CHAPTER 5
CONCLUSION AND RECOMMENDATION

There are several conclusions of this thesis research:
1. Regarding the correlation level toward the Total project performance, project culture could be classified into
   a. **Class 1** (Integration and Cooperative culture which correlated very strong to Total project performance).
   b. **Class 2** (Goal oriented culture which affect quite strong the Total project performance).
   c. **Class 3** (Flexible and People Oriented which correlated moderately to the Total project performance).
2. From 27 numerical project features have been assessed, 19 of them were proved to have correlation to Project Culture or Project Performance. 12 project features were proved to have correlation with Project Culture. 15 project features were defined as having correlation to Project Performance as well.
3. The project features are grouped into 3 groups according correlation to Project Culture and Performance, They are:
   a. **Group A**, consists of project features which affect both Project Culture and Performance. They are: Project complexity, Safety requirements, Quality Requirement, Main contractor’s Clan culture, Owner’s Hierarchy culture, Innovation focus strategy, Fast track strategy, Main contractor’s Hierarchy culture.
   b. **Group B**, consists of project features which affect project culture only. They are: Owner experience, Variation Order, Owner’s Clan culture, and Owner’s Adhocracy culture.
   c. **Group C**, consists of project features which affect project performance only. They are: Contract price, Innovation, Main contractor’s Adhocracy culture, Owner’s Market culture, Cost efficiency strategy, Time objective, Owner satisfaction objective.
4. According similarity in Project Cultures, the 30 projects could be classified into 3 kind of project profiles, they are:
   a. **Profile 1**, dominant in Cooperative, low in Flexible culture, high in overall performance, dominant in Cost objective, high in Main contractor’s Hierarchy culture, low in all Owner’s organizational culture.
   b. **Profile 2**, dominant in Cooperative, low in Flexible culture, high in overall performance (the highest of all), dominant in Time objective, the highest for project strategy level, high in Main contractor’s Hierarchy culture, high in Owner’s Hierarchy and Adhocracy culture.
   c. **Profile 3**, dominant in flexible and Goal oriented culture, low in overall performance (so much lowest than the other), dominant in Quality objective, low in Main contractor’s Hierarchy culture, high in Main contractor’s Clan culture, low in Owner’s Hierarchy culture, high in Owner’s Market culture.
5. All of the best performance projects would have a low level of Flexibility. Project with dominant People oriented culture would have a very high Time performance. Dominant in Integration level lead the project to Owner satisfaction performance. Dominant in Cooperative will lead the project to have a very high Quality performance. In general, all good performance project has prefer to have a high Goal Oriented culture, but the highest Goal oriented culture is applied by projects with the best Cost performance.
The recommendation for the next research:
1. The assessment towards the project culture is assessed by various stakeholders of construction project (exp. Sub-contractor, consultant, owner, quantity surveyors, etc.). It would significantly widen the project culture conceptual.
2. The various stakeholders are also assessed regarding their organizational features (exp. Organizational culture, strategy, objective, direct influence, etc).
3. It would be very interesting if the relationship of every part of the features is defined (exp. Relationship among main contractor strategy, objective, organizational culture considering the project culture and performance).