Claims management: a review of challenges faced

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Claims management: a review of challenges faced

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**ABSTRACT**

The focus on managing claims in the construction industry has gained prominence in recent years due to their unavoidable nature and associated financial impact. Studies have shown that claims and their management consume considerable resources, both of which can be reduced with efficient and effective management. Past studies have also established that improper and inefficient management of claims may result in otherwise unnecessary disputes, resolving which is also a resource-intensive process. This study reviews the range of challenges faced in managing claims. Based on a comprehensive review and evaluation of relevant literature, five broad challenge themes were observed: stakeholder predisposition; insufficient resources allocated for claims management; lack of established procedure for claims management; poor documentation and management of information and lack of general and expert contractual knowledge were observed. The results of this study will facilitate a better understanding of the challenges faced in managing claims, which will in turn help in evaluating existing solutions and in developing more effective solutions that leverage the latest information and communication technology.

**Introduction**

A construction claim is defined as any entitlement, generally additional time and/or cost, to which one of the contracting parties feels privileged even though it may not have been agreed upon prior to the commencement of the contract (Sibanyama et al. 2012; Mishmish and El-Sayegh 2018). Recognising the importance of claims, past studies have focussed on its classification, identification of source and evaluating cause and effect. Additionally, studies have also shown that claims are inevitable and thus managing claims effectively and efficiently becomes a necessity (Vidogah and Ndekugri 1997; Ren et al. 2001; Cinko et al. 2023). Effective claims management, while ensuring the success of the claim for the claimants, also plays a crucial role in preventing conflict and disputes (Ren et al. 2001; Komurlu and Arditi 2017; Cinko et al. 2023). Prevention of disputes is important; studies highlight the repercussions of claims being escalated to a dispute, especially the substantial additional time and resources consumed. While the importance of claims management has been stressed upon, studies focusing on the same have been scattered and limited. Management of claims is hitherto not devoid of challenges (Tan et al. 2018) and it is vital to understand them to find appropriate solutions.

This study aims to review the challenges encountered in claims management. The focus is on the management of claims rather than the claims itself; and identifies, evaluates, and classifies the various challenges in claims management qualitatively, hence adopting a narrative review approach with thematic analysis. This paper presents the challenges identified in managing claims under themes as observed from past studies. It also illustrates the thematic cause and effect of the challenges encountered in managing claims.

**Managing claims: the challenges**

Studies on the challenges encountered in managing claims have adopted different approaches and focused on different aspects of the problems encountered. This study identified five main themes of challenges in claims management (Table 1).

**Stakeholder predisposition**

Stakeholders’ prejudiced perception of the claimant being deceptive (Whaley 2016) and opportunistic (Rooke et al. 2003) presents a negative image of the claim culture. Stakeholder predisposition towards the claims culture results in a bias in their attitude and approach towards the management of claims. Further, this also influences the relationship between stakeholders, a key element in successfully managing claims.

The success of a project depends on the management of stakeholders (Jergeas et al. 2000); thus, the relationship among stakeholders is critical whether it is temporary or long-term (Seo and Kang 2020). While Badger and Gay (1996) stressed the development of good professional relationships among project stakeholders based on mutual trust and respect, studies have shown that the most relationships turn adversarial due to opportunistic behaviour and a lack of trust (Elbag et al. 2019). A highly competitive industry propels organisations to tilt more towards a profit-culture (Rooke et al. 2003). On the flip side, the contractor in an effort to appease the client prefers to forgo claims, especially in countries where the bias is towards the client (Hassanein and El Nemr 2008). However, Hassanein and El Nemr (2008) term this as a “fear of consultant phenomenon”. Maintaining good relationships helps in the negotiation of...
claims, which incidentally is also a behavioural process affected by the perceptions of the negotiating parties (Hansen and Rostiyanti 2019). Studies indicate that personal prejudices result in adversarial relationships which impede the negotiation process, meaning the situation can escalate to a dispute (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hai 2019).

The relationship among stakeholders is also governed by the attitude of stakeholders, which in turn determines the attitude of the opposing parties towards the claims process. A confrontational attitude, either by the claimant or the defendant, forces a rigid position and exhibits a win-lose attitude, thus making mitigation of the claim a challenging prospect (Elhag et al. 2019; Asuquo et al. 2020). Another attitude that poses a challenge in managing claims is the intentional exaggeration of claims (Ali et al. 2020), which results from the perception that invariably the claim amount will be reduced (Seo and Kang 2020). While this attitude achieves short-term success, in the longer run it creates a negative perception that all claims are overestimated. Though partnering is suggested as a possible measure for such an attitude, there is an inherent reluctance to commit to such an arrangement fully, especially from the client (Elhag et al. 2019).

The attitude of the stakeholders within the organisation is also cited as a concern. Often site staff may take a casual approach towards claims management focusing predominantly on completing the project and can be negligent towards managing claims citing that this does not fall within their remit (Seo and Kang 2020). This negligence, which includes being unaware of contractual provisions and not making an effort to understand the same, can result in claims being overlooked (Bakhary et al. 2015; Shaikh et al. 2020). Additionally, the organisation’s reluctance to provide sufficient resource to manage claims and a lack of communication of information also pose a challenge (Tan et al. 2018). Coupled with a lack of support, constant interference, and micro-judgements of staff, this can result in a lack of trust and a reluctance to share information critical to managing claims (Seo and Kang 2020).

The contract administrator or the lead consultant being the adjudicator of claims at the project level is expected to maintain impartiality (Aibinu 2010; Tochaiwat and Chovichien 2020). However, it has been observed that being their representative, they exhibit a bias towards the client (Tan et al. 2018), especially when the clients are the cause of the claim (Danuri et al. 2006; Tochaiwat and Chovichien 2020). This also gives the clients the power to interfere in decisions, a power which is very commonly exercised (Tan et al. 2018). Further, they are also inclined to safeguard their interest where they might also be one of the sources of claims (Hansen and Rostiyanti 2019).

**Insufficient resources allocated for claims management**

Resources such as people, tools and systems, time and cost are critical for any process and the same goes for managing claims. While, studies have illustrated the importance of effective claims management, in practice it is accorded an ancillary status and resources are disbursed only towards the end of the project (Vidogah and Ndekugri 1997). Thus, managing claims becomes a challenge due to poor human resource management, lack of systems, lack of time and lack of financial resources (Table 2).

<table>
<thead>
<tr>
<th>Main theme</th>
<th>Sub-theme</th>
</tr>
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<tbody>
<tr>
<td>Stakeholder predisposition</td>
<td>Stakeholder relationship, Stakeholder attitude, Stakeholder bias</td>
</tr>
<tr>
<td>Insufficient resources allocated for claims management</td>
<td>Poor human resource management, Lack of adequate tools and systems, Insufficient time to manage claims, High cost of resources</td>
</tr>
<tr>
<td>Lack of established procedure for claims management</td>
<td>Adoption of incorrect and ambiguous procedures for managing claims, Poor communication and co-ordination among stakeholders, Delayed action of stakeholders, Deficiencies in contract, Poor storage, and retrieval of information</td>
</tr>
<tr>
<td>Poor documentation and management of information</td>
<td>Poor Documentation, Poor recording of information, Inadequate information for evidence</td>
</tr>
<tr>
<td>Lack of general and Expert contractual knowledge</td>
<td>Lack of experts and specialists in handling claims, Lack of knowledge and awareness of contract administration, Poor skills of staff to administer contracts and handle claims, Poor, or lack of understanding of contracts and notices</td>
</tr>
</tbody>
</table>

Studies have consistently shown that the lack of availability of staff, in particular a skilled staff, for assessing, analysing, calculating, and preparing a claim poses a challenge (Hai 2019; Hansen and Rostiyanti 2019; Hayati et al. 2019; Ali et al. 2020). Further, organisations tend to deploy shared resources for claims management which increases the workload on staff and can result in poor quality of work. Additionally, the attrition of staff, especially those involved in claims management, midway through a project, compounds the problem in terms of presenting a break in information flow and loss of information; voluntarily or involuntarily (Tan et al. 2018). Added to this, poor delegation of responsibility with no clear instructions makes the claims management challenging (Vidogah and Ndekugri 1998; Seo and Kang 2020). Enshassi, Mohamed et al. (2009) cite poor delegation of responsibility as one of the top three challenges in claims management in the Palestine construction industry.

Time is of the essence in a construction project, consequently, all forms of contract stipulate rigid timelines for various activities. However, studies show that adherence to timelines seems to be problematic, with stakeholders complaining about a lack of time to effectively manage claims (Enshassi, Choudhry et al. 2009; Sibanyama et al. 2012; Bakhary et al. 2015; Hai 2019; Hansen and Rostiyanti 2019; Hayati et al. 2019). Stakeholders feel that contract provisions could be more liberal with timelines. However, some studies show that the overloading of staff with multiple tasks is the main cause of the delay (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hai 2019).

The challenge of shortage of time could be overcome if organisations adopt proper tools and systems for managing claims. However, studies consistently indicate the lack of proper management tools and poor or non-existent systems as a major cause for this challenge, and the problem persists even today (Vidogah and Ndekugri 1997; Ren et al. 2001; Hai 2019; Ali et al. 2020; Wang 2020). The haphazard storing and archiving of information presents a challenge in the retrieval of the same at a later date (Carmichael and Murray 2006). Despite the availability of technology, the organisations’ reluctance to adopt the same seems to be a cause of concern especially in developing countries (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hayati et al. 2019). Though perceived as less expensive, manual processes pave the way for errors and delays and become expensive in the long run. While there could be a misuse of technology with respect to data manipulation and misinformation, overall, it...
is beneficial in effective claims management (Sandlin et al. 2004; Christian et al. 2020).

Organisations often deploy shared resources for claims management to reduce cost (Vidogah and Ndukugri 1997; Ali et al. 2020). However, this specialised activity needs skill and expertise (Tan et al. 2018). Hiring experts is expensive and in some cases, it exceeds the claims recovery such that it is better to forgo the claim than pursue it. The expense of hiring experts increases further if they are hired unproductively (Sandlin et al. 2004) which is brought about by the delay in retrieval of documents for their evaluation, with studies finding it as one of the major expenses (Enshassi, Mohamed et al. 2009; Hai 2019). Further, in long-term projects the quantum of documents and information is large and requires considerable storage space (Björk 2006), and manual retrieval is labour-intensive and time-consuming (Vidogah and Ndukugri 1997). The lack of a proper archiving system and process hence compounds the problem of storage and retrieval of documents and information when required (Barber 1990; Hai 2019).

**Lack of established procedure for claims management**

Research evaluating the challenges in claims management identify lack of procedures and poor adherence to the same as a critical concern (Bakhary et al. 2018; Hai 2019; Hansen and Rostiyanti 2019; Asuquo et al. 2020; Seo and Kang 2020). An effective claims management approach requires adherence to procedure (Seo and Kang 2020). However, studies show that claimants fail to adhere to contractual procedures (Danuri et al. 2013; Albinu 2004; Zakaria et al. 2012; Ali et al. 2020; Asuquo et al. 2020) with Vidogah and Ndukugri (1998) citing this is one of the top five reasons for the rejection of claims. Further, past studies also suggest the adoption of ambiguous procedures for managing claims as a challenge (Enshassi, Choudhry et al. 2006; Aibinu 2010; Zakaria et al. 2012; Ali et al. 2020; Asuquo et al. 2020) with Vidogah and Ndukugri (1998) identifying it as one of the major reasons for the rejection of claims.
Consequently, this results in disagreement which has the potential of escalating a claim to a dispute (Hassanein and El Nemr 2008). Studies suggest that ambiguous and incorrect procedures are a consequence of vague inter and intra organisation communication (Seo and Kang 2020).

Claims management requires teamwork which entails the seamless transfer of information. However, studies show inconsistent sharing of information and poor co-operation among staff both within and across departments (Chovichien and Tochaiwat 2006). Furthermore, a lack of co-operation between site and head offices (Seo and Kang 2020) can pose a challenge for the site staff in correctly identifying and reporting a claim event (Enshassi, Mohamed et al. 2009). Conversely, the head office can sometimes be critical of the site team for poor communication of claims which results in improper examination of the same. Studies also show poor communication of information among the various stakeholders of the project (Banwo et al. 2015) as a challenge in both alerting the defendant and presenting the claim (Bakhary et al. 2015; Hansen and Rostiyanti 2019; Hayati et al. 2019). Poor communication can give rise to misinterpretations resulting in a change in stakeholders’ position during negotiation (Seo and Kang 2020) and eventually can become a source of conflict (Banwo et al. 2015). Poor communication also results in delayed sharing of information and subsequently delays the decision-making process. This delayed sharing of information is observed on both sides. While claimants can delay in notifying a claim event (Danuri et al. 2006; Yusuwan and Adnan 2013), the defendants, especially the lead consultants, can also delay their decision on claims (Tan et al. 2018), which eventually results in additional claims due to concurrent delays (Yusuwan and Adnan 2013).

The contract documents play a vital role in claims management; however, it has been observed that site staff who are the primary identifiers of claim events have limited or no access to these documents. This problem is observed not only in the accessibility of contract documents but also with other documents which are necessary to notify, examine and present the claim (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hai 2019; Hayati et al. 2019). The challenge in the access and retrieval of documents and information is attributed to poor storage, adoption of manual systems (Gibbs et al. 2013) and a lack of or unstructured systems regardless of whether the process is manual or automated (Barber 1990; Williams et al. 2003). Consequently the process not only becomes expensive (Alkass et al. 1995) but also causes delays which impact timelines (Bakhary et al. 2015).

As the contract is a key facet in claims management, it is imperative that appropriate forms of contract are drafted. To this effect, standard forms of contract which are updated periodically to fill the gaps in earlier formats (Badger and Gay 1996; Komurlu and Arditi 2017). However, studies show the adoption of contracts with deficiencies (Banwo et al. 2015), resulting from modifications to suit local conditions (Hassanein and El Nemr 2008) as a challenge in managing claims. The deficient contract documents usually end up being biased towards one party (Badger and Gay 1996; Chan et al. 2021). Banwo et al. (2015) found poor preparation of contract as one of the top five critical factors affecting the process of claims management in the Nigerian construction industry. In addition, poorly drafted contracts which are ambiguous (Chan et al. 2021) with insufficient information on claims (Shaikh et al. 2020) can result in the rejection of claims due to non-entitlement (Vidogah and Ndekguri 1998; Asuquo et al. 2020), potentially leading to disputes if one party is not satisfied.

**Poor documentation and management of information**

Poor documentation and management of information has been a challenge for the construction industry with Ren et al. (2001) citing it as one of the biggest challenges in claims management. Substantiating a claim requires evidence and documents that illustrate this evidence. While the importance of documentation has been illustrated in the success of claims (Pfeffer and Wood 2009; Abdel-Khalek et al. 2019), the aversion towards documentation especially at the site level is a perennial problem (Vidogah and Ndekguri 1997; Banwo et al. 2015; Ali et al. 2020). While poor documentation may save the contractors on administration costs, this comes only as a short-term benefit. In the longer run, poor documentation at site level becomes a shortcoming when the contractors have to substantiate their claims (Jergeas and Hartman 1994; Danuri et al. 2006).

Documents, an essential part in claims management, demonstrate and illustrate the proof of damage (Long 1988). Good documentation while ensuring transparency (Badger and Gay 1996) in transactions also ensures the authenticity of the claims (Jergeas and Hartman 1994). Despite its importance, studies have consistently shown a gap in the process of documentation. One such example being, the Nigerian construction industry where less than a quarter of the claims were supported by the required documents (Sibanyama et al. 2012). While the lack of document is a challenge, excessive documentation creates a problem of inefficient management of information (Chovichien and Tochaiwat 2006; Ali et al. 2020). Various studies also highlight the lack of standard formats in the preparation of notice as a major challenge (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hai 2019; Hansen and Rostiyanti 2019; Hayati et al. 2019; Ali et al. 2020). Poor documentation not only poses a challenge in the substantiation of the claim but also in its analysis, both qualitatively and quantitatively (Enshassi, Mohamed et al. 2009) which then results in an ad-hoc estimation of the claim (Carmichael and Murray 2006). Studies also found evidence of claims being submitted for incomplete works (Sibanyama et al. 2012) which then delays the process due to the need for resubmission. The delayed certification of the claim subsequently delays the final payment, which can then be a cause of dispute as observed in the Malaysian construction industry (Zakaria et al. 2012).

Poor recording of events and a lack of recording of oral instructions is observed as a major challenge in construction sites globally (Danuri et al. 2006; Bakhary et al. 2018) as various studies have reported in the construction sectors in Palestine (Enshassi, Mohamed et al. 2009), Malaysia (Bakhary et al. 2015), Indonesia (Hansen and Rostiyanti 2019; Hayati et al. 2019) and Vietnam (Hai 2019). While researchers propagate maintaining of systematic, accurate and up to date records for proper management of claims, various studies indicate the converse is followed in practice (Enshassi, Mohamed et al. 2009; Bakhary et al. 2015; Hai 2019; Hayati et al. 2019; Seo and Kang 2020).

Poor recording results in missing information which presents a challenge in the preparation of claims and their further substantiation. The responsibility of convincing the defendant lies with the claimant (Long 1988; Asuquo et al. 2020) and missing information works to the contrary (Baram 1992; Bakhary et al. 2015). Ren et al. (2001) identify the lack of information as one of the biggest failings of the claimant, which is further reinforced
in recent studies by Hayati et al. (2019) and Hai (2019). This lack of information not only results in claims being rejected (Vidogah and Ndekugri 1998; Tan et al. 2018) but also poses a challenge in adjudication. Further, the lack of information pushes the claimants to prepare a global claim/rolled up claim or total cost claim, which consequently results in an ad-hoc adjudication (Vidogah and Ndekugri 1998; Demachkieh et al. 2020), thus leading to disputes and litigation due to one side being dissatisfied.

**Lack of general and expert contractual knowledge**

Past studies, while advocating good contractual knowledge, both general and expert, in the successful management of claims have established the lack thereof as a significant challenge (Kululanga et al. 2001; Braimah 2013; Wang 2020). Poor understanding of the contract specifications, lack of skills to administer the contract properly, lack of awareness of the processes and lack of experience to manage claims are attributed to a general lack of knowledge of contract and claims management. Further, the problem is compounded due to the unavailability and shortage of experts to impart the knowledge.

Claims management being a specialised activity, organisations need to ensure skilled personnel with adequate expertise are deployed for the same; however, studies show that in practice it is not so (Enshassi, Mohamed et al. 2009; Tan et al. 2018). Banwo et al. (2015) found the absence of a dedicated claims management expert as the primary problem in the Nigerian construction industry. Due to the negative social perception of the claims culture, organisations hesitate to employ dedicated claims management experts from the beginning of the project (Whaley 2016) and limit their deployment for arbitration and cases of high-value claims (Vidogah and Ndekugri 1998). While, this might give short-term financial benefits, deployment of additional internal resources not necessarily well-versed in the process can be counterproductive (Vidogah and Ndekugri 1998; Tan et al. 2018). While it is advantageous to employ experts in claims management, studies report a global shortage of experts as a major challenge in recent years (Banwo et al. 2015; Hai 2019; Ali et al. 2020; Wang 2020).

A lack of knowledge and awareness of the nuances of claims management among stakeholders also poses a hinderance in the successful management of claims (Kululanga et al. 2001; Sibanyama et al. 2012). Understanding contractual provision requires knowledge of contract law and the lack thereof puts stakeholders at a disadvantage in the assessment of legal consequences (Diekmann and Kim 1992; Echternach et al. 2021). Studies indicate that clients and their representatives generally have limited knowledge of the contract which becomes an impediment in the successful assessment, examination and adjudication of the claim (Braimah 2013; Hai 2019). However, the major challenge cited is the lack of contractual knowledge and awareness of the field team or the site staff. This lack of knowledge and awareness of contractual provision in the identification of a claim has been observed in various studies over the years (Ren et al. 2001; Hassanein and El Nmri 2008; Bakhry et al. 2015; Tan et al. 2018; Asuquo et al. 2020). Sibanyama et al. (2012) report that the percentage of site staff with awareness of identifying a claim in the Nigerian construction industry is very low. More recent studies substantiate this by citing it as one of the top three challenges in the claims management process globally (Bakhry et al. 2018; Hai 2019; Hayati et al. 2019). Apart from knowledge and awareness, effective claims management requires a good understanding of interpretation of contractual obligations. However, studies show a significant gap in this aspect as illustrated by Ren et al. (2001) and more recently by Asuquo et al. (2020). While it is perceived that some contract terms are inherently ambiguous, researchers cite differential interpretation as the cause of many problems (Ren et al. 2001) which is often a result of the interpreter’s lack of contractual knowledge and experience (Sturgill and Vorster 2006; Apte and Pathak 2016).

Along with knowledge and understanding of the contract and claims management, the skill of staff is critical in the effective management of claims. Site staff, being the primary identifiers of the claim need to be adept in identifying a potential claim (Enshassi, Mohamed et al. 2009; Sibanyama et al. 2012; Bakhry et al. 2015; Hai 2019; Hansen and Rostiyanti 2019; Asuquo et al. 2020; Seo and Kang 2020). Apart from the lack of skills to identify a claim (Sibanyama et al. 2012), the lack of other skills such as determining the contract administrator’s authority for and issuing instruction (Tan et al. 2018), preparation of the claim (Enshassi, Mohamed et al. 2009; Stojadinovic 2018; Hansen and Rostiyanti 2019), quantification of claims (Asuquo et al. 2020) and negotiation of claims (Ren et al. 2001; Hai 2019) have been observed in past studies. While various studies identify the lack of skills in quantification and preparation of claims as a major challenge (Enshassi, Mohamed et al. 2009; Bakhry et al. 2015; Hai 2019), Aibinu (2010) attributes it to a lack of knowledge and awareness of the subject and procedures. Further, the studies propagate the stakeholder’s need for legal skills (Diekmann and Kim 1992) and social skills for effectively managing claims especially while negotiating for the successful closure of the claim (Ren et al. 2001; Yates 2011).

**Research methodology**

Recent years have seen the growing importance of literature review as a research methodology (Tate et al. 2015). Snyder (2019) categorises literature reviews into 1. systematic, 2. semi-systematic or narrative and 3. integrative. A narrative review, which is the most straightforward form of literature review, assembles and synthesizes the knowledge base into a more comprehensive overview (Templier and Paré 2015). While a narrative review generally does not follow any standard procedure and data analysis is implicit (Paré et al. 2015), it helps in detecting themes and exploring them qualitatively (Snyder 2019). The common weakness cited in a narrative review is that it is subjective and selective in the choice of articles to be reviewed (Paré et al. 2015). However, to make a narrative review more systematic and acceptable, studies have suggested the adoption of thematic analysis (TA) (Braun and Clarke 2006; Snyder 2019). The study reported herein explores the challenges in claims management and synthesizes the results into various themes, i.e. a narrative review with thematic analysis.

This study adopts the specific TA model proposed by Braun and Clarke (2006). First, the search for literature focussed on the following keywords: construction claims management, management of claims and challenges. The research also reviewed literature on the systems developed in support of claims management. Snowball referencing was also adopted to increase the range of the search. This study finally selected thirty-seven articles which focussed on challenges in managing claims, were reviewed in full. The challenges in claims management identified from the selected literature were collated as raw data. A total of 472 challenges were observed, which were then evaluated qualitatively.
and subsequently coded into sub-themes. A total of nineteen sub-themes emerged, which were then categorized into five overarching themes.

**Conclusion**

The increased frequency of claim related disputes has necessitated prioritizing claims management (El-Sayegh et al. 2020). Studies on claims management, more so recent ones, have shown that there are considerable challenges which pose a hindrance to the successful closure of projects (Wang 2020). The study reported herein has delved deeper into the various challenges faced in the management of claims and provides a clearer understanding and synthesis of the studies conducted to date. To this effect, this study has qualitatively reviewed the various challenges faced in claims management across geography and time and identified five broad themes albeit, with varying degrees of importance: stakeholder predisposition, insufficient resources allocated for claims management, lack of established procedure for claims management, poor documentation and management of information and lack of general and expert contractual knowledge. This research has adopted a basis of narrative review with thematic analysis and provides valuable insight into the challenges of claims management in the construction industry globally.

These themes serve as a focal point for future studies to investigate improving claims management. Theoretically this study highlights the multifaceted nature of the challenges encountered in claims management. The identified themes offer valuable insights and perspectives on the challenges faced in claims management. The evaluation of the thematic cause and effect of the challenges provides a platform to explore improved solutions which can overcome the shortcoming in claims management. Additionally, the solutions could leverage information and communication technologies, which can enhance efficiency and effectiveness in managing claims. Practically these themes can help organisations identify their shortcomings in claims management. For example, if organisations find that poor documentation is one of the key reasons for their failure in managing claims effectively, then they could work on improving their documentation process. This study purports that bridging the gap of lack of general and expert contractual knowledge can improve awareness of the claims management process, which in turn can propel the adoption of proper procedures or an improvement of documentation.

**Disclosure statement**

The authors report there are no competing interests to declare.

**Data availability statement**

This being a review paper, Data sharing is not applicable as no new data is generated.

**References**


