be said that Asians or in other words eastern cultures consider relationships and friendships more importantly than business. Keeping these relationships, a good reputation and loyalty are essential elements of a successful business for them. Also they dislike wasting time on struggling for an affordable loss and avoid trouble. On the contrary, Europeans and North-Americans or in other words western cultures basically separate relationships from business. And also, they will possibly struggle and defend their rights for any cause in which they feel that there is an inequity even this may harm relationships.

These results also correspond with the findings of Hofstede's study of national cultural dimensions where the main measuring factor was the individualism level on the national basis.

Under the light of these, using Hofstede's IDV was the first intention to determine whether there is a difference between the perceptions of individualist construction professionals and collectivist construction professionals on handling claims as well as attitudes embraced at claim management processes.

However Hofstede's IDV dimension requires a balanced amount of both individualist and collectivist respondents in order to obtain an adequate result and a comparison to be made between both sides. Also, there are some doubts among some researchers about the use of Hofstede's IDV as a determination tool for cultural values. Such as, Schaffer and Riordan (2003) deem suitable to embrace a direct approach in measuring of cultural values. According to them an opposite approach will not provide proper and sufficient data for the discussion of the results, whether the differences mainly arise from cultural differences or not. Moreover, Gudykunst and Lee (2003) also questioned the adequacy of Hofstede's IDV dimensions in their study by stating that the sample's individualism degree may not reflect the society's general IDV characteristics and to eliminate this potential inconsistency the cultural dimensions should be measured on individual basis.

In consideration of these critics and to eliminate a potential inconsistency which Gudykunst and Lee mentioned, Self-Construal Model was also used to determine the difference between the perceptions of the respondents on handling claims. In Self-Construal Model perceptions of people are categorized in two groups. Interdependent self-construal perception and independent self-construal perception which relate *self* with others and which has a perception of self distinct from other, respectively (Kapoor et al., 2003).

The personal characteristics and choices of the interdependent people are generally of the secondary importance and they are constantly controlled by oneself within the scope of the responsibilities to the others and harmonized with the environment (Wasti and Erdil, 2007). On the other hand, as individuality, diversity and achieving personal goals are important for the independent people, the abilities, emotions, thoughts, personal necessities and choices determine and guide the behaviour of the individual (Markus and Kitayama, 1991).

In this context, both cultural values and perception of self may probably have influence on handling of claim situations and management process of them.

5. RESEARCH SURVEY

5.1 Introduction

In order to better understand the relationship and determine the correlation, if any, between culture and main dynamics of claims management in ICJV projects, a survey was conducted.

Due to its very nature, ICJV projects can be very suitable environments for rising of conflicts and claims among partners, as the international partners have different cultural roots which may create cultural differences on managerial attitudes and approaches among partners.

One of the primary purposes of the survey was gathering sufficient data for determination and analyzing of the basic approaches adopted by the construction professionals during claims management among partners in ICJV projects. Another primary purpose was to identify the personal attitudes of the construction professionals who are involved in these processes, whether they are independent or interdependent.

As the study is constructed on the basis of the assumption that culture has a significant effect on the attitudes of the construction professionals in the area of claims management, these processes will be most probably affected by the perceptions of these professionals. Starting from this assumption as the reference point of the survey, through the questions requested from the participants to respond, their individual ideas, usual managerial approaches and priorities are measured. To accomplish this aim successfully, the respondents are asked to consider only their professional life and experiences as a whole, regardless the companies' business cultures and managerial approaches.

Educational background and gender of the construction professionals and their impact on the claims management processes were also tried to be identified as the secondary purposed of the study.

5.2 Methodology

To achieve the abovementioned research objectives, the research methodology was based on a questionnaire survey

5.2.1 Questionnaire design

The questionnaire was designed both in Turkish and English and are attached to Appendix 1 and Appendix 2 respectively, and composed of 6 sections.

Section 1: An ethic letter giving a brief explanation to the participants about the questionnaire.

Section 2: Demographical questions (age, gender, nationality, profession etc.)

Section 3: Identification of levels of importance given to the listed 18 potential causes of claim.

Section 4: Identification of claim occurrence frequencies for the classified project types, identification of claim management mechanisms by measuring the level of agreement to the given 7 statements and the frequencies of the given 4 probable precautions to be taken in a case of potential dispute.

Section 5: Identification of the participants' self-construal profile as "Independent" or "Interdependent" by 29 statements generated from Markus & Kitayama (1991)'s self – construal scale.

Section 6: An appendix consists of the definitions of terminological terms used in the questionnaire.

A 5-point Likert scale was selected as a measuring tool to determine the frequencies, importance and level of agreement to the given statements and choices. Namely, options of the Likert scale used to determine the frequencies were chosen as "very frequent", "frequent", "occasional", "rare" and "very rare". Likewise to determine the levels of importance, the options were chosen as "most important", "important", "averagely important", "less important" and "least important". And lastly, to determine the level of agreement to given statements, the options were chosen as "strongly agree", "agree", "undecided", "disagree" and "strongly disagree".

Section four had a key role in the questionnaire in identification of the main mechanisms of claim management process by measuring the participants' level of agreement to the given statements and some probable precautions for a dispute case. Likewise section five also had a key role in the questionnaire for identifying the participants' perceptions in terms of culture.

A pilot study was conducted after designing the questionnaire. It was sent to three academicians, one economist and one civil engineer via e-mail. The main purposes of conducting a pilot study were to determine and minimize the possible misunderstandings and confusions about the questions and terminological terms used in the questionnaire and to estimate the duration of filling the questionnaire.

5.2.2 Sampling

The type of sampling was "non-random". As the research was constructed on the basis of ICJV projects, the survey sample was formed by selection of the professionals like engineers, architects, contractors, economists and lawyers who had ICJV project experience in their professional life regardless of the field of activity of their past and current organizations.

The questionnaire was sent to 191 construction industry professionals and 43 of them filled it, which corresponds to a response rate of 22.51 %. Personal information of the respondents' are kept confidential and the anonymity of the survey is maintained during all the phases of the research.

5.2.3 Gathering of data

Significantly high importance was given to the composing of the survey sample. Namely, the questionnaire was sent only to the construction professionals like engineers, architects, contractors, lawyers and economists who are predicted to have ICJV project experiences and involved in claims management processes.

The questionnaire and an ethic letter giving a brief explanation to the participants about the questionnaire were sent to the participants via e-mail. Likewise, the answered questionnaires were collected with the same method.

5.2.4 Analysis of the collected data

Statistical Package for the Social Sciences software (SPSS 16.0) was used to analyze the collected raw data. As SPSS required numerical values for raw data input, a coding list was prepared for assigning numerical values to the answered questions. The variables like age, gender, nationality, professional experience, independency/interdependency level, level of collectivism/individualism were coded by intervals. For example, the age values were categorized as “25-34”, “35-44”, “45-54” and “55 and more”.

For the other values obtained from the answered questions where a 5-point Likert scale was used, a numerical coding from “1” to “5” was used to input the raw data to SPSS. In this coding “1” was representing the options “least important”, “very rare”, and “strongly disagree” where “5” was representing the options “most important”, “very frequent” and “strongly agree”.

In section six, the 29 statements of Markus and Kitayama (1991)’s self-construal scale were categorized into two groups: independency and interdependency. 14 statements like “My personal identity is very important to me” were categorized under independency class and used to measure the respondents’ independency level. On the other hand, 15 statements like “I respect decisions made by my group” were categorized under interdependency class and used to measure the respondents’ interdependency level.

Firstly, correlation analyses were used to determine the relationships between variables, like potential causes of claims and project types. Correlation analyses were especially adequate in determining the relationship between these kinds of uncategorized but listed variables.

Secondly, to determine the relationship between categorized variables which have more than 2 interval groups, like age and experience, and uncategorized but listed variables, like project types. Likewise to determine the relationship between categorized variables which have 2 interval groups, like gender and individualism/collectivism degree, and potential causes of claims.

And finally, to identify the interrelation of the potential causes of claims in section 2, given statements regarding the mechanisms of claims management and probable precautions in section 4.

5.2.5 Evaluation techniques of the variables

Each tool used in the measurement of the cultural perceptions of respondents', who basically formed the survey sample, requires specific techniques of evaluation. In other words operationalization of the measurement of variables is required.

In operationalization of Hofstede's IDV tool, the individualism scores of the countries, which were prescribed as a result of Hofstede's study, are used. According to Hofstede's study, each country has its own individualism score which represents the level of individualism of that country, and there is a general world average for comparison whether if the country is an individualist one or not. Countries having a IDV score below this average considered to be collectivist countries. On the other hand, countries having an IDV score above this average considered to be individualist countries. Some IDV scores of various countries are listed below:

- Venezuela: 12
- China: 20
- Turkey: 37
- Japan: 46
- India: 48
- Germany: 67
- Italia: 76
- Netherlands: 80
- UK: 89
- USA: 91

In operationalization of Markus & Kitayama (1991)'s Self-Construal method of independency level, pre-determined 29 statements are classified into 2 groups: statements measuring the interdependency level and statements measuring the independency level.

In this context, the scores for each 15 statement which fall under the interdependency group are summed up and the interdependency levels of the respondents are calculated. For the remaining 14 statements which fall under the independency group, the same procedure is done for calculating the independency levels of the respondents. Consequently, the interdependency and independency scores of each respondent are compared and the characteristics of respondents, whether they are interdependent or independent, are determined by the means of the highest score.

6. RESULTS

6.1 Descriptive Analysis

The questionnaire sample is consisted of 43 respondents who are working as construction industry professionals and had IJV project experience in their professional life. The demographical characteristics of the questionnaire sample such as gender, profession, nationality, tenure, educational background, tenure and field of activity of their current organization are presented in Table 1.

Age values of respondents' are categorized into 4 groups: 25-34 years, 35-44 years, 45-54 years, 55 years and over. Percentages of these age intervals are 23.26%, 25.58%, 18.60% and 32.56% respectively. The most frequent age interval is "55 years and over".

In gender categorization, male respondents with the rate of 83.72% formed the majority and female respondents formed 16.28% of the sample.

Nationality profiles of the respondents' are consisted of Turks, Americans, Italian, British, Indian, Chinese, Japanese and Venezuelan. The majority is formed by Turkish construction professionals with the rate of 69.77%, followed by American construction professionals with 11.63%.

As classification of professions of the respondents, 53.49% of the sample is formed by engineers and followed by architects with 39.53%. 6.98% of the sample is formed by economists and consultants.

In educational background demographics, the respondents having a graduate degree form the 48.84% of the sample, followed by the respondents having an undergraduate degree and the respondents having a bachelor degree with the rates of 27.91% and 13.95% respectively. Respondents having a post-graduate degree form 9.30% of the sample. On the light of these findings, it can easily be said that educational background of the respondents' is relatively high.

Table 6.1: Demographic profile of the respondents

	Demographic	Frequency	Percentage
Age	25-34 years	10	23.26
	35-44 years	11	25.58
	45-54 years	8	18.60
	55 years and over	14	32.56
Gender	Female	7	16.28
	Male	36	83.72
Nationality	Turkish	30	69.77
	American	5	11.63
	Italian	1	2.33
	British	1	2.33
	Indian	1	2.33
	Chienese	1	2.33
	Japanese	1	2.33
	Venezuelan	1	2.33
	German	1	2.33
	Dutch	1	2.33
Profession	Architect	17	39.53
	Engineer	23	53.49
	Other	3	6.98
Educational Background	Bachelor Graduate	6	13.95
	Undergraduate	12	27.91
	Gradute	21	48.84
	Post-gradute	4	9.30
Tenure	0-9 years	8	18.60
	10-19 years	14	32.56
	20-29 years	7	16.28
	30 years and more	14	32.56
Field of Activity of the Organization	Architectural / Engineering	11	28.21
	Contractor	14	35.90
	Consultancy	8	20.51
	Other	6	15.38

In tenure classification, 32.56% of the respondents had at least 30 years of professional experience. 16.28% had a professional experience of 20 to 29 years. 32.56% had a professional experience of 10 to 19 years and 18.60% had maximum 9 years of professional experience.

As classifying the causes of claims by their levels of importance and analyzing the statements regarding claims management by their level of agreement and dispute precautions by their frequencies were the main objectives of the study, mean values of the causes, statements and precautions were calculated on the basis of 5-point Likert scale, where “5” represented the most important, the most frequent and strongest agreement and “1” represented the least important, the least frequent and strongest disagreement. Mean values of the causes, statements and precautions are presented in Table 6.2.

According to the respondents, “poor administration / management” and “design or engineering errors” are the most important causes of claim with a mean of 4.22. “Violation of contract terms” is the third important cause of claim with a mean of 4.20. Followed by the causes “partner’s financial problems”, “variations” and “poor definition of scope of work” by means of 4.12, 4.07 and 4.07 respectively.

For the given 7 statements, most widely-accepted one by the respondents was “in submission of claims the business culture of the opposing party should be considered” with a mean of 3.49. Followed by the statements “claims should be submitted in any available case” and “claims should be submitted only for the cases that have high possibility of acceptance” with the means of 3.32 and 3.24 respectively.

For the given 4 precautions, the most frequently taken precaution in a potential dispute case, according to the respondents, was reducing the claimed amount by a particular percentage with a mean of 3.66. Second most frequent precaution was evaluating the direct costs only in the claim package with a mean of 3.37.

Table 6.2: Descriptive statistics

	N	Mean	Standard Deviation
Causes			
Variations	43	4.09	1.130
Extension of Time	43	3.93	1.142
Poor Quality and/or Defective Work	43	3.91	0.947
Poor Definition of Scope of Work	43	4.05	1.022
Poor Administration / Management	43	4.21	0.965
Deficiency in Sharing of Information	43	3.84	0.898
Unclear and/or Defective Contract Terms	43	4.07	1.009
Difference in Ways of Doing Things	43	3.40	1.027
Adversarial Approach in Handling Disputes	42	3.40	1.014
Lack of Team Spirit	43	3.58	1.220
Lack of Knowledge of Legal Systems	43	3.37	1.215
Unfamiliarity with Local Conditions	43	3.58	1.052
Jurisdictional Problems	43	3.42	0.982
Partner's Financial Problems	43	4.05	1.090
Planning and Scheduling Errors	43	3.79	0.888
Design or Engineering Errors	43	4.19	0.906
Under Insurance of One Partner	43	2.88	0.931
Violation of Contract Terms	43	4.14	1.125
Other	5	4.00	0.707
Statements			
Claims should be submitted only for the cases that have high possibility of acceptance.	43	3.23	1.461
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	43	2.81	1.332
Claims should be submitted only if the claimed amount is considerably high.	43	2.33	1.107
In submission of claims the business culture of the opposing party should be considered.	43	3.49	1.162
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	43	2.86	1.373
In a possibility of a counter-claim, the claim should not be submitted.	43	2.21	1.036
Claims should be submitted in any available case.	43	3.33	1.340
Precautions			
Waive the claim	43	2.60	1.137
Evaluation of the direct costs only	43	3.35	1.044
Reduction by a particular percentage	43	3.63	1.070
No precautions	42	2.17	1.267
Other	1	3.00	

6.2 Differential Analysis

Subsequent to descriptive analyses, various correlations analyses were conducted. Correlations were tested with Pearson coefficients on two-tailed 0.05 significance levels for each analysis.

6.2.1 Correlation analysis

To determine the impact of culture on claim management, Hofstede's IDV scale was used as well as Markus & Kitayama's "self-construal" scale. Firstly, a correlation analysis is conducted between the variables "causes of claim" and "Hofstede's individualism/collectivism level (IDV)". Subsequently, separate correlation analyses are conducted between "IDV" and given 7 statements regarding claim management and "precautions". Main intention of these analyses was to determine the relationship between causes of claim, statements regarding claim management and precautions and cultural perceptions on nationality basis where, as coding, "0" was used to represent the individualist respondents and "1" was used to represent the collectivist respondents.

The simplified results of these correlation analyses are presented in Table 6.3 and they can be summarized as follows:

- Between the variable "poor quality and/or defective work" and IDV, a positive correlation ($r=0,316^*$) is found in a 2 tailed significance level,
- Between the variable "lack of team spirit" and IDV, a positive correlation ($r=0,343^*$) is found in a 2 tailed significance level,
- Between the variable "lack of knowledge of legal systems" and IDV, a positive correlation ($r=0,302^*$) is found in a 2 tailed significance level,
- Between the variable "jurisdictional problems" and IDV, a positive correlation ($r=0,458^{**}$) is found in a 2 tailed significance level,
- Between the variable "partner's financial problems" and IDV, a positive correlation ($r=0,606^{**}$) is found in a 2 tailed significance level.
- Between the variable "planning and scheduling errors" and IDV, a positive correlation ($r=0,398^*$) is found in a 2 tailed significance level,

Table 6.3: Correlation analyses of causes of claim, statements, precautions, and IDV with the Pearson correlation coefficient

	IDV
Causes	
Variations	-0.060
Extension of Time	-0,320
Poor Quality and/or Defective Work	0.316*
Poor Definition of Scope of Work	0.137
Poor Administration / Management	-0.067
Deficiency in Sharing of Information	0.292
Unclear and/or Defective Contract Terms	0.151
Difference in Ways of Doing Things	0.088
Adversarial Approach in Handling Disputes	0.075
Lack of Team Spirit	0.343*
Lack of Knowledge of Legal Systems	0.302*
Unfamiliarity with Local Conditions	0.178
Jurisdictional Problems	0.458**
Partner's Financial Problems	0.606**
Planning and Scheduling Errors	0.398**
Design or Engineering Errors	0.234
Under Insurance of One Partner	0.370*
Violation of Contract Terms	0.527**
Other	0.645
Statements	
Claims should be submitted only for the cases that have high possibility of acceptance.	0.202
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	0.101
Claims should be submitted only if the claimed amount is considerably high.	-0.108
In submission of claims the business culture of the opposing party should be considered.	-0.030
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	0.031
In a possibility of a counter-claim, the claim should not be submitted.	-0.18
Claims should be submitted in any available case.	0.213
Precautions	
Waive the claim	-0.181
Evaluation of the direct costs only	-0.214
Reduction by a particular percentage	-0.073
No precautions	-0.209

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

- Between the variable “under insurance of the partner” and IDV, a positive correlation ($r=0,370^*$) is found in a 2 tailed significance level,
- Between the variable “violation of contract terms” and IDV, a positive correlation ($r=0,527^{**}$) is found in a 2 tailed significance level,

For complete results, please see Appendix, Table A.1, Table A.2 and Table A.3.

Another set of correlation analyses are conducted between causes of claim, statements and precautions and “self-construal” scale of Markus & Kitayama’s, separately. The results are presented in Table 6.4.

The simplified results of these conducted correlation analyses can be summarized as follows:

- Between the cause “unclear and/or defective contract terms” and independent respondents, a positive correlation ($r=0,312^*$) is found in a 2 tailed significance level.
- Between the cause “lack of knowledge of legal systems” and independent respondents, a positive correlation ($r=0,303^*$) is found in a 2 tailed significance level.
- Between the cause “unfamiliarity with local conditions” and a positive correlation ($r=0,356^*$) is found in a 2 tailed significance level.
- Between the statement “claims should be submitted only for the cases that have high possibility of acceptance” and independent respondents, a positive correlation ($r=0,322^*$) is found in a 2 tailed significance level.
- Between the statement “claims should be submitted unless they harm the relations or lead to a dispute with the opposing party” and interdependent respondents, a positive correlation ($r=0,306^*$) is found in a 2 tailed significance level.
- Between the statement “in submission of claims the business culture of the opposing party should be considered” and interdependent respondents, a positive correlation ($r=0,311^*$) is found in a 2 tailed significance level.

Table 6.4: Correlation analyses of causes of claim, statements and precautions and self - construal scale with the Pearson correlation coefficient

	Interdepen dency	Indepen dency
Causes		
Variations	0.233	0.067
Extension of Time	0.019	-0.046
Poor Quality and/or Defective Work	-0.022	0.014
Poor Definition of Scope of Work	0.148	-0.292
Poor Administration / Management	-0.173	0.148
Deficiency in Sharing of Information	0.014	0.100
Unclear and/or Defective Contract Terms	-0.021	0.312*
Difference in Ways of Doing Things	0.052	-0.029
Adversarial Approach in Handling Disputes	-0.184	-0.227
Lack of Team Spirit	0.130	-0.283
Lack of Knowledge of Legal Systems	-0.095	0.303*
Unfamiliarity with Local Conditions	0.072	0.356*
Jurisdictional Problems	0.142	0.155
Partner's Financial Problems	0.260	0.146
Planning and Scheduling Errors	-0.027	-0.090
Design or Engineering Errors	0.138	-0.252
Under Insurance of One Partner	0.108	0.093
Violation of Contract Terms	0.022	0.018
Other	0.403	0.698
Statements		
Claims should be submitted only for the cases that have high possibility of acceptance.	0.247	0.322*
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	0.306*	0.157
Claims should be submitted only if the claimed amount is considerably high.	0.230	0.144
In submission of claims the business culture of the opposing party should be considered.	0.311*	-0.220
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	0.080	-0.087
In a possibility of a counter-claim, the claim should not be submitted.	0.142	0.038
Claims should be submitted in any available case.	-0.069	-0.134
Precautions		
Waive the claim	-0.051	0.184
Evaluation of the direct costs only	-0.124	0.222
Reduction by a particular percentage	-0.104	0.288
No precautions	-0.135	0.317*

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

- Between taking no precautions in a potential dispute case and independent respondents, a positive correlation ($r=0,317^*$) is found in a 2 tailed significance level.

For complete results, please see Appendix, Table A.4, Table A.5 and Table A.6.

Considering the correlations between causes of claim and self-construal scale, it can be stated that the professionals having high independency levels do not feel comfortable with unclear and unfamiliar conditions and poor information. According to the analyses results, it can be deduced that abovementioned conditions can be a cause of claim according to them.

Considering the correlations between statements and self-construal scale it can be stated that professionals having high interdependency levels do take the opposing party's business culture into consideration when submitting their claims. Contrary to this inference, professionals having high independency levels do take the possibility of acceptance of the claim into consideration regardless the business culture of the opposing party.

For the correlation analysis conducted between precautions and self-construal scale, it can be deduced that professionals having high independency levels do not prefer to take any precaution even the claim process contains a high possibility of turning into a dispute case.

Subsequent to the correlation analyses, the results of IDV and self-construal values obtained from the correlation analysis are compared. As a result of this comparison, it is found that IDV and self-construal values are not consistent.

To be more specific, in individualist countries it is expected that people tend to be independent, and likewise in interdependent countries it is expected that people tend to be collectivist. However according to the result of this comparison and the inconsistency between IDV and self-construal values it can be said that the dominant cultural values and/or perceptions of the society are not very much influential on individuals' perceptions.

6.2.2 ANOVA analysis

One-way ANOVA analysis method is chosen to determine the relationship between some categorized demographical characteristics of the survey sample such as age, educational background and tenure and the potential causes of claims, given statements regarding claims management process and the precautions. In one-way ANOVA analyses, first the homogeneities of variances are tested with Levene Statistic method for each and every variable. And afterwards, for equal variances cases the Scheffe analysis of the Post-Hoc value is selected as the analysis tool. On the other hand, for the unequal variances cases, Games-Howell analysis is selected as the analysis tool.

Prior to the first ANOVA analysis conducted between the variables of causes of claims and age intervals, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.5, and the complete results can be found in Table A.7. The simplified results of ANOVA analysis, Scheffe comparison and Games-Howell comparison are presented in Table 6.6, Table 6.7 and Table 6.8, respectively. The complete results can be found in Table A.8 and Table A.9, respectively.

As a result of the analysis and Scheffe comparison, under the item “lack of team spirit”, a difference is identified between the age groups “35-44” and “45-54”. For the middle aged professionals, lack of team spirit is considered as a more important cause of claim than the relatively young professionals. This result can be explained by management levels of the respondents which are also basically related with tenure.

Table 6.5: Test of homogeneity of variances of causes of claims and age group

	Levene Statistic	df1	df2	Sig.
Unclear and/or Defective Contract Terms	6,959	3	39	,001
Lack of Team Spirit	1,368	3	39	,267
Unfamiliarity with Local Conditions	2,944	3	39	,045

As another result of the analysis and Games-Howell comparison, under the item “unclear and/or defective contract terms”, a difference is identified between the age groups “35-44” and “55 and more”. According to this identified difference, relatively young professionals do not give as much importance as relatively older professionals to unclear or defective contract terms as a cause of claim. This result also can be explained by the tenure.

Table 6.6: ANOVA analysis of the causes of claims and age group

		Sum of Squares	df	Mean Square	F	Sig.
Unclear and/or Defective Contract Terms	Between Groups	10,665	3	3,55	4,316	,010
	Within Groups	32,126	39	,824		
	Total	42,791	42			
Lack of Team Spirit	Between Groups	14,633	3	4,878	3,977	,015
	Within Groups	47,832	39	1,226		
	Total	62,465	42			
Unfamiliarity with Local Conditions	Between Groups	9,139	3	3,046	3,183	,034
	Within Groups	37,326	39	,957		
	Total	46,425	42			

Table 6.7: Scheffe comparison of the causes of claims and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Team Spirit	25-34	35-44	-,200	,484	,982	-1,61	1,21
		45-54	1,425	,525	,078	-,11	2,96
		≥55	,014	,459	1,000	-1,33	1,35
	35-44	25-34	,200	,484	,982	-1,21	1,61
		45-54	1,625*	,515	,029	,12	3,13
		≥55	,214	,446	,972	-1,09	1,52
	45-54	25-34	-1,425	,525	,078	-2,96	,11
		35-44	-1,625*	,515	,029	-3,13	-,12
		≥55	-1,411	,491	,055	-2,84	,02
	≥55	25-34	-,014	,459	1,000	-1,35	1,33
		35-44	-,214	,446	,972	-1,52	1,09
		45-54	1,411	,491	,055	-,02	2,84

*. The mean difference is significant at the 0.05 level.

Likewise, under the item “unfamiliarity with local conditions”, a difference is identified between the age groups “35-44” and “45-54”. According to this identified difference, relatively young professionals do not give as much importance as middle aged professionals to unclear or defective contract terms as a cause of claim. This result also can be explained by the tenure.

Table 6.8: Games-Howell comparison of the causes of claims and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unclear and/or Defective Contract Terms	25-34	35-44	-,718	,263	,070	-1,49	,05
		45-54	,725	,516	,523	-,84	2,29
		≥55	,243	,360	,906	-,76	1,24
	35-44	25-34	,718	,263	,070	-,05	1,49
		45-54	1,443	,476	,064	-,08	2,97
		≥55	,961*	,300	,024	,11	1,81
	45-54	25-34	-,725	,516	,523	-2,29	,84
		35-44	-1,443	,476	,064	-2,97	,08
		≥55	-,482	,536	,805	-2,07	1,11
	≥55	25-34	-,243	,360	,906	-1,24	,76
		35-44	-,961*	,300	,024	-1,81	-,11
		45-54	,482	,536	,805	-1,11	2,07
Unfamiliarity with Local Conditions	25-34	35-44	-,382	,368	,731	-1,43	,66
		45-54	,925	,368	,097	-,13	1,98
		≥55	,443	,448	,758	-,80	1,69
	35-44	25-34	,382	,368	,731	-,66	1,43
		45-54	1,307*	,320	,004	,39	2,22
		≥55	,825	,410	,214	-,31	1,96
	45-54	25-34	-,925	,368	,097	-1,98	,13
		35-44	-1,307*	,320	,004	-2,22	-,39
		≥55	-,482	,410	,648	-1,63	,67
	≥55	25-34	-,443	,448	,758	-1,69	,80
		35-44	-,825	,410	,214	-1,96	,31
		45-54	,482	,410	,648	-,67	1,63

*. The mean difference is significant at the 0.05 level.

The second ANOVA analysis is conducted between the variables of given statements regarding claims management process and age intervals. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.9, and the complete results can be found in Table A.10.

The simplified results of ANOVA analysis and Games-Howell comparison are presented in Table 6.10 and Table 6.11, respectively. The complete results of ANOVA analysis, Scheffe comparison and Games-Howell comparison can be found in Table A.11 and Table A.12, respectively.

Table 6.9: Test of homogeneity of variances of statements and age group

	Levene Statistic	df1	df2	Sig.
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	2,837	3	39	,050

Table 6.10: ANOVA analysis of the statements and age group

		Sum of Squares	df	Mean Square	F	Sig.
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Between Groups	15,470	3	5,517	3,406	,027
	Within Groups	59,042	39	1,514		
	Total	74,512	42			

Table 6.11: Games-Howell comparison of the statements and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	25-34	35-44	,655	,605	,704	-1,05	2,36
		45-54	1,450	,508	,055	-,03	2,93
		≥55	-,157	,549	,992	-1,71	1,40
	35-44	25-34	-,655	,605	,704	-2,36	1,05
		45-54	,795	,482	,382	-,59	2,18
		≥55	-,812	,525	,430	-2,28	,66
	45-54	25-34	-1,450	,508	,055	-2,93	,03
		35-44	-,795	,482	,382	-2,18	,59
		≥55	-1,607*	,410	,004	-2,75	-,46
	≥55	25-34	,157	,549	,992	-1,40	1,71
		35-44	,812	,525	,430	-,66	2,28
		45-54	1,607*	,410	,004	,46	2,75

*. The mean difference is significant at the 0.05 level.

As a result of the analysis and Games-Howell comparison, under the statement “claims should be submitted unless they harm the relations or lead to a dispute with the opposing party”, a difference is identified between the age groups “45-54” and “55 and more”. According to this identified difference, middle aged professionals give more importance to preservation of the relationships with the opposing party than older professionals.

The third ANOVA analysis is conducted between the variables of precautions of dispute and age intervals. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results, where only the unequal variances can be seen, are presented in Table 6.12, and the complete results can be found in Table A.13. As a result of the analysis, no difference is identified between age groups. Though, the complete results can be found in Table A.14 and Table A.15.

Table 6.12: Test of homogeneity of variances of precautions and age group (cases of unequal variances)

	Levene Statistic	df1	df2	Sig.
No precautions	4,398	3	38	,009

Prior to the fourth ANOVA analysis conducted between the variables of causes of claims and educational background of the respondents, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.13, and the complete results can be found in Table A.16. The simplified results of ANOVA analysis and Scheffe comparison are presented in Table 6.14 and Table 6.15, respectively. The complete results can be found in Table A.17 and Table A.18, respectively. As a result of the analysis and Scheffe comparison, under the item “partner’s financial problems”, a difference is identified between the educational background groups “undergraduate”, “graduate” and “postgraduate”.

Table 6.13: Test of homogeneity of variances of causes of claims and educational background

	Levene Statistic	df1	df2	Sig.
Partner's Financial Problems	2,571	3	39	,068

Table 6.14: ANOVA analysis of the causes of claims and educational background

		Sum of Squares	df	Mean Square	F	Sig.
Partner's Financial Problems	Between Groups	15,586	3	5,195	5,903	,002
	Within Groups	34,321	39	,880		
	Total	49,907	42			

Table 6.15: Scheffe comparison of the causes of claims and educational background

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Partner's Financial Problems	Bachelor Graduate	Undergraduate	-,500	,469	,769	-1,87	,87
		Graduate	-,143	,434	,991	-1,41	1,13
		Postgraduate	1,750	,606	,054	-,02	3,52
	Undergraduate	Bachelor Graduate	,500	,469	,769	-,87	1,87
		Graduate	,357	,339	,776	-,63	1,35
		Postgraduate	2,250*	,542	,002	,67	3,83
	Graduate	Bachelor Graduate	,143	,434	,991	-1,13	1,41
		Undergraduate	-,357	,339	,776	-1,35	,63
		Postgraduate	1,893*	,512	,008	,40	3,39
	Postgraduate	Bachelor Graduate	-1,750	,606	,054	-3,52	,02
		Undergraduate	-2,250*	,542	,002	-3,83	-,67
		Graduate	-1,893*	,512	,008	-3,39	-,40

*. The mean difference is significant at the 0.05 level.

According to results, professionals having a postgraduate degree background give more importance to partner's financial problems as a cause of claim than the professionals having an undergraduate degree background and professionals having a graduate degree background.

This can be explained by the relationship between the educational background and the management levels of the professionals where more complex aspects of managerial issues, like finance, are handled.

The fifth ANOVA analysis is conducted between the variables of given statements regarding claims management process and educational background groups. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results, where only the unequal variances can be seen, are presented in Table 6.16, and the complete results can be found in Table A.19. As a result of the analysis, no difference is identified between age groups. Though, the complete results can be found in Table A.20 and Table A.21.

Table 6.16: Test of homogeneity of variances of statements and educational background (cases of unequal variances)

	Levene Statistic	df1	df2	Sig.
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	4,461	3	39	,009
In submission of claims business culture of the opposing party should be considered.	2,881	3	39	,048
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	5,066	3	39	,005

Prior to the sixth ANOVA analysis conducted between the variables of precautions and educational background groups, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.17, and the complete results can be found in Table A.22. The simplified results of ANOVA analysis and Scheffe comparison are presented in Table 6.18 and Table 6.19, respectively. The complete results can be found in Table A.23 and Table A.24, respectively.

According to the results the analysis and Scheffe comparison, professionals having an undergraduate degree background do not tend to take any precautions for a possible dispute situation, when it is compared to the ones having a bachelor degree background.

Table 6.17: Test of homogeneity of variances of precautions and educational background

	Levene Statistic	df1	df2	Sig.
No precautions	2,680	3	38	,061

Table 6.18: ANOVA analysis of the precautions and educational background

		Sum of Squares	df	Mean Square	F	Sig.
No Precautions	Between Groups	16,697	3	5,656	4,398	,009
	Within Groups	48,867	39	1,286		
	Total	65,833	42			

Table 6.19: Scheffe comparison of the precautions and educational background

Dependent Variable	(I) Educatio nal Backgro und	(J) Educatio nal Backgro und	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
No Precautions	Bachelor Graduate	Undergra duate	1,817*	,604	,042	,05	3,58
		Graduate	1,400	,564	,123	-,25	3,05
		Postgrad uate	,150	,761	,998	-2,08	2,38
	Undergra duate	Bachelor Graduate	-1,817*	,604	,042	-3,58	-,05
		Graduate	-,417	,410	,794	-1,62	,78
		Postgrad uate	-1,667	,655	,109	-3,58	,25
	Graduate	Bachelor Graduate	-1,400	,564	,123	-3,05	,25
		Undergra duate	,417	,410	,794	-,78	1,62
		Postgrad uate	-1,250	,619	,269	-3,06	,56
	Postgrad uate	Bachelor Graduate	-,150	,761	,998	-2,38	2,08
		Undergra duate	1,667	,655	,109	-,25	3,58
		Graduate	1,250	,619	,269	-,56	3,06

*. The mean difference is significant at the 0.05 level.

The seventh ANOVA analysis is conducted between the variables of causes of claims and tenure groups. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.20, and the complete results can be found in Table A.25. The simplified results of ANOVA analysis and Scheffe comparison are presented in Table 6.21 and Table 6.22, respectively. The complete results can be found in Table A.26 and Table A.27, respectively.

As a result of the analysis and Scheffe comparison, under the item “poor quality and/or defective work”, a difference is identified between the tenure groups “0-9 years” and “10-19 years”.

According to this identified difference, professionals having an experience of 0-9 years in sector give more importance to poor quality and/or defective work situation as a cause of claim than the professionals having an experience of 10-19 years.

Table 6.20: Test of homogeneity of variances of causes of claims and tenure

	Levene Statistic	df1	df2	Sig.
Poor Quality and/or Defective Work	,232	3	39	,873

Table 6.21: ANOVA analysis of the causes of claims and tenure

		Sum of Squares	df	Mean Square	F	Sig.
Poor Quality and/or Defective Work	Between Groups	8,753	3	2,918	3,941	,015
	Within Groups	28,875	39	,740		
	Total	37,628	42			

In the eighth ANOVA analysis the relationship between the variables of given statements regarding claims management process and tenure groups is examined. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.23, and the complete results can be found in Table A.28. The simplified results of ANOVA analysis and Games-Howell comparison are presented in Table 6.24 and Table 6.25, respectively. The complete results can be found in Table A.29 and Table A.30, respectively.

Table 6.22: Scheffe comparison of the causes of claims and tenure

Dependent Variable	(I) Tenure Intervals	(J) Tenure Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Quality and/or Defective Work	0-9 years	10-19 years	-1,304*	,381	,016	-2,42	-,19
		20-29 years	-,732	,445	,449	-2,03	,57
		≥30 years	-,732	,381	,312	-1,85	,38
	10-19 years	0-9 years	1,304*	,381	,016	,19	2,42
		20-29 years	,571	,398	,566	-,59	1,74
		≥30 years	,571	,325	,390	-,38	1,52
	20-29 years	0-9 years	,732	,445	,449	-,57	2,03
		10-19 years	-,571	,398	,566	-1,74	,59
		≥30 years	,000	,398	1,000	-1,16	1,16
	≥30 years	0-9 years	,732	,381	,312	-,38	1,85
		10-19 years	-,571	,325	,390	-1,52	,38
		20-29 years	,000	,398	1,000	-1,16	1,16

*. The mean difference is significant at the 0.05 level

As a result of the analysis and Games-Howell comparison, professionals having an experience over 30 years do not only consider the claimed amount but also the other aspects of the claim package, when it is compared to the professionals having an experience of 10-19 years in sector. This can easily be explained by the managerial experience background.

Table 6.23: Test of homogeneity of variances of statements and tenure

	Levene Statistic	df1	df2	Sig.
Claims should be submitted only if the claimed amount is considerably high.	4,680	3	39	,007

Table 6.24: ANOVA analysis of the statements and tenure

		Sum of Squares	df	Mean Square	F	Sig.
Claims should be submitted only if the claimed amount is considerably high	Between Groups	11,995	3	3,998	3,953	,015
	Within Groups	39,446	39	1,011		
	Total	51,442	42			

Table 6.25: Games-Howell comparison of the statements and tenure

Dependent Variable	(I) Tenure Intervals	(J) Tenure Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted only if the claimed amount is considerably high	0-9 years	10-19 years	,411	,279	,480	-,40	1,22
		20-29 years	-,304	,615	,958	-2,28	1,67
		≥30 years	-,875	,388	,142	-1,96	,21
	10-19 years	0-9 years	-,411	,279	,480	-1,22	,40
		20-29 years	-,714	,594	,645	-2,68	1,25
		≥30 years	-1,286*	,354	,009	-2,28	-,29
	20-29 years	0-9 years	,304	,615	,958	-1,67	2,28
		10-19 years	,714	,594	,645	-1,25	2,68
		≥30 years	-,571	,652	,817	-2,58	1,43
	≥30 years	0-9 years	,875	,388	,142	-,21	1,96
		10-19 years	1,286*	,354	,009	,29	2,28
		20-29 years	,571	,652	,817	-1,43	2,58

*. The mean difference is significant at the 0.05 level

Table 6.26: Test of homogeneity of variances of precautions and tenure

	Levene Statistic	df1	df2	Sig.
No precautions	4,254	3	38	,011

Table 6.27: ANOVA analysis of the precautions and tenure

		Sum of Squares	df	Mean Square	F	Sig.
No Precautions	Between Groups	18,114	3	6,038	4,808	,006
	Within Groups	47,720	38	1,256		
	Total	65,833	41			

Table 6.28: Games-Howell comparison of the precautions and tenure

Dependent Variable	(I) Tenure Intervals	(J) Tenure Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
No Precautions	0-9 years	10-19 years	,179	,321	,944	-,74	1,10
		20-29 years	-1,679	,584	,075	-3,52	,16
		≥30 years	-,635	,472	,549	-1,97	,70
		0-9 years	-,179	,321	,944	-1,10	,74
	10-19 years	20-29 years	-1,857*	,565	,046	-3,68	-,04
		≥30 years	-,813	,449	,301	-2,08	,46
		0-9 years	1,679	,584	,075	-,16	3,52
		10-19 years	1,857*	,565	,046	,04	3,68
	20-29 years	≥30 years	1,044	,663	,426	-,91	2,99
		0-9 years	,635	,472	,549	-,70	1,97
		10-19 years	,813	,449	,301	-,46	2,08
		20-29 years	-1,044	,663	,426	-2,99	,91

*. The mean difference is significant at the 0.05 level

The ninth ANOVA analysis is conducted between the variables of precautions and tenure groups. Prior to this, homogeneity of variances is tested with the Levene Statistic method. The simplified results are presented in Table 6.26, and the complete results can be found in Table A.31. The simplified results of ANOVA analysis and Games-Howell comparison are presented in Table 6.27 and Table 6.28, respectively. The complete results can be found in Table A.32 and Table A.33, respectively.

As a result of the analysis and Games-Howell comparison, professionals having an experience of 20-29 years tend to take some precautions for a possible dispute situation, when it is compared to the professionals having an experience of 10-19 years in sector. Under the light of this result, it can be said that more experienced professional try to avoid from the dispute situations which may be a costly process in the end.

6.2.3 The independent-samples t-tests

The independent-samples t-tests were used as another type of analysis method in order to identify the relationship between multivariate groups; like causes of claims, statements, precautions, and bivariate groups; like gender and IDV. With this analysis procedure, the significance of the difference between two independent-sample means is tested.

The first set of t-test is conducted between causes of claim and gender, to see if there is any differentiation between male and female respondents' levels of given importance to each and every cause of claim. As a result of this analysis, only a differentiation between male and female respondents is identified in "poor quality and/or defective work" cause. The simplified results are presented in Table 6.29, and complete results can be found in Table A.34.

Table 6.29: T-test of causes of claim and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Poor Quality and/or	Female	7	4,71	,488	,184
Defective Work	Male	36	3,75	,937	,156

As the second set, a t-test is conducted between statements regarding claims management and gender, to see if there is any differentiation between male and female respondents' levels of given importance to each and every statement. As a result, only a differentiation between male and female respondents is identified in the statement of "In a possibility of a counter-claim, the claim should not be submitted". The simplified results are presented in Table 6.30, and complete results can be found in Table A.35.

Table 6.30: T-test of statements and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
In a possibility of a counter-claim, the claim should not be submitted.	Female	7	1,57	,535	,202
	Male	36	2,33	1,069	,178

The third set of t-test is conducted between precautions of dispute and gender, to see if there is any differentiation between male and female respondents' levels of given importance to each and every precaution of dispute. As a result, no differentiation is identified. The complete results can be found in Table A.36.

The fourth set of t-test is conducted between causes of claim and IDV, to see if there is any differentiation between individualist and collectivist respondents' levels of given importance to each and every cause of claim. As a result, no differentiation is identified. The complete results can be found in Table A.37.

As the fifth set, a t-test is conducted between statements regarding claims management and IDV, to see if there is any differentiation between individualist and collectivist respondents' levels of given importance to each and every statement. As a result, in the statements of "Claims should be submitted only for the cases that have high possibility of acceptance" and "Claims should be submitted at the hand-over process of the projects if it is contractually possible" differences of the levels of given importance are identified. The simplified results are presented in Table 6.31, and complete results can be found in Table A.38.

The sixth set of t-test is conducted between precautions of dispute and IDV, to see if there is any differentiation between individualist and collectivist respondents' levels of given importance to each and every precaution of dispute.

As a result, only a differentiation between individualist and collectivist respondents is identified in the precaution of “waiving the claim”. The simplified results are presented in Table 6.32, and complete results can be found in Table A.39.

Table 6.31: T-test of statements and IDV

	IDV	N	Mean	Std. Deviation	Std. Error Mean
Claims should be submitted only for the cases that have high possibility of acceptance	Individualist	9	2,67	,866	,289
	Collectivist	34	3,38	1,557	,267
Claims should be submitted at the hand-over process of the projects if it is contractually possible	Individualist	9	2,78	,833	,278
	Collectivist	34	2,88	1,493	,256

Table 6.32: T-test of precautions and IDV

	IDV	N	Mean	Std. Deviation	Std. Error Mean
Waive the claim	Individualist	9	3,00	,707	,236
	Collectivist	34	2,50	1,212	,208

7. CONCLUSION

7.1 Introduction

Unification of powers of the companies, under the partnership umbrella, coming from different business cultures may sometimes result with conflict between these cultures. Unsettling of these conflicts usually ends in claim situations among the partners.

Today, claim management as a concept that comes up as a process not only among the employer and the contractor and/or contractor and sub-contractor but also an issue even among the equal grade actors such as contractors. In other words it would be right to refer claim management as a fact not only emerging vertically but also horizontally in relation to the performance liabilities.

The claims originated from cultural issues are usually be the most unforeseeable ones among all the claim situations. Moreover, these types of claims situations are usually the most distinct ones in terms of the ways the cases are handled by the decision making professionals who are involved in the claim management process.

7.2 Limitations of the Study

One of the objectives of the study was to examine the relationship between the culture and claims management process in ICJV projects, therefore use of the Hofstede (1980)'s IDV scale was chosen as the first tool to achieve this goal. However, the number of individualist respondents was only 9 out of 43, referring only 20.93% of the total respondents.

Likewise the survey sampling is also unbalanced on gender basis. There is a huge difference between the frequencies of female and male respondents. Namely, the number of female respondents was 7 out of 43, referring only 16.28% of the total respondents.

As a result, the lack of number of the individualist respondents and female had a significant effect on the evaluation done according to abovementioned basis. This effect can easily be seen in T-tests. The results would be more accurate and confident if only a more balanced sample could be obtained from the individualist and collectivist respondents, and female and male respondents.

Therefore, in order to reach to a conclusion about some details of the research, the limitation of the survey sample has to be taken into consideration.

7.3 Discussion

Analyses show that the importance given to each claim cause and the method of approach concerning the claim case as well as the precautions taken for disputes by the professionals involved in the claim management processes, have a variety of differences based on their independent or interdependent perceptions.

According to the results of the correlation analyses, it is found that the professionals having a high independency level do not feel comfortable with making of business in unclear conditions. They also do not take the opposing party's business culture into consideration as much as interdependent professionals in submission of claims. Furthermore they do not tend to take any precaution for a potential dispute situation emerging from a claim which they submitted.

However these results do not correspond with Hofstede's model of culture where he categorized societies, whether they are individualist or collectivist. According to Hofstede, in individualist countries it is expected that people tend to be independent, and likewise in interdependent countries it is expected that people tend to be collectivist. But as a result of the comparison between IDV levels and self-construal values, this expectation did not correspond with the respondents' perceptions. Namely, the respondents expected to be collectivist as they were the members of a collectivist society, turned out to be individualist when their self-construal values are calculated. Likewise the respondents expected to be individualist as they were the members of an individualist society, turned out to be collectivist when their self-construal values are calculated. This result corroborates the critics brought to Hofstede's model of culture.

As a result of the findings, it can easily be said that the dominant cultural values and/or perceptions of the society are not very much influential on individuals' perceptions and their perceptive in life, and may differ from the same values of the society which corroborates the other studies in literature. It is highly recommended especially for further studies in due diligence to determine professionals' individual perceptions and to evaluate the findings accordingly.

In conclusion, claim management is obviously a matter of issue, a phenomenon rapidly growing in the globalized construction world which is very much influenced by subjective elements and the perceptions of the decision makers in this area.

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APPENDICES

APPENDIX A.1 : Ethic Letter of the Questionnaire in English

APPENDIX A.2 : The Questionnaire in English

APPENDIX A.3 : Ethic Letter of the Questionnaire in Turkish

APPENDIX A.4 : The Questionnaire in Turkish

APPENDIX A.5 : Statistical Analysis

APPENDIX A.1 : Ethic Letter of the Questionnaire in English

Dear Sir /Madam,

I, as BURAK YILDIZ, am a graduate students at Istanbul Technical University (ITU), Department of Project and Construction Management. I am investigating the behaviours of professionals who are engaged in the claim process that may be faced with during execution of international joint venture construction projects.

My objectives in this research are to have better understanding of the impact of culture on the claims management and to determine the strategic approaches and decision making mechanisms during preparation stages of claim packages.

You can help my research by accepting to complete a questionnaire. The answers do not attempt to expose your actual professional position or organization you are currently in. They are designed to be answered on the basis of international joint venture projects that you have participated or faced in your whole professional experience. The time to complete this questionnaire is will not be more than 20 minutes.

If any questions are seen as private, you can decide not to answer the questionnaire at any time. All information given during the survey will be kept confidential. Names and other information which may identify you may only be used or presented in any publication arising from the research, always being subject to your prior approval.

If you are kindly accepting to participate in our research study, please complete the questionnaire attached to this letter and send it by a return e-mail to me. If you have any questions, comments about this research or have any doubts, please contact any of the undersigned or our master thesis supervisor.

Your contribution will highly be appreciated and I will be glad to have any comments that you may have about performance of subject research study.

Thanking you,

BURAK YILDIZ

Contact Details:

Researcher: BURAK YILDIZ.....E-mail

Supervisor: Prof. Dr. HEYECAN GIRITLI.....E-mail

APPENDIX A.2 : The Questionnaire in English

SECTION 1:

Please answer the questions.

1. Your age?

.....

2. Your gender?

a. Female

☐

b. Male

☐

3. Your nationality?

.....

4. Your profession?

a. Architect

☐

b. Engineer

☐

c. Lawyer

☐

d. Other.....

☐

5. Your educational background?

a. Bachelor graduate

☐

b. Undergraduate

☐

c. Graduate

☐

d. Post-graduate

☐

e. Other

☐

6. Your professional experience in this sector?

.....years

7. Your current professional title?

.....

8. Your experience in your current position?

.....years

9. What is the field of activity of the organization you are currently working for?

a. Architectural /
Engineering

b. Law Firm

c. Contractor

d. Consultancy

e. Other

SECTION 2:

Based on your experience (or knowledge) in international construction projects, please indicate the level of importance of the following *potential causes (*) of claims/disputes among the partners of international Joint Ventures*. (Check only one box (answer) for each cause and write any other cause that you may think has importance and not listed below, within the last row titled as "Other")

	Causes	Most Important	Important	Averagely Important	Less Important	Least Important
1	Variations (design, execution, quantities, materials etc)					
2	Extension of Time					
3	Poor Quality and/or Defective Work					
4	Poor Definition of Scope of Work					
5	Poor Administration / Management					
6	Deficiency in Sharing of Information					
7	Unclear and/or Defective Contract Terms					
8	Difference in Ways of Doing Things					
9	Adversarial Approach in Handling Disputes					
10	Lack of Team Spirit					
11	Lack of Knowledge of Legal Systems					
12	Unfamiliarity with Local Conditions					
13	Jurisdictional Problems					
14	Partner's Financial Problems					
15	Planning and Scheduling Errors					
16	Design or Engineering Errors					
17	Under Insurance of One Partner					
18	Violation of Contract Terms					
19	Other (please specify):					

(*) Please see Appendix for detailed explanation for each cause.

SECTION 3:

1. Based on your experience (or knowledge) in international construction projects and considering the claim/dispute cases among the partners of international Joint Ventures, please indicate *the frequency of claim/dispute occurrence* for each of the following construction project type, regardless of any geographical region or country. (Check only one box (answer) for each project type)

	Project Types	Very Frequent	Frequent	Occasional	Rare	Very Rare
1	Building					
2	Manufacturing					
3	Industrial					
4	Petroleum					
5	Water					
6	Sewer / Waste					
7	Transportation					
8	Hazardous Waste					
9	Power					
10	Telecommunications					
11	Other (please specify):					

2. Based on your experience (or knowledge) in international construction projects and considering the claim/dispute cases among the partners of international Joint Ventures, to what extent do you agree or disagree with each of the following statement? (Check only one box (answer) for each statement)

	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Claims should be submitted only for the cases that have high possibility of acceptance.					
2	Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.					
3	Claims should be submitted only if the claimed amount is considerably high.					
4	In submission of claims the business culture of the opposing party should be considered.					
5	Claims should be submitted at the hand-over process of the projects if it is contractually possible.					
6	In a possibility of a counter-claim, the claim should not be submitted.					
7	Claims should be submitted in any available case.					

3. Based on your experience (or knowledge) in international construction projects and considering the claim/dispute cases among the partners of international Joint Ventures, please indicate the frequency of claim/dispute occurrence for each of the following standard form of contract. (Check only one box (answer) for each contract type)

	Contract Types	Very Frequent	Frequent	Occasional	Rare	Very Rare
1	FIDIC / The Plant and Design-Build Contract (The New Yellow Book)					
2	FIDIC / The Construction Contract (The New Red Book)					
3	FIDIC / The EPC/Turnkey Contract (The New Silver Book)					
4	FIDIC / The Short Form (The Green Book)					
5	JCT / Building Contracts (Major, Intermediate or Standard)					
6	JCT / Design and Build Contract					
7	JCT / Major Project Construction Contract					
8	JCT / Other (please specify):					
9	AIA / Conventional (A201)					
10	AIA / Design-Build					
11	AIA / Construction Manager as Advisor (CMa) or as Contractor (CMc)					
12	AIA / International					
13	AIA / Other (please specify):					
14	EJCDC / C-700 – Standard General Conditions of the Construction Contract					
15	EJCDC / D-700 Standard General Conditions of the Contract Between Owner and Design/Builder					
16	EJCDC / Other (please specify):					
17	Other (please specify):					

4. Based on your experience (or knowledge) in international construction projects and considering the claim/dispute cases among the partners of international Joint Ventures, please indicate the frequency for each of the following probable precaution, if the claim has a potential of causing a dispute. (Check only one box (answer) for each precaution)

	Precautions	Very Frequent	Frequent	Occasional	Rare	Very Rare
1	Waive the claim					
2	Evaluation of the direct costs only					
3	Reduction by a particular percentage					
4	No precautions					
5	Other (please specify):					

SECTION 5:

In the following section you will find some statements about how you define yourself (self-concept). Please indicate to what degree you agree or disagree with each statement. (Check only one box (answer) for each statement)

	Statements	Fully Disagree	Disagree	Neither Agree Nor Disagree	Agree	Fully Agree
1	I should be judged on my own merit.					
2	Being able to take care of myself is a primary concern for me.					
3	My personal identity is very important to me.					
4	I consult with others before making important decisions.					
5	I consult with co-workers on work-related matters.					
6	I prefer to be self-reliant rather than depend on others.					
7	I will sacrifice my self-interest for the benefit of my group.					
8	I stick with my group even though difficulties.					
9	I respect decisions made by my group.					
10	It is important to me to act as an independent person.					
11	I will stay in a group if they need me, even when I am not happy them.					
12	I should decide my future on my own.					
13	What happens to me is my own doing.					
14	I maintain harmony in the group of which I am a member.					
15	I respect the majority's wishes in groups in which I am a member.					
16	I remain in the groups which I am a member if they need me, even though I am dissatisfied with them.					
17	I am a unique person separate from others.					
18	If there is a conflict between my values and the values of groups of which I am a member, I follow my values.					
19	I try to abide my customs and conventions at work.					
20	I try not to depend on others.					
21	I take responsibility of my own actions.					
22	I give special consideration to others' personal situations so I can be efficient at work.					
23	It is better to consult with others and get their opinions before doing anything.					
24	It is important to consult close friends and get their ideas before making a decision.					
25	My relationships with others are more important than my accomplishments.					
26	I enjoy being unique and different from others.					
27	I am comfortable being singled out for praise and rewards.					
28	I help acquaintances, even if it is inconvenient.					
29	I don't support a group decision when it is wrong.					

THANK YOU VERY MUCH FOR YOUR COOPERATION

APPENDIX

SECTION 2:

Variations: Any change made by one partner and may affect the other partner or partners including the ones in architectural or engineering design that is under liability of a partner, in quantities, in execution of Work items etc.

Extension of Time: Extension of the duration of the Work or any part of the Work caused by one of the partners.

Poor Quality of Works and/or Defective Work: Defective workmanship and/or wrong execution of the Work.

Poor Definition of Scope of Work: Deficiency in defining the scope of the Work sections that the partners will be jointly and severally liable to perform.

Poor Administration/Management: Non-fulfilment of administrative and/or managerial requirements of the Work by one of the partners.

Deficiency in Sharing of Information: Poor communication and/or willingness in sharing of any Work-related information among the partners such as letters, minutes, drawings, schedules, vocal/written directions.

Unclear and/or Defective Contract Terms: Any poorly stated or defined contract terms/clauses that may affect the Work of other partner/partners.

Difference in Ways of Doing Things: Dissimilarity in business culture of the partners and/or in execution of the Work.

Adversarial Approach in Handling Disputes: Difference in adopted attitudes such as compromising, avoiding, dominating in handling disputes.

Lack of Team Spirit: Deficiency in composing a team as a must of being partners of a Joint Venture to execute the Work.

Lack of Knowledge of Legal Systems: Lack of knowledge of the local legal systems where the Work is executed and/or the legal system that the Contract shall be governed by.

Unfamiliarity with Local Conditions: Lack of knowledge on the local conditions such as labour system, climate, holidays, religion, etc.

Jurisdictional Problems: All the other jurisdictional and/or legal problems excluding the ones among the partners of the Joint Venture.

Partner's Financial Problems: Financial problems arising from one of the partners' general financial status.

Planning and Scheduling Errors: The errors and/or discrepancies in planning and/or scheduling the Work or any part of the Work which may affect the other partner/partners.

Design and Engineering Errors: The errors and/or discrepancies in the architectural and/or engineering design of the Work or any part of the Work which is defined in one of partners' Scope of Work.

Underinsurance of One Partner: Non-fulfilment of insurance liability by one of the partners contrary to the contract requirements.

Violation of Contract Terms: Violation of any contract term stated either in the Contract signed with the Employer or in the Joint Venture Agreement by one of the partners.

APPENDIX A.3 : Ethic Letter of the Questionnaire in Turkish

Sayın Bay / Bayan,

Ben, BURAK YILDIZ, İstanbul Teknik Üniversitesi (İTÜ) Proje ve Yapım Yönetimi alanında yüksek lisans yapan bir öğrenciyim. İnşaat sektöründe uluslararası ortak girişim (OG) projelerinin yürütülmesi sırasında karşılaşılan hak talebi sürecinde görev almış olan profesyonellerin davranışlarını incelemekteyim.

Araştırmamın amacı; kültürün, hak talebi yöntemi üzerine olan etkisini irdelemek ve hak talebi paketlerinin hazırlanması aşamasındaki karar verme mekanizmasını ve stratejik yaklaşımları belirlemektir.

Anket çalışmamı doldurmayı kabul ederek bana yardımcı olabilirsiniz. Cevaplar, şu an bulunduğunuz pozisyonla ve çalışmakta olduğunuz organizasyonla ilişkili değildir. Sorular, sizin tüm profesyonel çalışma hayatınız boyunca karşılaştığınız veya görev aldığınız uluslararası ortak girişim (OG) projelerini temel almaktadır. Anketin cevaplanması 20 dakikadan fazla sürenizi almayacaktır.

Soruların özel olduğunu düşünürseniz, istediğiniz anda anketi cevaplamama kararı alabilirsiniz. Ankette belirttiğiniz tüm bilgiler saklı kalacaktır. İsimler ve kişiliğinizi açıklayacak diğer bilgiler, sizin rızanız alınmadan, herhangi bir yayında kullanılmayacak ve sunulmayacaktır.

Eğer araştırmama yardımcı olma kararı verirsiniz, lütfen bu yazıya ek olarak gönderdiğimiz anketi cevaplayarak e-posta yolu ile bize geri gönderiniz. Herhangi bir sorunuz, araştırma ile ilgili yorumunuz veya kuşkunuz olduğu takdirde, aşağıda bulunan iletişim bilgileri vasıtasıyla bana veya tez danışmanımıza ulaşabilirsiniz.

Katınıza sonsuz minnettarlıklarımı sunar, araştırma konumun yürütülmesi ile ilgili her türlü yorumuza teşekkürlerimi arz ederim.

Teşekkürlerimle,

BURAK YILDIZ

İletişim Bilgileri:

Araştırmacı: BURAK YILDIZ.....E-posta

Tez Danışmanı: Prof. Dr. HEYECAN GIRITLI.....E-posta

APPENDIX A.4 : The Questionnaire in Turkish

BÖLÜM 1:

Lütfen aşağıdaki soruları cevaplayınız.

1. Yaşınız?

.....

2. Cinsiyetiniz?

c. Kadın

d. Erkek

3. Uyuşgunuz?

.....

4. Mesleğiniz?

e. Mimar

f. Mühendis

g. Avukat

h. Diğer.....

5. Eğitim durumunuz?

f. Ön lisans

g. Lisans

h. Yüksek lisans

i. Doktora

j. Diğer.....

6. Sektördeki iş tecrübeniz?

.....yıl

7. Görev unvanınız?

.....

8. Bulunduğunuz görevdeki tecrübe süreniz?

.....yıl

9. Şu an çalıştığınız firma hangi alanda faaliyet göstermektedir?

f. Mimarlık / Mühendislik

g. Hukuk Firması

h. Taahhüt

i. Müşavirlik

j. Diğer

BÖLÜM 2:

Uluslararası inşaat projelerindeki deneyiminize (veya bilginize) dayanarak, lütfen aşağıda yer alan, *uluslararası Ortak Girişimlerin (Joint Venture) ortakları arasındaki potansiyel hak talebi/uyuşmazlık nedenlerinin(*)* önem derecelerini belirtiniz. (Her bir neden için yalnızca tek bir kutucuğu (seçeneği) işaretleyiniz ve önem arz ettiğini düşündüğünüz ve listede yer almayan herhangi diğer nedeni de son satırdaki “Diğer” başlığında belirtiniz)

	Nedenler	Çok Önemli	Önemli	Orta Derecede Önemli	Az Önemli	Önemsiz
1	Değişiklikler (tasarım, imalat, miktarlar, malzeme vb)					
2	Süre Uzaması					
3	Kalitesiz ve/veya Hatalı İş					
4	İş Kapsamı Tanımının Yetersizliği					
5	İdari ve Yönetimsel Hatalar ve Yetersizlikler					
6	Bilgi Paylaşımında Yetersizlik					
7	Muğlak ve/veya Kusurlu Sözleşme Şartları					
8	İşlerin İfasındaki Farklılıklar					
9	Uyuşmazlık Çözümünde Rekabete Dayalı Tavır					
10	Takım Ruhu Eksikliği					
11	Adli Sistemler Hakkında Bilgi Eksikliği					
12	Yerel Koşullara Yabancılık					
13	Hukuki Sorunlar					
14	Ortağın Finansal Sorunları					
15	Planlama ve Programlama Hataları					
16	Tasarım ve/veya Mühendislik Hataları					
17	Ortaklardan Birinin Düşük Sigorta Yapması					
18	Sözleşme Şartlarının İhlali					
19	Diğer (lütfen belirtiniz):					

(*) Her bir nedene ait ek bilgi için lütfen Ek kısmına bakınız.

BÖLÜM 4:

1. Uluslararası inşaat projelerindeki deneyiminize (veya bilginize) dayanarak ve uluslararası Ortak Girişimlerin (Joint Ventures) ortakları arasındaki hak talebi/uyuşmazlık vakalarını göz önünde bulundurarak, lütfen aşağıda yer alan her bir proje tipi için *hak talebi/uyuşmazlık görülme sıklıklarını*, herhangi bir coğrafi bölge veya ülke gözetmeksizin, belirtiniz. (Her bir proje tipi için yalnızca tek bir kutucuğu (seçeneği) işaretleyiniz)

	Proje Tipleri	En Sık	Sık	Ortalama Sıklıkta	Zaman Zaman	Neredeyse Hiç
1	Bina					
2	Üretim					
3	Endüstri					
4	Petrol					
5	Su					
6	Kanalizasyon / Atık					
7	Ulaştırma					
8	Tehlikeli Atık					
9	Enerji					
10	Telekomünikasyon					
11	Diğer (lütfen belirtiniz):					

2. Uluslararası inşaat projelerindeki deneyiminize (veya bilginize) dayanarak ve uluslararası Ortak Girişimlerin (Joint Ventures) ortakları arasındaki hak talebi/uyuşmazlık vakalarını göz önünde bulundurarak, lütfen aşağıdaki ifadelere ne ölçüde katıldığınızı belirtiniz. (Her bir ifade için yalnızca tek bir kutucuğu (seçeneği) işaretleyiniz)

	İfadeler	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1	Hak talepleri, kabul edilme ihtimallerinin yüksek olduğu durumlarda sunulmalıdır.					
2	Hak talepleri, eğer ki diğer tarafla olan ilişkileri zedelemeyecekse ve/veya uyuşmazlığa yol açmayacaksa sunulmalıdır.					
3	Hak talepleri yalnızca talep edilen miktar hayli yüksek olduğunda sunulmalıdır.					
4	Hak taleplerinin sunulmasında karşı tarafın iş yapma kültürü göz önünde bulundurulmalıdır.					
5	Sözleşmesel olarak mümkün ise, hak talepleri projenin teslim edilmesi aşamasında verilmelidir.					
6	Karşı hak talebi olması ihtimali var ise, hak talebi sunulmamalıdır.					
7	Hak talepleri mümkün olan her durumda sunulmalıdır.					

3. Uluslararası inşaat projelerindeki deneyiminize (veya bilginize) dayanarak ve uluslararası Ortak Girişimlerin (Joint Ventures) ortakları arasındaki hak talebi/uyuşmazlık vakalarını göz önünde bulundurarak, lütfen aşağıda yer alan her bir standart form sözleşme tipi için hak talebi/uyuşmazlık görülme sıklıklarını belirtiniz. (Her bir sözleşme tipi için yalnızca tek bir kutucuğu (seçeneği) işaretleyiniz)

	Sözleşme Tipleri	En Sık	Sık	Ortalama Sıklıkta	Zaman Zaman	Neredeyse Hiç
1	FIDIC / Santral ve Tasarla-Yap Sözleşmesi (Yeni Sarı Kitap)					
2	FIDIC / Yapım Sözleşmesi (Yeni Kırmızı Kitap)					
3	FIDIC / Mühendislik, Tedarik ve Yapım (EPC)/ Anahtar Teslim Sözleşmesi (Yeni Gümüş Kitap)					
4	FIDIC / Kısa Form (Yeşil Kitap)					
5	JCT / Bina Sözleşmeleri (Büyük, Orta veya Standart)					
6	JCT / Tasarla ve Yap Sözleşmeleri					
7	JCT / Büyük Proje Yapım Sözleşmesi					
8	JCT / Diğer (lütfen belirtiniz):					
9	AIA / Geleneksel (A201)					
10	AIA / Tasarla-Yap					
11	AIA / Danışman (CMa) veya Yüklenici (CMc) olarak Yapım Yöneticisi					
12	AIA / Uluslararası					
13	AIA / Diğer (lütfen belirtiniz):					
14	EJCDC / C-700 – Yapım Sözleşmesi Standard Genel Şartları					
15	EJCDC / D-700 – Mal Sahibi ve Tasarla/Yapımcı Arasındaki Sözleşme Standard Genel Şartları					
16	EJCDC / Diğer (lütfen belirtiniz):					
17	Diğer (lütfen belirtiniz):					

4. Uluslararası inşaat projelerindeki deneyiminize (veya bilginize) dayanarak ve uluslararası Ortak Girişimlerin (Joint Ventures) ortakları arasındaki hak talebi/uyuşmazlık vakalarını göz önünde bulundurarak, hak talebinin uyuşmazlığa yol açma ihtimali olduğu durumlarda, aşağıdaki önlemlerin ne sıklıkta alındığını belirtiniz. (Her bir önlem için yalnızca tek bir kutucuğu (seçeneği) işaretleyiniz)

	Önlemler	En Sık	Sık	Ortalama Sıklıkta	Zaman Zaman	Neredeyse Hiç
1	Hak talebinden vazgeçme					
2	Sadece dolaysız maliyetlerin değerlendirilmesi					
3	Belirli bir yüzde oranında azaltma					
4	Önlem alınmaz					
5	Diğer (lütfen belirtiniz):					

BÖLÜM 5:

Lütfen aşağıda yer alan, kendinizi nasıl değerlendirdiğinizi gösteren ifadelere, ne ölçüde katıldığınızı belirtiniz. (Lütfen her ifade için sadece bir seçeneği işaretleyin)

	İfadeler	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1	Kendi başarı ölçütlerime göre değerlendirilmem gerekir.					
2	Kendi başımın çaresine bakabiliyor olmak benim için birincil kaygıdır.					
3	Başkalarından bağımsız olarak bireysel kimliğim benim için çok önemlidir.					
4	Önemli kararlar almadan önce başkalarına danışırım.					
5	İşle ilgili konularda çalışma arkadaşlarıma danışırım.					
6	Başkalarına bağımlı olmaktansa kendime güvenmeyi yeğlerim.					
7	İçinde bulunduğum grubun menfaati için kişisel çıkarlarımı feda ederim.					
8	Zorluklara rağmen, grubuma bağlı kalırım.					
9	Grup içinde verilen kararlara saygı göstermek benim için önemlidir.					
10	Bağımsız bir kişi olarak davranmanın benim için çok önemli olduğunu hissederim.					
11	Mutlu olmasam bile eğer grubun bana ihtiyacı varsa grupta kalırım.					
12	Kendi geleceğimle ilgili kararları kendim alırım.					
13	Başıma gelenler kendi davranışları sonucudur.					
14	Grubum içindeki uyumu muhafaza etmek benim için önemlidir.					
15	İlişkide bulunduğum otoritelere saygı duyarım.					
16	Kendilerinden memnun olmasam bile üyesi olduğum gruplar bana ihtiyaç duyarlarsa grup içerisinde kalmaya devam ederim.					
17	Diğer insanlardan farklı, kendine özgü bir kişiyim.					
18	Ait olduğum grubun değerleri ile kendi sahip olduğum değerler arasında bir çatışma olursa, kendi değerlerim doğrultusunda hareket ederim.					
19	Sahip olduğum gelenekleri ve alışkanlıkları iş yerinde de devam ettirmeye çalışırım.					
20	Başkalarına bağımlı olmamaya çalışırım.					
21	Kendi hareketlerimin sorumluluğunu alırım.					
22	İşte verimli olabilmek için, başkalarının kişisel durumlarına özellikle önem veririm.					
23	Herhangi bir harekete kalkışmadan önce, başkalarına danışıp, onların fikirlerini almak daha iyidir.					
24	Bir karar almadan önce, yakın arkadaşlarıma danışıp, onların fikirlerini almak önemlidir.					
25	Çoğu zaman başkalarıyla ilişkilerimin kendi başarılarımdan daha önemli olduğunu hissederim.					
26	Birçok yönden kendine özgü ve başkalarından farklı olmaktan hoşlanırım.					
27	Herkesin arasından seçilerek ödüllendirilmek veya övülmek konusunda rahat hissederim.					
28	Zahmetli de olsa, tanıdıklarına yardım ederim.					
29	Yanlış olduğunu düşündüğümde, grup kararlarına katılmam.					

İŞBİRLİĞİNİZ İÇİN TEŞEKKÜR EDERİZ.

EK

BÖLÜM 2:

Değişiklikler: Ortaklardan birinin yükümlülüğünde olan mimari veya mühendislik tasarımlardaki, miktarlardaki, malzemelerdeki ve imalatlardaki değişiklikler de dahil olmak üzere ortaklardan birinin yapmış olduğu ve diğer ortağı veya ortakları etkileyebilecek değişiklikler.

Süre Uzaması: İş'in tamamında veya belirli bir kısmında ortaklardan birinin neden olduğu süre uzaması.

Kalitesiz ve/veya Hatalı İş: Kusurlu işçilik ve/veya İş'in yanlış yapılması.

İş Kapsamı Tanımının Yetersizliği: Tarafların müştereken ve müteselsilen icra etmekle yükümlü oldukları İş kısımlarına ait İş Kapsamı Tanımındaki yetersizlikler.

İdari ve Yönetimsel Hatalar ve Yetersizlikler: Ortaklardan birinin İş'in idari ve/veya yönetsel gerekliliklerini yerine getirmemesi.

Bilgi Paylaşımında Yetersizlik: Ortaklar arasında İş'le ilgili mektuplar, tutanaklar, çizimler, sözlü/yazılı talimatlar gibi bilgilerin paylaşımında yetersiz iletişim ve/veya istek.

Muğlak ve/veya Kusurlu Sözleşme Şartları: Diğer ortağın/ortakların işlerini etkileyebilecek eksik ifade edilmiş veya tanımlanmış sözleşme şartları/maddeleri.

İşlerin İfasındaki Farklılıklar: İş'i yapma ve/veya şirket kültürü konusundaki farklılıklar.

Uyuşmazlık Çözümünde Rekabete Dayalı Tavır: Uyuşmazlık çözümünde benimsenen çözümleme, sakınma, hükmetme gibi davranışların farklılığı.

Takım Ruhu Eksikliği: Ortak Girişimin (JV) ortakları olmanın bir zorunluluğu olan İş'i ifa etmek amacıyla ekip oluşturmadaki eksiklik.

Adli Sistemler Hakkında Bilgi Eksikliği: İşin yapıldığı yerin ve/veya Sözleşme'nin tabii olduğu hukuk sistemi hakkındaki bilgi eksikliği.

Yerel Koşullara Yabancılaşma: Çalışma sistemi, iklim, tatiller, din gibi yerel şartlar hakkındaki bilgi eksikliği.

Hukuki Sorunlar: Ortak Girişim (JV) ortakları arasında olanlar dışında gerçekleşecek her türlü hukuki ve adli sorunlar.

Ortağın Finansal Sorunları: Taraflardan birinin genel finansal durumundan doğan finansal sorunlar.

Planlama ve Programlama Hataları: Diğer ortak/ortakların işlerini etkileyebilecek planlama ve programlama hataları ve/veya tutarsızlıkları.

Tasarım ve/veya Mühendislik Hataları: Taraflardan birinin İş Tanımı'nda bulunan bir işle ilgili mimari ve/veya mühendislikle ilgili tasarım hataları ve/veya tutarsızlıkları.

Ortaklardan Birinin Düşük Sigorta Yapması: Sözleşme şartlarının aksine, taraflardan birinin sigorta gerekliliklerini yerine getirmemesi.

Sözleşme Şartlarının İhlali: Ortaklardan birinin Mal Sahibi ile imzalanan Sözleşme'nin veya ortaklar arası anlaşmanın şartlarını ihlal etmesi.

APPENDIX A.5 : Statistical Analysis

Table A.1 : Correlation analyses of causes of claim and IDV

Individualism Value	Variation	Deviation of Time	Poor Quality and/or Defective Work	Poor Definition of Scope of Work	Poor Administration / Management	Deficiency in Sharing of Information	Understand Defective Contract Terms	Difference in Ways of Doing Things	Adversarial Attitude in Handling Disputes	Lack of Team Spirit	Lack of Knowledge of Legal Systems	Unfamiliarity with Local Conditions	Jurisdictional Problems	Partner's Financial Problems	Planning and Scheduling Errors	Design or Engineering Errors	Under Insurance of One Partner	Misstatement of Contract Terms	Other
Individualism Value	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Variations	43.000	-.700	-.840	-.030	-.332	-.670	-.330	-.370	-.370	-.837	-.837	-.824	-.430	-.430	-.430	-.430	-.430	-.430	-.430
Deviation of Time	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Poor Quality and/or Defective Work	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Poor Definition of Scope of Work	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Poor Administration / Management	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Deficiency in Sharing of Information	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Understand Defective Contract Terms	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Difference in Ways of Doing Things	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Adversarial Attitude in Handling Disputes	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Lack of Team Spirit	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Lack of Knowledge of Legal Systems	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Unfamiliarity with Local Conditions	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Jurisdictional Problems	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Partner's Financial Problems	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Planning and Scheduling Errors	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Design or Engineering Errors	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Under Insurance of One Partner	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Misstatement of Contract Terms	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646
Other	1.000	-.060	-.030	-.310	-.067	-.067	-.161	-.088	-.078	-.343	-.343	-.307	-.178	-.002	-.386	-.234	-.370	-.507	-.646

*, Correlation is significant at the 0.05 level (2-tailed).
 **, Correlation is significant at the 0.01 level (2-tailed).

Table A.2 : Correlation analyses of statements and IDV

	Individualism Value	Submitted only for the cases that have high possibility of acceptance.	Submitted unless they harm the relations or lead to a dispute with the opposing party.	Submitted only if the claimed amount is considerably high.	Business culture of the opposing party should be considered.	Submitted at the hand-over process of the projects if it is contractually possible.	In a possibility of a counter-claim, the claim should not be submitted.	Claims should be submitted in any available case.
Individualism Value	1,000 Sig. (2-tailed) N	,202 ,195 43	,101 ,519 43	,108 ,490 43	-,030 ,848 43	,031 ,842 43	-,118 ,451 43	,213 ,171 43
Submitted only for the cases that have high possibility of acceptance.	,202 Sig. (2-tailed) N	1,000 43,000	,341 ^{**} ,025 43	,276 ,073 43	,058 ,713 43	,278 ,071 43	,061 ,696 43	-,271 ,079 43
Submitted unless they harm the relations or lead to a dispute with the opposing party.	,101 Sig. (2-tailed) N	,341 ^{**} ,025 43	1,000 43,000	,494 ^{**} ,001 43	,198 ,202 43	,363 ^{**} ,017 43	,150 ,338 43	-,072 ,047 43
Submitted only if the claimed amount is considerably high.	-,108 Sig. (2-tailed) N	,490 ,073 43	,494 ^{**} ,001 43	1,000 43,000	,262 ,089 43	,361 ^{**} ,010 43	,292 ,057 43	,007 ,964 43
Business culture of the opposing party should be considered.	-,030 Sig. (2-tailed) N	,848 ,195 43	,198 ,202 43	,262 ,089 43	1,000 43,000	,193 ,215 43	,308 ^{**} ,044 43	-,242 ,118 43
Submitted at the hand-over process of the projects if it is contractually possible.	,031 Sig. (2-tailed) N	,842 ,195 43	,363 ^{**} ,017 43	,391 ^{**} ,010 43	,193 ,215 43	1,000 43,000	,105 ,504 43	-,208 ,182 43
In a possibility of a counter-claim, the claim should not be submitted.	-,118 Sig. (2-tailed) N	,451 ,195 43	,150 ,338 43	,292 ,057 43	,308 ^{**} ,044 43	,106 ,504 43	1,000 43,000	-,153 ,327 43
Claims should be submitted in any available case.	,213 Sig. (2-tailed) N	,171 ,079 43	-,072 ,647 43	,007 ,964 43	-,242 ,118 43	-,208 ,182 43	1,000 43,000	1,000 43,000

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Table A.3 : Correlation analyses of precautions and IDV

	Individualism Value	Waive the claim	Evaluation of the direct costs only	Reduction by a particular percentage	No precautions	Other
Individualism Value						
Pearson Correlation		-,181	-,214	-,073	-,209 ^a	
Sig. (2-tailed)		,245	,168	,642	,185	
N	43	43	43	43	42	1
Waive the claim						
Pearson Correlation	-,181	1	,340 [*]	,150	-,087 ^a	
Sig. (2-tailed)	,245		,026	,336	,586	
N	43	43	43	43	42	1
Evaluation of the direct costs only						
Pearson Correlation	-,214	,340 [*]	1	,482 ^{**}	-,217 ^a	
Sig. (2-tailed)	,168	,026		,001	,167	
N	43	43	43	43	42	1
Reduction by a particular percentage						
Pearson Correlation	-,073	,150	,482 ^{**}	1	,024 ^a	
Sig. (2-tailed)	,642	,336	,001		,878	
N	43	43	43	43	42	1
No precautions						
Pearson Correlation	-,209	-,087	-,217	,024	1	
Sig. (2-tailed)	,185	,586	,167	,878		
N	42	42	42	42	42	1
Other						
Pearson Correlation	^a	^a	^a	^a	^a	^a
Sig. (2-tailed)						
N	1	1	1	1	1	1

a. Cannot be computed because at least one of the variables is constant.

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4 : Correlation analyses of causes of claim and independency level

Variables	Extension of Time	Poor Quality and/or Defective Work	Poor Definition of Scope of Work	Poor Administration / Management	Inefficiency in Sharing of Information	Unclear and/or Defective Contract Terms	Differences in Ways of Doing Things	Missed or Incomplete Handing Disputes	Lack of Team Spirit	Lack of Knowledge of Legal Systems	Unfairness with Local Conditions	Additional Financial Problems	Planning and Scheduling Errors	Design or Engineering Errors	Under Insurance of One Partner	Violation of Contract Terms	Other	Dependent Variables Total	Independent Variables Total
Variables	1.000	.448	.275	.284	.182	-.005	-.048	.212	-.075	.217	.014	.071	-.023	.210	.168	-.010	.761	-.233	.087
Extension of Time	.003	.003	.074	.007	.216	.128	.762	.072	.382	.654	.351	.646	.884	.866	.278	.278	.547	.111	.867
Poor Quality and/or Defective Work	.448	1.000	.275	.284	.182	-.005	-.048	.212	-.075	.217	.014	.071	-.023	.210	.168	-.010	.761	.111	.867
Poor Definition of Scope of Work	.275	.275	1.000	.374	.006	.122	.181	.166	.162	.341	.271	.467	.166	.515	.339	.246	.577	.022	.014
Poor Administration / Management	.284	.284	.374	1.000	.038	.276	.112	.277	.387	.302	.008	.541	.146	.041	.221	.504	.000	.146	.000
Inefficiency in Sharing of Information	.182	.182	.006	.038	1.000	.480	.254	.227	.376	.094	.688	.170	.032	.247	.100	.160	.000	.170	.148
Unclear and/or Defective Contract Terms	-.005	-.005	.122	.276	.480	1.000	.000	.000	.000	.357	.602	.082	.193	.024	.887	.002	.128	.478	.002
Differences in Ways of Doing Things	-.048	-.048	.166	.166	.000	.254	.227	.277	.387	.302	.008	.541	.146	.041	.221	.504	.000	.146	.000
Missed or Incomplete Handing Disputes	.212	.212	.341	.302	.008	.480	.254	.227	.376	.094	.688	.170	.032	.247	.100	.160	.000	.170	.148
Lack of Team Spirit	-.075	-.075	.217	.467	.166	.515	.339	.246	.577	.022	.014	.071	-.023	.210	.168	-.010	.761	.111	.867
Lack of Knowledge of Legal Systems	.217	.217	.341	.302	.008	.480	.254	.227	.376	.094	.688	.170	.032	.247	.100	.160	.000	.170	.148
Unfairness with Local Conditions	.014	.014	.271	.467	.166	.515	.339	.246	.577	.022	.014	.071	-.023	.210	.168	-.010	.761	.111	.867
Additional Financial Problems	.071	.071	.467	.166	.515	.339	.246	.577	.022	.014	.071	.071	.071	.071	.071	.071	.071	.071	.071
Planning and Scheduling Errors	-.023	-.023	.210	.146	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148
Design or Engineering Errors	.210	.210	.168	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000
Under Insurance of One Partner	.168	.168	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Violation of Contract Terms	-.010	-.010	.761	.146	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148
Other	.761	.761	.146	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000	.170	.148	.000
Dependent Variables Total	-.233	-.233	.087	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Independent Variables Total	.087	.087	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Table A.5 : Correlation analyses of statements and independency level

	Submitted only for the cases that have high possibility of acceptance.	Submitted unless they harm the relations or lead to a dispute with the opposing party.	Submitted only if the claimed amount is considerably high	Business culture of the opposing party should be considered.	Submitted at the hand-over process of the projects if it is contractually possible.	In a possibility of a counter claim, the claim should not be submitted.	Claims should be submitted in any available case.	Dependent Variables Total	Independent Variables Total
Submitted only for the cases that have high possibility of acceptance.	Pearson Correlation Sig. (2-tailed) N	1,000 43,000	,341* ,025 43	,276 ,073 43	,068 ,713 43	,278 ,071 43	,061 ,696 43	,247 ,111 43	,322 ,035 43
Submitted unless they harm the relations or lead to a dispute with the opposing party.	Pearson Correlation Sig. (2-tailed) N	,341* ,025 43	1,000 43,000	,494** ,001 43	,198 ,202 43	,363 ,017 43	,150 ,338 43	,306* ,046 43	,157 ,315 43
Submitted only if the claimed amount is considerably high.	Pearson Correlation Sig. (2-tailed) N	,276 ,073 43	,494** ,001 43	1,000 43,000	,262 ,089 43	,391* ,010 43	,292 ,057 43	,230 ,139 43	,144 ,358 43
Business culture of the opposing party should be considered.	Pearson Correlation Sig. (2-tailed) N	,068 ,713 43	,198 ,202 43	,494** ,001 43	1,000 43,000	,193 ,215 43	,308 ,044 43	,242 ,118 43	,220 ,157 43
Submitted at the hand-over process of the projects if it is contractually possible.	Pearson Correlation Sig. (2-tailed) N	,278 ,071 43	,363 ,017 43	,391* ,010 43	,262 ,089 43	1,000 43,000	,106 ,504 43	,208 ,182 43	,087 ,579 43
In a possibility of a counter-claim, the claim should not be submitted.	Pearson Correlation Sig. (2-tailed) N	,061 ,696 43	,150 ,338 43	,292 ,057 43	,308 ,044 43	,391* ,010 43	1,000 43,000	,142 ,363 43	,038 ,807 43
Claims should be submitted in any available case.	Pearson Correlation Sig. (2-tailed) N	,271 ,079 43	,072 ,647 43	,007 ,964 43	,242 ,118 43	,208 ,182 43	,153 ,327 43	,089 ,661 43	,134 ,393 43
Dependent Variables Total	Pearson Correlation Sig. (2-tailed) N	,247 ,111 43	,306* ,046 43	,230 ,139 43	,311* ,043 43	,080 ,609 43	1,000 43,000	1,000 43,000	,049 ,753 43
Independent Variables Total	Pearson Correlation Sig. (2-tailed) N	,322 ,035 43	,157 ,315 43	,144 ,358 43	,220 ,157 43	,087 ,579 43	,038 ,807 43	,049 ,753 43	1,000 43,000

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.6 : Correlation analyses of precautions and independency level

	Waive the claim	Evaluation of the direct costs only	Reduction by a particular percentage	No precautions	Other	Dependent Variables Total	Independent Variables Total
Waive the claim							
Pearson Correlation	1	,340	,150	-,087 ^a		-,051	,184
Sig. (2-tailed)		,026	,336	,586		,747	,238
N	43	43	43	42	1	43	43
Evaluation of the direct costs only							
Pearson Correlation	,340	1	,482 ^{**}	-,217 ^a		-,124	,222
Sig. (2-tailed)	,026		,001	,167		,427	,152
N	43	43	43	42	1	43	43
Reduction by a particular percentage							
Pearson Correlation	,150	,482 ^{**}	1	,024 ^a		-,104	,288
Sig. (2-tailed)	,336	,001		,878		,507	,061
N	43	43	43	42	1	43	43
No precautions							
Pearson Correlation	-,087	-,217	,024	1		-,135	,317 [*]
Sig. (2-tailed)	,586	,167	,878			,393	,041
N	42	42	42	42	1	42	42
Other							
Pearson Correlation							
Sig. (2-tailed)							
N	1	1	1	1	1	1	1
Dependent Variables Total							
Pearson Correlation	-,051	-,124	-,104	-,135 ^a		1	,049
Sig. (2-tailed)	,747	,427	,507	,393			,753
N	43	43	43	42	1	43	43
Independent Variables Total							
Pearson Correlation	,184	,222	,288	,317 [*]		,049	1
Sig. (2-tailed)	,238	,152	,061	,041		,753	
N	43	43	43	42	1	43	43

*. Correlation is significant at the 0.05 level (2-tailed).

a. Cannot be computed because at least one of the variables is constant.

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.7 : Test of homogeneity of variances of causes of claims and age group

	Levene Statistic	df1	df2	Sig.
Variations	,736	3	39	,537
Extension of Time	1,726	3	39	,178
Poor Quality and/or Defective Work	1,802	3	39	,163
Poor Definition of Scope of Work	1,946	3	39	,138
Poor Administration / Management	2,917	3	39	,046
Deficiency in Sharing of Information	,358	3	39	,783
Unclear and/or Defective Contract Terms	6,959	3	39	,001
Difference in Ways of Doing Things	,447	3	39	,721
Adversarial Approach in Handling Disputes	1,075	3	38	,371
Lack of Team Spirit	1,368	3	39	,267
Lack of Knowledge of Legal Systems	1,895	3	39	,146
Unfamiliarity with Local Conditions	2,944	3	39	,045
Jurisdictional Problems	1,817	3	39	,160
Partner's Financial Problems	2,024	3	39	,126
Planning and Scheduling Errors	1,838	3	39	,156
Design or Engineering Errors	2,006	3	39	,129
Under Insurance of One Partner	,550	3	39	,651
Violation of Contract Terms	1,063	3	39	,376
Other	3,892E+16	1	2	,000

Table A.8 : ANOVA analysis of the causes of claims and age group

		Sum of Squares	df	Mean Square	F	Sig.
Variations	Between Groups	3,301	3	1,100	,853	,474
	Within Groups	50,327	39	1,290		
	Total	53,628	42			
Extension of Time	Between Groups	2,913	3	,971	,730	,540
	Within Groups	51,878	39	1,330		
	Total	54,791	42			
Poor Quality and/or Defective Work	Between Groups	4,911	3	1,637	1,952	,137
	Within Groups	32,717	39	,839		
	Total	37,628	42			
Poor Definition of Scope of Work	Between Groups	7,348	3	2,449	2,613	,065
	Within Groups	36,559	39	,937		
	Total	43,907	42			
Poor Administration / Management	Between Groups	4,657	3	1,552	1,757	,171
	Within Groups	34,459	39	,884		
	Total	39,116	42			
Deficiency in Sharing of Information	Between Groups	7,150	3	2,383	3,480	,025
	Within Groups	26,710	39	,685		
	Total	33,860	42			
Unclear and/or Defective Contract Terms	Between Groups	10,665	3	3,555	4,316	,010
	Within Groups	32,126	39	,824		
	Total	42,791	42			
Difference in Ways of Doing Things	Between Groups	2,101	3	,700	,648	,589
	Within Groups	42,178	39	1,081		
	Total	44,279	42			
Adversarial Approach in Handling Disputes	Between Groups	5,735	3	1,912	1,997	,131
	Within Groups	36,384	38	,957		
	Total	42,119	41			

Table A.8: ANOVA analysis of the causes of claims and age group (continued)

		Sum of Squares	df	Mean Square	F	Sig.
Lack of Team Spirit	Between Groups	14,633	3	4,878	3,977	,015
	Within Groups	47,832	39	1,226		
	Total	62,465	42			
Lack of Knowledge of Legal Systems	Between Groups	7,648	3	2,549	1,828	,158
	Within Groups	54,398	39	1,395		
	Total	62,047	42			
Unfamiliarity with Local Conditions	Between Groups	9,139	3	3,046	3,183	,034
	Within Groups	37,326	39	,957		
	Total	46,465	42			
Jurisdictional Problems	Between Groups	5,708	3	1,903	2,135	,111
	Within Groups	34,757	39	,891		
	Total	40,465	42			
Partner's Financial Problems	Between Groups	4,376	3	1,459	1,249	,305
	Within Groups	45,531	39	1,167		
	Total	49,907	42			
Planning and Scheduling Errors	Between Groups	4,023	3	1,341	1,798	,164
	Within Groups	29,094	39	,746		
	Total	33,116	42			
Design or Engineering Errors	Between Groups	7,841	3	2,614	3,822	,017
	Within Groups	26,671	39	,684		
	Total	34,512	42			
Under Insurance of One Partner	Between Groups	6,970	3	2,323	3,077	,039
	Within Groups	29,449	39	,755		
	Total	36,419	42			
Violation of Contract Terms	Between Groups	5,714	3	1,905	1,565	,213
	Within Groups	47,449	39	1,217		
	Total	53,163	42			

Table A.8: ANOVA analysis of the causes of claims and age group (continued)

		Sum of Squares	df	Mean Square	F	Sig.
Other	Between Groups	,000	2	,000	,000	1,000
	Within Groups	2,000	2	1,000		
	Total	2,000	4			

Table A.9 : Post Hoc Tests of the causes of claims and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Variations	Scheffe	35-44	-,755	,496	,518	-2,20	,70
		25-34 45-54	-,550	,539	,791	-2,12	1,02
		≥55	-,300	,470	,938	-1,67	1,07
		25-34	,755	,496	,518	-,70	2,20
		35-44 45-54	,205	,528	,985	-1,34	1,75
		≥55	,455	,458	,805	-,88	1,79
		25-34	,550	,539	,791	-1,02	2,12
		45-54 35-44	-,205	,528	,985	-1,75	1,34
		≥55	,250	,503	,969	-1,22	1,72
	Games-Howell	25-34	,300	,470	,938	-1,07	1,67
		≥55 35-44	-,455	,458	,805	-1,79	,88
		45-54	-,250	,503	,969	-1,72	1,22
		35-44	-,755	,467	,399	-2,10	,59
		25-34 45-54	-,550	,539	,740	-2,09	,99
		≥55	-,300	,527	,940	-1,77	1,17
		25-34	,755	,467	,399	-,59	2,10
		35-44 45-54	,205	,442	,966	-1,09	1,50
		≥55	,455	,427	,714	-,73	1,64
	Games-Howell	25-34	,550	,539	,740	-,99	2,09
		45-54 35-44	-,205	,442	,966	-1,50	1,09
		≥55	,250	,505	,959	-1,18	1,68
		25-34	,300	,527	,940	-1,17	1,77
		≥55 35-44	-,455	,427	,714	-1,64	,73
		45-54	-,250	,505	,959	-1,68	1,18

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Extension of Time	Scheffe	35-44	-,664	,504	,633	-2,14	,81
		25-34 45-54	-,175	,547	,991	-1,77	1,42
		≥55	-,086	,478	,998	-1,48	1,31
		25-34	,664	,504	,633	-,81	2,14
		35-44 45-54	,489	,536	,842	-1,08	2,05
		≥55	,578	,465	,674	-,78	1,94
		25-34	,175	,547	,991	-1,42	1,77
		45-54 35-44	-,489	,536	,842	-2,05	1,08
		≥55	,089	,511	,999	-1,40	1,58
	Games-Howell	25-34	,086	,478	,998	-1,31	1,48
		≥55 35-44	-,578	,465	,674	-1,94	,78
		45-54	-,089	,511	,999	-1,58	1,40
		35-44	-,664	,488	,543	-2,08	,75
		25-34 45-54	-,175	,639	,993	-2,02	1,67
		≥55	-,086	,518	,998	-1,56	1,39
		25-34	,664	,488	,543	-,75	2,08
		35-44 45-54	,489	,538	,801	-1,14	2,12
		≥55	,578	,386	,456	-,49	1,65
		25-34	,175	,639	,993	-1,67	2,02
		45-54 35-44	-,489	,538	,801	-2,12	1,14
		≥55	,089	,565	,999	-1,58	1,76
		25-34	,086	,518	,998	-1,39	1,56
		≥55 35-44	-,578	,386	,456	-1,65	,49
		45-54	-,089	,565	,999	-1,76	1,58

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Quality and/or Defective Work	Scheffe	35-44	-,855	,400	,225	-2,02	,31
		25-34 45-54	-,025	,434	1,000	-1,29	1,24
		≥55	-,257	,379	,927	-1,37	,85
		25-34	,855	,400	,225	-,31	2,02
		35-44 45-54	,830	,426	,299	-,41	2,07
		≥55	,597	,369	,463	-,48	1,68
		25-34	,025	,434	1,000	-1,24	1,29
		45-54 35-44	-,830	,426	,299	-2,07	,41
		≥55	-,232	,406	,954	-1,42	,95
	Games-Howell	25-34	,257	,379	,927	-,85	1,37
		≥55 35-44	-,597	,369	,463	-1,68	,48
		45-54	,232	,406	,954	-,95	1,42
		35-44	-,855	,430	,246	-2,13	,43
		25-34 45-54	-,025	,515	1,000	-1,50	1,45
		≥55	-,257	,462	,943	-1,59	1,08
		25-34	,855	,430	,246	-,43	2,13
		35-44 45-54	,830	,360	,160	-,27	1,93
		≥55	,597	,280	,173	-,18	1,37
		25-34	,025	,515	1,000	-1,45	1,50
		45-54 35-44	-,830	,360	,160	-1,93	,27
		≥55	-,232	,398	,935	-1,39	,92
		25-34	,257	,462	,943	-1,08	1,59
		≥55 35-44	-,597	,280	,173	-1,37	,18
		45-54	,232	,398	,935	-,92	1,39

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Definition of Scope of Work	Scheffe	35-44	-,745	,423	,388	-1,98	,49
		25-34 45-54	,425	,459	,836	-,92	1,77
		≥55	-,414	,401	,785	-1,59	,76
		25-34	,745	,423	,388	-,49	1,98
		35-44 45-54	1,170	,450	,097	-,14	2,48
		≥55	,331	,390	,868	-,81	1,47
		25-34	-,425	,459	,836	-1,77	,92
		45-54 35-44	-1,170	,450	,097	-2,48	,14
		≥55	-,839	,429	,296	-2,09	,41
	Games-Howell	25-34	,414	,401	,785	-,76	1,59
		≥55 35-44	-,331	,390	,868	-1,47	,81
		45-54	,839	,429	,296	-,41	2,09
		35-44	-,745	,488	,451	-2,18	,69
		25-34 45-54	,425	,548	,864	-1,15	2,00
		≥55	-,414	,491	,833	-1,85	1,02
		25-34	,745	,488	,451	-,69	2,18
		35-44 45-54	1,170*	,385	,043	,03	2,31
		≥55	,331	,298	,687	-,49	1,16
		25-34	-,425	,548	,864	-2,00	1,15
		45-54 35-44	-1,170*	,385	,043	-2,31	-,03
		≥55	-,839	,388	,185	-1,98	,30
		25-34	,414	,491	,833	-1,02	1,85
		≥55 35-44	-,331	,298	,687	-1,16	,49
		45-54	,839	,388	,185	-,30	1,98

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Administration / Management	25-34	35-44	-,045	,411	1,000	-1,25	1,15
		45-54	,375	,446	,871	-,93	1,68
		≥55	,714	,389	,352	-,42	1,85
	35-44	25-34	,045	,411	1,000	-1,15	1,25
		45-54	,420	,437	,819	-,86	1,70
		≥55	,760	,379	,275	-,35	1,87
	45-54	25-34	-,375	,446	,871	-1,68	,93
		35-44	-,420	,437	,819	-1,70	,86
		≥55	,339	,417	,881	-,88	1,56
	≥55	25-34	-,714	,389	,352	-1,85	,42
		35-44	-,760	,379	,275	-1,87	,35
		45-54	-,339	,417	,881	-1,56	,88
	25-34	35-44	-,045	,273	,998	-,83	,73
		45-54	,375	,457	,843	-,99	1,74
		≥55	,714	,388	,283	-,37	1,79
	35-44	25-34	,045	,273	,998	-,73	,83
		45-54	,420	,428	,763	-,91	1,75
		≥55	,760	,354	,176	-,24	1,76
	45-54	25-34	-,375	,457	,843	-1,74	,99
		35-44	-,420	,428	,763	-1,75	,91
		≥55	,339	,509	,908	-1,12	1,80
	≥55	25-34	-,714	,388	,283	-1,79	,37
		35-44	-,760	,354	,176	-1,76	,24
		45-54	-,339	,509	,908	-1,80	1,12

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

						95% Confidence Interval		
Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean		Sig.	Lower Bound	Upper Bound	
			Difference (I-J)	Std. Error				
Deficiency in Sharing of Information	25-34	35-44	-,073	,362	,998	-1,13	,98	
		45-54	,950	,393	,137	-,20	2,10	
		≥55	,629	,343	,352	-,37	1,63	
		25-34	,073	,362	,998	-,98	1,13	
		35-44	45-54	1,023	,385	,086	-,10	2,15
		≥55	,701	,333	,236	-,27	1,68	
		25-34	-,950	,393	,137	-2,10	,20	
		45-54	35-44	-1,023	,385	,086	-2,15	,10
		≥55	-,321	,367	,857	-1,39	,75	
	≥55	25-34	-,629	,343	,352	-1,63	,37	
		35-44	-,701	,333	,236	-1,68	,27	
		45-54	,321	,367	,857	-,75	1,39	
		25-34	-,950	,393	,137	-2,10	,20	
		35-44	-,073	,344	,997	-1,04	,90	
		25-34	45-54	,950	,443	,191	-,35	2,25
		≥55	,629	,321	,238	-,27	1,53	
		25-34	,073	,344	,997	-,90	1,04	
		35-44	45-54	1,023	,436	,140	-,26	2,31
	Games- Howell	≥55	,701	,311	,142	-,17	1,57	
		25-34	-,950	,443	,191	-2,25	,35	
		45-54	35-44	-1,023	,436	,140	-2,31	,26
		≥55	-,321	,418	,867	-1,57	,93	
		25-34	-,629	,321	,238	-1,53	,27	
		≥55	35-44	-,701	,311	,142	-1,57	,17
45-54		,321	,418	,867	-,93	1,57		

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unclear and/or Defective Contract Terms	25-34	35-44	-,718	,397	,363	-1,88	,44
		45-54	,725	,431	,428	-,53	1,98
		≥55	,243	,376	,936	-,85	1,34
	35-44	25-34	,718	,397	,363	-,44	1,88
		45-54	1,443*	,422	,016	,21	2,68
		≥55	,961	,366	,092	-,11	2,03
	45-54	25-34	-,725	,431	,428	-1,98	,53
		35-44	-1,443*	,422	,016	-2,68	-,21
		≥55	-,482	,402	,699	-1,66	,69
	≥55	25-34	-,243	,376	,936	-1,34	,85
		35-44	-,961	,366	,092	-2,03	,11
		45-54	,482	,402	,699	-,69	1,66
	25-34	35-44	-,718	,263	,070	-1,49	,05
		45-54	,725	,516	,523	-,84	2,29
		≥55	,243	,360	,906	-,76	1,24
	35-44	25-34	,718	,263	,070	-,05	1,49
		45-54	1,443	,476	,064	-,08	2,97
		≥55	,961*	,300	,024	,11	1,81
	45-54	25-34	-,725	,516	,523	-2,29	,84
		35-44	-1,443	,476	,064	-2,97	,08
		≥55	-,482	,536	,805	-2,07	1,11
Games-Howell	≥55	25-34	-,243	,360	,906	-1,24	,76
		35-44	-,961*	,300	,024	-1,81	-,11
		45-54	,482	,536	,805	-1,11	2,07

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Difference in Ways of Doing Things	Scheffe	35-44	-,036	,454	1,000	-1,36	1,29
		25-34 45-54	,475	,493	,819	-,97	1,92
		≥55	,386	,431	,848	-,87	1,64
		25-34	,036	,454	1,000	-1,29	1,36
		35-44 45-54	,511	,483	,773	-,90	1,92
		≥55	,422	,419	,798	-,80	1,65
		25-34	-,475	,493	,819	-1,92	,97
		45-54 35-44	-,511	,483	,773	-1,92	,90
		≥55	-,089	,461	,998	-1,44	1,26
	Games-Howell	25-34	-,386	,431	,848	-1,64	,87
		≥55 35-44	-,422	,419	,798	-1,65	,80
		45-54	,089	,461	,998	-1,26	1,44
		35-44	-,036	,479	1,000	-1,38	1,31
		25-34 45-54	,475	,488	,766	-,93	1,88
		≥55	,386	,428	,805	-,82	1,59
		25-34	,036	,479	1,000	-1,31	1,38
		35-44 45-54	,511	,487	,723	-,88	1,90
		≥55	,422	,427	,757	-,77	1,62
		25-34	-,475	,488	,766	-1,88	,93
		45-54 35-44	-,511	,487	,723	-1,90	,88
		≥55	-,089	,437	,997	-1,35	1,17
		25-34	-,386	,428	,805	-1,59	,82
		≥55 35-44	-,422	,427	,757	-1,62	,77
		45-54	,089	,437	,997	-1,17	1,35

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adversarial Approach in Handling Disputes	25-34	35-44	-,709	,428	,442	-1,96	,54
		45-54	-,425	,464	,840	-1,78	,93
		≥55	,200	,412	,971	-1,00	1,40
	35-44	25-34	,709	,428	,442	-,54	1,96
		45-54	,284	,455	,942	-1,05	1,61
		≥55	,909	,401	,180	-,26	2,08
	45-54	25-34	,425	,464	,840	-,93	1,78
		35-44	-,284	,455	,942	-1,61	1,05
		≥55	,625	,440	,574	-,66	1,91
	≥55	25-34	-,200	,412	,971	-1,40	1,00
		35-44	-,909	,401	,180	-2,08	,26
		45-54	-,625	,440	,574	-1,91	,66
	25-34	35-44	-,709	,438	,395	-1,96	,54
		45-54	-,425	,519	,845	-1,92	1,07
		≥55	,200	,439	,968	-1,05	1,45
	35-44	25-34	,709	,438	,395	-,54	1,96
		45-54	,284	,451	,921	-1,04	1,61
		≥55	,909	,356	,079	-,08	1,90
	45-54	25-34	,425	,519	,845	-1,07	1,92
		35-44	-,284	,451	,921	-1,61	1,04
		≥55	,625	,452	,531	-,70	1,95
Games-Howell	≥55	25-34	-,200	,439	,968	-1,45	1,05
		35-44	-,909	,356	,079	-1,90	,08
Games-Howell	45-54	35-44	-,909	,356	,079	-1,90	,08
		45-54	-,625	,452	,531	-1,95	,70

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Team Spirit	25-34	35-44	-,200	,484	,982	-1,61	1,21
		45-54	1,425	,525	,078	-,11	2,96
		≥55	,014	,459	1,000	-1,33	1,35
		25-34	,200	,484	,982	-1,21	1,61
		35-44	1,625*	,515	,029	,12	3,13
		≥55	,214	,446	,972	-1,09	1,52
		25-34	-1,425	,525	,078	-2,96	,11
		45-54	-1,625*	,515	,029	-3,13	-,12
		≥55	-1,411	,491	,055	-2,84	,02
	35-44	25-34	-,014	,459	1,000	-1,35	1,33
		≥55	-,214	,446	,972	-1,52	1,09
		45-54	1,411	,491	,055	-,02	2,84
		35-44	-,200	,496	,977	-1,62	1,22
		25-34	1,425	,560	,091	-,18	3,03
		≥55	,014	,513	1,000	-1,44	1,47
		25-34	,200	,496	,977	-1,22	1,62
		35-44	1,625*	,462	,017	,28	2,97
		≥55	,214	,403	,951	-,90	1,33
	≥55	25-34	-1,425	,560	,091	-3,03	,18
		45-54	-1,625*	,462	,017	-2,97	-,28
		≥55	-1,411*	,480	,044	-2,79	-,03
		25-34	-,014	,513	1,000	-1,47	1,44
		35-44	-,214	,403	,951	-1,33	,90
		45-54	1,411*	,480	,044	,03	2,79

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Knowledge of Legal Systems	25-34	35-44	-,991	,516	,312	-2,50	,52
		45-54	-,025	,560	1,000	-1,66	1,61
		≥55	-,043	,489	1,000	-1,47	1,39
	35-44	25-34	,991	,516	,312	-,52	2,50
		45-54	,966	,549	,389	-,64	2,57
		≥55	,948	,476	,281	-,44	2,34
	45-54	25-34	,025	,560	1,000	-1,61	1,66
		35-44	-,966	,549	,389	-2,57	,64
		≥55	-,018	,523	1,000	-1,55	1,51
	≥55	25-34	,043	,489	1,000	-1,39	1,47
		35-44	-,948	,476	,281	-2,34	,44
		45-54	,018	,523	1,000	-1,51	1,55
	25-34	35-44	-,991	,429	,135	-2,21	,23
		45-54	-,025	,592	1,000	-1,76	1,71
		≥55	-,043	,501	1,000	-1,44	1,35
	35-44	25-34	,991	,429	,135	-,23	2,21
		45-54	,966	,541	,331	-,67	2,60
		≥55	,948	,439	,167	-,27	2,17
	45-54	25-34	,025	,592	1,000	-1,71	1,76
		35-44	-,966	,541	,331	-2,60	,67
		≥55	-,018	,600	1,000	-1,75	1,72
	≥55	25-34	,043	,501	1,000	-1,35	1,44
		35-44	-,948	,439	,167	-2,17	,27
		45-54	,018	,600	1,000	-1,72	1,75

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unfamiliarity with Local Conditions	25-34	35-44	-,382	,427	,850	-1,63	,87
		45-54	,925	,464	,280	-,43	2,28
		≥55	,443	,405	,755	-,74	1,63
		25-34	,382	,427	,850	-,87	1,63
		35-44	1,307	,455	,055	-,02	2,63
		≥55	,825	,394	,241	-,33	1,98
		25-34	-,925	,464	,280	-2,28	,43
		45-54	-1,307	,455	,055	-2,63	,02
		≥55	-,482	,434	,745	-1,75	,78
	35-44	25-34	-,443	,405	,755	-1,63	,74
		≥55	-,825	,394	,241	-1,98	,33
		45-54	,482	,434	,745	-,78	1,75
		35-44	-,382	,368	,731	-1,43	,66
		25-34	,925	,368	,097	-,13	1,98
		≥55	,443	,448	,758	-,80	1,69
		25-34	,382	,368	,731	-,66	1,43
		35-44	1,307*	,320	,004	,39	2,22
		≥55	,825	,410	,214	-,31	1,96
	45-54	25-34	-,925	,368	,097	-1,98	,13
		35-44	-1,307*	,320	,004	-2,22	-,39
		≥55	-,482	,410	,648	-1,63	,67
		25-34	-,443	,448	,758	-1,69	,80
		≥55	-,825	,410	,214	-1,96	,31
		45-54	,482	,410	,648	-,67	1,63

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Jurisdictional Problems	25-34	35-44	-,600	,412	,555	-1,81	,61
		45-54	,400	,448	,849	-,91	1,71
		≥55	,186	,391	,973	-,96	1,33
	35-44	25-34	,600	,412	,555	-,61	1,81
		45-54	1,000	,439	,176	-,28	2,28
		≥55	,786	,380	,251	-,33	1,90
	45-54	25-34	-,400	,448	,849	-1,71	,91
		35-44	-1,000	,439	,176	-2,28	,28
		≥55	-,214	,418	,967	-1,44	1,01
	≥55	25-34	-,186	,391	,973	-1,33	,96
		35-44	-,786	,380	,251	-1,90	,33
		45-54	,214	,418	,967	-1,01	1,44
	25-34	35-44	-,600	,328	,295	-1,53	,33
		45-54	,400	,534	,875	-1,20	2,00
		≥55	,186	,373	,959	-,85	1,22
	35-44	25-34	,600	,328	,295	-,33	1,53
		45-54	1,000	,501	,255	-,55	2,55
		≥55	,786	,323	,099	-,11	1,68
	45-54	25-34	-,400	,534	,875	-2,00	1,20
		35-44	-1,000	,501	,255	-2,55	,55
		≥55	-,214	,531	,977	-1,80	1,37
	≥55	25-34	-,186	,373	,959	-1,22	,85
		35-44	-,786	,323	,099	-1,68	,11
		45-54	,214	,531	,977	-1,37	1,80

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Partner's Financial Problems	Scheffe	35-44	-,545	,472	,722	-1,92	,83
		25-34 45-54	,375	,513	,910	-1,12	1,87
		≥55	,071	,447	,999	-1,24	1,38
		25-34	,545	,472	,722	-,83	1,92
		35-44 45-54	,920	,502	,353	-,55	2,39
		≥55	,617	,435	,576	-,65	1,89
		25-34	-,375	,513	,910	-1,87	1,12
		45-54 35-44	-,920	,502	,353	-2,39	,55
		≥55	-,304	,479	,939	-1,70	1,10
	Games-Howell	25-34	-,071	,447	,999	-1,38	1,24
		≥55 35-44	-,617	,435	,576	-1,89	,65
		45-54	,304	,479	,939	-1,10	1,70
		35-44	-,545	,369	,476	-1,63	,54
		25-34 45-54	,375	,599	,922	-1,39	2,14
		≥55	,071	,464	,999	-1,22	1,36
		25-34	,545	,369	,476	-,54	1,63
		35-44 45-54	,920	,522	,353	-,73	2,57
		≥55	,617	,359	,342	-,39	1,63
		25-34	-,375	,599	,922	-2,14	1,39
		45-54 35-44	-,920	,522	,353	-2,57	,73
		≥55	-,304	,593	,955	-2,05	1,44
		25-34	-,071	,464	,999	-1,36	1,22
		≥55 35-44	-,617	,359	,342	-1,63	,39
		45-54	,304	,593	,955	-1,44	2,05

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Planning and Scheduling Errors	25-34	35-44	-,382	,377	,796	-1,48	,72
		45-54	,550	,410	,618	-,65	1,75
		≥55	,014	,358	1,000	-1,03	1,06
	35-44	25-34	,382	,377	,796	-,72	1,48
		45-54	,932	,401	,164	-,24	2,10
		≥55	,396	,348	,731	-,62	1,41
	45-54	25-34	-,550	,410	,618	-1,75	,65
		35-44	-,932	,401	,164	-2,10	,24
		≥55	-,536	,383	,586	-1,65	,58
	≥55	25-34	-,014	,358	1,000	-1,06	1,03
		35-44	-,396	,348	,731	-1,41	,62
		45-54	,536	,383	,586	-,58	1,65
	25-34	35-44	-,382	,309	,613	-1,26	,50
		45-54	,550	,517	,718	-1,00	2,10
		≥55	,014	,329	1,000	-,91	,94
	35-44	25-34	,382	,309	,613	-,50	1,26
		45-54	,932	,488	,288	-,58	2,45
		≥55	,396	,281	,506	-,38	1,17
	45-54	25-34	-,550	,517	,718	-2,10	1,00
		35-44	-,932	,488	,288	-2,45	,58
		≥55	-,536	,501	,715	-2,06	,99
	≥55	25-34	-,014	,329	1,000	-,94	,91
		35-44	-,396	,281	,506	-1,17	,38
		45-54	,536	,501	,715	-,99	2,06

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Design or Engineering Errors	Scheffe	35-44	-1,127*	,361	,032	-2,18	-,07
		25-34 45-54	-,275	,392	,920	-1,42	,87
		≥55	-,757	,342	,198	-1,76	,24
		25-34	1,127*	,361	,032	,07	2,18
		35-44 45-54	,852	,384	,196	-,27	1,97
		≥55	,370	,333	,746	-,60	1,34
		25-34	,275	,392	,920	-,87	1,42
		45-54 35-44	-,852	,384	,196	-1,97	,27
		≥55	-,482	,367	,634	-1,55	,59
	Games-Howell	25-34	,757	,342	,198	-,24	1,76
		≥55 35-44	-,370	,333	,746	-1,34	,60
		45-54	,482	,367	,634	-,59	1,55
		35-44	-1,127	,397	,064	-2,31	,06
		25-34 45-54	-,275	,474	,937	-1,63	1,08
		≥55	-,757	,421	,315	-1,98	,47
		25-34	1,127	,397	,064	-,06	2,31
		35-44 45-54	,852	,327	,101	-,14	1,85
		≥55	,370	,244	,444	-,31	1,05
	Games-Howell	25-34	,275	,474	,937	-1,08	1,63
		45-54 35-44	-,852	,327	,101	-1,85	,14
		≥55	-,482	,356	,547	-1,52	,56
		25-34	,757	,421	,315	-,47	1,98
		≥55 35-44	-,370	,244	,444	-1,05	,31
		45-54	,482	,356	,547	-,56	1,52

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Under Insurance of One Partner	25-34	35-44	-,164	,380	,980	-1,27	,95
		45-54	,825	,412	,277	-,38	2,03
		≥55	,629	,360	,395	-,42	1,68
	35-44	25-34	,164	,380	,980	-,95	1,27
		45-54	,989	,404	,130	-,19	2,17
		≥55	,792	,350	,181	-,23	1,82
	45-54	25-34	-,825	,412	,277	-2,03	,38
		35-44	-,989	,404	,130	-2,17	,19
		≥55	-,196	,385	,967	-1,32	,93
	≥55	25-34	-,629	,360	,395	-1,68	,42
		35-44	-,792	,350	,181	-1,82	,23
		45-54	,196	,385	,967	-,93	1,32
	25-34	35-44	-,164	,349	,965	-1,15	,82
		45-54	,825	,409	,228	-,36	2,01
		≥55	,629	,354	,311	-,36	1,61
	35-44	25-34	,164	,349	,965	-,82	1,15
		45-54	,989	,405	,115	-,19	2,17
		≥55	,792	,350	,136	-,18	1,76
	45-54	25-34	-,825	,409	,228	-2,01	,36
		35-44	-,989	,405	,115	-2,17	,19
		≥55	-,196	,410	,962	-1,38	,98
	≥55	25-34	-,629	,354	,311	-1,61	,36
		35-44	-,792	,350	,136	-1,76	,18
		45-54	,196	,410	,962	-,98	1,38

*. The mean difference is significant at the 0.05 level.

Table A.9: Post Hoc Tests of the causes of claims and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Violation of Contract Terms	Scheffe	35-44	-,336	,482	,921	-1,74	1,07
		25-34 45-54	,675	,523	,648	-,85	2,20
		≥55	,371	,457	,882	-,96	1,71
		25-34	,336	,482	,921	-1,07	1,74
		35-44 45-54	1,011	,513	,289	-,49	2,51
		≥55	,708	,444	,477	-,59	2,01
		25-34	-,675	,523	,648	-2,20	,85
		45-54 35-44	-1,011	,513	,289	-2,51	,49
		≥55	-,304	,489	,943	-1,73	1,12
	Games-Howell	25-34	-,371	,457	,882	-1,71	,96
		≥55 35-44	-,708	,444	,477	-2,01	,59
		45-54	,304	,489	,943	-1,12	1,73
		35-44	-,336	,392	,826	-1,47	,79
		25-34 45-54	,675	,569	,646	-,99	2,34
		≥55	,371	,477	,863	-,96	1,70
		25-34	,336	,392	,826	-,79	1,47
		35-44 45-54	1,011	,503	,249	-,54	2,56
		≥55	,708	,395	,306	-,40	1,81
		25-34	-,675	,569	,646	-2,34	,99
		45-54 35-44	-1,011	,503	,249	-2,56	,54
		≥55	-,304	,572	,950	-1,96	1,35
		25-34	-,371	,477	,863	-1,70	,96
		≥55 35-44	-,708	,395	,306	-1,81	,40
		45-54	,304	,572	,950	-1,35	1,96

*. The mean difference is significant at the 0.05 level.

Table A.10 : Test of homogeneity of variances of statements and age group

	Levene Statistic	df1	df2	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	,051	3	39	,985
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	2,837	3	39	,050
Claims should be submitted only if the claimed amount is considerably high.	1,850	3	39	,154
In submission of claims business culture of the opposing party should be considered.	,889	3	39	,455
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	,545	3	39	,655
In a possibility of a counter-claim, the claim should not be submitted.	1,325E+00	3	39	,280
Claims should be submitted in any available case.	,251	3	39	,860

Table A.11 : ANOVA analysis of the causes of claims and age group

		Sum of Squares	df	Mean Square	F	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	Between Groups	3,664	3	1,221	,554	,649
	Within Groups	86,010	39	2,205		
	Total	89,674	42			
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Between Groups	15,470	3	5,157	3,406	,027
	Within Groups	59,042	39	1,514		
	Total	74,512	42			
Claims should be submitted only if the claimed amount is considerably high.	Between Groups	9,667	3	3,222	3,008	,042
	Within Groups	41,775	39	1,071		
	Total	51,442	42			
In submission of claims business culture of the opposing party should be considered.	Between Groups	4,105	3	1,368	1,014	,397
	Within Groups	52,639	39	1,350		
	Total	56,744	42			
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Between Groups	4,224	3	1,408	,733	,539
	Within Groups	74,939	39	1,922		
	Total	79,163	42			
In a possibility of a counter-claim, the claim should not be submitted.	Between Groups	1,582	3	,527	,472	,703
	Within Groups	43,535	39	1,116		
	Total	45,116	42			
Claims should be submitted in any available case.	Between Groups	1,440	3	,480	,253	,859
	Within Groups	74,002	39	1,897		
	Total	75,442	42			

Table A.12 : Post Hoc Tests of the statements and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted only for the cases that have high possibility of acceptance.	25-34	35-44	-,173	,649	,995	-2,07	1,72
		45-54	,350	,704	,969	-1,71	2,41
		≥55	-,471	,615	,899	-2,27	1,32
	35-44	25-34	,173	,649	,995	-1,72	2,07
		45-54	,523	,690	,902	-1,49	2,54
		≥55	-,299	,598	,969	-2,05	1,45
	45-54	25-34	-,350	,704	,969	-2,41	1,71
		35-44	-,523	,690	,902	-2,54	1,49
		≥55	-,821	,658	,672	-2,74	1,10
	≥55	25-34	,471	,615	,899	-1,32	2,27
		35-44	,299	,598	,969	-1,45	2,05
		45-54	,821	,658	,672	-1,10	2,74
	25-34	35-44	-,173	,659	,993	-2,03	1,68
		45-54	,350	,713	,960	-1,70	2,40
		≥55	-,471	,619	,870	-2,21	1,27
	35-44	25-34	,173	,659	,993	-1,68	2,03
		45-54	,523	,692	,873	-1,47	2,51
		≥55	-,299	,594	,957	-1,95	1,35
	45-54	25-34	-,350	,713	,960	-2,40	1,70
		35-44	-,523	,692	,873	-2,51	1,47
		≥55	-,821	,654	,603	-2,72	1,07
	≥55	25-34	,471	,619	,870	-1,27	2,21
		35-44	,299	,594	,957	-1,35	1,95
		45-54	,821	,654	,603	-1,07	2,72

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	25-34	35-44	,655	,538	,688	-,92	2,23
		45-54	1,450	,584	,122	-,26	3,16
		≥55	-,157	,509	,992	-1,65	1,33
		25-34	-,655	,538	,688	-2,23	,92
		35-44	,795	,572	,591	-,87	2,47
		≥55	-,812	,496	,453	-2,26	,64
	35-44	25-34	-1,450	,584	,122	-3,16	,26
		45-54	-,795	,572	,591	-2,47	,87
		≥55	-1,607*	,545	,047	-3,20	-,01
		25-34	,157	,509	,992	-1,33	1,65
		35-44	,812	,496	,453	-,64	2,26
		45-54	1,607*	,545	,047	,01	3,20
	25-34	35-44	,655	,605	,704	-1,05	2,36
		45-54	1,450	,508	,055	-,03	2,93
		≥55	-,157	,549	,992	-1,71	1,40
		25-34	-,655	,605	,704	-2,36	1,05
		35-44	,795	,482	,382	-,59	2,18
		≥55	-,812	,525	,430	-2,28	,66
	45-54	25-34	-1,450	,508	,055	-2,93	,03
		35-44	-,795	,482	,382	-2,18	,59
		≥55	-1,607*	,410	,004	-2,75	-,46
		25-34	,157	,549	,992	-1,40	1,71
		35-44	,812	,525	,430	-,66	2,28
		45-54	1,607*	,410	,004	,46	2,75

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted only if the claimed amount is considerably high.	25-34	35-44	-,100	,452	,997	-1,42	1,22
		45-54	-,225	,491	,976	-1,66	1,21
		≥55	-1,100	,429	,104	-2,35	,15
		25-34	,100	,452	,997	-1,22	1,42
		35-44	-,125	,481	,995	-1,53	1,28
		≥55	-1,000	,417	,143	-2,22	,22
	35-44	25-34	,225	,491	,976	-1,21	1,66
		45-54	,125	,481	,995	-1,28	1,53
		≥55	-,875	,459	,318	-2,22	,47
		25-34	1,100	,429	,104	-,15	2,35
		35-44	1,000	,417	,143	-,22	2,22
		45-54	,875	,459	,318	-,47	2,22
	25-34	35-44	-,100	,399	,994	-1,25	1,05
		45-54	-,225	,394	,938	-1,42	,97
		≥55	-1,100*	,362	,031	-2,11	-,09
		25-34	,100	,399	,994	-1,05	1,25
		35-44	-,125	,500	,994	-1,55	1,30
		≥55	-1,000	,476	,184	-2,32	,32
	35-44	25-34	,225	,394	,938	-,97	1,42
		45-54	,125	,500	,994	-1,30	1,55
		≥55	-,875	,471	,282	-2,21	,46
		25-34	1,100*	,362	,031	,09	2,11
		35-44	1,000	,476	,184	-,32	2,32
		45-54	,875	,471	,282	-,46	2,21

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In submission of claims business culture of the opposing party should be considered.	25-34	35-44	,527	,508	,782	-,96	2,01
		45-54	,800	,551	,556	-,81	2,41
		≥55	,086	,481	,998	-1,32	1,49
		25-34	-,527	,508	,782	-2,01	,96
		35-44	,273	,540	,968	-1,30	1,85
		≥55	-,442	,468	,828	-1,81	,93
	35-44	25-34	-,800	,551	,556	-2,41	,81
		45-54	-,273	,540	,968	-1,85	1,30
		≥55	-,714	,515	,593	-2,22	,79
		25-34	-,086	,481	,998	-1,49	1,32
	45-54	35-44	,442	,468	,828	-,93	1,81
		45-54	,714	,515	,593	-,79	2,22
		35-44	,527	,521	,745	-,94	2,00
		25-34	,800	,500	,407	-,64	2,24
	≥55	25-34	,086	,446	,997	-1,16	1,33
		25-34	-,527	,521	,745	-2,00	,94
		35-44	,273	,555	,960	-1,31	1,85
		≥55	-,442	,508	,820	-1,87	,98
	Games- Howell	25-34	-,800	,500	,407	-2,24	,64
		45-54	-,273	,555	,960	-1,85	1,31
		≥55	-,714	,485	,477	-2,11	,68
		25-34	-,086	,446	,997	-1,33	1,16
	≥55	35-44	,442	,508	,820	-,98	1,87
		45-54	,714	,485	,477	-,68	2,11

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	25-34	35-44	-,127	,606	,998	-1,90	1,64
		45-54	-,900	,658	,603	-2,82	1,02
		≥55	-,186	,574	,991	-1,86	1,49
	35-44	25-34	,127	,606	,998	-1,64	1,90
		45-54	-,773	,644	,698	-2,65	1,11
		≥55	-,058	,559	1,000	-1,69	1,57
	45-54	25-34	,900	,658	,603	-1,02	2,82
		35-44	,773	,644	,698	-1,11	2,65
		≥55	,714	,614	,718	-1,08	2,51
	≥55	25-34	,186	,574	,991	-1,49	1,86
		35-44	,058	,559	1,000	-1,57	1,69
		45-54	-,714	,614	,718	-2,51	1,08
	25-34	35-44	-,127	,567	,996	-1,72	1,47
		45-54	-,900	,623	,494	-2,72	,92
		≥55	-,186	,542	,986	-1,69	1,32
	35-44	25-34	,127	,567	,996	-1,47	1,72
		45-54	-,773	,658	,652	-2,67	1,12
		≥55	-,058	,582	1,000	-1,68	1,56
	45-54	25-34	,900	,623	,494	-,92	2,72
		35-44	,773	,658	,652	-1,12	2,67
		≥55	,714	,637	,682	-1,12	2,55
	≥55	25-34	,186	,542	,986	-1,32	1,69
		35-44	,058	,582	1,000	-1,56	1,68
		45-54	-,714	,637	,682	-2,55	1,12

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In a possibility of a counter-claim, the claim should not be submitted.	Scheffe	35-44	,036	,462	1,000	-1,31	1,39
		25-34 45-54	,525	,501	,778	-,94	1,99
		≥55	,257	,437	,951	-1,02	1,54
		25-34	-,036	,462	1,000	-1,39	1,31
		35-44 45-54	,489	,491	,804	-,95	1,92
		≥55	,221	,426	,965	-1,02	1,46
		25-34	-,525	,501	,778	-1,99	,94
		45-54 35-44	-,489	,491	,804	-1,92	,95
		≥55	-,268	,468	,954	-1,64	1,10
	Games-Howell	25-34	-,257	,437	,951	-1,54	1,02
		≥55 35-44	-,221	,426	,965	-1,46	1,02
		45-54	,268	,468	,954	-1,10	1,64
		35-44	,036	,544	1,000	-1,51	1,58
		25-34 45-54	,525	,519	,745	-,97	2,02
		≥55	,257	,485	,950	-1,15	1,67
		25-34	-,036	,544	1,000	-1,58	1,51
		35-44 45-54	,489	,448	,700	-,79	1,76
		≥55	,221	,409	,948	-,93	1,37
		25-34	-,525	,519	,745	-2,02	,97
		45-54 35-44	-,489	,448	,700	-1,76	,79
		≥55	-,268	,375	,890	-1,35	,81
		25-34	-,257	,485	,950	-1,67	1,15
		≥55 35-44	-,221	,409	,948	-1,37	,93
		45-54	,268	,375	,890	-,81	1,35

*. The mean difference is significant at the 0.05 level.

Table A.12: Post Hoc Tests of the statements and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted in any available case.	25-34	35-44	-,355	,602	,950	-2,11	1,40
		45-54	-,025	,653	1,000	-1,93	1,88
		≥55	-,400	,570	,920	-2,07	1,27
	35-44	25-34	,355	,602	,950	-1,40	2,11
		45-54	,330	,640	,966	-1,54	2,20
		≥55	-,045	,555	1,000	-1,67	1,58
	45-54	25-34	,025	,653	1,000	-1,88	1,93
		35-44	-,330	,640	,966	-2,20	1,54
		≥55	-,375	,611	,944	-2,16	1,41
	≥55	25-34	,400	,570	,920	-1,27	2,07
		35-44	,045	,555	1,000	-1,58	1,67
		45-54	,375	,611	,944	-1,41	2,16
	25-34	35-44	-,355	,634	,943	-2,15	1,44
		45-54	-,025	,706	1,000	-2,05	2,00
		≥55	-,400	,583	,901	-2,06	1,26
	35-44	25-34	,355	,634	,943	-1,44	2,15
		45-54	,330	,660	,958	-1,58	2,24
		≥55	-,045	,527	1,000	-1,52	1,43
	45-54	25-34	,025	,706	1,000	-2,00	2,05
		35-44	-,330	,660	,958	-2,24	1,58
		≥55	-,375	,611	,926	-2,17	1,42
	≥55	25-34	,400	,583	,901	-1,26	2,06
		35-44	,045	,527	1,000	-1,43	1,52
		45-54	,375	,611	,926	-1,42	2,17

*. The mean difference is significant at the 0.05 level.

Table A.13 : Test of homogeneity of variances of precautions and age group

	Levene Statistic	df1	df2	Sig.
Waive the claim	,166	3	39	,919
Evaluation of the direct costs only	,298	3	39	,827
Reduction by a particular percentage	1,858	3	39	,153
No precautions	4,398	3	38	,009

Table A.14 : ANOVA analysis of the precautions and age group

		Sum of Squares	df	Mean Square	F	Sig.
Waive the claim	Between	6,186	3	2,062	1,672	,189
Evaluation of the direct costs only	Groups					
	Within	48,094	39	1,233		
Reduction by a particular percentage	Groups					
	Total	54,279	42			
No precautions	Between	9,544	3	3,181	3,425	,026
Waive the claim	Groups					
Evaluation of the direct costs only	Within	36,223	39	,929		
	Groups					
	Total	45,767	42			
Reduction by a particular percentage	Between	2,919	3	,973	,841	,480
Waive the claim	Groups					
	Within	45,127	39	1,157		
	Groups					
	Total	48,047	42			
Evaluation of the direct costs only	Between	7,472	3	2,491	1,622	,200
	Groups					
	Within	58,361	38	1,536		
	Groups					
	Total	65,833	41			

Table A.15 : Post Hoc Tests of the precautions and age group

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Waive the claim	25-34	35-44	-,518	,485	,768	-1,94	,90
		45-54	-,950	,527	,367	-2,49	,59
		≥55	,014	,460	1,000	-1,33	1,36
		25-34	,518	,485	,768	-,90	1,94
		35-44	-,432	,516	,873	-1,94	1,08
		≥55	,532	,447	,703	-,77	1,84
		25-34	,950	,527	,367	-,59	2,49
		45-54	,432	,516	,873	-1,08	1,94
		≥55	,964	,492	,295	-,47	2,40
	35-44	25-34	-,014	,460	1,000	-1,36	1,33
		≥55	-,532	,447	,703	-1,84	,77
		45-54	-,964	,492	,295	-2,40	,47
		35-44	-,518	,504	,736	-1,94	,90
		25-34	-,950	,531	,317	-2,49	,59
		≥55	,014	,428	1,000	-1,19	1,22
		25-34	,518	,504	,736	-,90	1,94
		35-44	-,432	,558	,865	-2,03	1,17
		≥55	,532	,461	,662	-,77	1,83
	45-54	25-34	,950	,531	,317	-,59	2,49
		35-44	,432	,558	,865	-1,17	2,03
		≥55	,964	,490	,250	-,48	2,41
		25-34	-,014	,428	1,000	-1,22	1,19
		≥55	-,532	,461	,662	-1,83	,77
		45-54	-,964	,490	,250	-2,41	,48

*. The mean difference is significant at the 0.05 level.

Table A.15: Post Hoc Tests of the precautions and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Evaluation of the direct costs only	Scheffe	35-44	,709	,421	,428	-,52	1,94
		25-34 45-54	-,200	,457	,979	-1,54	1,14
		≥55	,943	,399	,152	-,22	2,11
		25-34	-,709	,421	,428	-1,94	,52
		35-44 45-54	-,909	,448	,265	-2,22	,40
		≥55	,234	,388	,947	-,90	1,37
		25-34	,200	,457	,979	-1,14	1,54
		45-54 35-44	,909	,448	,265	-,40	2,22
		≥55	1,143	,427	,084	-,11	2,39
		25-34	-,943	,399	,152	-2,11	,22
		≥55 35-44	-,234	,388	,947	-1,37	,90
		45-54	-1,143	,427	,084	-2,39	,11
	Games-Howell	35-44	,709	,429	,374	-,50	1,91
		25-34 45-54	-,200	,477	,974	-1,59	1,19
		≥55	,943	,371	,086	-,10	1,99
		25-34	-,709	,429	,374	-1,91	,50
		35-44 45-54	-,909	,492	,291	-2,33	,51
		≥55	,234	,391	,931	-,86	1,33
		25-34	,200	,477	,974	-1,19	1,59
		45-54 35-44	,909	,492	,291	-,51	2,33
		≥55	1,143	,443	,096	-,17	2,45
		25-34	-,943	,371	,086	-1,99	,10
		≥55 35-44	-,234	,391	,931	-1,33	,86
		45-54	-1,143	,443	,096	-2,45	,17

*. The mean difference is significant at the 0.05 level.

Table A.15: Post Hoc Tests of the precautions and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Reduction by a particular percentage	25-34	35-44	,645	,470	,601	-,73	2,02
		45-54	,600	,510	,711	-,89	2,09
		≥55	,600	,445	,616	-,70	1,90
		25-34	-,645	,470	,601	-2,02	,73
		35-44	-,045	,500	1,000	-1,51	1,41
		≥55	-,045	,433	1,000	-1,31	1,22
		25-34	-,600	,510	,711	-2,09	,89
		45-54	,045	,500	1,000	-1,41	1,51
		≥55	,000	,477	1,000	-1,39	1,39
	35-44	25-34	-,600	,445	,616	-1,90	,70
		35-44	,045	,433	1,000	-1,22	1,31
		45-54	,000	,477	1,000	-1,39	1,39
		35-44	,645	,412	,423	-,52	1,82
		45-54	,600	,444	,551	-,72	1,92
		≥55	,600	,402	,459	-,52	1,72
		25-34	-,645	,412	,423	-1,82	,52
		45-54	-,045	,508	1,000	-1,50	1,41
		≥55	-,045	,472	1,000	-1,35	1,26
	45-54	25-34	-,600	,444	,551	-1,92	,72
		35-44	,045	,508	1,000	-1,41	1,50
		≥55	,000	,500	1,000	-1,43	1,43
		25-34	-,600	,402	,459	-1,72	,52
		35-44	,045	,472	1,000	-1,26	1,35
		45-54	,000	,500	1,000	-1,43	1,43
		25-34	-,600	,402	,459	-1,72	,52
		35-44	,045	,472	1,000	-1,26	1,35
		45-54	,000	,500	1,000	-1,43	1,43

*. The mean difference is significant at the 0.05 level.

Table A.15: Post Hoc Tests of the precautions and age group (continued)

Dependent Variable	(I) Age Intervals	(J) Age Intervals	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
No precautions	Scheffe	35-44	-,591	,541	,756	-2,17	,99
		25-34 45-54	-,875	,588	,536	-2,59	,84
		≥55	-1,115	,521	,223	-2,64	,41
		25-34	,591	,541	,756	-,99	2,17
		35-44 45-54	-,284	,576	,970	-1,97	1,40
		≥55	-,524	,508	,785	-2,01	,96
		25-34	,875	,588	,536	-,84	2,59
		45-54 35-44	,284	,576	,970	-1,40	1,97
		≥55	-,240	,557	,979	-1,87	1,39
	Games-Howell	25-34	1,115	,521	,223	-,41	2,64
		≥55 35-44	,524	,508	,785	-,96	2,01
		45-54	,240	,557	,979	-1,39	1,87
		35-44	-,591	,426	,528	-1,84	,65
		25-34 45-54	-,875	,525	,395	-2,53	,78
		≥55	-1,115	,434	,087	-2,36	,13
		25-34	,591	,426	,528	-,65	1,84
		35-44 45-54	-,284	,634	,969	-2,12	1,55
		≥55	-,524	,561	,786	-2,08	1,03
		25-34	,875	,525	,395	-,78	2,53
		45-54 35-44	,284	,634	,969	-1,55	2,12
		≥55	-,240	,639	,981	-2,08	1,60
		25-34	1,115	,434	,087	-,13	2,36
		≥55 35-44	,524	,561	,786	-1,03	2,08
		45-54	,240	,639	,981	-1,60	2,08

*. The mean difference is significant at the 0.05 level.

Table A.16 : Test of homogeneity of variances of causes of claims and educational background ^{a, b}

	Levene Statistic	df1	df2	Sig.
Variations	9,919	3	39	,000
Extension of Time	1,315	3	39	,283
Poor Quality and/or Defective Work	3,311	3	39	,030
Poor Definition of Scope of Work	,280	3	39	,839
Poor Administration / Management	,509	3	39	,678
Deficiency in Sharing of Information	1,346	3	39	,274
Unclear and/or Defective Contract Terms	,395	3	39	,757
Difference in Ways of Doing Things	,533	3	39	,662
Adversarial Approach in Handling Disputes	1,497	3	38	,231
Lack of Team Spirit	,413	3	39	,744
Lack of Knowledge of Legal Systems	,788	3	39	,508
Unfamiliarity with Local Conditions	,125	3	39	,945
Jurisdictional Problems	,444	3	39	,723
Partner's Financial Problems	2,571	3	39	,068
Planning and Scheduling Errors	2,845	3	39	,050
Design or Engineering Errors	1,164	3	39	,336
Under Insurance of One Partner	1,936	3	39	,140
Violation of Contract Terms	,850	3	39	,475
Other	9,919	3	39	,000

- a. Test of homogeneity of variances cannot be performed for Other because the sum of caseweights is less than the number of groups.
- b. Test of homogeneity of variances cannot be performed for Other because only one group has a computed variance.

Table A.17 : ANOVA analysis of the causes of claims and educational background

		Sum of Squares	df	Mean Square	F	Sig.
Variations	Between Groups	7,878	3	2,626	2,239	,099
	Within Groups	45,750	39	1,173		
	Total	53,628	42			
Extension of Time	Between Groups	4,005	3	1,335	1,025	,392
	Within Groups	50,786	39	1,302		
	Total	54,791	42			
Poor Quality and/or Defective Work	Between Groups	5,009	3	1,670	1,996	,130
	Within Groups	32,619	39	,836		
	Total	37,628	42			
Poor Definition of Scope of Work	Between Groups	1,705	3	,568	,525	,668
	Within Groups	42,202	39	1,082		
	Total	43,907	42			
Poor Administration / Management	Between Groups	4,057	3	1,352	1,504	,229
	Within Groups	35,060	39	,899		
	Total	39,116	42			
Deficiency in Sharing of Information	Between Groups	3,075	3	1,025	1,298	,289
	Within Groups	30,786	39	,789		
	Total	33,860	42			
Unclear and/or Defective Contract Terms	Between Groups	,838	3	,279	,260	,854
	Within Groups	41,952	39	1,076		
	Total	42,791	42			
Difference in Ways of Doing Things	Between Groups	6,327	3	2,109	2,167	,107
	Within Groups	37,952	39	,973		
	Total	44,279	42			
Adversarial Approach in Handling Disputes	Between Groups	4,548	3	1,516	1,533	,222
	Within Groups	37,571	38	,989		
	Total	42,119	41			

Table A.17: ANOVA analysis of the causes of claims and educational background
(continued)

		Sum of Squares	df	Mean Square	F	Sig.
Lack of Team Spirit	Between Groups	3,263	3	1,088	,716	,548
	Within Groups	59,202	39	1,518		
	Total	62,465	42			
Lack of Knowledge of Legal Systems	Between Groups	,761	3	,254	,161	,922
	Within Groups	61,286	39	1,571		
	Total	62,047	42			
Unfamiliarity with Local Conditions	Between Groups	4,322	3	1,441	1,333	,277
	Within Groups	42,143	39	1,081		
	Total	46,465	42			
Jurisdictional Problems	Between Groups	,822	3	,274	,270	,847
	Within Groups	39,643	39	1,016		
	Total	40,465	42			
Partner's Financial Problems	Between Groups	15,586	3	5,195	5,903	,002
	Within Groups	34,321	39	,880		
	Total	49,907	42			
Planning and Scheduling Errors	Between Groups	4,331	3	1,444	1,956	,137
	Within Groups	28,786	39	,738		
	Total	33,116	42			
Design or Engineering Errors	Between Groups	2,274	3	,758	,917	,442
	Within Groups	32,238	39	,827		
	Total	34,512	42			
Under Insurance of One Partner	Between Groups	3,097	3	1,032	1,208	,319
	Within Groups	33,321	39	,854		
	Total	36,419	42			
Violation of Contract Terms	Between Groups	4,627	3	1,542	1,239	,309
	Within Groups	48,536	39	1,245		
	Total	53,163	42			

Table A.17: ANOVA analysis of the causes of claims and educational background
(continued)

		Sum of Squares	df	Mean Square	F	Sig.
Other	Between Groups	1,333	2	,667	2,000	,333
	Within Groups	,667	2	,333		
	Total	2,000	4			

Table A.18 : Post Hoc Tests of the causes of claims and educational background

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Variations	Scheffe	Undergraduate	-,755	,496	,518	-2,20	,70
		Bachelor Graduate	-,550	,539	,791	-2,12	1,02
		Postgraduate	-,300	,470	,938	-1,67	1,07
		Undergraduate	,755	,496	,518	-,70	2,20
		Bachelor Graduate	,205	,528	,985	-1,34	1,75
		Postgraduate	,455	,458	,805	-,88	1,79
		Bachelor Graduate	,550	,539	,791	-1,02	2,12
		Graduate	-,205	,528	,985	-1,75	1,34
		Postgraduate	,250	,503	,969	-1,22	1,72
		Bachelor Graduate	,300	,470	,938	-1,07	1,67
		Postgraduate	-,455	,458	,805	-1,79	,88
		Graduate	-,250	,503	,969	-1,72	1,22
	Games-Howell	Undergraduate	-,755	,467	,399	-2,10	,59
		Bachelor Graduate	-,550	,539	,740	-2,09	,99
		Postgraduate	-,300	,527	,940	-1,77	1,17
		Undergraduate	,755	,467	,399	-,59	2,10
		Bachelor Graduate	,205	,442	,966	-1,09	1,50
		Postgraduate	,455	,427	,714	-,73	1,64
		Bachelor Graduate	,550	,539	,740	-,99	2,09
		Graduate	-,205	,442	,966	-1,50	1,09
		Postgraduate	,250	,505	,959	-1,18	1,68
		Bachelor Graduate	,300	,527	,940	-1,17	1,77
		Postgraduate	-,455	,427	,714	-1,64	,73
		Graduate	-,250	,505	,959	-1,68	1,18

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Extension of Time	Scheffe	Undergraduate	-,083	,571	,999	-1,75	1,58
		Bachelor Graduate	,548	,528	,783	-1,00	2,09
		Postgraduate	-,083	,737	1,000	-2,24	2,07
		Bachelor Graduate	,083	,571	,999	-1,58	1,75
		Undergraduate	,631	,413	,513	-,58	1,84
		Postgraduate	,000	,659	1,000	-1,92	1,92
		Bachelor Graduate	-,548	,528	,783	-2,09	1,00
		Graduate	-,631	,413	,513	-1,84	,58
		Postgraduate	-,631	,623	,795	-2,45	1,19
		Bachelor Graduate	,083	,737	1,000	-2,07	2,24
		Postgraduate	,000	,659	1,000	-1,92	1,92
		Graduate	,631	,623	,795	-1,19	2,45
	Games-Howell	Undergraduate	-,083	,466	,998	-1,43	1,26
		Bachelor Graduate	,548	,404	,547	-,64	1,73
		Postgraduate	-,083	,569	,999	-2,12	1,95
		Bachelor Graduate	,083	,466	,998	-1,26	1,43
		Undergraduate	,631	,438	,489	-,58	1,84
		Postgraduate	,000	,594	1,000	-2,00	2,00
		Bachelor Graduate	-,548	,404	,547	-1,73	,64
		Graduate	-,631	,438	,489	-1,84	,58
		Postgraduate	-,631	,546	,676	-2,64	1,38
		Bachelor Graduate	,083	,569	,999	-1,95	2,12
		Postgraduate	,000	,594	1,000	-2,00	2,00
		Graduate	,631	,546	,676	-1,38	2,64

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Quality and/or Defective Work	Scheffe	Bachelor					
		Graduate					
		Undergraduate	,667	,457	,553	-,67	2,00
		Graduate	,952	,423	,186	-,28	2,19
		Postgraduate	1,167	,590	,287	-,56	2,89
		Bachelor					
		Graduate	-,667	,457	,553	-2,00	,67
		Graduate	,286	,331	,862	-,68	1,25
		Postgraduate	,500	,528	,826	-1,04	2,04
		Bachelor					
		Graduate	-,952	,423	,186	-2,19	,28
		Graduate					
		Undergraduate	-,286	,331	,862	-1,25	,68
		Postgraduate	,214	,499	,980	-1,24	1,67
		Bachelor					
		Graduate	-1,167	,590	,287	-2,89	,56
	Games-Howell	Postgraduate					
		Undergraduate	-,500	,528	,826	-2,04	1,04
		Graduate	-,214	,499	,980	-1,67	1,24
		Undergraduate					
		Bachelor	,667	,273	,124	-,15	1,48
		Graduate	,952*	,320	,036	,05	1,85
		Postgraduate	1,167	,543	,276	-1,02	3,35
		Bachelor					
		Graduate	-,667	,273	,124	-1,48	,15
		Graduate	,286	,297	,771	-,52	1,09
		Postgraduate	,500	,529	,786	-1,73	2,73
		Bachelor					
		Graduate	-,952*	,320	,036	-1,85	-,05
		Graduate					
		Undergraduate	-,286	,297	,771	-1,09	,52
		Postgraduate	,214	,555	,978	-1,92	2,35
		Bachelor					
		Graduate	-1,167	,543	,276	-3,35	1,02
		Postgraduate					
		Undergraduate	-,500	,529	,786	-2,73	1,73
		Graduate	-,214	,555	,978	-2,35	1,92

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Definition of Scope of Work	Scheffe	Undergraduate	-,250	,520	,972	-1,77	1,27
		Bachelor Graduate	-,048	,482	1,000	-1,45	1,36
		Postgraduate	,500	,671	,906	-1,46	2,46
		Undergraduate	,250	,520	,972	-1,27	1,77
		Graduate	,202	,376	,962	-,90	1,30
		Postgraduate	,750	,601	,671	-1,00	2,50
		Bachelor Graduate	,048	,482	1,000	-1,36	1,45
		Graduate	-,202	,376	,962	-1,30	,90
		Postgraduate	,548	,568	,818	-1,11	2,21
		Bachelor Graduate	-,500	,671	,906	-2,46	1,46
		Postgraduate	-,750	,601	,671	-2,50	1,00
		Graduate	-,548	,568	,818	-2,21	1,11
	Games-Howell	Undergraduate	-,250	,527	,963	-1,89	1,39
		Bachelor Graduate	-,048	,509	1,000	-1,67	1,57
		Postgraduate	,500	,532	,786	-1,22	2,22
		Undergraduate	,250	,527	,963	-1,39	1,89
		Graduate	,202	,370	,947	-,81	1,22
		Postgraduate	,750	,401	,305	-,50	2,00
		Bachelor Graduate	,048	,509	1,000	-1,57	1,67
		Graduate	-,202	,370	,947	-1,22	,81
		Postgraduate	,548	,378	,506	-,66	1,75
		Bachelor Graduate	-,500	,532	,786	-2,22	1,22
		Postgraduate	-,750	,401	,305	-2,00	,50
		Graduate	-,548	,378	,506	-1,75	,66

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Administration / Management	Bachelor Graduate	Undergraduate	,250	,474	,964	-1,13	1,63
		Graduate	,571	,439	,641	-,71	1,85
		Postgraduate	1,167	,612	,318	-,62	2,95
	Undergraduate	Bachelor Graduate	-,250	,474	,964	-1,63	1,13
		Graduate	,321	,343	,831	-,68	1,32
		Postgraduate	,917	,547	,433	-,68	2,52
	Scheffe Graduate	Bachelor Graduate	-,571	,439	,641	-1,85	,71
		Undergraduate	-,321	,343	,831	-1,32	,68
		Postgraduate	,595	,517	,725	-,92	2,11
	Postgraduate	Bachelor Graduate	-1,167	,612	,318	-2,95	,62
		Undergraduate	-,917	,547	,433	-2,52	,68
		Graduate	-,595	,517	,725	-2,11	,92
	Bachelor Graduate	Undergraduate	,250	,335	,877	-,71	1,21
		Graduate	,571	,310	,288	-,31	1,45
		Postgraduate	1,167	,543	,276	-1,02	3,35
	Undergraduate	Bachelor Graduate	-,250	,335	,877	-1,21	,71
		Graduate	,321	,346	,789	-,63	1,27
		Postgraduate	,917	,564	,446	-1,21	3,04
	Games-Howell Graduate	Bachelor Graduate	-,571	,310	,288	-1,45	,31
		Undergraduate	-,321	,346	,789	-1,27	,63
		Postgraduate	,595	,549	,716	-1,55	2,75
	Postgraduate	Bachelor Graduate	-1,167	,543	,276	-3,35	1,02
		Undergraduate	-,917	,564	,446	-3,04	1,21
		Graduate	-,595	,549	,716	-2,75	1,55

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Deficiency in Sharing of Information	Scheffe	Undergraduate	-,417	,444	,830	-1,71	,88
		Bachelor Graduate	,214	,411	,965	-,99	1,42
		Postgraduate	,083	,574	,999	-1,59	1,76
		Undergraduate	,417	,444	,830	-,88	1,71
		Graduate	,631	,322	,293	-,31	1,57
		Postgraduate	,500	,513	,813	-1,00	2,00
		Bachelor Graduate	-,214	,411	,965	-1,42	,99
		Graduate	-,631	,322	,293	-1,57	,31
		Postgraduate	-,131	,485	,995	-1,55	1,29
		Bachelor Graduate	-,083	,574	,999	-1,76	1,59
		Postgraduate	-,500	,513	,813	-2,00	1,00
		Graduate	,131	,485	,995	-1,29	1,55
	Games-Howell	Undergraduate	-,417	,510	,845	-2,14	1,31
		Bachelor Graduate	,214	,518	,974	-1,51	1,94
		Postgraduate	,083	,676	,999	-2,12	2,28
		Undergraduate	,417	,510	,845	-1,31	2,14
		Graduate	,631	,269	,111	-,10	1,36
		Postgraduate	,500	,511	,770	-1,61	2,61
		Bachelor Graduate	-,214	,518	,974	-1,94	1,51
		Graduate	-,631	,269	,111	-1,36	,10
		Postgraduate	-,131	,519	,994	-2,21	1,95
		Bachelor Graduate	-,083	,676	,999	-2,28	2,12
		Postgraduate	-,500	,511	,770	-2,61	1,61
		Graduate	,131	,519	,994	-1,95	2,21

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unclear and/or Defective Contract Terms	Bachelor Graduate	Undergraduate	-,250	,519	,972	-1,77	1,27
		Graduate	,048	,480	1,000	-1,36	1,45
		Postgraduate	-,250	,669	,987	-2,21	1,71
	Undergraduate	Bachelor Graduate	,250	,519	,972	-1,27	1,77
		Graduate	,298	,375	,889	-,80	1,39
		Postgraduate	,000	,599	1,000	-1,75	1,75
	Scheffe Graduate	Bachelor Graduate	-,048	,480	1,000	-1,45	1,36
		Undergraduate	-,298	,375	,889	-1,39	,80
		Postgraduate	-,298	,566	,964	-1,95	1,36
	Postgraduate	Bachelor Graduate	,250	,669	,987	-1,71	2,21
		Undergraduate	,000	,599	1,000	-1,75	1,75
		Graduate	,298	,566	,964	-1,36	1,95
	Bachelor Graduate	Undergraduate	-,250	,600	,974	-2,14	1,64
		Graduate	,048	,558	1,000	-1,82	1,91
		Postgraduate	-,250	,704	,984	-2,52	2,02
	Undergraduate	Bachelor Graduate	,250	,600	,974	-1,64	2,14
		Graduate	,298	,371	,853	-,74	1,33
		Postgraduate	,000	,567	1,000	-2,00	2,00
	Games-Howell Graduate	Bachelor Graduate	-,048	,558	1,000	-1,91	1,82
		Undergraduate	-,298	,371	,853	-1,33	,74
		Postgraduate	-,298	,524	,937	-2,36	1,77
	Postgraduate	Bachelor Graduate	,250	,704	,984	-2,02	2,52
		Undergraduate	,000	,567	1,000	-2,00	2,00
		Graduate	,298	,524	,937	-1,77	2,36

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Differenc e in Ways of Doing Things	Scheffe	Bachelor	Undergradu ate	-,583	,493	,708	-2,02	,86	
		Graduate	Graduate	,286	,457	,941	-1,05	1,62	
			Postgraduate	-,417	,637	,934	-2,28	1,44	
		Undergradu ate	Bachelor	Graduate	,583	,493	,708	-,86	2,02
				Graduate	,869	,357	,134	-,17	1,91
				Postgraduate	,167	,570	,993	-1,50	1,83
		Graduate	Bachelor	Graduate	-,286	,457	,941	-1,62	1,05
				Undergradu ate	-,869	,357	,134	-1,91	,17
				Postgraduate	-,702	,538	,640	-2,27	,87
		Postgraduate	Bachelor	Graduate	,417	,637	,934	-1,44	2,28
				Undergradu ate	-,167	,570	,993	-1,83	1,50
				Graduate	,702	,538	,640	-,87	2,27
	Games- Howell	Bachelor	Undergradu ate	-,583	,559	,730	-2,38	1,21	
				Graduate	,286	,538	,949	-1,50	2,07
				Postgraduate	-,417	,688	,927	-2,65	1,81
		Undergradu ate	Bachelor	Graduate	,583	,559	,730	-1,21	2,38
				Graduate	,869	,336	,071	-,06	1,79
				Postgraduate	,167	,545	,989	-1,86	2,19
		Graduate	Bachelor	Graduate	-,286	,538	,949	-2,07	1,50
				Undergradu ate	-,869	,336	,071	-1,79	,06
				Postgraduate	-,702	,524	,585	-2,77	1,36
		Postgraduate	Bachelor	Graduate	,417	,688	,927	-1,81	2,65
				Undergradu ate	-,167	,545	,989	-2,19	1,86
				Graduate	,702	,524	,585	-1,36	2,77

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adversarial Approach in Handling Disputes	Bachelor Graduate	Undergraduate	-,167	,497	,990	-1,62	1,29
		Graduate	,524	,460	,732	-,82	1,87
		Postgraduate	,667	,703	,825	-1,39	2,72
	Undergraduate	Bachelor Graduate	,167	,497	,990	-1,29	1,62
		Graduate	,690	,360	,313	-,36	1,74
		Postgraduate	,833	,642	,643	-1,04	2,71
	Scheffe Graduate	Bachelor Graduate	-,524	,460	,732	-1,87	,82
		Undergraduate	-,690	,360	,313	-1,74	,36
		Postgraduate	,143	,614	,997	-1,65	1,94
	Postgraduate	Bachelor Graduate	-,667	,703	,825	-2,72	1,39
		Undergraduate	-,833	,642	,643	-2,71	1,04
		Graduate	-,143	,614	,997	-1,94	1,65
	Bachelor Graduate	Undergraduate	-,167	,429	,979	-1,45	1,12
		Graduate	,524	,394	,568	-,70	1,74
		Postgraduate	,667	1,054	,914	-5,28	6,62
	Undergraduate	Bachelor Graduate	,167	,429	,979	-1,12	1,45
		Graduate	,690	,343	,211	-,26	1,64
		Postgraduate	,833	1,036	,850	-5,37	7,04
	Games-Howell Graduate	Bachelor Graduate	-,524	,394	,568	-1,74	,70
		Undergraduate	-,690	,343	,211	-1,64	,26
		Postgraduate	,143	1,022	,999	-6,31	6,60
	Postgraduate	Bachelor Graduate	-,667	1,054	,914	-6,62	5,28
		Undergraduate	-,833	1,036	,850	-7,04	5,37
		Graduate	-,143	1,022	,999	-6,60	6,31

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Team Spirit	Scheffe	Undergraduate	-,167	,616	,995	-1,97	1,63
		Bachelor Graduate	-,214	,570	,986	-1,88	1,45
		Postgraduate	,750	,795	,828	-1,57	3,07
		Undergraduate	,167	,616	,995	-1,63	1,97
		Bachelor Graduate	-,048	,446	1,000	-1,35	1,25
		Postgraduate	,917	,711	,649	-1,16	2,99
		Bachelor Graduate	,214	,570	,986	-1,45	1,88
		Graduate	,048	,446	1,000	-1,25	1,35
		Postgraduate	,964	,672	,566	-1,00	2,93
		Bachelor Graduate	-,750	,795	,828	-3,07	1,57
		Postgraduate	-,917	,711	,649	-2,99	1,16
		Bachelor Graduate	-,214	,678	,988	-2,45	2,02
	Games-Howell	Undergraduate	-,167	,692	,995	-2,41	2,08
		Postgraduate	,917	,570	,443	-1,08	2,92
		Bachelor Graduate	,214	,678	,988	-2,02	2,45
		Graduate	,048	,416	,999	-1,09	1,19
		Postgraduate	,964	,553	,390	-1,04	2,97
		Bachelor Graduate	-,750	,783	,776	-3,26	1,76
		Postgraduate	-,917	,570	,443	-2,92	1,08
		Graduate	-,964	,553	,390	-2,97	1,04

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Knowledge of Legal Systems	Bachelor Graduate	Undergraduate	-,250	,627	,984	-2,08	1,58
		Graduate	,048	,580	1,000	-1,65	1,74
		Postgraduate	,083	,809	1,000	-2,28	2,45
	Undergraduate	Bachelor Graduate	,250	,627	,984	-1,58	2,08
		Graduate	,298	,454	,933	-1,03	1,62
		Postgraduate	,333	,724	,975	-1,78	2,45
	Scheffe Graduate	Bachelor Graduate	-,048	,580	1,000	-1,74	1,65
		Undergraduate	-,298	,454	,933	-1,62	1,03
		Postgraduate	,036	,684	1,000	-1,96	2,03
	Postgraduate	Bachelor Graduate	-,083	,809	1,000	-2,45	2,28
		Undergraduate	-,333	,724	,975	-2,45	1,78
		Graduate	-,036	,684	1,000	-2,03	1,96
	Bachelor Graduate	Undergraduate	-,250	,539	,966	-1,87	1,37
		Graduate	,048	,509	1,000	-1,51	1,60
		Postgraduate	,083	,860	1,000	-3,12	3,28
	Undergraduate	Bachelor Graduate	,250	,539	,966	-1,37	1,87
		Graduate	,298	,441	,906	-,91	1,51
		Postgraduate	,333	,822	,975	-2,91	3,57
	Games-Howell Graduate	Bachelor Graduate	-,048	,509	1,000	-1,60	1,51
		Undergraduate	-,298	,441	,906	-1,51	,91
		Postgraduate	,036	,803	1,000	-3,26	3,34
	Postgraduate	Bachelor Graduate	-,083	,860	1,000	-3,28	3,12
		Undergraduate	-,333	,822	,975	-3,57	2,91
		Graduate	-,036	,803	1,000	-3,34	3,26

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unfamiliarity with Local Conditions	Scheffe	Undergraduate	,917	,520	,387	-,60	2,44
		Bachelor Graduate	,905	,481	,330	-,50	2,31
		Postgraduate	,583	,671	,859	-1,38	2,54
		Undergraduate	-,917	,520	,387	-2,44	,60
		Bachelor Graduate	-,012	,376	1,000	-1,11	1,09
		Postgraduate	-,333	,600	,958	-2,09	1,42
		Bachelor Graduate	-,905	,481	,330	-2,31	,50
		Graduate	,012	,376	1,000	-1,09	1,11
		Postgraduate	-,321	,567	,955	-1,98	1,34
		Bachelor Graduate	-,583	,671	,859	-2,54	1,38
		Postgraduate	,333	,600	,958	-1,42	2,09
		Graduate	,321	,567	,955	-1,34	1,98
	Games-Howell	Undergraduate	,917	,525	,349	-,67	2,51
		Bachelor Graduate	,905	,478	,302	-,62	2,43
		Postgraduate	,583	,638	,798	-1,53	2,70
		Undergraduate	-,917	,525	,349	-2,51	,67
		Bachelor Graduate	-,012	,385	1,000	-1,08	1,06
		Postgraduate	-,333	,572	,934	-2,33	1,67
		Bachelor Graduate	-,905	,478	,302	-2,43	,62
		Graduate	,012	,385	1,000	-1,06	1,08
		Postgraduate	-,321	,529	,925	-2,37	1,73
		Bachelor Graduate	-,583	,638	,798	-2,70	1,53
		Postgraduate	,333	,572	,934	-1,67	2,33
		Graduate	,321	,529	,925	-1,73	2,37

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Jurisdictional Problems	Bachelor Graduate	Undergraduate	,000	,504	1,000	-1,47	1,47
		Graduate	,071	,467	,999	-1,29	1,43
		Postgraduate	,500	,651	,898	-1,40	2,40
	Undergraduate	Bachelor Graduate	,000	,504	1,000	-1,47	1,47
		Graduate	,071	,365	,998	-,99	1,14
		Postgraduate	,500	,582	,864	-1,20	2,20
	Scheffe Graduate	Bachelor Graduate	-,071	,467	,999	-1,43	1,29
		Undergraduate	-,071	,365	,998	-1,14	,99
		Postgraduate	,429	,550	,894	-1,18	2,04
	Postgraduate	Bachelor Graduate	-,500	,651	,898	-2,40	1,40
		Undergraduate	-,500	,582	,864	-2,20	1,20
		Graduate	-,429	,550	,894	-2,04	1,18
	Bachelor Graduate	Undergraduate	,000	,516	1,000	-1,59	1,59
		Graduate	,071	,483	,999	-1,48	1,62
		Postgraduate	,500	,592	,832	-1,41	2,41
	Undergraduate	Bachelor Graduate	,000	,516	1,000	-1,59	1,59
		Graduate	,071	,366	,997	-,94	1,08
		Postgraduate	,500	,500	,755	-1,20	2,20
	Games-Howell Graduate	Bachelor Graduate	-,071	,483	,999	-1,62	1,48
		Undergraduate	-,071	,366	,997	-1,08	,94
		Postgraduate	,429	,466	,796	-1,29	2,15
	Postgraduate	Bachelor Graduate	-,500	,592	,832	-2,41	1,41
		Undergraduate	-,500	,500	,755	-2,20	1,20
		Graduate	-,429	,466	,796	-2,15	1,29

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Partner's Financial Problems	Scheffe	Undergraduate	-,500	,469	,769	-1,87	,87
		Bachelor Graduate	-,143	,434	,991	-1,41	1,13
		Postgraduate	1,750	,606	,054	-,02	3,52
		Undergraduate	,500	,469	,769	-,87	1,87
		Graduate	,357	,339	,776	-,63	1,35
		Postgraduate	2,250*	,542	,002	,67	3,83
	Scheffe	Bachelor Graduate	,143	,434	,991	-1,13	1,41
		Graduate	-,357	,339	,776	-1,35	,63
		Postgraduate	1,893*	,512	,008	,40	3,39
		Bachelor Graduate	-1,750	,606	,054	-3,52	,02
		Postgraduate	-2,250*	,542	,002	-3,83	-,67
		Graduate	-1,893*	,512	,008	-3,39	-,40
	Scheffe	Undergraduate	-,500	,414	,639	-1,83	,83
		Bachelor Graduate	-,143	,421	,986	-1,47	1,18
		Postgraduate	1,750	,834	,282	-1,48	4,98
		Undergraduate	,500	,414	,639	-,83	1,83
		Graduate	,357	,287	,603	-,42	1,14
		Postgraduate	2,250	,775	,155	-1,19	5,69
	Games-Howell	Bachelor Graduate	,143	,421	,986	-1,18	1,47
		Graduate	-,357	,287	,603	-1,14	,42
		Postgraduate	1,893	,779	,229	-1,52	5,31
		Bachelor Graduate	-1,750	,834	,282	-4,98	1,48
		Postgraduate	-2,250	,775	,155	-5,69	1,19
		Graduate	-1,893	,779	,229	-5,31	1,52

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Planning and Scheduling Errors	Bachelor Graduate	Undergraduate	-,333	,430	,895	-1,59	,92
		Graduate	,119	,398	,993	-1,04	1,28
		Postgraduate	,833	,555	,527	-,79	2,45
	Undergraduate	Bachelor Graduate	,333	,430	,895	-,92	1,59
		Graduate	,452	,311	,554	-,46	1,36
		Postgraduate	1,167	,496	,155	-,28	2,62
	Scheffe Graduate	Bachelor Graduate	-,119	,398	,993	-1,28	1,04
		Undergraduate	-,452	,311	,554	-1,36	,46
		Postgraduate	,714	,469	,515	-,65	2,08
	Postgraduate	Bachelor Graduate	-,833	,555	,527	-2,45	,79
		Undergraduate	-1,167	,496	,155	-2,62	,28
		Graduate	-,714	,469	,515	-2,08	,65
	Bachelor Graduate	Undergraduate	-,333	,236	,512	-1,02	,35
		Graduate	,119	,267	,970	-,63	,87
		Postgraduate	,833	,726	,689	-2,44	4,10
	Undergraduate	Bachelor Graduate	,333	,236	,512	-,35	1,02
		Graduate	,452	,267	,344	-,27	1,18
		Postgraduate	1,167	,726	,480	-2,10	4,43
	Games-Howell Graduate	Bachelor Graduate	-,119	,267	,970	-,87	,63
		Undergraduate	-,452	,267	,344	-1,18	,27
		Postgraduate	,714	,737	,775	-2,49	3,92
	Postgraduate	Bachelor Graduate	-,833	,726	,689	-4,10	2,44
		Undergraduate	-1,167	,726	,480	-4,43	2,10
		Graduate	-,714	,737	,775	-3,92	2,49

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Design or Engineering Errors	Scheffe	Undergraduate	,000	,455	1,000	-1,33	1,33
		Bachelor Graduate	,143	,421	,990	-1,09	1,37
		Postgraduate	,833	,587	,574	-,88	2,55
		Undergraduate	,000	,455	1,000	-1,33	1,33
		Bachelor Graduate	,143	,329	,979	-,82	1,10
		Postgraduate	,833	,525	,480	-,70	2,37
		Bachelor Graduate	-,143	,421	,990	-1,37	1,09
		Graduate	-,143	,329	,979	-1,10	,82
		Postgraduate	,690	,496	,590	-,76	2,14
		Bachelor Graduate	-,833	,587	,574	-2,55	,88
		Postgraduate	-,833	,525	,480	-2,37	,70
		Bachelor Graduate	-,690	,496	,590	-2,14	,76
	Games-Howell	Undergraduate	,000	,383	1,000	-1,22	1,22
		Bachelor Graduate	,143	,408	,984	-1,09	1,38
		Postgraduate	,833	,441	,305	-,58	2,25
		Undergraduate	,000	,383	1,000	-1,22	1,22
		Bachelor Graduate	,143	,301	,964	-,67	,96
		Postgraduate	,833	,345	,176	-,37	2,04
		Bachelor Graduate	-,143	,408	,984	-1,38	1,09
		Graduate	-,143	,301	,964	-,96	,67
		Postgraduate	,690	,372	,319	-,51	1,89
		Bachelor Graduate	-,833	,441	,305	-2,25	,58
		Postgraduate	-,833	,345	,176	-2,04	,37
		Graduate	-,690	,372	,319	-1,89	,51

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Under Insurance of One Partner	Bachelor Graduate	Undergraduate	,333	,462	,914	-1,02	1,68
		Graduate	,524	,428	,685	-,73	1,77
		Postgraduate	1,083	,597	,361	-,66	2,83
	Undergraduate	Bachelor Graduate	-,333	,462	,914	-1,68	1,02
		Graduate	,190	,334	,955	-,79	1,17
		Postgraduate	,750	,534	,583	-,81	2,31
	Scheffe Graduate	Bachelor Graduate	-,524	,428	,685	-1,77	,73
		Undergraduate	-,190	,334	,955	-1,17	,79
		Postgraduate	,560	,504	,746	-,91	2,03
	Postgraduate	Bachelor Graduate	-1,083	,597	,361	-2,83	,66
		Undergraduate	-,750	,534	,583	-2,31	,81
		Graduate	-,560	,504	,746	-2,03	,91
	Bachelor Graduate	Undergraduate	,333	,456	,882	-1,19	1,86
		Graduate	,524	,478	,701	-1,00	2,05
		Postgraduate	1,083	,638	,391	-1,03	3,20
	Undergraduate	Bachelor Graduate	-,333	,456	,882	-1,86	1,19
		Graduate	,190	,284	,908	-,58	,96
		Postgraduate	,750	,509	,528	-1,37	2,87
	Games-Howell Graduate	Bachelor Graduate	-,524	,478	,701	-2,05	1,00
		Undergraduate	-,190	,284	,908	-,96	,58
		Postgraduate	,560	,529	,728	-1,49	2,61
	Postgraduate	Bachelor Graduate	-1,083	,638	,391	-3,20	1,03
		Undergraduate	-,750	,509	,528	-2,87	1,37
		Graduate	-,560	,529	,728	-2,61	1,49

*. The mean difference is significant at the 0.05 level.

Table A.18: Post Hoc Tests of the causes of claims and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Violation of Contract Terms	Scheffe	Bachelor	Undergradu ate	-,500	,558	,848	-2,13	1,13	
		Graduate	Graduate	-,452	,516	,857	-1,96	1,06	
			Postgraduate	,583	,720	,883	-1,52	2,69	
		Undergradu ate	Bachelor	Graduate	,500	,558	,848	-1,13	2,13
				Graduate	,048	,404	1,000	-1,13	1,23
				Postgraduate	1,083	,644	,429	-,80	2,97
		Graduate	Bachelor	Graduate	,452	,516	,857	-1,06	1,96
				Undergradu ate	-,048	,404	1,000	-1,23	1,13
				Postgraduate	1,036	,609	,419	-,74	2,81
		Postgraduate	Bachelor	Graduate	-,583	,720	,883	-2,69	1,52
				Undergradu ate	-1,083	,644	,429	-2,97	,80
				Graduate	-1,036	,609	,419	-2,81	,74
	Games- Howell	Bachelor	Undergradu ate	-,500	,460	,706	-1,96	,96	
				Graduate	-,452	,478	,781	-1,92	1,02
				Postgraduate	,583	,944	,921	-3,11	4,28
		Undergradu ate	Bachelor	Graduate	,500	,460	,706	-,96	1,96
				Graduate	,048	,343	,999	-,89	,98
				Postgraduate	1,083	,883	,649	-2,83	5,00
		Graduate	Bachelor	Graduate	,452	,478	,781	-1,02	1,92
				Undergradu ate	-,048	,343	,999	-,98	,89
				Postgraduate	1,036	,892	,681	-2,82	4,89
		Postgraduate	Bachelor	Graduate	-,583	,944	,921	-4,28	3,11
				Undergradu ate	-1,083	,883	,649	-5,00	2,83
				Graduate	-1,036	,892	,681	-4,89	2,82

*. The mean difference is significant at the 0.05 level.

Table A.19 : Test of homogeneity of variances of statements and educational background

	Levene Statistic	df1	df2	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	,655	3	39	,585
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	4,461	3	39	,009
Claims should be submitted only if the claimed amount is considerably high.	2,365	3	39	,086
In submission of claims business culture of the opposing party should be considered.	2,881	3	39	,048
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	5,066	3	39	,005
In a possibility of a counter-claim, the claim should not be submitted.	,378	3	39	,769
Claims should be submitted in any available case.	2,118	3	39	,114

Table A.20 : ANOVA analysis of the causes of claims and educational background

		Sum of Squares	df	Mean Square	F	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	Between Groups	8,615	3	2,872	1,382	,263
	Within Groups	81,060	39	2,078		
	Total	89,674	42			
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Between Groups	2,893	3	,964	,525	,668
	Within Groups	71,619	39	1,836		
	Total	74,512	42			
Claims should be submitted only if the claimed amount is considerably high.	Between Groups	9,156	3	3,052	2,815	,052
	Within Groups	42,286	39	1,084		
	Total	51,442	42			
In submission of claims business culture of the opposing party should be considered.	Between Groups	3,625	3	1,208	,887	,456
	Within Groups	53,119	39	1,362		
	Total	56,744	42			
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Between Groups	6,544	3	2,181	1,171	,333
	Within Groups	72,619	39	1,862		
	Total	79,163	42			
In a possibility of a counter-claim, the claim should not be submitted.	Between Groups	1,795	3	,598	,539	,659
	Within Groups	43,321	39	1,111		
	Total	45,116	42			
Claims should be submitted in any available case.	Between Groups	6,537	3	2,179	1,233	,311
	Within Groups	68,905	39	1,767		
	Total	75,442	42			

Table A.21 : Post Hoc Tests of the statements and educational background

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted only for the cases that have high possibility of acceptance.	Scheffe	Undergraduate	-1,000	,721	,593	-3,11	1,11
		Bachelor Graduate	-,071	,667	1,000	-2,02	1,88
		Postgraduate	-,917	,931	,808	-3,64	1,80
		Undergraduate	1,000	,721	,593	-1,11	3,11
		Bachelor Graduate	,929	,522	,379	-,60	2,45
		Postgraduate	,083	,832	1,000	-2,35	2,52
		Bachelor Graduate	,071	,667	1,000	-1,88	2,02
		Graduate	-,929	,522	,379	-2,45	,60
		Postgraduate	-,845	,787	,764	-3,14	1,45
		Bachelor Graduate	,917	,931	,808	-1,80	3,64
		Postgraduate	-,083	,832	1,000	-2,52	2,35
		Graduate	,845	,787	,764	-1,45	3,14
	Games-Howell	Undergraduate	-1,000	,725	,539	-3,23	1,23
		Bachelor Graduate	-,071	,682	1,000	-2,25	2,10
		Postgraduate	-,917	,870	,726	-3,76	1,93
		Undergraduate	1,000	,725	,539	-1,23	3,23
		Bachelor Graduate	,929	,518	,301	-,50	2,36
		Postgraduate	,083	,748	,999	-2,55	2,71
		Bachelor Graduate	,071	,682	1,000	-2,10	2,25
		Graduate	-,929	,518	,301	-2,36	,50
		Postgraduate	-,845	,707	,656	-3,51	1,82
		Bachelor Graduate	,917	,870	,726	-1,93	3,76
		Postgraduate	-,083	,748	,999	-2,71	2,55
		Graduate	,845	,707	,656	-1,82	3,51

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Scheffe	Bachelor	Undergradu	-,167	,678	,996	-2,15	1,81	
		Graduate	Graduate	,381	,627	,946	-1,45	2,21	
			Postgraduate	,500	,875	,954	-2,06	3,06	
		Undergradu	Bachelor	,167	,678	,996	-1,81	2,15	
			Graduate	,548	,490	,743	-,89	1,98	
			Postgraduate	,667	,782	,866	-1,62	2,95	
		Graduate	Bachelor	-,381	,627	,946	-2,21	1,45	
			Graduate	Undergradu	-,548	,490	,743	-1,98	,89
				Postgraduate	,119	,739	,999	-2,04	2,28
		Postgraduate	Bachelor	-,500	,875	,954	-3,06	2,06	
			Undergradu	Undergradu	-,667	,782	,866	-2,95	1,62
				Graduate	-,119	,739	,999	-2,28	2,04
	Games- Howell	Bachelor	Undergradu	-,167	,841	,997	-2,73	2,39	
			Graduate	Graduate	,381	,725	,950	-2,09	2,85
				Postgraduate	,500	,742	,903	-2,00	3,00
		Undergradu	Bachelor	,167	,841	,997	-2,39	2,73	
			Graduate	Graduate	,548	,547	,751	-1,01	2,11
				Postgraduate	,667	,569	,653	-,99	2,32
		Graduate	Bachelor	-,381	,725	,950	-2,85	2,09	
			Graduate	Undergradu	-,548	,547	,751	-2,11	1,01
				Postgraduate	,119	,378	,988	-1,08	1,32
		Postgraduate	Bachelor	-,500	,742	,903	-3,00	2,00	
			Undergradu	Undergradu	-,667	,569	,653	-2,32	,99
				Graduate	-,119	,378	,988	-1,32	1,08

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Claims should be submitted only if the claimed amount is considerably high.	Scheffe	Undergraduate	1,500	,521	,055	-,02	3,02		
		Graduate	Graduate	1,048	,482	,211	-,36	2,46	
			Postgraduate	,833	,672	,676	-1,13	2,80	
		Undergraduate	Bachelor	-1,500	,521	,055	-3,02	,02	
			Graduate	-,452	,377	,698	-1,55	,65	
			Postgraduate	-,667	,601	,747	-2,42	1,09	
		Graduate	Bachelor	-1,048	,482	,211	-2,46	,36	
			Undergraduate	,452	,377	,698	-,65	1,55	
			Postgraduate	-,214	,568	,986	-1,87	1,45	
		Games-Howell	Bachelor	Graduate	-,833	,672	,676	-2,80	1,13
			Postgraduate	Undergraduate	,667	,601	,747	-1,09	2,42
				Graduate	,214	,568	,986	-1,45	1,87
	Undergraduate			Undergraduate	1,500	,709	,244	-,91	3,91
	Bachelor		Graduate	1,048	,699	,492	-1,37	3,46	
			Postgraduate	,833	,833	,754	-1,84	3,50	
			Undergraduate	Bachelor	-1,500	,709	,244	-3,91	,91
	Graduate			-,452	,319	,499	-1,33	,42	
	Postgraduate			-,667	,555	,655	-2,81	1,47	
	Graduate		Bachelor	-1,048	,699	,492	-3,46	1,37	
			Undergraduate	,452	,319	,499	-,42	1,33	
			Postgraduate	-,214	,542	,976	-2,39	1,96	
		Bachelor	Graduate	-,833	,833	,754	-3,50	1,84	
		Postgraduate	Undergraduate	,667	,555	,655	-1,47	2,81	
			Graduate	,214	,542	,976	-1,96	2,39	

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In submission of claims business culture of the opposing party should be considered.	Scheffe	Bachelor					
		Undergraduate	,667	,584	,729	-1,04	2,37
		Graduate					
		Graduate	,881	,540	,457	-,70	2,46
		Postgraduate	,667	,753	,853	-1,53	2,87
		Undergraduate					
		Graduate	-,667	,584	,729	-2,37	1,04
		Graduate	,214	,422	,967	-1,02	1,45
		Postgraduate	,000	,674	1,000	-1,97	1,97
		Bachelor					
		Graduate	-,881	,540	,457	-2,46	,70
		Graduate					
		Undergraduate	-,214	,422	,967	-1,45	1,02
		Postgraduate	-,214	,637	,990	-2,07	1,65
		Bachelor					
		Graduate	-,667	,753	,853	-2,87	1,53
	Games-Howell	Postgraduate					
		Undergraduate	,000	,674	1,000	-1,97	1,97
		Graduate	,214	,637	,990	-1,65	2,07
		Undergraduate					
		Graduate	,667	,472	,512	-,69	2,03
		Graduate					
		Graduate	,881	,390	,164	-,28	2,04
		Postgraduate	,667	,919	,882	-3,19	4,53
		Bachelor					
		Graduate	-,667	,472	,512	-2,03	,69
		Undergraduate					
		Graduate	,214	,432	,959	-,99	1,42
		Postgraduate	,000	,937	1,000	-3,78	3,78
		Bachelor					
		Graduate	-,881	,390	,164	-2,04	,28
		Graduate					
		Undergraduate	-,214	,432	,959	-1,42	,99
		Postgraduate	-,214	,899	,994	-4,16	3,73
		Bachelor					
		Graduate	-,667	,919	,882	-4,53	3,19
		Postgraduate					
		Undergraduate	,000	,937	1,000	-3,78	3,78
		Graduate	,214	,899	,994	-3,73	4,16

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Scheffe	Bachelor	Undergraduate	-,417	,682	,945	-2,41 1,58
		Graduate	Graduate	,381	,632	,947	-1,46 2,23
			Postgraduate	,750	,881	,867	-1,82 3,32
		Undergraduate	Bachelor	,417	,682	,945	-1,58 2,41
			Graduate	,798	,494	,465	-,65 2,24
			Postgraduate	1,167	,788	,540	-1,13 3,47
		Graduate	Bachelor	-,381	,632	,947	-2,23 1,46
			Graduate	-,798	,494	,465	-2,24 ,65
			Postgraduate	,369	,744	,969	-1,81 2,54
		Postgraduate	Bachelor	-,750	,881	,867	-3,32 1,82
			Undergraduate	-1,167	,788	,540	-3,47 1,13
			Graduate	-,369	,744	,969	-2,54 1,81
	Games-Howell	Bachelor	Undergraduate	-,417	,606	,900	-2,15 1,32
		Graduate	Graduate	,381	,465	,845	-1,00 1,76
			Postgraduate	,750	,602	,623	-1,31 2,81
		Undergraduate	Bachelor	,417	,606	,900	-1,32 2,15
			Graduate	,798	,563	,505	-,79 2,38
			Postgraduate	1,167	,681	,368	-,93 3,27
		Graduate	Bachelor	-,381	,465	,845	-1,76 1,00
			Undergraduate	-,798	,563	,505	-2,38 ,79
			Postgraduate	,369	,559	,908	-1,63 2,36
			Bachelor	-,750	,602	,623	-2,81 1,31
		Postgraduate	Undergraduate	-1,167	,681	,368	-3,27 ,93
			Graduate	-,369	,559	,908	-2,36 1,63

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
In a possibilit y of a counter- claim, the claim should not be submitted .	Scheffe	Bachelor	Undergradu ate	,667	,527	,662	-,87	2,21	
		Graduate	Graduate	,476	,488	,813	-,95	1,90	
			Postgraduate	,417	,680	,945	-1,57	2,40	
		Undergradu ate	Bachelor	Graduate	-,667	,527	,662	-2,21	,87
				Graduate	-,190	,381	,969	-1,30	,92
				Postgraduate	-,250	,608	,982	-2,03	1,53
		Graduate	Bachelor	Graduate	-,476	,488	,813	-1,90	,95
				Undergradu ate	,190	,381	,969	-,92	1,30
				Postgraduate	-,060	,575	1,000	-1,74	1,62
		Postgraduate	Bachelor	Graduate	-,417	,680	,945	-2,40	1,57
				Undergradu ate	,250	,608	,982	-1,53	2,03
				Graduate	,060	,575	1,000	-1,62	1,74
	Games- Howell	Bachelor	Undergradu ate	,667	,566	,656	-1,13	2,47	
				Graduate	,476	,543	,817	-1,31	2,26
				Postgraduate	,417	,800	,951	-2,30	3,13
		Undergradu ate	Bachelor	Graduate	-,667	,566	,656	-2,47	1,13
				Graduate	-,190	,355	,949	-1,17	,79
				Postgraduate	-,250	,687	,981	-2,98	2,48
		Graduate	Bachelor	Graduate	-,476	,543	,817	-2,26	1,31
				Undergradu ate	,190	,355	,949	-,79	1,17
				Postgraduate	-,060	,668	1,000	-2,85	2,73
		Postgraduate	Bachelor	Graduate	-,417	,800	,951	-3,13	2,30
				Undergradu ate	,250	,687	,981	-2,48	2,98
				Graduate	,060	,668	1,000	-2,73	2,85

*. The mean difference is significant at the 0.05 level.

Table A.21: Post Hoc Tests of the statements and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Claims should be submitted in any available case.	Scheffe	Bachelor	Undergradu ate	1,083	,665	,457	-,86	3,02	
		Graduate	Graduate	,524	,615	,867	-1,27	2,32	
			Postgraduate	1,250	,858	,553	-1,26	3,76	
		Undergradu ate	Bachelor	Graduate	-1,083	,665	,457	-3,02	,86
				Graduate	-,560	,481	,718	-1,96	,85
				Postgraduate	,167	,767	,997	-2,08	2,41
		Graduate	Bachelor	Graduate	-,524	,615	,867	-2,32	1,27
				Undergradu ate	,560	,481	,718	-,85	1,96
				Postgraduate	,726	,725	,801	-1,39	2,84
		Postgraduate	Bachelor	Graduate	-1,250	,858	,553	-3,76	1,26
				Undergradu ate	-,167	,767	,997	-2,41	2,08
				Graduate	-,726	,725	,801	-2,84	1,39
	Games- Howell	Bachelor	Undergradu ate	1,083	,594	,299	-,62	2,79	
				Graduate	,524	,450	,661	-,84	1,88
				Postgraduate	1,250	,834	,508	-1,98	4,48
		Undergradu ate	Bachelor	Graduate	-1,083	,594	,299	-2,79	,62
				Graduate	-,560	,537	,728	-2,08	,96
				Postgraduate	,167	,884	,997	-2,97	3,30
		Graduate	Bachelor	Graduate	-,524	,450	,661	-1,88	,84
				Undergradu ate	,560	,537	,728	-,96	2,08
				Postgraduate	,726	,795	,801	-2,61	4,06
		Postgraduate	Bachelor	Graduate	-1,250	,834	,508	-4,48	1,98
				Undergradu ate	-,167	,884	,997	-3,30	2,97
				Graduate	-,726	,795	,801	-4,06	2,61

*. The mean difference is significant at the 0.05 level.

Table A.22 : Test of homogeneity of variances of precautions and educational background

	Levene Statistic	df1	df2	Sig.
Waive the claim	3,355	3	39	,028
Evaluation of the direct costs only	,820	3	39	,491
Reduction by a particular percentage	1,353	3	39	,271
No precautions	2,680	3	38	,061

Table A.23 : ANOVA analysis of the precautions and educational background

		Sum of Squares	df	Mean Square	F	Sig.
Waive the claim	Between	1,124	3	,375	,275	,843
Evaluation of the direct	Groups					
costs only	Within	53,155	39	1,363		
Reduction by a	Groups					
particular percentage	Total	54,279	42			
No precautions	Between	,767	3	,256	,222	,881
Waive the claim	Groups					
Evaluation of the direct	Within	45,000	39	1,154		
costs only	Groups					
	Total	45,767	42			
Reduction by a	Between	3,594	3	1,198	1,051	,381
particular percentage	Groups					
Waive the claim	Within	44,452	39	1,140		
	Groups					
	Total	48,047	42			
Evaluation of the direct	Between	16,967	3	5,656	4,398	,009
costs only	Groups					
	Within	48,867	38	1,286		
	Groups					
	Total	65,833	41			

Table A.24 : Post Hoc Tests of the precautions and educational background

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Waive the claim	Scheffe	Undergraduate	-,333	,584	,955	-2,04	1,37
		Bachelor Graduate	,024	,540	1,000	-1,56	1,60
		Postgraduate	-,250	,754	,990	-2,45	1,95
		Undergraduate	,333	,584	,955	-1,37	2,04
		Bachelor Graduate	,357	,422	,869	-,88	1,59
		Postgraduate	,083	,674	,999	-1,89	2,05
		Bachelor Graduate	-,024	,540	1,000	-1,60	1,56
		Graduate	-,357	,422	,869	-1,59	,88
		Postgraduate	-,274	,637	,980	-2,13	1,59
		Bachelor Graduate	,250	,754	,990	-1,95	2,45
		Postgraduate	-,083	,674	,999	-2,05	1,89
		Graduate	,274	,637	,980	-1,59	2,13
	Games-Howell	Undergraduate	-,333	,602	,944	-2,09	1,42
		Bachelor Graduate	,024	,489	1,000	-1,53	1,58
		Postgraduate	-,250	,496	,956	-1,86	1,36
		Undergraduate	,333	,602	,944	-1,42	2,09
		Bachelor Graduate	,357	,484	,881	-1,01	1,73
		Postgraduate	,083	,492	,998	-1,35	1,51
		Bachelor Graduate	-,024	,489	1,000	-1,58	1,53
		Graduate	-,357	,484	,881	-1,73	1,01
		Postgraduate	-,274	,343	,854	-1,33	,79
		Bachelor Graduate	,250	,496	,956	-1,36	1,86
		Postgraduate	-,083	,492	,998	-1,51	1,35
		Graduate	,274	,343	,854	-,79	1,33

*. The mean difference is significant at the 0.05 level.

Table A.24: Post Hoc Tests of the precautions and educational background
(continued)

						95% Confidence Interval		
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound	
Evaluation of the direct costs only	Scheffe	Bachelor	Undergradu ate	-,167	,537	,992	-1,74	1,40
		Graduate	Graduate	,000	,497	1,000	-1,45	1,45
			Postgraduate	,333	,693	,972	-1,69	2,36
		Undergradu ate	Bachelor	,167	,537	,992	-1,40	1,74
			Graduate	,167	,389	,980	-,97	1,30
			Postgraduate	,500	,620	,884	-1,31	2,31
		Graduate	Bachelor	,000	,497	1,000	-1,45	1,45
			Undergradu ate	-,167	,389	,980	-1,30	,97
			Postgraduate	,333	,586	,955	-1,38	2,05
		Postgraduate	Bachelor	-,333	,693	,972	-2,36	1,69
			Undergradu ate	-,500	,620	,884	-2,31	1,31
			Graduate	-,333	,586	,955	-2,05	1,38
	Games- Howell	Bachelor	Undergradu ate	-,167	,559	,990	-1,96	1,63
			Graduate	,000	,555	1,000	-1,79	1,79
			Postgraduate	,333	,641	,952	-1,72	2,39
		Undergradu ate	Bachelor	,167	,559	,990	-1,63	1,96
			Graduate	,167	,363	,967	-,82	1,16
			Postgraduate	,500	,485	,739	-1,21	2,21
		Graduate	Bachelor	,000	,555	1,000	-1,79	1,79
			Undergradu ate	-,167	,363	,967	-1,16	,82
			Postgraduate	,333	,480	,895	-1,37	2,03
		Postgraduate	Bachelor	-,333	,641	,952	-2,39	1,72
			Undergradu ate	-,500	,485	,739	-2,21	1,21
			Graduate	-,333	,480	,895	-2,03	1,37

*. The mean difference is significant at the 0.05 level.

Table A.24: Post Hoc Tests of the precautions and educational background
(continued)

						95% Confidence Interval			
Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Reduction by a particular percentag e	Scheffe	Bachelor	Undergradu ate	-,500	,534	,831	-2,06	1,06	
		Graduate	Graduate	,119	,494	,996	-1,32	1,56	
			Postgraduate	-,500	,689	,912	-2,51	1,51	
		Undergradu ate	Bachelor	Graduate	,500	,534	,831	-1,06	2,06
				Graduate	,619	,386	,472	-,51	1,75
				Postgraduate	,000	,616	1,000	-1,80	1,80
		Graduate	Bachelor	Graduate	-,119	,494	,996	-1,56	1,32
				Undergradu ate	-,619	,386	,472	-1,75	,51
				Postgraduate	-,619	,582	,770	-2,32	1,08
		Postgraduate	Bachelor	Graduate	,500	,689	,912	-1,51	2,51
				Undergradu ate	,000	,616	1,000	-1,80	1,80
				Graduate	,619	,582	,770	-1,08	2,32
	Games- Howell	Bachelor	Undergradu ate	-,500	,557	,807	-2,31	1,31	
			Graduate	,119	,552	,996	-1,69	1,92	
			Postgraduate	-,500	,866	,935	-3,52	2,52	
		Undergradu ate	Bachelor	Graduate	,500	,557	,807	-1,31	2,31
				Graduate	,619	,339	,284	-,31	1,55
				Postgraduate	,000	,749	1,000	-3,15	3,15
		Graduate	Bachelor	Graduate	-,119	,552	,996	-1,92	1,69
				Undergradu ate	-,619	,339	,284	-1,55	,31
				Postgraduate	-,619	,745	,838	-3,78	2,55
		Postgraduate	Bachelor	Graduate	,500	,866	,935	-2,52	3,52
				Undergradu ate	,000	,749	1,000	-3,15	3,15
				Graduate	,619	,745	,838	-2,55	3,78

*. The mean difference is significant at the 0.05 level.

Table A.24: Post Hoc Tests of the precautions and educational background
(continued)

Dependent Variable	(I) Educational Background	(J) Educational Background	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
No precautions	Scheffe	Undergraduate	1,817*	,604	,042	,05	3,58
		Bachelor Graduate					
		Graduate	1,400	,564	,123	-,25	3,05
		Postgraduate	,150	,761	,998	-2,08	2,38
		Undergraduate	-1,817*	,604	,042	-3,58	-,05
		Graduate	-,417	,410	,794	-1,62	,78
		Postgraduate	-1,667	,655	,109	-3,58	,25
		Bachelor Graduate	-1,400	,564	,123	-3,05	,25
		Graduate					
		Undergraduate	,417	,410	,794	-,78	1,62
		Postgraduate	-1,250	,619	,269	-3,06	,56
		Bachelor Graduate	-,150	,761	,998	-2,38	2,08
	Games-Howell	Postgraduate					
		Undergraduate	1,667	,655	,109	-,25	3,58
		Graduate	1,250	,619	,269	-,56	3,06
		Undergraduate	1,817	,862	,267	-1,35	4,99
		Bachelor Graduate					
		Graduate	1,400	,838	,431	-1,82	4,62
		Postgraduate	,150	1,106	,999	-3,51	3,81
		Undergraduate					
		Bachelor Graduate	-1,817	,862	,267	-4,99	1,35
		Graduate	-,417	,354	,648	-1,40	,57
		Postgraduate	-1,667	,803	,302	-4,97	1,64
		Bachelor Graduate	-1,400	,838	,431	-4,62	1,82
	Games-Howell	Graduate					
		Undergraduate	,417	,354	,648	-,57	1,40
		Postgraduate	-1,250	,778	,477	-4,67	2,17
		Bachelor Graduate	-,150	1,106	,999	-3,81	3,51
		Postgraduate					
		Undergraduate	1,667	,803	,302	-1,64	4,97
		Graduate	1,250	,778	,477	-2,17	4,67

*. The mean difference is significant at the 0.05 level.

Table A.25 : Test of homogeneity of variances of causes of claims and tenure

	Levene Statistic	df1	df2	Sig.
Variations	,440	3	39	,726
Extension of Time	,257	3	39	,856
Poor Quality and/or Defective Work	,232	3	39	,873
Poor Definition of Scope of Work	,669	3	39	,576
Poor Administration / Management	5,919	3	39	,002
Deficiency in Sharing of Information	,052	3	39	,984
Unclear and/or Defective Contract Terms	2,288	3	39	,094
Difference in Ways of Doing Things	,248	3	39	,862
Adversarial Approach in Handling Disputes	,539	3	38	,658
Lack of Team Spirit	,329	3	39	,805
Lack of Knowledge of Legal Systems	,804	3	39	,499
Unfamiliarity with Local Conditions	2,062	3	39	,121
Jurisdictional Problems	,560	3	39	,645
Partner's Financial Problems	,545	3	39	,654
Planning and Scheduling Errors	1,486	3	39	,233
Design or Engineering Errors	1,437	3	39	,247
Under Insurance of One Partner	2,451	3	39	,078
Violation of Contract Terms	1,641	3	39	,196
Other	7,005E+16	1	3	,000

Table A.26 : ANOVA analysis of the causes of claims and tenure

		Sum of Squares	df	Mean Square	F	Sig.
Variations	Between Groups	,485	3	,162	,119	,949
	Within Groups	53,143	39	1,363		
	Total	53,628	42			
Extension of Time	Between Groups	4,434	3	1,478	1,145	,343
	Within Groups	50,357	39	1,291		
	Total	54,791	42			
Poor Quality and/or Defective Work	Between Groups	8,753	3	2,918	3,941	,015
	Within Groups	28,875	39	,740		
	Total	37,628	42			
Poor Definition of Scope of Work	Between Groups	2,407	3	,802	,754	,527
	Within Groups	41,500	39	1,064		
	Total	43,907	42			
Poor Administration / Management	Between Groups	6,473	3	2,158	2,578	,067
	Within Groups	32,643	39	,837		
	Total	39,116	42			
Deficiency in Sharing of Information	Between Groups	3,075	3	1,025	1,298	,289
	Within Groups	30,786	39	,789		
	Total	33,860	42			
Unclear and/or Defective Contract Terms	Between Groups	3,273	3	1,091	1,077	,370
	Within Groups	39,518	39	1,013		
	Total	42,791	42			
Difference in Ways of Doing Things	Between Groups	3,118	3	1,039	,985	,410
	Within Groups	41,161	39	1,055		
	Total	44,279	42			
Adversarial Approach in Handling Disputes	Between Groups	1,409	3	,470	,438	,727
	Within Groups	40,710	38	1,071		
	Total	42,119	41			

Table A.26: ANOVA analysis of the causes of claims and tenure (continued)

		Sum of Squares	df	Mean Square	F	Sig.
Lack of Team Spirit	Between Groups	5,037	3	1,679	1,140	,345
	Within Groups	57,429	39	1,473		
	Total	62,465	42			
Lack of Knowledge of Legal Systems	Between Groups	7,047	3	2,349	1,666	,190
	Within Groups	55,000	39	1,410		
	Total	62,047	42			
Unfamiliarity with Local Conditions	Between Groups	4,679	3	1,560	1,456	,241
	Within Groups	41,786	39	1,071		
	Total	46,465	42			
Jurisdictional Problems	Between Groups	6,233	3	2,078	2,367	,086
	Within Groups	34,232	39	,878		
	Total	40,465	42			
Partner's Financial Problems	Between Groups	2,050	3	,683	,557	,647
	Within Groups	47,857	39	1,227		
	Total	49,907	42			
Planning and Scheduling Errors	Between Groups	1,759	3	,586	,729	,541
	Within Groups	31,357	39	,804		
	Total	33,116	42			
Design or Engineering Errors	Between Groups	5,065	3	1,688	2,236	,099
	Within Groups	29,446	39	,755		
	Total	34,512	42			
Under Insurance of One Partner	Between Groups	5,990	3	1,997	2,559	,069
	Within Groups	30,429	39	,780		
	Total	36,419	42			
Violation of Contract Terms	Between Groups	6,431	3	2,144	1,789	,165
	Within Groups	46,732	39	1,198		
	Total	53,163	42			

Table A.26: ANOVA analysis of the causes of claims and tenure (continued)

		Sum of Squares	df	Mean Square	F	Sig.
Other	Between Groups	,000	1	,000	,000	1,000
	Within Groups	2,000	3	,667		
	Total	2,000	4			

Table A.27 : Post Hoc Tests of the causes of claims and tenure

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Variations	Scheffe	0-9 years	10-19 years	-,755	,496	,518	-2,20 ,70
		0-9 years	20-29 years	-,550	,539	,791	-2,12 1,02
			≥30 years	-,300	,470	,938	-1,67 1,07
		10-19 years	0-9 years	,755	,496	,518	-,70 2,20
			20-29 years	,205	,528	,985	-1,34 1,75
			≥30 years	,455	,458	,805	-,88 1,79
		20-29 years	0-9 years	,550	,539	,791	-1,02 2,12
			10-19 years	-,205	,528	,985	-1,75 1,34
			≥30 years	,250	,503	,969	-1,22 1,72
	Games-Howell	≥30 years	0-9 years	,300	,470	,938	-1,07 1,67
			10-19 years	-,455	,458	,805	-1,79 ,88
			20-29 years	-,250	,503	,969	-1,72 1,22
		0-9 years	10-19 years	-,755	,467	,399	-2,10 ,59
			20-29 years	-,550	,539	,740	-2,09 ,99
			≥30 years	-,300	,527	,940	-1,77 1,17
		10-19 years	0-9 years	,755	,467	,399	-,59 2,10
			20-29 years	,205	,442	,966	-1,09 1,50
			≥30 years	,455	,427	,714	-,73 1,64
		20-29 years	0-9 years	,550	,539	,740	-,99 2,09
			10-19 years	-,205	,442	,966	-1,50 1,09
			≥30 years	,250	,505	,959	-1,18 1,68
		≥30 years	0-9 years	,300	,527	,940	-1,17 1,77
			10-19 years	-,455	,427	,714	-1,64 ,73
			20-29 years	-,250	,505	,959	-1,68 1,18

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

						95% Confidence Interval		
			Mean Diff.	Std. Error				
Dependent Variable	(I) Tenure	(J) Tenure	(I-J)		Sig.	Lower Bound	Upper Bound	
Extension of Time	Scheffe	0-9 years	10-19 years	-,393	,504	,894	-1,86	1,08
		0-9 years	20-29 years	-,679	,588	,723	-2,40	1,04
			≥30 years	,179	,504	,988	-1,29	1,65
		10-19 years	0-9 years	,393	,504	,894	-1,08	1,86
			20-29 years	-,286	,526	,960	-1,82	1,25
			≥30 years	,571	,429	,625	-,68	1,83
		20-29 years	0-9 years	,679	,588	,723	-1,04	2,40
			10-19 years	,286	,526	,960	-1,25	1,82
			≥30 years	,857	,526	,457	-,68	2,39
	Games- Howell	≥30 years	0-9 years	-,179	,504	,988	-1,65	1,29
			10-19 years	-,571	,429	,625	-1,83	,68
			20-29 years	-,857	,526	,457	-2,39	,68
		0-9 years	10-19 years	-,393	,530	,879	-1,96	1,18
			20-29 years	-,679	,624	,703	-2,51	1,15
			≥30 years	,179	,549	,988	-1,42	1,78
		10-19 years	0-9 years	,393	,530	,879	-1,18	1,96
			20-29 years	-,286	,509	,941	-1,82	1,24
			≥30 years	,571	,414	,522	-,56	1,71
		20-29 years	0-9 years	,679	,624	,703	-1,15	2,51
			10-19 years	,286	,509	,941	-1,24	1,82
			≥30 years	,857	,529	,403	-,71	2,42
		≥30 years	0-9 years	-,179	,549	,988	-1,78	1,42
			10-19 years	-,571	,414	,522	-1,71	,56
			20-29 years	-,857	,529	,403	-2,42	,71

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Quality and/or Defective Work	0-9 years	10-19 years	-1,304*	,381	,016	-2,42	-,19
		20-29 years	-,732	,445	,449	-2,03	,57
		≥30 years	-,732	,381	,312	-1,85	,38
	10-19 years	0-9 years	1,304*	,381	,016	,19	2,42
		20-29 years	,571	,398	,566	-,59	1,74
		≥30 years	,571	,325	,390	-,38	1,52
	20-29 years	0-9 years	,732	,445	,449	-,57	2,03
		10-19 years	-,571	,398	,566	-1,74	,59
		≥30 years	,000	,398	1,000	-1,16	1,16
	≥30 years	0-9 years	,732	,381	,312	-,38	1,85
		10-19 years	-,571	,325	,390	-1,52	,38
		20-29 years	,000	,398	1,000	-1,16	1,16
	0-9 years	10-19 years	-1,304*	,391	,031	-2,49	-,12
		20-29 years	-,732	,535	,540	-2,31	,85
		≥30 years	-,732	,420	,341	-1,96	,50
	10-19 years	0-9 years	1,304*	,391	,031	,12	2,49
		20-29 years	,571	,439	,587	-,83	1,97
		≥30 years	,571	,288	,223	-,22	1,37
	20-29 years	0-9 years	,732	,535	,540	-,85	2,31
		10-19 years	-,571	,439	,587	-1,97	,83
		≥30 years	,000	,465	1,000	-1,42	1,42
	≥30 years	0-9 years	,732	,420	,341	-,50	1,96
		10-19 years	-,571	,288	,223	-1,37	,22
		20-29 years	,000	,465	1,000	-1,42	1,42

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Definition of Scope of Work	0-9 years	10-19 years	-,071	,457	,999	-1,41	1,26
		20-29 years	,429	,534	,886	-1,13	1,99
		≥30 years	-,286	,457	,942	-1,62	1,05
	10-19 years	0-9 years	,071	,457	,999	-1,26	1,41
		20-29 years	,500	,478	,778	-,90	1,90
		≥30 years	-,214	,390	,959	-1,35	,92
	20-29 years	0-9 years	-,429	,534	,886	-1,99	1,13
		10-19 years	-,500	,478	,778	-1,90	,90
		≥30 years	-,714	,478	,531	-2,11	,68
	≥30 years	0-9 years	,286	,457	,942	-1,05	1,62
		10-19 years	,214	,390	,959	-,92	1,35
		20-29 years	,714	,478	,531	-,68	2,11
	0-9 years	10-19 years	-,071	,576	,999	-1,79	1,65
		20-29 years	,429	,621	,899	-1,41	2,26
		≥30 years	-,286	,536	,949	-1,95	1,38
	10-19 years	0-9 years	,071	,576	,999	-1,65	1,79
		20-29 years	,500	,467	,712	-,87	1,87
		≥30 years	-,214	,346	,925	-1,17	,74
	20-29 years	0-9 years	-,429	,621	,899	-2,26	1,41
		10-19 years	-,500	,467	,712	-1,87	,87
		≥30 years	-,714	,417	,369	-2,00	,57
	≥30 years	0-9 years	,286	,536	,949	-1,38	1,95
		10-19 years	,214	,346	,925	-,74	1,17
		20-29 years	,714	,417	,369	-,57	2,00

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Poor Administrati on / Managemen t	0-9 years	10-19 years	,321	,405	,889	-,86	1,51
		20-29 years	,607	,473	,652	-,78	1,99
		≥30 years	1,036	,405	,106	-,15	2,22
	10-19 years	0-9 years	-,321	,405	,889	-1,51	,86
		20-29 years	,286	,424	,928	-,95	1,52
		≥30 years	,714	,346	,251	-,30	1,72
	20-29 years	0-9 years	-,607	,473	,652	-1,99	,78
		10-19 years	-,286	,424	,928	-1,52	,95
		≥30 years	,429	,424	,796	-,81	1,67
	≥30 years	0-9 years	-1,036	,405	,106	-2,22	,15
		10-19 years	-,714	,346	,251	-1,72	,30
		20-29 years	-,429	,424	,796	-1,67	,81
	0-9 years	10-19 years	,321	,238	,544	-,35	,99
		20-29 years	,607	,377	,422	-,58	1,79
		≥30 years	1,036	,376	,058	-,03	2,10
	10-19 years	0-9 years	-,321	,238	,544	-,99	,35
		20-29 years	,286	,381	,875	-,90	1,47
		≥30 years	,714	,380	,269	-,35	1,78
	20-29 years	0-9 years	-,607	,377	,422	-1,79	,58
		10-19 years	-,286	,381	,875	-1,47	,90
		≥30 years	,429	,480	,808	-,94	1,80
	≥30 years	0-9 years	-1,036	,376	,058	-2,10	,03
		10-19 years	-,714	,380	,269	-1,78	,35
		20-29 years	-,429	,480	,808	-1,80	,94

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Deficiency in Sharing of Information	0-9 years	10-19 years	,321	,394	,880	-,83	1,47
		20-29 years	,393	,460	,866	-,95	1,74
		≥30 years	,750	,394	,319	-,40	1,90
	10-19 years	0-9 years	-,321	,394	,880	-1,47	,83
		20-29 years	,071	,411	,999	-1,13	1,27
		≥30 years	,429	,336	,656	-,55	1,41
	20-29 years	0-9 years	-,393	,460	,866	-1,74	,95
		10-19 years	-,071	,411	,999	-1,27	1,13
		≥30 years	,357	,411	,860	-,84	1,56
	≥30 years	0-9 years	-,750	,394	,319	-1,90	,40
		10-19 years	-,429	,336	,656	-1,41	,55
		20-29 years	-,357	,411	,860	-1,56	,84
	0-9 years	10-19 years	,321	,398	,850	-,82	1,47
		20-29 years	,393	,462	,830	-,97	1,75
		≥30 years	,750	,388	,258	-,37	1,87
	10-19 years	0-9 years	-,321	,398	,850	-1,47	,82
		20-29 years	,071	,419	,998	-1,17	1,31
		≥30 years	,429	,335	,584	-,49	1,35
	20-29 years	0-9 years	-,393	,462	,830	-1,75	,97
		10-19 years	-,071	,419	,998	-1,31	1,17
		≥30 years	,357	,410	,819	-,87	1,58
	≥30 years	0-9 years	-,750	,388	,258	-1,87	,37
		10-19 years	-,429	,335	,584	-1,35	,49
		20-29 years	-,357	,410	,819	-1,58	,87

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unclear and/or Defective Contract Terms	0-9 years	10-19 years	-,304	,446	,926	-1,61	1,00
		20-29 years	,268	,521	,966	-1,25	1,79
		≥30 years	,339	,446	,901	-,96	1,64
	10-19 years	0-9 years	,304	,446	,926	-1,00	1,61
		20-29 years	,571	,466	,684	-,79	1,93
		≥30 years	,643	,380	,425	-,47	1,75
	20-29 years	0-9 years	-,268	,521	,966	-1,79	1,25
		10-19 years	-,571	,466	,684	-1,93	,79
		≥30 years	,071	,466	,999	-1,29	1,43
	≥30 years	0-9 years	-,339	,446	,901	-1,64	,96
		10-19 years	-,643	,380	,425	-1,75	,47
		20-29 years	-,071	,466	,999	-1,43	1,29
	0-9 years	10-19 years	-,304	,338	,806	-1,25	,65
		20-29 years	,268	,512	,951	-1,34	1,87
		≥30 years	,339	,376	,803	-,71	1,39
	10-19 years	0-9 years	,304	,338	,806	-,65	1,25
		20-29 years	,571	,523	,702	-1,04	2,18
		≥30 years	,643	,391	,373	-,43	1,72
	20-29 years	0-9 years	-,268	,512	,951	-1,87	1,34
		10-19 years	-,571	,523	,702	-2,18	1,04
		≥30 years	,071	,548	,999	-1,57	1,72
	≥30 years	0-9 years	-,339	,376	,803	-1,39	,71
		10-19 years	-,643	,391	,373	-1,72	,43
		20-29 years	-,071	,548	,999	-1,72	1,57

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Difference in Ways of Doing Things	0-9 years	10-19 years	,589	,455	,646	-,74	1,92
		20-29 years	,304	,532	,955	-1,25	1,86
		≥30 years	,732	,455	,469	-,60	2,06
	10-19 years	0-9 years	-,589	,455	,646	-1,92	,74
		20-29 years	-,286	,476	,948	-1,68	1,10
		≥30 years	,143	,388	,987	-,99	1,28
	20-29 years	0-9 years	-,304	,532	,955	-1,86	1,25
		10-19 years	,286	,476	,948	-1,10	1,68
		≥30 years	,429	,476	,846	-,96	1,82
	≥30 years	0-9 years	-,732	,455	,469	-2,06	,60
		10-19 years	-,143	,388	,987	-1,28	,99
		20-29 years	-,429	,476	,846	-1,82	,96
	0-9 years	10-19 years	,589	,452	,574	-,71	1,89
		20-29 years	,304	,509	,931	-1,19	1,80
		≥30 years	,732	,445	,385	-,55	2,01
	10-19 years	0-9 years	-,589	,452	,574	-1,89	,71
		20-29 years	-,286	,467	,926	-1,65	1,08
		≥30 years	,143	,396	,984	-,94	1,23
	20-29 years	0-9 years	-,304	,509	,931	-1,80	1,19
		10-19 years	,286	,467	,926	-1,08	1,65
		≥30 years	,429	,460	,789	-,93	1,78
	≥30 years	0-9 years	-,732	,445	,385	-2,01	,55
		10-19 years	-,143	,396	,984	-1,23	,94
		20-29 years	-,429	,460	,789	-1,78	,93

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adversarial Approach in Handling Disputes	0-9 years	10-19 years	-,196	,459	,980	-1,54	1,15
		20-29 years	-,196	,536	,987	-1,76	1,37
		≥30 years	,221	,465	,973	-1,14	1,58
	10-19 years	0-9 years	,196	,459	,980	-1,15	1,54
		20-29 years	,000	,479	1,000	-1,40	1,40
		≥30 years	,418	,399	,778	-,75	1,58
	20-29 years	0-9 years	,196	,536	,987	-1,37	1,76
		10-19 years	,000	,479	1,000	-1,40	1,40
		≥30 years	,418	,485	,863	-1,00	1,84
	≥30 years	0-9 years	-,221	,465	,973	-1,58	1,14
		10-19 years	-,418	,399	,778	-1,58	,75
		20-29 years	-,418	,485	,863	-1,84	1,00
	0-9 years	10-19 years	-,196	,463	,973	-1,54	1,15
		20-29 years	-,196	,610	,988	-2,01	1,62
		≥30 years	,221	,450	,960	-1,10	1,54
	10-19 years	0-9 years	,196	,463	,973	-1,15	1,54
		20-29 years	,000	,552	1,000	-1,69	1,69
		≥30 years	,418	,369	,673	-,60	1,43
	20-29 years	0-9 years	,196	,610	,988	-1,62	2,01
		10-19 years	,000	,552	1,000	-1,69	1,69
		≥30 years	,418	,542	,866	-1,26	2,10
	≥30 years	0-9 years	-,221	,450	,960	-1,54	1,10
		10-19 years	-,418	,369	,673	-1,43	,60
		20-29 years	-,418	,542	,866	-2,10	1,26

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Team Spirit	0-9 years	10-19 years	-,357	,538	,931	-1,93	1,21
		20-29 years	,643	,628	,790	-1,19	2,48
		≥30 years	-,214	,538	,984	-1,79	1,36
	10-19 years	0-9 years	,357	,538	,931	-1,21	1,93
		20-29 years	1,000	,562	,379	-,64	2,64
		≥30 years	,143	,459	,992	-1,20	1,48
	20-29 years	0-9 years	-,643	,628	,790	-2,48	1,19
		10-19 years	-1,000	,562	,379	-2,64	,64
		≥30 years	-,857	,562	,514	-2,50	,78
	≥30 years	0-9 years	,214	,538	,984	-1,36	1,79
		10-19 years	-,143	,459	,992	-1,48	1,20
		20-29 years	,857	,562	,514	-,78	2,50
	0-9 years	10-19 years	-,357	,568	,921	-2,01	1,29
		20-29 years	,643	,574	,685	-1,05	2,34
		≥30 years	-,214	,573	,981	-1,88	1,45
	10-19 years	0-9 years	,357	,568	,921	-1,29	2,01
		20-29 years	1,000	,473	,191	-,35	2,35
		≥30 years	,143	,472	,990	-1,15	1,44
	20-29 years	0-9 years	-,643	,574	,685	-2,34	1,05
		10-19 years	-1,000	,473	,191	-2,35	,35
		≥30 years	-,857	,480	,315	-2,23	,51
	≥30 years	0-9 years	,214	,573	,981	-1,45	1,88
		10-19 years	-,143	,472	,990	-1,44	1,15
		20-29 years	,857	,480	,315	-,51	2,23

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Lack of Knowledge of Legal Systems	0-9 years	10-19 years	-,679	,526	,648	-2,22	,86
		20-29 years	,393	,615	,938	-1,40	2,19
		≥30 years	,107	,526	,998	-1,43	1,64
	10-19 years	0-9 years	,679	,526	,648	-,86	2,22
		20-29 years	1,071	,550	,299	-,53	2,68
		≥30 years	,786	,449	,394	-,53	2,10
	20-29 years	0-9 years	-,393	,615	,938	-2,19	1,40
		10-19 years	-1,071	,550	,299	-2,68	,53
		≥30 years	-,286	,550	,965	-1,89	1,32
	≥30 years	0-9 years	-,107	,526	,998	-1,64	1,43
		10-19 years	-,786	,449	,394	-2,10	,53
		20-29 years	,286	,550	,965	-1,32	1,89
	0-9 years	10-19 years	-,679	,491	,531	-2,12	,76
		20-29 years	,393	,617	,918	-1,43	2,21
		≥30 years	,107	,548	,997	-1,45	1,67
	10-19 years	0-9 years	,679	,491	,531	-,76	2,12
		20-29 years	1,071	,531	,243	-,55	2,69
		≥30 years	,786	,449	,321	-,45	2,02
	20-29 years	0-9 years	-,393	,617	,918	-2,21	1,43
		10-19 years	-1,071	,531	,243	-2,69	,55
		≥30 years	-,286	,584	,960	-1,99	1,42
	≥30 years	0-9 years	-,107	,548	,997	-1,67	1,45
		10-19 years	-,786	,449	,321	-2,02	,45
		20-29 years	,286	,584	,960	-1,42	1,99

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Unfamiliarity with Local Conditions	0-9 years	10-19 years	,214	,459	,974	-1,13	1,55
		20-29 years	1,000	,536	,337	-,57	2,57
		≥30 years	,571	,459	,673	-,77	1,91
	10-19 years	0-9 years	-,214	,459	,974	-1,55	1,13
		20-29 years	,786	,479	,452	-,61	2,19
		≥30 years	,357	,391	,841	-,79	1,50
	20-29 years	0-9 years	-1,000	,536	,337	-2,57	,57
		10-19 years	-,786	,479	,452	-2,19	,61
		≥30 years	-,429	,479	,849	-1,83	,97
	≥30 years	0-9 years	-,571	,459	,673	-1,91	,77
		10-19 years	-,357	,391	,841	-1,50	,79
		20-29 years	,429	,479	,849	-,97	1,83
	0-9 years	10-19 years	,214	,391	,946	-,93	1,36
		20-29 years	1,000	,500	,240	-,48	2,48
		≥30 years	,571	,474	,631	-,76	1,91
	10-19 years	0-9 years	-,214	,391	,946	-1,36	,93
		20-29 years	,786	,434	,324	-,54	2,11
		≥30 years	,357	,405	,814	-,77	1,48
	20-29 years	0-9 years	-1,000	,500	,240	-2,48	,48
		10-19 years	-,786	,434	,324	-2,11	,54
		≥30 years	-,429	,510	,835	-1,90	1,04
	≥30 years	0-9 years	-,571	,474	,631	-1,91	,76
		10-19 years	-,357	,405	,814	-1,48	,77
		20-29 years	,429	,510	,835	-1,04	1,90

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Jurisdictional Problems	0-9 years	10-19 years	-,482	,415	,719	-1,70	,73
		20-29 years	,661	,485	,607	-,76	2,08
		≥30 years	,018	,415	1,000	-1,20	1,23
	10-19 years	0-9 years	,482	,415	,719	-,73	1,70
		20-29 years	1,143	,434	,091	-,12	2,41
		≥30 years	,500	,354	,579	-,53	1,53
	20-29 years	0-9 years	-,661	,485	,607	-2,08	,76
		10-19 years	-1,143	,434	,091	-2,41	,12
		≥30 years	-,643	,434	,539	-1,91	,62
	≥30 years	0-9 years	-,018	,415	1,000	-1,23	1,20
		10-19 years	-,500	,354	,579	-1,53	,53
		20-29 years	,643	,434	,539	-,62	1,91
	0-9 years	10-19 years	-,482	,334	,493	-1,44	,48
		20-29 years	,661	,496	,564	-,85	2,17
		≥30 years	,018	,391	1,000	-1,08	1,12
	10-19 years	0-9 years	,482	,334	,493	-,48	1,44
		20-29 years	1,143	,468	,138	-,32	2,61
		≥30 years	,500	,355	,507	-,48	1,48
	20-29 years	0-9 years	-,661	,496	,564	-2,17	,85
		10-19 years	-1,143	,468	,138	-2,61	,32
		≥30 years	-,643	,510	,604	-2,16	,88
	≥30 years	0-9 years	-,018	,391	1,000	-1,12	1,08
		10-19 years	-,500	,355	,507	-1,48	,48
		20-29 years	,643	,510	,604	-,88	2,16

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Partner's Financial Problems	0-9 years	10-19 years	,107	,491	,997	-1,33	1,54
		20-29 years	,679	,573	,707	-1,00	2,35
		≥30 years	,179	,491	,988	-1,26	1,61
	10-19 years	0-9 years	-,107	,491	,997	-1,54	1,33
		20-29 years	,571	,513	,744	-,93	2,07
		≥30 years	,071	,419	,999	-1,15	1,29
	20-29 years	0-9 years	-,679	,573	,707	-2,35	1,00
		10-19 years	-,571	,513	,744	-2,07	,93
		≥30 years	-,500	,513	,813	-2,00	1,00
	≥30 years	0-9 years	-,179	,491	,988	-1,61	1,26
		10-19 years	-,071	,419	,999	-1,29	1,15
		20-29 years	,500	,513	,813	-1,00	2,00
	0-9 years	10-19 years	,107	,403	,993	-1,05	1,26
		20-29 years	,679	,614	,695	-1,20	2,56
		≥30 years	,179	,450	,978	-1,09	1,45
	10-19 years	0-9 years	-,107	,403	,993	-1,26	1,05
		20-29 years	,571	,586	,767	-1,26	2,41
		≥30 years	,071	,410	,998	-1,06	1,20
	20-29 years	0-9 years	-,679	,614	,695	-2,56	1,20
		10-19 years	-,571	,586	,767	-2,41	1,26
		≥30 years	-,500	,619	,849	-2,37	1,37
	≥30 years	0-9 years	-,179	,450	,978	-1,45	1,09
		10-19 years	-,071	,410	,998	-1,20	1,06
		20-29 years	,500	,619	,849	-1,37	2,37

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Planning and Scheduling Errors	0-9 years	10-19 years	-,321	,397	,883	-1,48	,84
		20-29 years	,179	,464	,985	-1,18	1,53
		≥30 years	,107	,397	,995	-1,05	1,27
	10-19 years	0-9 years	,321	,397	,883	-,84	1,48
		20-29 years	,500	,415	,696	-,71	1,71
		≥30 years	,429	,339	,662	-,56	1,42
	20-29 years	0-9 years	-,179	,464	,985	-1,53	1,18
		10-19 years	-,500	,415	,696	-1,71	,71
		≥30 years	-,071	,415	,999	-1,28	1,14
	≥30 years	0-9 years	-,107	,397	,995	-1,27	1,05
		10-19 years	-,429	,339	,662	-1,42	,56
		20-29 years	,071	,415	,999	-1,14	1,28
	0-9 years	10-19 years	-,321	,354	,801	-1,39	,74
		20-29 years	,179	,574	,989	-1,56	1,92
		≥30 years	,107	,400	,993	-1,04	1,26
	10-19 years	0-9 years	,321	,354	,801	-,74	1,39
		20-29 years	,500	,508	,763	-1,16	2,16
		≥30 years	,429	,298	,489	-,40	1,25
	20-29 years	0-9 years	-,179	,574	,989	-1,92	1,56
		10-19 years	-,500	,508	,763	-2,16	1,16
		≥30 years	-,071	,541	,999	-1,75	1,61
	≥30 years	0-9 years	-,107	,400	,993	-1,26	1,04
		10-19 years	-,429	,298	,489	-1,25	,40
		20-29 years	,071	,541	,999	-1,61	1,75

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Design or Engineering Errors	0-9 years	10-19 years	-,732	,385	,321	-1,86	,39
		20-29 years	-,232	,450	,966	-1,55	1,08
		≥30 years	-,875	,385	,179	-2,00	,25
	10-19 years	0-9 years	,732	,385	,321	-,39	1,86
		20-29 years	,500	,402	,674	-,68	1,68
		≥30 years	-,143	,328	,979	-1,10	,82
	20-29 years	0-9 years	,232	,450	,966	-1,08	1,55
		10-19 years	-,500	,402	,674	-1,68	,68
		≥30 years	-,643	,402	,474	-1,82	,53
	≥30 years	0-9 years	,875	,385	,179	-,25	2,00
		10-19 years	,143	,328	,979	-,82	1,10
		20-29 years	,643	,402	,474	-,53	1,82
	0-9 years	10-19 years	-,732	,502	,495	-2,28	,81
		20-29 years	-,232	,572	,976	-1,92	1,46
		≥30 years	-,875	,492	,343	-2,41	,66
	10-19 years	0-9 years	,732	,502	,495	-,81	2,28
		20-29 years	,500	,394	,601	-,70	1,70
		≥30 years	-,143	,264	,948	-,87	,58
	20-29 years	0-9 years	,232	,572	,976	-1,46	1,92
		10-19 years	-,500	,394	,601	-1,70	,70
		≥30 years	-,643	,382	,384	-1,83	,54
	≥30 years	0-9 years	,875	,492	,343	-,66	2,41
		10-19 years	,143	,264	,948	-,58	,87
		20-29 years	,643	,382	,384	-,54	1,83

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Under Insurance of One Partner	0-9 years	10-19 years	-,357	,391	,841	-1,50	,79
		20-29 years	,429	,457	,830	-,91	1,76
		≥30 years	,500	,391	,655	-,64	1,64
	10-19 years	0-9 years	,357	,391	,841	-,79	1,50
		20-29 years	,786	,409	,311	-,41	1,98
		≥30 years	,857	,334	,104	-,12	1,83
	20-29 years	0-9 years	-,429	,457	,830	-1,76	,91
		10-19 years	-,786	,409	,311	-1,98	,41
		≥30 years	,071	,409	,999	-1,12	1,27
	≥30 years	0-9 years	-,500	,391	,655	-1,64	,64
		10-19 years	-,857	,334	,104	-1,83	,12
		20-29 years	-,071	,409	,999	-1,27	1,12
	0-9 years	10-19 years	-,357	,312	,667	-1,23	,52
		20-29 years	,429	,414	,735	-,86	1,72
		≥30 years	,500	,314	,406	-,38	1,38
	10-19 years	0-9 years	,357	,312	,667	-,52	1,23
		20-29 years	,786	,445	,336	-,54	2,11
		≥30 years	,857	,353	,097	-,11	1,83
	20-29 years	0-9 years	-,429	,414	,735	-1,72	,86
		10-19 years	-,786	,445	,336	-2,11	,54
		≥30 years	,071	,446	,998	-1,26	1,40
	≥30 years	0-9 years	-,500	,314	,406	-1,38	,38
		10-19 years	-,857	,353	,097	-1,83	,11
		20-29 years	-,071	,446	,998	-1,40	1,26

*. The mean difference is significant at the 0.05 level.

Table A.27: Post Hoc Tests of the causes of claims and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Violation of Contract Terms	0-9 years	10-19 years	-,518	,485	,768	-1,94	,90
		20-29 years	,554	,567	,812	-1,10	2,21
		≥30 years	,196	,485	,983	-1,22	1,61
	10-19 years	0-9 years	,518	,485	,768	-,90	1,94
		20-29 years	1,071	,507	,232	-,41	2,55
		≥30 years	,714	,414	,406	-,49	1,92
	20-29 years	0-9 years	-,554	,567	,812	-2,21	1,10
		10-19 years	-1,071	,507	,232	-2,55	,41
		≥30 years	-,357	,507	,919	-1,84	1,12
	≥30 years	0-9 years	-,196	,485	,983	-1,61	1,22
		10-19 years	-,714	,414	,406	-1,92	,49
		20-29 years	,357	,507	,919	-1,12	1,84
	0-9 years	10-19 years	-,518	,433	,643	-1,85	,82
		20-29 years	,554	,661	,836	-1,42	2,53
		≥30 years	,196	,523	,981	-1,30	1,69
	10-19 years	0-9 years	,518	,433	,643	-,82	1,85
		20-29 years	1,071	,555	,294	-,75	2,89
		≥30 years	,714	,379	,267	-,35	1,78
	20-29 years	0-9 years	-,554	,661	,836	-2,53	1,42
		10-19 years	-1,071	,555	,294	-2,89	,75
		≥30 years	-,357	,628	,939	-2,24	1,53
	≥30 years	0-9 years	-,196	,523	,981	-1,69	1,30
		10-19 years	-,714	,379	,267	-1,78	,35
		20-29 years	,357	,628	,939	-1,53	2,24

*. The mean difference is significant at the 0.05 level.

Table A.28 : Test of homogeneity of variances of statements and tenure

	Levene Statistic	df1	df2	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	2,148	3	39	,110
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	1,824	3	39	,159
Claims should be submitted only if the claimed amount is considerably high.	4,680	3	39	,007
In submission of claims business culture of the opposing party should be considered.	,524	3	39	,669
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	,800	3	39	,501
In a possibility of a counter-claim, the claim should not be submitted.	2,643	3	39	,063
Claims should be submitted in any available case.	,837	3	39	,482

Table A.29 : ANOVA analysis of the statements and tenure

		Sum of Squares	df	Mean Square	F	Sig.
Claims should be submitted only for the cases that have high possibility of acceptance.	Between Groups	5,032	3	1,677	,773	,516
	Within Groups	84,643	39	2,170		
	Total	89,674	42			
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Between Groups	14,440	3	4,813	3,125	,037
	Within Groups	60,071	39	1,540		
	Total	74,512	42			
Claims should be submitted only if the claimed amount is considerably high.	Between Groups	11,995	3	3,998	3,953	,015
	Within Groups	39,446	39	1,011		
	Total	51,442	42			
In submission of claims business culture of the opposing party should be considered.	Between Groups	1,155	3	,385	,270	,847
	Within Groups	55,589	39	1,425		
	Total	56,744	42			
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Between Groups	3,806	3	1,269	,657	,584
	Within Groups	75,357	39	1,932		
	Total	79,163	42			
In a possibility of a counter-claim, the claim should not be submitted.	Between Groups	6,241	3	2,080	2,087	,118
	Within Groups	38,875	39	,997		
	Total	45,116	42			
Claims should be submitted in any available case.	Between Groups	4,799	3	1,600	,883	,458
	Within Groups	70,643	39	1,811		
	Total	75,442	42			

Table A.30 : Post Hoc Tests of the statements and tenure

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted only for the cases that have high possibility of acceptance.	0-9 years	10-19 years	,714	,653	,755	-1,19	2,62
		20-29 years	,357	,762	,974	-1,87	2,58
		≥30 years	-,071	,653	1,000	-1,98	1,84
	10-19 years	0-9 years	-,714	,653	,755	-2,62	1,19
		20-29 years	-,357	,682	,964	-2,35	1,64
		≥30 years	-,786	,557	,579	-2,41	,84
	20-29 years	0-9 years	-,357	,762	,974	-2,58	1,87
		10-19 years	,357	,682	,964	-1,64	2,35
		≥30 years	-,429	,682	,941	-2,42	1,56
	≥30 years	0-9 years	,071	,653	1,000	-1,84	1,98
		10-19 years	,786	,557	,579	-,84	2,41
		20-29 years	,429	,682	,941	-1,56	2,42
	0-9 years	10-19 years	,714	,556	,584	-,85	2,28
		20-29 years	,357	,769	,965	-2,01	2,73
		≥30 years	-,071	,542	,999	-1,60	1,46
	10-19 years	0-9 years	-,714	,556	,584	-2,28	,85
		20-29 years	-,357	,785	,967	-2,73	2,02
		≥30 years	-,786	,563	,514	-2,33	,76
	20-29 years	0-9 years	-,357	,769	,965	-2,73	2,01
		10-19 years	,357	,785	,967	-2,02	2,73
		≥30 years	-,429	,774	,944	-2,79	1,93
	≥30 years	0-9 years	,071	,542	,999	-1,46	1,60
		10-19 years	,786	,563	,514	-,76	2,33
		20-29 years	,429	,774	,944	-1,93	2,79

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	0-9 years	10-19 years	1,143	,550	,246	-,46	2,75
		20-29 years	1,500	,642	,160	-,38	3,38
		≥30 years	,214	,550	,985	-1,39	1,82
	10-19 years	0-9 years	-1,143	,550	,246	-2,75	,46
		20-29 years	,357	,575	,942	-1,32	2,04
		≥30 years	-,929	,469	,286	-2,30	,44
	20-29 years	0-9 years	-1,500	,642	,160	-3,38	,38
		10-19 years	-,357	,575	,942	-2,04	1,32
		≥30 years	-1,286	,575	,189	-2,96	,39
	≥30 years	0-9 years	-,214	,550	,985	-1,82	1,39
		10-19 years	,929	,469	,286	-,44	2,30
		20-29 years	1,286	,575	,189	-,39	2,96
	0-9 years	10-19 years	1,143	,587	,259	-,59	2,88
		20-29 years	1,500	,627	,129	-,35	3,35
		≥30 years	,214	,613	,985	-1,57	2,00
	10-19 years	0-9 years	-1,143	,587	,259	-2,88	,59
		20-29 years	,357	,487	,882	-1,06	1,78
		≥30 years	-,929	,469	,222	-2,22	,36
	20-29 years	0-9 years	-1,500	,627	,129	-3,35	,35
		10-19 years	-,357	,487	,882	-1,78	1,06
		≥30 years	-1,286	,518	,102	-2,77	,20
	≥30 years	0-9 years	-,214	,613	,985	-2,00	1,57
		10-19 years	,929	,469	,222	-,36	2,22
		20-29 years	1,286	,518	,102	-,20	2,77

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

						95% Confidence Interval			
			Mean Diff. (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound		
Dependent Variable	(I) Tenure	(J) Tenure							
Claims should be submitted only if the claimed amount is considerably high.	Scheffe	0-9	10-19 years	,411	,446	,837	-,89	1,71	
		years	20-29 years	-,304	,521	,952	-1,82	1,22	
			≥30 years	-,875	,446	,293	-2,18	,43	
		10-19	0-9 years	-,411	,446	,837	-1,71	,89	
			years	20-29 years	-,714	,466	,510	-2,07	,65
				≥30 years	-1,286*	,380	,017	-2,40	-,18
		20-29	0-9 years	,304	,521	,952	-1,22	1,82	
			years	10-19 years	,714	,466	,510	-,65	2,07
				≥30 years	-,571	,466	,683	-1,93	,79
	Games- Howell	≥30	0-9 years	,875	,446	,293	-,43	2,18	
			years	10-19 years	1,286*	,380	,017	,18	2,40
				20-29 years	,571	,466	,683	-,79	1,93
		0-9	10-19 years	,411	,279	,480	-,40	1,22	
			years	20-29 years	-,304	,615	,958	-2,28	1,67
				≥30 years	-,875	,388	,142	-1,96	,21
		10-19	0-9 years	-,411	,279	,480	-1,22	,40	
			years	20-29 years	-,714	,594	,645	-2,68	1,25
				≥30 years	-1,286*	,354	,009	-2,28	-,29
		20-29	0-9 years	,304	,615	,958	-1,67	2,28	
			years	10-19 years	,714	,594	,645	-1,25	2,68
				≥30 years	-,571	,652	,817	-2,58	1,43
		≥30	0-9 years	,875	,388	,142	-,21	1,96	
			years	10-19 years	1,286*	,354	,009	,29	2,28
				20-29 years	,571	,652	,817	-1,43	2,58

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In submission of claims business culture of the opposing party should be considered.	0-9 years	10-19 years	-,054	,529	1,000	-1,60	1,49
		20-29 years	,089	,618	,999	-1,72	1,89
		≥30 years	-,339	,529	,937	-1,89	1,21
	10-19 years	0-9 years	,054	,529	1,000	-1,49	1,60
		20-29 years	,143	,553	,995	-1,47	1,76
		≥30 years	-,286	,451	,939	-1,60	1,03
	20-29 years	0-9 years	-,089	,618	,999	-1,89	1,72
		10-19 years	-,143	,553	,995	-1,76	1,47
		≥30 years	-,429	,553	,895	-2,04	1,19
	≥30 years	0-9 years	,339	,529	,937	-1,21	1,89
		10-19 years	,286	,451	,939	-1,03	1,60
		20-29 years	,429	,553	,895	-1,19	2,04
	0-9 years	10-19 years	-,054	,522	1,000	-1,56	1,46
		20-29 years	,089	,670	,999	-1,90	2,08
		≥30 years	-,339	,519	,912	-1,84	1,17
	10-19 years	0-9 years	,054	,522	1,000	-1,46	1,56
		20-29 years	,143	,607	,995	-1,70	1,99
		≥30 years	-,286	,434	,912	-1,48	,90
	20-29 years	0-9 years	-,089	,670	,999	-2,08	1,90
		10-19 years	-,143	,607	,995	-1,99	1,70
		≥30 years	-,429	,604	,891	-2,27	1,41
	≥30 years	0-9 years	,339	,519	,912	-1,17	1,84
		10-19 years	,286	,434	,912	-,90	1,48
		20-29 years	,429	,604	,891	-1,41	2,27

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	0-9 years	10-19 years	,250	,616	,983	-1,55	2,05
		20-29 years	-,536	,719	,906	-2,64	1,57
		≥30 years	-,321	,616	,965	-2,12	1,48
	10-19 years	0-9 years	-,250	,616	,983	-2,05	1,55
		20-29 years	-,786	,643	,686	-2,67	1,09
		≥30 years	-,571	,525	,758	-2,11	,96
	20-29 years	0-9 years	,536	,719	,906	-1,57	2,64
		10-19 years	,786	,643	,686	-1,09	2,67
		≥30 years	,214	,643	,990	-1,67	2,09
	≥30 years	0-9 years	,321	,616	,965	-1,48	2,12
		10-19 years	,571	,525	,758	-,96	2,11
		20-29 years	-,214	,643	,990	-2,09	1,67
	0-9 years	10-19 years	,250	,559	,969	-1,37	1,87
		20-29 years	-,536	,757	,892	-2,80	1,73
		≥30 years	-,321	,604	,950	-2,04	1,40
	10-19 years	0-9 years	-,250	,559	,969	-1,87	1,37
		20-29 years	-,786	,689	,675	-2,91	1,34
		≥30 years	-,571	,516	,688	-1,99	,85
	20-29 years	0-9 years	,536	,757	,892	-1,73	2,80
		10-19 years	,786	,689	,675	-1,34	2,91
		≥30 years	,214	,725	,991	-1,96	2,39
	≥30 years	0-9 years	,321	,604	,950	-1,40	2,04
		10-19 years	,571	,516	,688	-,85	1,99
		20-29 years	-,214	,725	,991	-2,39	1,96

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In a possibility of a counter-claim, the claim should not be submitted.	0-9 years	10-19 years	-,839	,442	,323	-2,13	,45
		20-29 years	,161	,517	,992	-1,35	1,67
		≥30 years	-,268	,442	,946	-1,56	1,02
	10-19 years	0-9 years	,839	,442	,323	-,45	2,13
		20-29 years	1,000	,462	,214	-,35	2,35
		≥30 years	,571	,377	,521	-,53	1,67
	20-29 years	0-9 years	-,161	,517	,992	-1,67	1,35
		10-19 years	-1,000	,462	,214	-2,35	,35
		≥30 years	-,429	,462	,835	-1,78	,92
	≥30 years	0-9 years	,268	,442	,946	-1,02	1,56
		10-19 years	-,571	,377	,521	-1,67	,53
		20-29 years	,429	,462	,835	-,92	1,78
	0-9 years	10-19 years	-,839	,449	,273	-2,10	,42
		20-29 years	,161	,411	,979	-1,05	1,37
		≥30 years	-,268	,375	,890	-1,35	,81
	10-19 years	0-9 years	,839	,449	,273	-,42	2,10
		20-29 years	1,000	,443	,145	-,25	2,25
		≥30 years	,571	,410	,515	-,56	1,71
	20-29 years	0-9 years	-,161	,411	,979	-1,37	1,05
		10-19 years	-1,000	,443	,145	-2,25	,25
		≥30 years	-,429	,367	,657	-1,50	,64
	≥30 years	0-9 years	,268	,375	,890	-,81	1,35
		10-19 years	-,571	,410	,515	-1,71	,56
		20-29 years	,429	,367	,657	-,64	1,50

*. The mean difference is significant at the 0.05 level.

Table A.30: Post Hoc Tests of the statements and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Claims should be submitted in any available case.	0-9 years	10-19 years	-,036	,596	1,000	-1,78	1,71
		20-29 years	,536	,697	,898	-1,50	2,57
		≥30 years	-,464	,596	,894	-2,21	1,28
	10-19 years	0-9 years	,036	,596	1,000	-1,71	1,78
		20-29 years	,571	,623	,839	-1,25	2,39
		≥30 years	-,429	,509	,870	-1,91	1,06
	20-29 years	0-9 years	-,536	,697	,898	-2,57	1,50
		10-19 years	-,571	,623	,839	-2,39	1,25
		≥30 years	-1,000	,623	,471	-2,82	,82
	≥30 years	0-9 years	,464	,596	,894	-1,28	2,21
		10-19 years	,429	,509	,870	-1,06	1,91
		20-29 years	1,000	,623	,471	-,82	2,82
	0-9 years	10-19 years	-,036	,680	1,000	-2,06	1,99
		20-29 years	,536	,788	,903	-1,78	2,85
		≥30 years	-,464	,672	,899	-2,48	1,55
	10-19 years	0-9 years	,036	,680	1,000	-1,99	2,06
		20-29 years	,571	,622	,796	-1,29	2,44
		≥30 years	-,429	,467	,796	-1,71	,85
	20-29 years	0-9 years	-,536	,788	,903	-2,85	1,78
		10-19 years	-,571	,622	,796	-2,44	1,29
		≥30 years	-1,000	,613	,403	-2,85	,85
	≥30 years	0-9 years	,464	,672	,899	-1,55	2,48
		10-19 years	,429	,467	,796	-,85	1,71
		20-29 years	1,000	,613	,403	-,85	2,85

*. The mean difference is significant at the 0.05 level.

Table A.31 : Test of homogeneity of variances of precautions and tenure

	Levene Statistic	df1	df2	Sig.
Waive the claim	,410	3	39	,747
Evaluation of the direct costs only	,318	3	39	,812
Reduction by a particular percentage	1,822	3	39	,159
No precautions	4,254	3	38	,011

Table A.32 : ANOVA analysis of the precautions and tenure

		Sum of Squares	df	Mean Square	F	Sig.
Waive the claim	Between	,904	3	,301	,220	,882
Evaluation of the direct costs only	Groups					
	Within	53,375	39	1,369		
Reduction by a particular percentage	Groups					
	Total	54,279	42			
No precautions	Between	4,321	3	1,440	1,355	,271
Waive the claim	Groups					
Evaluation of the direct costs only	Within	41,446	39	1,063		
	Groups					
	Total	45,767	42			
Reduction by a particular percentage	Between	2,814	3	,938	,809	,497
Waive the claim	Groups					
	Within	45,232	39	1,160		
	Groups					
	Total	48,047	42			
Evaluation of the direct costs only	Between	18,114	3	6,038	4,808	,006
	Groups					
	Within	47,720	38	1,256		
	Groups					
	Total	65,833	41			

Table A.33 : Post Hoc Tests of the precautions and tenure

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Waive the claim	Scheffe	10-19 years	-,018	,518	1,000	-1,53	1,50
		0-9 years	-,232	,605	,985	-2,00	1,54
		≥30 years	,196	,518	,986	-1,32	1,71
		10-19 years	,018	,518	1,000	-1,50	1,53
		20-29 years	-,214	,542	,984	-1,80	1,37
		≥30 years	,214	,442	,971	-1,08	1,51
		0-9 years	,232	,605	,985	-1,54	2,00
		10-19 years	,214	,542	,984	-1,37	1,80
		≥30 years	,429	,542	,890	-1,15	2,01
	Games-Howell	0-9 years	-,196	,518	,986	-1,71	1,32
		10-19 years	-,214	,442	,971	-1,51	1,08
		20-29 years	-,429	,542	,890	-2,01	1,15
		10-19 years	-,018	,507	1,000	-1,46	1,42
		20-29 years	-,232	,506	,967	-1,72	1,25
		≥30 years	,196	,497	,978	-1,22	1,61
		0-9 years	,018	,507	1,000	-1,42	1,46
		20-29 years	-,214	,482	,970	-1,59	1,16
		≥30 years	,214	,473	,968	-1,08	1,51
	Games-Howell	0-9 years	,232	,506	,967	-1,25	1,72
		10-19 years	,214	,482	,970	-1,16	1,59
		≥30 years	,429	,472	,800	-,92	1,78
		0-9 years	-,196	,497	,978	-1,61	1,22
		10-19 years	-,214	,473	,968	-1,51	1,08
		20-29 years	-,429	,472	,800	-1,78	,92

*. The mean difference is significant at the 0.05 level.

Table A.33: Post Hoc Tests of the precautions and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Evaluation of the direct costs only	Scheffe	0-9 years	10-19 years	,589	,457	,648	-,75 1,92
		0-9 years	20-29 years	,304	,534	,955	-1,26 1,86
			≥30 years	,875	,457	,314	-,46 2,21
		10-19 years	0-9 years	-,589	,457	,648	-1,92 ,75
			20-29 years	-,286	,477	,948	-1,68 1,11
			≥30 years	,286	,390	,910	-,85 1,42
		20-29 years	0-9 years	-,304	,534	,955	-1,86 1,26
			10-19 years	,286	,477	,948	-1,11 1,68
			≥30 years	,571	,477	,699	-,82 1,97
	Games-Howell	≥30 years	0-9 years	-,875	,457	,314	-2,21 ,46
			10-19 years	-,286	,390	,910	-1,42 ,85
			20-29 years	-,571	,477	,699	-1,97 ,82
		0-9 years	10-19 years	,589	,424	,521	-,61 1,78
			20-29 years	,304	,472	,916	-1,10 1,71
			≥30 years	,875	,405	,173	-,27 2,02
		10-19 years	0-9 years	-,589	,424	,521	-1,78 ,61
			20-29 years	-,286	,478	,931	-1,68 1,10
			≥30 years	,286	,412	,898	-,84 1,42
		20-29 years	0-9 years	-,304	,472	,916	-1,71 1,10
			10-19 years	,286	,478	,931	-1,10 1,68
			≥30 years	,571	,461	,615	-,79 1,93
		≥30 years	0-9 years	-,875	,405	,173	-2,02 ,27
			10-19 years	-,286	,412	,898	-1,42 ,84
			20-29 years	-,571	,461	,615	-1,93 ,79

*. The mean difference is significant at the 0.05 level.

Table A.33: Post Hoc Tests of the precautions and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Reduction by a particular percentage	0-9 years	10-19 years	,482	,477	,796	-,91	1,88
		20-29 years	,696	,557	,671	-,93	2,32
		≥30 years	,696	,477	,552	-,70	2,09
	10-19 years	0-9 years	-,482	,477	,796	-1,88	,91
		20-29 years	,214	,499	,980	-1,24	1,67
		≥30 years	,214	,407	,964	-,97	1,40
	20-29 years	0-9 years	-,696	,557	,671	-2,32	,93
		10-19 years	-,214	,499	,980	-1,67	1,24
		≥30 years	,000	,499	1,000	-1,46	1,46
	≥30 years	0-9 years	-,696	,477	,552	-2,09	,70
		10-19 years	-,214	,407	,964	-1,40	,97
		20-29 years	,000	,499	1,000	-1,46	1,46
	0-9 years	10-19 years	,482	,382	,596	-,59	1,55
		20-29 years	,696	,485	,509	-,81	2,20
		≥30 years	,696	,384	,295	-,38	1,77
	10-19 years	0-9 years	-,482	,382	,596	-1,55	,59
		20-29 years	,214	,528	,976	-1,35	1,78
		≥30 years	,214	,436	,960	-,98	1,41
	20-29 years	0-9 years	-,696	,485	,509	-2,20	,81
		10-19 years	-,214	,528	,976	-1,78	1,35
		≥30 years	,000	,529	1,000	-1,56	1,56
	≥30 years	0-9 years	-,696	,384	,295	-1,77	,38
		10-19 years	-,214	,436	,960	-1,41	,98
		20-29 years	,000	,529	1,000	-1,56	1,56

*. The mean difference is significant at the 0.05 level.

Table A.33: Post Hoc Tests of the precautions and tenure (continued)

Dependent Variable	(I) Tenure	(J) Tenure	Mean Diff. (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
No precautions	0-9 years	10-19 years	,179	,497	,988	-1,27	1,63
		20-29 years	-1,679	,580	,053	-3,37	,02
		≥30 years	-,635	,504	,665	-2,11	,84
	10-19 years	0-9 years	-,179	,497	,988	-1,63	1,27
		20-29 years	-1,857*	,519	,011	-3,37	-,34
		≥30 years	-,813	,432	,329	-2,08	,45
	20-29 years	0-9 years	1,679	,580	,053	-,02	3,37
		10-19 years	1,857*	,519	,011	,34	3,37
		≥30 years	1,044	,525	,283	-,49	2,58
	≥30 years	0-9 years	,635	,504	,665	-,84	2,11
		10-19 years	,813	,432	,329	-,45	2,08
		20-29 years	-1,044	,525	,283	-2,58	,49
	0-9 years	10-19 years	,179	,321	,944	-,74	1,10
		20-29 years	-1,679	,584	,075	-3,52	,16
		≥30 years	-,635	,472	,549	-1,97	,70
	10-19 years	0-9 years	-,179	,321	,944	-1,10	,74
		20-29 years	-1,857*	,565	,046	-3,68	-,04
		≥30 years	-,813	,449	,301	-2,08	,46
	20-29 years	0-9 years	1,679	,584	,075	-,16	3,52
		10-19 years	1,857*	,565	,046	,04	3,68
		≥30 years	1,044	,663	,426	-,91	2,99
	≥30 years	0-9 years	,635	,472	,549	-,70	1,97
		10-19 years	,813	,449	,301	-,46	2,08
		20-29 years	-1,044	,663	,426	-2,99	,91

*. The mean difference is significant at the 0.05 level.

Table A.34 : T-test of causes of claim and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Variations	Female	7	4,57	1,134	,429
	Male	36	4,00	1,121	,187
Extension of Time	Female	7	3,86	1,345	,508
	Male	36	3,94	1,120	,187
Poor Quality and/or Defective Work	Female	7	4,71	,488	,184
	Male	36	3,75	,937	,156
Poor Definition of Scope of Work	Female	7	4,57	,787	,297
	Male	36	3,94	1,040	,173
Poor Administration / Management	Female	7	4,14	1,215	,459
	Male	36	4,22	,929	,155
Deficiency in Sharing of Information	Female	7	3,86	1,069	,404
	Male	36	3,83	,878	,146
Unclear and/or Defective Contract Terms	Female	7	3,86	1,215	,459
	Male	36	4,11	,979	,163
Difference in Ways of Doing Things	Female	7	3,71	1,113	,421
	Male	36	3,33	1,014	,169
Adversarial Approach in Handling Disputes	Female	7	3,71	,951	,360
	Male	35	3,34	1,027	,174
Lack of Team Spirit	Female	7	3,57	1,512	,571
	Male	36	3,58	1,180	,197
Lack of Knowledge of Legal Systems	Female	7	4,00	1,155	,436
	Male	36	3,25	1,204	,201
Unfamiliarity with Local Conditions	Female	7	3,71	,756	,286
	Male	36	3,56	1,107	,184
Jurisdictional Problems	Female	7	3,71	,756	,286
	Male	36	3,36	1,018	,170
Partner's Financial Problems	Female	7	3,86	1,069	,404
	Male	36	4,08	1,105	,184
Planning and Scheduling Errors	Female	7	3,86	1,069	,404
	Male	36	3,78	,866	,144
Design or Engineering Errors	Female	7	4,71	,756	,286
	Male	36	4,08	,906	,151
Under Insurance of One Partner	Female	7	3,14	,690	,261
	Male	36	2,83	,971	,162
Violation of Contract Terms	Female	7	4,43	,787	,297
	Male	36	4,08	1,180	,197
Other	Female	0 ^a	.	.	.
	Male	5	4,00	,707	,316

a. t cannot be computed because at least one of the groups is empty.

Table A.34: T-test of causes of claim and gender (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Variations	Equal variances assumed	,102	,751	1,232	41	,225	,571	,464	-,365	1,508
	Equal variances not assumed			1,222	8,446	,255	,571	,468	-,497	1,640
Extension of Time	Equal variances assumed	,330	,569	-,183	41	,856	-,087	,477	-1,051	,877
	Equal variances not assumed			-,161	7,702	,876	-,087	,542	-1,345	1,170
Poor Quality and/or Defective Work	Equal variances assumed	1,937	,171	2,635	41	,012	,964	,366	,225	1,703
	Equal variances not assumed			3,990	16,264	,001	,964	,242	,453	1,476
Poor Definition of Scope of Work	Equal variances assumed	,243	,624	1,507	41	,140	,627	,416	-,213	1,467
	Equal variances not assumed			1,821	10,565	,097	,627	,344	-,135	1,388
Poor Administrat ion / Managemen t	Equal variances assumed	1,115	,297	-,197	41	,845	-,079	,403	-,894	,735
	Equal variances not assumed			-,164	7,426	,874	-,079	,485	-1,212	1,053

Table A.34: T-test of causes of claim and gender (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Deficiency in Sharing of Information	Equal variances assumed	,083	,775	,063	41	,950	,024	,375	-,734	,782
	Equal variances not assumed			,055	7,656	,957	,024	,430	-,975	1,023
Unclear and/or Defective Contract Terms	Equal variances assumed	1,007	,321	-,604	41	,549	-,254	,420	-1,102	,595
	Equal variances not assumed			-,521	7,590	,617	-,254	,487	-1,388	,881
Difference in Ways of Doing Things	Equal variances assumed	,044	,835	,896	41	,375	,381	,425	-,478	1,240
	Equal variances not assumed			,840	8,059	,425	,381	,453	-,663	1,425
Adversarial Approach in Handling Disputes	Equal variances assumed	,830	,368	,883	40	,383	,371	,421	-,479	1,222
	Equal variances not assumed			,930	9,040	,376	,371	,399	-,531	1,274
Lack of Team Spirit	Equal variances assumed	,501	,483	-,023	41	,981	-,012	,510	-1,042	1,018
	Equal variances not assumed			-,020	7,488	,985	-,012	,604	-1,422	1,398

Table A.34: T-test of causes of claim and gender (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Lack of Knowledge of Legal Systems	Equal variances assumed	,562	,458	1,517	41	,137	,750	,494	-,249	1,749
	Equal variances not assumed			1,561	8,739	,154	,750	,480	-,342	1,842
Unfamiliarit y with Local Conditions	Equal variances assumed	2,128	,152	,362	41	,720	,159	,439	-,728	1,045
	Equal variances not assumed			,467	11,698	,649	,159	,340	-,584	,902
Jurisdiction al Problems	Equal variances assumed	1,152	,289	,868	41	,390	,353	,407	-,468	1,174
	Equal variances not assumed			1,063	10,754	,311	,353	,332	-,380	1,087
Partner's Financial Problems	Equal variances assumed	,106	,746	-,498	41	,621	-,226	,454	-1,144	,691
	Equal variances not assumed			-,509	8,689	,623	-,226	,444	-1,236	,784
Planning and Scheduling Errors	Equal variances assumed	,421	,520	,214	41	,832	,079	,371	-,670	,829
	Equal variances not assumed			,185	7,606	,858	,079	,429	-,919	1,078

Table A.34: T-test of causes of claim and gender (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Design or Engineering Errors	Equal variances assumed	,484	,490	1,724	41	,092	,631	,366	-,108	1,370
	Equal variances not assumed			1,952	9,693	,080	,631	,323	-,092	1,354
Under Insurance of One Partner	Equal variances assumed	,843	,364	,801	41	,428	,310	,386	-,471	1,090
	Equal variances not assumed			1,008	11,224	,335	,310	,307	-,364	,983
Violation of Contract Terms	Equal variances assumed	,868	,357	,739	41	,464	,345	,467	-,598	1,289
	Equal variances not assumed			,968	12,005	,352	,345	,357	-,432	1,122

Table A.35 : T-test of statements and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Claims should be submitted only for the cases that have high possibility of acceptance.	Female	7	3,00	1,915	,724
	Male	36	3,28	1,386	,231
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Female	7	2,00	1,000	,378
	Male	36	2,97	1,341	,224
Claims should be submitted only if the claimed amount is considerably high.	Female	7	2,00	1,414	,535
	Male	36	2,39	1,050	,175
In submission of claims business culture of the opposing party should be considered.	Female	7	3,29	1,604	,606
	Male	36	3,53	1,082	,180
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Female	7	2,86	1,773	,670
	Male	36	2,86	1,313	,219
In a possibility of a counter-claim, the claim should not be submitted.	Female	7	1,57	,535	,202
	Male	36	2,33	1,069	,178
Claims should be submitted in any available case.	Female	7	3,57	1,397	,528
	Male	36	3,28	1,344	,224

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
Claims should be submitted only for the cases that have high possibility of acceptance.	Equal variances assumed	4,140	,048	-,456	41	,651	-,278	,609	-1,508	,953
	Equal variances not assumed			-,366	7,272	,725	-,278	,760	-2,061	1,505
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Equal variances assumed	3,916	,055	-1,815	41	,077	-,972	,536	-2,054	,110
	Equal variances not assumed			-2,214	10,708	,050	-,972	,439	-1,942	-,002

Table A.35: T-test of statements and gender (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Claims should be submitted only if the claimed amount is considerably high.	Equal variances assumed	,000	,985	-,848	41	,401	-,389	,459	-1,315	,537
	Equal variances not assumed			-,691	7,340	,511	-,389	,562	-1,706	,929
In submission of claims business culture of the opposing party should be considered.	Equal variances assumed	4,186	,047	-,500	41	,620	-,242	,484	-1,221	,736
	Equal variances not assumed			-,383	7,100	,713	-,242	,632	-1,733	1,249
Claims should be submitted at the hand- over process of the projects if it is contractually possible.	Equal variances assumed	2,611	,114	-,007	41	,995	-,004	,574	-1,163	1,155
	Equal variances not assumed			-,006	7,333	,996	-,004	,705	-1,655	1,648
In a possibility of a counter- claim, the claim should not be submitted.	Equal variances assumed	2,727	,106	-1,829	41	,075	-,762	,417	-1,603	,080
	Equal variances not assumed			-2,828	17,181	,012	-,762	,269	-1,330	-,194
Claims should be submitted in any available case.	Equal variances assumed	,052	,821	,526	41	,602	,294	,558	-,834	1,421
	Equal variances not assumed			,512	8,307	,622	,294	,574	-1,021	1,608

Table A.36 : T-test of precautions and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Waive the claim	Female	7	2,43	1,397	,528
	Male	36	2,64	1,099	,183
Evaluation of the direct costs only	Female	7	3,29	,951	,360
	Male	36	3,36	1,073	,179
Reduction by a particular percentage	Female	7	3,71	1,380	,522
	Male	36	3,61	1,022	,170
No precautions	Female	7	2,29	1,604	,606
	Male	35	2,14	1,216	,206
Other	Female	0 ^a	.	.	.
	Male	1	3,00	.	.

a. t cannot be computed because at least one of the groups is empty.

		Independent Samples Test									
		Levene's Test for Equality of Variances			t-test for Equality of Means						
										95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	Lower	Upper	
Waive the claim	Equal variances assumed	,316	,577	-,444	41	,660	-,210	,474	-1,168	,747	
	Equal variances not assumed			-,376	7,513	,717	-,210	,559	-1,514	1,093	
Evaluation of the direct costs only	Equal variances assumed	,585	,449	-,173	41	,864	-,075	,436	-,956	,806	
	Equal variances not assumed			-,188	9,240	,855	-,075	,402	-,980	,829	
Reduction by a particular percentage	Equal variances assumed	,222	,640	,231	41	,819	,103	,447	-,799	1,006	
	Equal variances not assumed			,188	7,333	,856	,103	,549	-1,183	1,389	
No precautions	Equal variances assumed	,856	,361	,269	40	,789	,143	,531	-,930	1,215	
	Equal variances not assumed			,223	7,442	,829	,143	,640	-1,352	1,638	

Table A.37 : T-test of causes of claim and IDV

	IDV	N	Mean	Std. Deviation	Std. Error Mean
Variations	Individualist	9	4,22	,972	,324
	Collectivist	34	4,06	1,179	,202
Extension of Time	Individualist	9	4,00	1,118	,373
	Collectivist	34	3,91	1,164	,200
Poor Quality and/or Defective Work	Individualist	9	3,33	1,000	,333
	Collectivist	34	4,06	,886	,152
Poor Definition of Scope of Work	Individualist	9	3,78	,833	,278
	Collectivist	34	4,12	1,066	,183
Poor Administration / Management	Individualist	9	4,33	,866	,289
	Collectivist	34	4,18	,999	,171
Deficiency in Sharing of Information	Individualist	9	3,33	,866	,289
	Collectivist	34	3,97	,870	,149
Unclear and/or Defective Contract Terms	Individualist	9	3,78	1,202	,401
	Collectivist	34	4,15	,958	,164
Difference in Ways of Doing Things	Individualist	9	3,22	,972	,324
	Collectivist	34	3,44	1,050	,180
Adversarial Approach in Handling Disputes	Individualist	8	3,25	1,035	,366
	Collectivist	34	3,44	1,021	,175
Lack of Team Spirit	Individualist	9	2,78	1,202	,401
	Collectivist	34	3,79	1,149	,197
Lack of Knowledge of Legal Systems	Individualist	9	2,67	1,118	,373
	Collectivist	34	3,56	1,186	,203
Unfamiliarity with Local Conditions	Individualist	9	3,22	1,093	,364
	Collectivist	34	3,68	1,036	,178
Jurisdictional Problems	Individualist	9	2,56	,882	,294
	Collectivist	34	3,65	,884	,152
Partner's Financial Problems	Individualist	9	2,78	1,093	,364
	Collectivist	34	4,38	,817	,140
Planning and Scheduling Errors	Individualist	9	3,11	1,054	,351
	Collectivist	34	3,97	,758	,130
Design or Engineering Errors	Individualist	9	3,78	,667	,222
	Collectivist	34	4,29	,938	,161
Under Insurance of One Partner	Individualist	9	2,22	,667	,222
	Collectivist	34	3,06	,919	,158
Violation of Contract Terms	Individualist	9	3,00	1,225	,408
	Collectivist	34	4,44	,894	,153
Other	Individualist	2	3,50	,707	,500
	Collectivist	3	4,33	,577	,333

Table A.37: T-test of causes of claim and IDV (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Variations	Equal variances assumed	,957	,334	,382	41	,705	,163	,428	-,701	1,028
	Equal variances not assumed			,428	14,901	,675	,163	,382	-,651	,978
Extension of Time	Equal variances assumed	,049	,826	,204	41	,840	,088	,433	-,786	,963
	Equal variances not assumed			,209	12,993	,838	,088	,423	-,825	1,002
Poor Quality and/or Defective Work	Equal variances assumed	,808	,374	-2,129	41	,039	-,725	,341	-1,414	-,037
	Equal variances not assumed			-1,981	11,546	,072	-,725	,366	-1,527	,076
Poor Definition of Scope of Work	Equal variances assumed	1,202	,279	-,884	41	,382	-,340	,384	-1,116	,436
	Equal variances not assumed			-1,022	15,723	,322	-,340	,333	-1,046	,366
Poor Administrat ion / Managemen t	Equal variances assumed	,025	,874	,429	41	,670	,157	,365	-,581	,895
	Equal variances not assumed			,467	14,203	,647	,157	,336	-,562	,876

Table A.37: T-test of causes of claim and IDV (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Deficiency in Sharing of Information	Equal variances assumed	,027	,870	-1,956	41	,057	-,637	,326	-1,295	,021
	Equal variances not assumed			-1,961	12,625	,072	-,637	,325	-1,341	,067
Unclear and/or Defective Contract Terms	Equal variances assumed	,647	,426	-,975	41	,335	-,369	,379	-1,134	,395
	Equal variances not assumed			-,853	10,841	,412	-,369	,433	-1,324	,585
Difference in Ways of Doing Things	Equal variances assumed	,498	,484	-,564	41	,576	-,219	,388	-1,003	,565
	Equal variances not assumed			-,591	13,398	,565	-,219	,371	-1,017	,579
Adversarial Approach in Handling Disputes	Equal variances assumed	,140	,710	-,475	40	,637	-,191	,402	-1,004	,621
	Equal variances not assumed			-,471	10,454	,647	-,191	,406	-1,090	,707
Lack of Team Spirit	Equal variances assumed	,000	,990	-2,338	41	,024	-1,016	,435	-1,894	-,139
	Equal variances not assumed			-2,276	12,166	,042	-1,016	,446	-1,988	-,045

Table A.37: T-test of causes of claim and IDV (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Lack of Knowledge of Legal Systems	Equal variances assumed	,185	,669	-2,029	41	,049	-,892	,440	-1,780	-,004
	Equal variances not assumed			-2,102	13,188	,055	-,892	,425	-1,808	,024
Unfamiliarit y with Local Conditions	Equal variances assumed	,342	,562	-1,157	41	,254	-,454	,393	-1,247	,339
	Equal variances not assumed			-1,121	12,095	,284	-,454	,405	-1,337	,428
Jurisdiction al Problems	Equal variances assumed	,034	,854	-3,297	41	,002	-1,092	,331	-1,760	-,423
	Equal variances not assumed			-3,300	12,601	,006	-1,092	,331	-1,808	-,375
Partner's Financial Problems	Equal variances assumed	,298	,588	-4,877	41	,000	-1,605	,329	-2,269	-,940
	Equal variances not assumed			-4,111	10,486	,002	-1,605	,390	-2,469	-,740
Planning and Scheduling Errors	Equal variances assumed	2,112	,154	-2,781	41	,008	-,859	,309	-1,484	-,235
	Equal variances not assumed			-2,294	10,294	,044	-,859	,375	-1,691	-,028

Table A.37: T-test of causes of claim and IDV (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Design or Engineering Errors	Equal variances assumed	1,365	,249	-1,544	41	,130	-,516	,334	-1,192	,159
	Equal variances not assumed			-1,882	17,430	,077	-,516	,274	-1,094	,061
Under Insurance of One Partner	Equal variances assumed	,172	,681	-2,549	41	,015	-,837	,328	-1,500	-,174
	Equal variances not assumed			-3,071	17,032	,007	-,837	,272	-1,411	-,262
Violation of Contract Terms	Equal variances assumed	,763	,387	-3,973	41	,000	-1,441	,363	-2,174	-,709
	Equal variances not assumed			-3,305	10,367	,008	-1,441	,436	-2,408	-,474
Other	Equal variances assumed	,150	,724	-1,464	3	,239	-,833	,569	-2,645	,978
	Equal variances not assumed			-1,387	1,899	,306	-,833	,601	-3,555	1,889

Table A.38 : T-test of statements and IDV

	IDV	N	Mean	Std. Dev.	Std. Error Mean
Claims should be submitted only for the cases that have high possibility of acceptance.	Individualist	9	2,67	,866	,289
	Collectivist	34	3,38	1,557	,267
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Individualist	9	2,56	1,130	,377
	Collectivist	34	2,88	1,387	,238
Claims should be submitted only if the claimed amount is considerably high.	Individualist	9	2,56	1,014	,338
	Collectivist	34	2,26	1,136	,195
In submission of claims business culture of the opposing party should be considered.	Individualist	9	3,56	1,130	,377
	Collectivist	34	3,47	1,187	,204
Claims should be submitted at the hand-over process of the projects if it is contractually possible.	Individualist	9	2,78	,833	,278
	Collectivist	34	2,88	1,493	,256
In a possibility of a counter-claim, the claim should not be submitted.	Individualist	9	2,44	,882	,294
	Collectivist	34	2,15	1,077	,185
Claims should be submitted in any available case.	Individualist	9	2,78	1,202	,401
	Collectivist	34	3,47	1,354	,232

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Claims should be submitted only for the cases that have high possibility of acceptance.	Equal variances assumed	9,687	,003	-1,318	41	,195	-,716	,543	-1,812	,381
	Equal variances not assumed			-1,820	23,400	,082	-,716	,393	-1,528	,097
Claims should be submitted unless they harm the relations or lead to a dispute with the opposing party.	Equal variances assumed	2,739	,106	-,650	41	,519	-,327	,503	-1,342	,689
	Equal variances not assumed			-,733	15,072	,475	-,327	,446	-1,276	,623

Table A.38: T-test of statements and IDV (continued)

		Independent Samples Test								
		Levene's Test for Equality of Variances			t-test for Equality of Means					
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Claims should be submitted only if the claimed amount is considerably high.	Equal variances assumed	,006	,937	,697	41	,490	,291	,417	-,552	1,134
	Equal variances not assumed			,746	13,836	,468	,291	,390	-,547	1,128
	Equal variances assumed	,096	,758	,193	41	,848	,085	,441	-,805	,975
In submission of claims business culture of the opposing party should be considered.	Equal variances not assumed			,198	13,079	,846	,085	,428	-,840	1,010
	Equal variances assumed	5,941	,019	-,201	41	,842	-,105	,521	-1,156	,947
Claims should be submitted at the hand- over process of the projects if it is contractually possible.	Equal variances not assumed			-,277	23,288	,784	-,105	,378	-,885	,676
	Equal variances assumed	,128	,723	,762	41	,451	,297	,390	-,491	1,086
In a possibility of a counter- claim, the claim should not be submitted.	Equal variances not assumed			,857	14,994	,405	,297	,347	-,443	1,037
	Equal variances assumed	1,205	,279	-1,394	41	,171	-,693	,497	-1,696	,311
Claims should be submitted in any available case.	Equal variances not assumed			-1,496	13,895	,157	-,693	,463	-1,687	,301

Table A.39 : T-test of precautions and IDV

	IDV	N	Mean	Std. Dev.	Std. Error Mean
Waive the claim	Individualist	9	3,00	,707	,236
	Collectivist	34	2,50	1,212	,208
Evaluation of the direct costs only	Individualist	9	3,78	,833	,278
	Collectivist	34	3,24	1,075	,184
Reduction by a particular percentage	Individualist	9	3,78	,972	,324
	Collectivist	34	3,59	1,104	,189
No precautions	Individualist	9	2,67	1,323	,441
	Collectivist	33	2,03	1,237	,215
Other	Individualist	1	3,00	.	.
	Collectivist	0 ^a	.	.	.

a. t cannot be computed because at least one of the groups is empty.

		Independent Samples Test								
		Levene's Test for Equality of Variances			t-test for Equality of Means					
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Waive the claim	Equal variances assumed	5,385	,025	1,179	41	,245	,500	,424	-,357	1,357
	Equal variances not assumed			1,591	22,055	,126	,500	,314	-,152	1,152
Evaluation of the direct costs only	Equal variances assumed	1,205	,279	1,402	41	,168	,542	,387	-,239	1,324
	Equal variances not assumed			1,627	15,851	,123	,542	,333	-,165	1,250
Reduction by a particular percentage	Equal variances assumed	,670	,418	,468	41	,642	,190	,405	-,628	1,007
	Equal variances not assumed			,505	14,005	,621	,190	,375	-,615	,994
No precautions	Equal variances assumed	,748	,392	1,349	40	,185	,636	,472	-,317	1,590
	Equal variances not assumed			1,297	12,099	,219	,636	,491	-,432	1,705

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