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**The Value and Impact of Respect on Construction Projects  
Relationships and Performance**

قيمة وأثر الاحترام في علاقات وأداء مشاريع الإنشاء

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## DISSERTATION RELEASE FORM

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## **Abstract:**

Organizations, experts and practitioners have increasingly become more interested in and convinced of outsourcing and partnering strategies for many activities in their projects and business. Besides, they have become more dependent on other suppliers and contractors in executing and handing over their projects. Hence, more focus and attention have been given to articulate and maintain effective relationships between organizations in the projects for higher levels of success and stakeholders' satisfaction.

This research asserts the crucial role and the great value of respect in articulating effective relationships between the project parties in the construction industry, in general, and in the mechanical, electrical and plumbing (MEP) works, specifically. It aims at studying the direct relation between presenting and practicing respectful relationships with the other parties in the projects and the levels of work performance and projects success. In addition, this research aims at bridging the gap between the profitable and the ethical trends within the construction industry towards win-win, effective and respectful relationships that combine high levels of business success with high levels of human rights and dignity.

The researcher, in this paper, discusses many meanings, elements, aspects of respect that clients, owners, contractors, suppliers and subcontractors should keen to practice during their relationships in the projects to help in and facilitate achieving their needs and requirements with the maximum levels of integration, collaboration, benefits and satisfaction and minimum levels of conflicts, disputes and risks. Moreover, this research asserts the great value of respect in initiating and articulating effective relationships and approaches between the project parties for better work performance and professionalism, in addition to promoting the level of compliance with human rights, values and dignity.

**Keywords:** Business Relationships, Work Performance, Human Rights, Respect, Code of Conducts, Business Ethics, Procurement, Construction Industry, Project Management.

## الخلاصة

أصبحت المؤسسات والخبراء في مجال المشاريع والإدارة أكثر اهتماماً وميلاً نحو استراتيجية الشراكة مع غيرهم من الشركات والمقاولين في مجال الأعمال والمشاريع. كما أصبحت هذه المؤسسات أكثر اعتماداً في مشاريعها وأعمالها على مزودي المواد ومقاولي الباطن. لذلك كان لا بد من بذل المزيد من الاهتمام بكيفية إنشاء والمحافظة على علاقات عمل فعالة وذات كفاءة بين مختلف الشركات والأطراف في المشاريع من أجل تحقيق مستويات عالية من النجاح في المشاريع ورضا أتم لذوي المصالح.

هذا البحث يركز على الدور المحوري والقيمة العالية للاحترام في إنشاء وصياغة علاقات عمل مؤثرة وفعالة بين مختلف الأطراف في قطاع الإنشاءات بشكل عام وفي مجال الأعمال الكهروميكانيكية بشكل خاص. ويهدف هذا البحث إلى تسليط الضوء على الدور المباشر لعلاقات العمل القائمة على الاحترام في رفع مستوى وكفاءة الأعمال في المشاريع وكذلك في رفع وزيادة نسبة نجاح المشاريع. كما يهدف هذا البحث إلى جسر الهوة بين التوجهات الربحية وبين المعايير الأخلاقية في مشاريع الإنشاء من أجل إنشاء علاقات محترمة ومؤثرة تؤدي إلى مستويات عالية من نجاح المشاريع في ظل أعلى المعايير من حقوق وكرامة الإنسان .

يبين الباحث في هذه الورقة ويناقش عدة معاني وجوانب وعناصر للاحترام والتي ينبغي على أصحاب العمل ووكلائهم والمقاولين ومزودي المواد والخدمات الحرص التام على ملاحظتها والالتزام بها في أعمالهم وذلك من أجل المساهمة في تحقيق احتياجاتهم ومتطلبات مشاريعهم بأعلى مستوى من التكامل والتعاون والرضا وأقل مستوى من المشاكل والخلافات والمخاطر. هذه الجوانب والممارسات المرجوة تكشف عن مدى أهمية وقيمة الاحترام في تكوين وصياغة علاقات عمل مؤثرة وفعالة ترفع من مستويات الإنجاز والمهنية في المشاريع وفي نفس الوقت تضمن الرقي بمستوى الالتزام بحقوق وقيم وكرامة الإنسان.

## **Dedication:**

I dedicate this dissertation

To: *my mother and soul of my father* who whatever I will do, I will never ever compensate them.

To: *my beloved wife and elder daughter* for their continuous support and help during my studies.

To: *my family* for their patience when I was busy with the dissertation.

To: *Professor Mohammed Dulaimi*, the supervisor of this work, for his advices and ultimate help and support.

To: *my teachers, colleagues and friends* who helped and supported me during this dissertation.

*Thank you all*

*Yousef Soleiman Mohammed Ibaid*



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## **Chapter One - Introduction:**

### **1.1Background**

The rapid market changes, expands and fluctuations, with high levels of technological and communication advances, international trade agreements, free markets and projects sensitivity and complexity lead to high levels of competition in business accompanied with high amounts of uncertainties and risks in projects deliverables and outcomes.

This business environment of high levels of freedom, competition and uncertainties needs more focus and emphasis on the type and effectiveness of relations between buyers and suppliers or between projects clients and project contractors and suppliers, in general. Moreover, this implies more efforts towards effective and efficient relationships, professionalism and excellence while managing their business and projects to handover successful projects with maximum levels of benefits and satisfaction.

Managing these relationships between the partners in construction projects is deemed to be an important portion of the most comprehensive subject; Supply Chain Management (SCM). In his extensive study, Deshpande (2012) asserts that achieving sustainable and long-term relationships between the different parties of the supply chain in projects is considered as one of the most important and vital dimensions of the SCM. He emphasizes that the procurement concept and role have evolved over time as the project parties started realizing and recognizing the crucial role of initiating and maintaining long-term relationships that based on mutual interests, benefits, respect and trust.

Janvier (2012) highlights the assertions of The Supply Chain Management Professionals' Council (2009) about the great importance of the effective relations and partnerships between all supply chain network that could include owners, clients, suppliers, contractors, service providers, suppliers and customers. These business relationships started facing challenges due to the liberalization, globalization and free international markets. These challenges require an integrative and cooperative approaches in SCM that reflect stakeholders needs, priorities and interests with

the maximum amounts of flexibility, benefits, satisfaction and minimum amounts of risks and uncertainties.

Project management knowledge, skills, competences and best practices are of great importance for the clients, contractors and suppliers to manage their scopes in projects and achieve the stakeholders' needs and requirements. The common interests and benefits of clients, contractors and suppliers, that related to a specific project or intended projects in future, push and tempt them to initiate some kinds of relationships that are supposed to help and facilitate achieving their needs and requirements with the highest levels of benefits and minimum levels of risks and uncertainties. Morledge, Smith and Kashiwagi (2006), emphasize the great importance of collaboration and trust in the relationships between the projects' clients, contractors and suppliers. Furthermore, they add that collaborative and innovative approaches in the construction industry support promoting these relationships to be closer to win-win relationships and partnership. They assert that these approaches are usually resisted by many traditional approaches and dominant cultures that totally limit construction procurement endeavors within the lowest bid price, strict compliance with contract terms and conditions and the extreme power and authority of clients to select and engage others in their projects. Morledge, Smith and Kashiwagi (2006) highlight that contractors and suppliers even after being part of the project, clients are used to evaluate their performance and behaviors according to their achievement and compliance with the clients' own interests and benefits. This in addition may still a powerful tool in the hands of the client to impose his interests and requirements as long as the other parties are still concerned about his current or future projects and business.

All the parties in the project are responsible for and have influence on initiating, maintaining and empowering effective relationships in the project (eds. Leung & Olomolaiye 2010). But, as emphasized by Leung & Olomolaiye, project client is of a crucial role and great influence in initiating such relations by adopting specific criteria and processes while selecting and evaluating project contractors and suppliers. Then each party in the project has a crucial role in maintaining and developing these relationships upon their interests, needs, knowledge and experience that can be realized through their work interactions and communication approaches.

Walker and Rowlinson (2008) confirm the mutual responsibility of clients and suppliers/subcontractors in projects for the articulation of their business relationships and mostly

from their actions and behaviors towards each other's interests, needs and priorities. They add that applying proper selection criteria to select other project parties will affect the results and deliverables of this project and organizations' future competences. They emphasize the great importance of mutual trust and respect between the parties in projects as a warranty for sustainable and long-term relationships. They assert the findings of Morledge, Smith and Kashiwagi (2006) and highlight that it should be win-win relationships that project parties should adopt and initiate, amicably, in their projects and business to achieve mutual benefits and interests.

Singh and Tiong (2006) emphasize that initiating relationships with suppliers and subcontractors in projects should be based on respect and trust that lead to long-term relationships and partnerships. They add that "[c]ontractor selection is a multifaceted decision making process involving the consideration of multiple selection criteria which are mostly subjective in nature and difficult to gage" (2006, p. 998). They highlight that selection criteria for suppliers and contractors are of crucial role in articulating the future relationships and business success. And these selection decisions should consider many important key factors which include price and non-price criteria.

Davis and Walker (2008) in their extensive study about project alliances in Australian construction industry, confirm the interrelation between trust, commitment and respect while initiating and enhancing the business relationships between the project parties. They conclude that mutual commitment and respect are deemed to be cornerstones in building and maintaining trust between the parties in the construction industry.

On the other hand, many clients look at and consider the contractors and suppliers as the weakest party who must accept any unjustified behavior and disrespect in order to secure jobs and compete with others in the business market (Valenzuela & Villacorta 1999). It is the traditional perspective of some clients who think and understand the business relationships in the projects, by default, should serve and achieve the client's own interests, expectations and benefits apart from other parties' interests and benefits.

These signs of business immaturity could be noticed in most countries all over the world, but in developing countries including the United Arab Emirates (UAE) and other Gulf region countries could be more and of high impacts. This is due to the moderate business experience, knowledge, skills and practices compared to the best practices and business experience of some other

developed countries that have initiated and have known and lived the business and management, as a science and practice, for decades and centuries (Al Ameen 2011; Ali 2009; Ghalib 2009).

In view of the above, there are great efforts and findings of researchers and practitioners in project management, in general, and procurement specifically regarding the type of relationships in projects. In addition to the features that promote these relationships to be more efficient and sustainable towards the best achievement of stakeholders' needs, requirements and satisfaction. Also, there are many researchers who focus on the ethical issues and conducts like, fairness, trust, respect, openness, responsibility and commitment. Moreover, the regulatory bodies and institutes of most professionals and disciplines assert the great importance of ethics in business and present Code of Ethics that all practitioners should comply with under all situations. For example, Project Management Institute (PMI) counts 'Respect' as one of the four main elements of the Code of Ethics and Professional Conduct of the project management. PMI adds that "[r]espect is our duty to show a high regard for ourselves, others, and the resources entrusted to us" PMI (2008, p. 4).

Despite the assertion of all academics and practitioners on ethics, in general, as a holy right and part of humanitarian features that should be kept and complied with during the relationships, the researcher in this paper will investigate, discuss and conclude the value of respect, as a specific element of ethics, towards higher levels of work performance and stakeholders' satisfaction.

Findings of many academics and practitioners besides many case studies, about the value of respect in the construction field in the UAE, are presented and discussed. These findings and case studies that the researcher presented are discussed within the context of effective relationships between the different parties in the project, and aim at improving and promoting the levels of performance and stakeholders' satisfaction. The researcher, in this paper, intends to present the respect, in the project management and procurement field, as an opportunity for high levels of performance, business success, organizations' sustainable and competitive advantages and society wealth and prosperity rather than regulations, instructions or code of conducts.

## **1.2 Motivation of the Study:**

Many literature findings call for respecting, appreciating, collaboration, and maintaining the humanitarian core values and ethics in the relationships of the parties who involved in projects management field and business sector in general (Elmualim 2010). In addition to many adopted Codes of Ethics and Conducts that initiated and presented, by most regulatory and professional bodies, as holy values and instructions to regulate professions and practitioners activities.

These values like respect, responsibility, fairness and honesty (PMI 2008) are presented to assert and warrant humanitarian and professional approaches in the business sector which are consistent with human being nature and value. In addition to promote the level of professionalism, performance, projects success and stakeholders satisfaction.

On the other hand, some practitioners and organizations in the construction industry, specially who are ranked as clients with respect to the other parties in projects, show less concerns about some ethical issues like respect and trust, based on some traditional perspectives about the nature of relationship and power distribution between the MEP contractor (as a client) with his suppliers and subcontractors (Cox & Ireland 2002).

MEP contractors usually have many choices and alternatives regarding whom to select to be part of their projects. Project specifications usually propose many alternative brands for the same product and MEP contractor can propose additional alternative brands that should be equivalent to the specified brands or approved by the project consultant. These alternatives represent a significant component in the power matrix; sometime in the hands of MEP contractor and sometime in the hands of subcontractor or specialist who knows that his brand is the only product that can fit the purpose. So, power matrices tempt some of them to adopt and practice kinds of behaviors and relationships that create conflicts and minimize the performance of other parties and may lead to project failure.

This issue is recognized and tangible to the researcher who has about ten years experience in the UAE, within the MEP works sector, out of eighteen years total experience as a practitioner in this field. The researcher experience about this issue of respect and its implications and consequences on subcontractors and suppliers performance create a motivation towards deep investigations, case studies and research about the value that respect practices and its implementations, within construction industry and projects relationships, may grant to the project parties. And how this value can be reflected and interpreted in terms of work performance and satisfaction in addition of being a matter of culture and ethics.

### **1.3- Research Aim:**

This research aims at discovering the value and the role of respect in the relationships between the MEP contractors, in the construction field, and their subcontractors and suppliers. And how this respect, or disrespect, will be reflected on and affect subcontractors and suppliers performance and projects success.

To understand the effects of respect on performance and project success, we have to investigate and highlight the different elements and aspects of respect, in addition to the factors that may enhance or hinder initiating and implementing respect concepts between project parties. Also, to link the type of relationships, those clients intend to be dominant in their projects, with the level of respect that they are willing to show and practice with other project parties.

### **1.4- Research Objectives:**

The following objectives have been set and investigated to achieve the research aim:

- Illustrating the meaning of respect and its implications and requisites within the management context and projects relationships.
- Investigating the triggers and motivators of respect in the relationships between main contractors and subcontractors/suppliers in the construction field.
- Investigating the relations between the respect and the effective management of subcontractors and suppliers.
- Determining the main privileges and opportunities that respect can grant to the projects' success and to the parties involved in these projects and business.
- Determining the main impacts and threads that the absence or lack of respect will cause against work performance and stakeholders satisfaction.
- Specifying the main challenges and obstacles in initiating and developing respect-based and empowered relationships between the MEP contractors and their projects suppliers and subcontractors.

### **1.5- Dissertation Structure:**



The dissertation structure is composed of six main chapters, and each chapter will be divided into many sections that are intended to cover all the aspects of chapter subject.

Chapter one title is: Introduction; through which the researcher intends to give clear but brief background about the value of respect in relationships of project parties with each other, and the motivation for such subject. Also, in this chapter, the researcher presents an articulated aim beyond this research and many objectives that to be investigated for better realizing and achievement of research aim. Dissertation structure section is part of introduction chapter and aims at presenting the whole structure of dissertation in brief as an integrated unit easier for summation and understanding.

The second chapter title is: Literature Review; in which the researcher will present the finding of other researchers about the value of respect and its relations and interferences with the effective relationships between MEP contractors and their suppliers and subcontractors. This chapter is intended to cover all the aspects and facets of respect and its interrelation with effective relationships and work performance from academics' perspectives.

The third chapter title is: the Conceptual Model. The researcher in this chapter will present a comprehensive theoretical framework that concluded from the literature findings. This model represents and covers the aspects and the facets of respect between MEP contractors and their suppliers and subcontractors, and its interrelations, as a value and a practice, with work performance and project success.

Chapter four presents the methodology that the researcher followed in answering and addressing the aim and objectives of research. The researcher adopted the qualitative analysis and carried out many interviews with key persons of many organizations that represent MEP contractors, subcontractors and suppliers.

The researcher in Chapter five; Results, Analysis and Discussion, shows and clarifies the results of this qualitative research by analyzing and discussing the results of the case studies in light of the comprehensive model and conceptual framework that articulated and presented in chapter three .

Chapter Six title is: Conclusion and Recommendations. This chapter concludes the results and findings of the previous chapters regarding the actual value of respect in the relationships between

the parties in the MEP construction industry and its specific influences on work performance, in light of many case studies that carried out within the UAE construction field. Limitations of research and recommendations for further researches are also presented in this chapter.

## **Chapter Two- Literature Review:**

### **2.1 Effective Management of Suppliers/Subcontractors:**

Appropriate knowledge, skills tools and techniques are deemed to be important qualifications to possess while different teams and parties intend to deal with each other pertaining some common interests and benefits. This becomes more crucial and of great importance for owners and clients who initially select the contractors and suppliers to be involved in executing and realizing their endeavors and projects.

Turner (1995) highlights the crucial role of owners/clients in articulating their interests and determining their actual needs and requirements. He calls clients to articulate and communicate the best proper scope of works that achieves their actual needs and requirements. Also, he emphasizes the need for a proper type of contracts that should be accomplished between the owner and the contractor. He mentions many types of contracts like: supply of materials and services, turnkey contracts, managing contracts and consultancy contracts, (to mention more if available). Moreover, Turner highlights the role of law towards contracts and its commitments when he defines the contract as "a promise or set of promises between parties, which the law will enforce" (1995, p. 244). And according to Turner (1995) there are lump sum contracts and reimbursable contracts that have different aspects towards motivations and risks. Client and his suppliers/subcontractors should select the most proper contract and terms that represent their clearly mentioned interests and needs without any hidden agenda that may defect the mutual trust or the agreed objectives.( to cite).

Oberlinder (2000) highlights the importance of three main components namely; scope, schedule and cost, that project parties should manage and cooperate effectively to achieve their objectives and project success with high levels of satisfaction.

Moreover, Wanger (2000) highlighted the great importance of possessing high levels of knowledge and smartness while managing projects suppliers and subcontractors. He emphasized the findings of Burt (1989) who calls clients to adopt a strategic and an effective management while selecting and dealing with the other parties of projects. Talluri and Sarkis (2002) justify that suppliers selection processes, negotiation of contracts and its terms, performance monitoring and feedback represent the cornerstone for an effective supplier/contractor management and successful project. Narayanan and Raman (2004) highlight the importance of aligning project parties' interests and incentives in the early stages of the project. They concluded that managing other parties in the project may implies risk distributions, costs, responsibilities and benefits which should be clearly

articulated, openly communicated and mutually agreed by all parties, within fairness and equity spirits.

On the other hand, Dyer, Cho, and Chu in 1998 (citing in Smith 2007) present two main models in managing suppliers and contractors that clients usually adopt according to their business needs and sensitivity and according to the supplier/contractor intended role or actual influence and importance on client's business and pipeline. They proposed 'arms-length model' that pertaining non- strategic activities that clients prefer to be more independent from supplier/contractors influence and to have a wider margin of control and decision making. The other proposed model, 'strategic partnership model', represents client's strategic choice to have a high quality deliverables within interactional, sustainable and transparent relationships with suppliers/contractors, for a higher levels of success in the client's recent and future projects.

Nevertheless, Smith (2007) emphasizes the necessity of interests' alignment and initiating and maintaining a mutual trust, respect and commitment towards project objectives and success for the both management models.

OGC (2007), guide 5, asserts the great importance of partnering and teamwork in project success and cultivating the maximum mutual benefits for all project parties. OGC emphasizes that the need to partnering and teamwork mentality is of crucial role in the complex projects and in the situations of uncertainties in project scope and requirements, or when there will be many similar projects with the client and he needs more improvements in cost and quality.

Walker and Rowlinson (2008) confirm that the proper management of suppliers and contractors can minimize the disputes in the project in addition to mitigating the unreasonable claims. They call all project parties to adopt friendly policies towards any conflict during project lifecycle.

Moreover, Project Management Institute (PMI) (2008), counts 'project procurement management' as one of the main components of project management 'knowledge areas'. PMI divides 'project procurement management' into four main process groups namely: 'plan procurement', 'conduct procurement', 'administer procurement' and 'close procurement'. Moreover, PMI confirms the great importance and the crucial role of the well articulated and agreed contracts in mitigating risks and disputes in the projects besides improving all parties' performance and satisfaction.

PMI states that a contract "represents a mutually binding agreement that obligates the seller to provide the specified products, services or results, and obligates the buyer to provide monetary or

any other valuable consideration"(2008, p. 315). PMI highlights that in construction projects there are two famous types of contracts namely: 'fixed-price contract' and 'cost-reimbursable contracts'. Also, 'time and material contracts' are used as a hybrid type in many projects. The importance of contracts, as a supportive and an effective tool in managing relationships and projects, is highlighted by Mahotra (2009). He adds that proper types of contracts in projects can mitigate risks, eliminate disputes and improve the parties' performance and stakeholders' satisfaction.

Harris (2010) asserts that the main purpose of stakeholders' management in general is to manage the relationships effectively and to offer a high levels of performance , productivity, success and satisfaction for all the interrelated parties within a common perspective towards long-term and win-win relationships.

Elmualim (2010) confirms that the management of any organization should serve the interests of its stakeholders. He asserts the stakeholders concept which has elaborated by Starik (1994) who presents the stakeholders as the individuals or groups who have interests, influences and can be affected by the organization's activities and actions. In addition, Elmualim (2010) counts 'corporate legitimacy' and 'fiduciary' towards stakeholders' rights and commitments as main concepts that the management of the organization should consider and keep while dealing with other parties in business and projects. Fiduciary as per Elmualim (2010) requires transparency, trust, liability, credibility, honesty, fairness, professionalism, and alignment of stakeholders' interests to serve their common endeavors and long-term objectives. On the other hand, Elmualim (2010) argues that the role of power in the management and relationships between the groups and organizations is neglected by most researchers. He emphasizes the findings of Wild (2002) that 'unequal distribution of power' between the parties in construction projects usually creates many conflicts and disputes. He offers the 'mutual empowerment' concept to be the dominant mentality and approach while initiating lasting and sustainable business relationships in construction projects.

Porter and Kramer (2011) assert the great importance of adopting cooperative and integrative approaches while creating business between organizations. They state that "Shared value holds the key to unlocking the next wave of business innovation and growth" (2011, p. 17). Porter and Kramer add that shared value should encourage initiating deep relationships between the business parties based on respecting, initiating and delivering true social values that qualify them to be respected by society members.

Chiu and Huang 2003, Gunasekaran and Cheng 2008 and Wadhwa et al. 2009 (citing in Saetta et al 2012) assert the crucial role of SCM in improving organizational competitiveness, and add that the cooperative approaches in the relationships between the organizations should be adopted by all projects parties to promote performance levels and satisfaction. Moreover, Saetta et al (2012) call for effective SCM that based on mutual agreed decisions and interests rather than independent or autonomous decision-making mentalities.

## **2.2 The Crucial Role of Relationships with Suppliers/Subcontractors:**

Turner (1995) emphasizes that the client's relationships with project suppliers/contractors should be on win-win basis in order to minimize the risks, improve the performance and optimize the mutual benefits. He adds that "there is a need to *manage* the relationship between owner and contractor in order to help both sides to achieve the objectives which the contract between them is designed to express"(1995, p.145).

Oberlinder (2000) asserted that relationships between clients and suppliers/contractors should be initiated upon agreed objectives and aligned interests within a trust, equity and cooperative environment. In case of any conflict or dispute, he calls all parties to cooperate within positive attitudes towards project success and all parties benefits.

Wagner (2000) expresses the crucial role of the integrative relationships between the project parties in project success and stakeholders satisfaction. He calls all project parties to align their needs, requirements and interests and to be focused towards mutual benefits, project success and long-term relationships rather than selfish and win-lose mentalities.

On the other hand, Talluri and Sarkis (2002) assert the findings of Smallwood and Venter (2001) that long-term relationships between client and contractor are deemed to be critical components of the effective management of the project itself and the organization strategy and business in general. They highlight that respect, trust, integrity and cooperative mentalities are of a great influence and high impacts on the type of the relationships between the parties in the construction industry. Talluri and Sarkis (2002) add that the relationships which are only built on prices can't initiate real partnership or grant sustainable benefits and competitive advantages to the organizations.

Moreover, Beth et al (2003) confirm that despite the great importance and crucial role of good-willing attitudes, trust, openness and credibility in business relationships, this should be accompanied by transparent and proper types of contracts.

These findings are supported by Turner and Muller (2004) who assert that the interests, needs, requirements and objectives of all parties should be expressed, openly discussed and aligned for the higher levels of professionalism and satisfaction. They highlighted the necessity of mutual respect and understanding of each party responsibility, rights and associated risks. They assert initiating, developing and maintaining a cooperative, integrative and productive environment rather than selfish and competition relationship between client and supplier/contractor.

On the other hand, Liker and Choi (2004) propose a 'supplier-Partnering Hierarchy' that consists of six components, namely: 'understand how your suppliers work', 'turn supplier rivalry into opportunity', 'supervise your suppliers', 'develop suppliers' technical capabilities', 'share information intensively but selectively' and 'conduct joint improvement activities'. Moreover, they assert that clients rely on their suppliers for cost savings, higher quality and better development in processes and products than the other rivals. Regarding the trust, Liker and Choi (2004) emphasize that it should be accompanied by proper monitoring and controlling tools and processes.

Smith (2007) justifies the great importance of transparency and sharing the sensitive and critical information between the different parties in the project. That should be based on mutual trust and oriented towards mutual benefits, higher levels of performance and future competitive advantage. Besides, he asserts that organization financial position is of a crucial role in enhancing the business relationships with other parties, and can eliminate many problems and disputes that may arise during the business deals and projects.

In the same context, Walker and Rowlinson (2008) confirm the findings of Smith (2007) and highlight that win-win relationships should be a common intention between the client and his suppliers/contractors. This, in contrast to win-lose mentality, will push towards developing long-term and sustainable business relationships besides the achievement of high levels of work performance, projects success and stakeholders satisfaction.

Clarke (2008) asserts that the lack of respect leads to many relationships disputes between the project stakeholders. He calls for a unified and a well articulated definition for the term of respect because of the crucial role of the mutual respect in enhancing the effective relationships and promoting the levels of work performance and projects success.

Elmualim (2010) asserts the necessity of long-term relationships that are based on mutual benefits and proper collaboration between all the participants in constructing the project. He highlights that

each party in the project, traditionally, has his own agenda and interests. These interests are mainly, as asserted by Elmualim (2010) of financial type to acquire the maximum amounts of profits and benefits. He emphasizes the great importance of aligning all parties' requirements and interests in the early stages of the project. In addition, he argues that fragmentation of construction industry, in general, leads to outsourcing most of project works towards more dependency on suppliers and subcontractors in projects and minimizes the efficiency and effectiveness of team work. Elmualim (2010), while discussing the findings of Karlberg (2004), highlights the mutual and adversarial relationships between the stakeholders in general and states that "[a]dversarialism appears in the form of contest, competition and confrontational relationships" and adds that "[m]utualism enhances the chances of all members of the groups to have the benefit of being winners, though the sense of winning might not be a tangible form" (Elmualim 2010, p. 179).

Moreover, he argues that while organizations are seeking the competitive advantage many conflicts and disputes may appear and confront initiating long-term relationships. Elmualim (2010) asserts that organizations should adopt the collaborative approach to be more competitive and to achieve better performance, long-term returns, benefits and improvements.

Ohdar and Ray (2012) justify the need for successful and sustainable relationships with other suppliers and contractors as most organizations have recognized the importance and feasibility of outsourcing their non-core activities and projects to other specialized parties who can present better performance, excellence and professionalism.

Dulaimi (2013) asserts the crucial role of fairness, openness and transparency environment in creating and maintaining sustainable and win-win relationships. This healthy environment should be initiated and adopted by all business parties and maintained all the time through an effective relationship management that motivates all parties to high levels of performance, success and competence. Client's needs and requirements, project specification and interests should be aligned, articulated, communicated and agreed by all parties in the early stages of the project or business relationships.

Ertel (1999), confirm the crucial role and great importance of initiating and maintaining a long term relationships with suppliers and subcontractors. The relationships between project parties should be win-win relationships and far away from the traditional procurement mentality of a zero-sum game that only considers the lowest price, while discussing outsourcing and contracts with suppliers and project parties, highlights that negotiations is deemed to be a main component



of any procurement activity and business relationships. He adds that negotiations require openness, transparency, integrative and cooperative mentalities from all the parties that involved in the project. Ertel points out the dominant procurement practitioners' perspective and approaches that implemented differently while closing a deal or intending long-term relationships with suppliers or subcontractors. The dominant traditional practice, as Ertel (1999) asserts, shows that negotiators usually depends solely on their skills in closing business deals that usually perceived and ranked by traditional corporate as win or lose deals. On the other hand, negotiators should keen to keep terms and conditions of long-term and sustainable relationships with other suppliers and subcontractors based on reliability, mutual interests and mutual respect rather than short term deals that are based on low prices and costs. Ertel (1999, p. 11) confirm the importance of the findings of Fisher and Ury (1981) who introduced the terminology of 'Best Alternative To Negotiated Agreement' (BATNA) to provide high levels of success and satisfaction for all the parties when involved in an agreement. It implies coordinated and standardized approaches that finally interpreted into mutual benefits and stronger, closer and creative relationships with project partners.

### **2.3 Respect; Meaning and Definition:**

As we intend to discuss the role and value of respect in clients' relationships with the suppliers and subcontractors and how it may affect work performance, we have first to point out and highlight the meaning of respect.

Oxford dictionaries (online) define respect as “[a] feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements” ([http://www.oxforddictionaries.com/definition/american\\_english/respect](http://www.oxforddictionaries.com/definition/american_english/respect)). It means that originally each human being possesses his own abilities and competences that should be esteemed and rated properly by others.

Another definition given by Oxford dictionaries (online) as the “[d]ue regard for the feelings, wishes, rights, or traditions of others” ([http://www.oxforddictionaries.com/definition/american\\_english/respect](http://www.oxforddictionaries.com/definition/american_english/respect)). This definition links respect with human rights that should never be disregarded or ignored in any kind of relationships.

Merriam –Webster dictionary (online) defines respect as “a feeling of admiring someone or something that is good, valuable, important, etc”. Or “a feeling or understanding that someone or something is important, serious, etc., and should be treated in an appropriate way” (<http://www.merriam-webster.com/dictionary/respect>).

Cambridge Dictionaries Online submitted two definitions for the respect; one definition is “admiration felt or shown for someone or something that you believe has good ideas or qualities”. And the other definition is “the feeling you show when you accept that different customs or cultures are different from your own and behave towards them in a way that would not cause offence” (<http://dictionary.cambridge.org/dictionary/british/respect>).

In 1948, the United Nations (UN) issued the Universal Declaration of Human Rights (UDHR) that asserts and calls all individuals, entities and nations to show and promote the respect of human rights and freedoms as a holy value that humanity imposes regardless of religion, race, color, language, sex or any kind of distinction or discrimination. UN (1948) states that:

[n]ow, therefore the General Assembly proclaims this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.

<http://www.un.org/en/documents/udhr/>

PMI (2008) presents ‘Code of Ethics and Professional Conduct’ that represents the most important values that project management practitioners and community, in general, need and should comply with. PMI considers ‘Respect’ as one of the four main elements of the Code of Ethics and Professional Conduct of the project management. PMI states that “[r]espect is our duty

to show a high regard for ourselves, others, and the resources entrusted to us” (PMI, p. 4) [http://www.pmi.org/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://www.pmi.org/~media/PDF/Ethics/ap_pmicodeofethics.ashx). And asserts that respect environment can initiate and enhance the trust and can improve cooperation and lead to higher levels of work performance and excellence. Moreover, PMI divides Code of Ethics and Professional Conducts that related to Respect into: ‘Mandatory Standards’ and ‘Aspirational Standards’.

‘Mandatory standards’ of respect, as presented by PMI, impose that the practitioner has to comply with the following terms:

1- To negotiate in good faith, 2- not to exercise the power or position in influencing others decisions or actions for personal benefits, 3- not to act in an abusive manner toward others and 4- to respect the property rights of others.

While ‘Aspirational Standards’ of respect impose:

1-Respecting other parties norms and customs, 2-making the best to understand others perspectives and points of view, 3- direct approaches and contacts with the concerned people or parties for better solving conflict issues and 4- to comply with professional manners all the time ([http://www.pmi.org/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://www.pmi.org/~media/PDF/Ethics/ap_pmicodeofethics.ashx)).

Hermarij (2013) asserts the crucial role of ethics in the practices of project management, and states that “at the time of writing this book, the International Project Management Association does not yet have a code of conduct, but some of the affiliated members do” (2013, p. 498).

Clarke (2008) while discussing the notion of respect within leadership theories context, highlights many types for respect namely: ‘appraisal’, ‘identification’, ‘recognition’ and ‘acceptance’. He shows that leadership theories present respect as notion and terminology differently. Moreover, Clarke (2008) argues that most researchers in the leadership’s theories have not shown or discussed what they mean by respect. He adds that “Indeed most writers would appear to assume that there exists a shared understanding of what the term actually means, despite authors using the notion of respect in leadership very differently” (2008, p. 4). He concludes that “[r]espect based upon the principle of shared humanity therefore represents a far more enlightened notion of respect than that based upon judgements or appraisal of worth” (2008, p. 5).

Allan and Davidson, while discussing the meaning of ‘Respect for the Dignity of People’ within psychological context, state that “[d]isplaying socially and culturally acceptable manners is an essential component of respecting persons as such” (2013, p. 345). Simpsons (1971) (citing in

Allan and Davidson 2013) points out that the word ‘Respect’ is derived from the Latin word ‘Respicio’ that literally means ‘to look behind’ or ‘to look back’, but used figuratively to mean ‘to have regard for’ or ‘to care for’ or ‘to consider’ (2013, p. 346). They discuss two main philosophical meanings of respect, namely: ‘Appraisal Respect for Persons’ and ‘Recognition Respect for Persons’. Allan and Davidson (2013) assert that “[w]e *demonstrate* recognition respect for other persons, not because we want to or because we appraise them as meriting our respect, but because we feel morally obliged to do so” (p. 347). They assert the findings of Kain (2009) that respect is an unconditional, intrinsic, a priceless and a moral obligation towards the humanity and the dignity of people.

United Nations Educational, Scientific and Cultural Organization (UNESCO) proposes an educational approach that may enhance and support respect as individuals and societies. UNESCO (2014) asserts that, in such cases of high levels of violence, intolerance, racism and cultures conflicts, teaching respect in schools, institutes and societies can warrant many social values like tolerance and respect for all people regardless of gender, colour, class, nationality, religion or ethnic identity. Moreover, UNESCO discusses and points out that initiating and strengthening respect between individuals and societies, in general, needs openness, communication skills, training and knowledge of others norms, traditions, cultures, and rights.

On the other hand, Department of Foreign Affairs and Trade (DFAT) –Australia (2012) in the context of procurement, defines the ethical behaviour as:

behaviour which ensures that individuals and organisations are trusted and respected by those with whom they deal. It also ensures that all parties conduct business efficiently, in a fair and reasonable manner, and with integrity. (2012, p. 66).

Bartlett and Preston (2000) in their extensive study about the existence of ethical behaviour in business conclude that “employees often question the existence of business ethics because there is no good and bad between which to choose. The choice is between success and failure” (2000, p. 199). They assert that managers and employees will practice high ethical standards if they recognize that they are an integral part in the organization and this organization itself appreciate and respect ethical codes and standards. On the other hand, Bartlett and Preston (2000) highlight that the organizations, usually, communicate and support the values of efficiency and profitability through many effective and creative techniques more than those used in communicating and promoting codes of conducts and ethics.

## **2.4- Respect in the Relationships between Project Parties:**

Smallwood (2004) highlights that respect for people is of great importance in construction industry since human being is the only element in projects who manages, supervises and owns the whole construction processes. In his study about the value of respect in the South African construction industry, Smallwood adopts many aspects to investigate and show the amount of respect for the people in the construction field. He states that “[t]he work environment influences the morale, behavior and performance of people” (2004, p. 1). And he adds that “[t]he provision of appropriate welfare facilities and site establishment is paramount in ensuring that the work force feels respected and part of the project, the rationale being inter alia the resultant improvement in productivity” (2004, p. 3).

The United Kingdom Movement for Innovation ( M4I) (2000) emphasizes that respect of people is a crucial issue that related to the great value of human being and his employment rights like health and safety, proper environment, personal development and training, diversity and equal opportunities. M4I counts respect of people as a necessity for business to deliver successful projects and organizational competitive advantages within high levels of appreciation and commitments to the humanitarian values and norms.

M4I’s Working Group on Respect for People (2000) highlights four main components for respect namely: invest-in-people standard, workforce involvement, behavioral issues and an overarching management framework. M4I asserts the relationships between people respect and their performance and calls clients and organizations to adopt and activate codes of conduct and ethics while managing their projects and business.

The Movement for Innovation (M4I), part of Construction Excellence (citing in Office of Government Commerce (OGC), 2007 guide 8) emphasizes that respect for people should be one of the organizations priorities, and should be addressed through health and safety issues in the projects and its supply chain. M4I calls for continuous and effective improvements in projects performance through effective relationships, learning culture and practices that show and implement respect for people as a crucial component for high levels of project success and

stakeholders' satisfaction. OGC (Guide 5), while discussing the prerequisites of partnering and building integrated project team, considers health and safety as the most important component of respecting people by saying "respect for people (health and safety) – zero tolerance of accidents"(2007, p. 9).

Department for Environment, Food and Rural Affairs (DEFRA) (2011), while presenting the ethical procurement policy in the public sector in the UK, highlights that procurement ethics consist of two main principles namely: 'Employment is freely chosen' and 'No inhumane treatment is allowed'.

DEFRA (2011) asserts that client's partnership with suppliers can promote the level of ethical behaviours and work performance in the projects. DEFRA explains that client can't ask suppliers and subcontractors to adopt higher levels of ethics more than the requirements of Europe Union (EU) standards as this may contradict Free Trade agreements and International standard business law. Instead client can promote the level of ethical behaviours by initiating partnerships with the other project parties. And these high levels of ethics should be practiced on a voluntary basis during the post-award stage to warrant equal opportunities and high participation levels and not restricting free trade concepts and agreements.

Grosse (2007), while investigating the United States-Asian (US-Asian) strategies in developing trust in business relationships, highlights that US and Asian cultures have many differences in demonstrating respect behaviors and the value of respect and trust in initiating and maintaining business relationships. And emphasizes that global managers should be aware of other peoples' cultures and should understand and adopt specific behaviors and communication skills and strategies that create mutual respect and effective relationships between all project parties. She adds that "[i]n the global economy, knowing how to communicate across cultures helps businesses to open new markets" (2007, p. 42). And she highlights that "[t]oo often the US manager simply wants to close the deal as quickly as possible, without taking time to build a working relationship and foundation for mutual respect". In addition, Grosse highlights that most respondents from the five cultures namely: China, India, Japan, Korea and Taiwan assert the significant role of language knowledge, understanding of cultures and how to say greetings and express appreciation.

Moreover, Grosse (2007) asserts that mutual respect as one of the main requisites that leads to trust in the relationships by saying that "[r]espect plays an important role in winning trust" (2007, p.

48). She finds out that knowledge of other project parties' languages and understanding their cultures along with the attitudes of honesty, respect, sincerity, friendship, humility are deemed to be of crucial role in initiating solid and effective relationships with other parties in the Asian countries. In addition, proper communication approaches and interpersonal skills play an essential role in creating and maintaining long-term business relationships.

Lau and Rowlinson (2009) in their extensive study about the value of trust in construction projects assert the vital role of mutual trust in initiating alliances and partnering relationships. They add that mutual trust in business is a major factor in integrating the key elements of cooperation and partnership that Hong Kong Housing Authority (HKHA) proposed, like: commitment, risk sharing, clear roles and responsibilities and proper communication, appraisal and rewarding systems that require cooperative spirit from all the stakeholders.

And regarding the relationships between trust and respect, Lau and Rowlinson (2009) show that trust at work is divided into inter-firm trust, which is mostly based on the mutual benefits, shared objectives and fairness, and interpersonal trust which is based on mutual respect, competence, adherence to ethics and common beliefs. And their study (2009) shows that "mutual respect" either to firms or to persons is deemed to be one of the most important elements in initiating trust at work, as shown in the below table #2.1 that Lau and Rowlinson concluded from their study. Also, they find out that 'adherence to ethics', as shown in table# 2.1 below, is of moderate role in initiating inter-firm trust, but of crucial role in initiating trust between persons.

<b>Trust at Work</b>	<b>To Firms</b>			<b>To Persons</b>		
	<b>Valid N</b>	<b>Yes (frequency)</b>	<b>YES%</b>	<b>Valid N</b>	<b>Yes (frequency)</b>	<b>YES%</b>
Mutual objectives	469	285	60.8%	469	227	28.4%
Sincere cooperation	468	272	58.1%	468	265	56.6%
Fair dealings	468	268	57.3%	468	217	46.4%
Mutual benefits	468	265	56.6%	468	204	43.6%

Accommodate risks and unpredictability	468	255	54.5%	468	183	39.1%
Enhanced morale	468	254	54.3%	468	173	37.0%
Keep promises	468	252	53.8%	468	196	63.2%
Open communication	468	249	53.2%	469	231	49.4%
Accountable to actions taken	468	247	53.8%	467	290	62.0%
Interest in people	468	229	48.9%	468	205	43.8%
Competence	469	225	48.0%	468	318	67.8%
Mutual respect	468	224	47.9%	468	317	67.9%
Improve relationships	468	205	43.8%	468	247	52.8%
Accept diversity	468	201	42.9%	468	229	48.9%
Share pricing	468	196	41.9%	468	184	39.3%
Assurance with safeguard	468	190	40.6%	468	142	30.3%
Value congruence	468	180	38.5%	468	186	39.7%
Adherence to ethics	469	178	38.0%	469	291	62.0%

Table #2.1: Statistical results of trust at work, Lau and Rowlinson (2009).

Moreover, Lau and Rowlinson (2009) assert that the elements and factors which are essential to initiate mutual trust between organizations, like mutual respect, are mostly demonstrated by actions that are mainly related to beliefs and expectations. So, the behavior of some project parties



towards the others will be close to the respect as much as they share common values, concepts and beliefs (Child 1998).

On the other hand, Lau and Rowlinson (2009) assert the findings of Barney and Hansen (1994) and Dirk (1999) regarding the strong and direct relation between the level of trust between project parties and the levels of efficiency, performance, project success and stakeholders satisfaction.

Almahmoud and Doloi (2012) specify many factors that are related to social issues in the construction industry, and argue that in order to achieve social sustainability; these factors should be fulfilled for all the project parties and stakeholders. These factors include: job opportunity, equity, safe work site, communication and information, health, skills development, comfort (physical, psychological) and enhancing the local economy.

Almahmoud and Doloi (2012 , p. 102) state that “[a]s stakeholders of construction projects are connected within communities, their coordination toward project success is important”. In addition, they highlight that interactions between the stakeholders in the construction projects produce social issues that should be addressed within social sustainability and culture perspectives. They add that, in the context of social sustainability within construction industry, the level of project’s success is related directly with the level of social values that are practiced with and delivered to project stakeholders.

On the other hand, Klein (2001) (citing in Clegg, Kornberger & Pitsis (2011), P. 580) highlights the immoral role of globalization and transnational in the developing countries by adopting and dealing with contractors who behave disrespectfully with their employees, suppliers and subcontractors as they pay them low wages and have poor working and environment conditions.

## **2.5- Initiating and Developing Mutual Respect between Project Parties; Motivators and Challenges:**

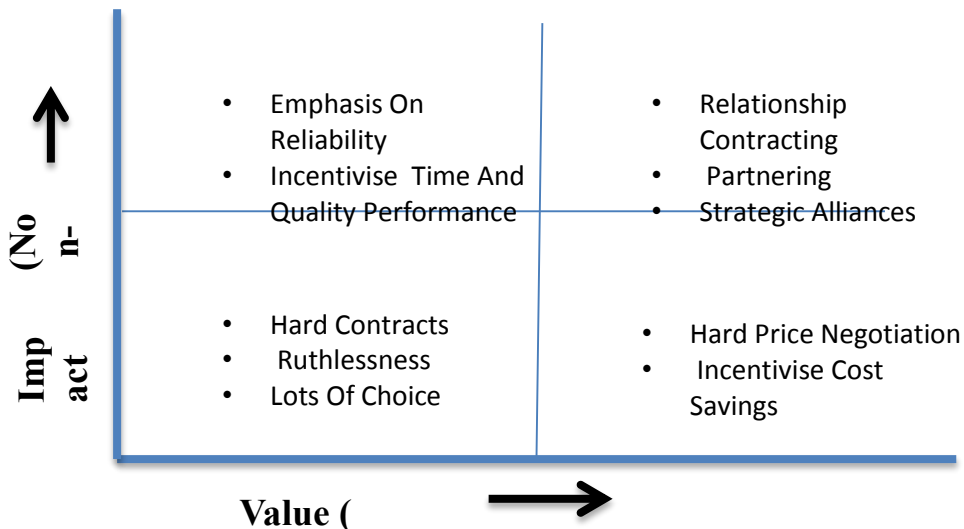
### **2.5.1- Procurement Methods:**

Morledge, Smith and Kashiwagi (2006) discuss the relationships between the client and his contractors, and differentiate between the two types of relationships; ‘supplier/customer’ and ‘partnership’ relationships. They assert that poor management knowledge and inappropriate

procurement methods and processes in which clients take the responsibility of designing and specifying the requirements totally before floating the tenders, and their selection of contractors is mainly done according to the lowest tender price . They argue that clients in this method ignore contractors' early contributions and roles in articulating and sharing their perspectives towards the requirements and deliverables. Morledge, Smith and Kashiwagi (2006) emphasize that neglecting the contractor's previous experience, knowledge and skills while designing and articulating the project requirements could lead to many disputes in the execution stages, low levels of work quality, poor deliverables, stakeholders' dissatisfaction and project failure. In the same context, Morledge, Smith and Kashiwagi (2006) call clients to practice 'partnership' relationships with their suppliers/contractors by adopting alternative procurement methods that emphasize the alignment of interests and common objectives in the early stages of projects.

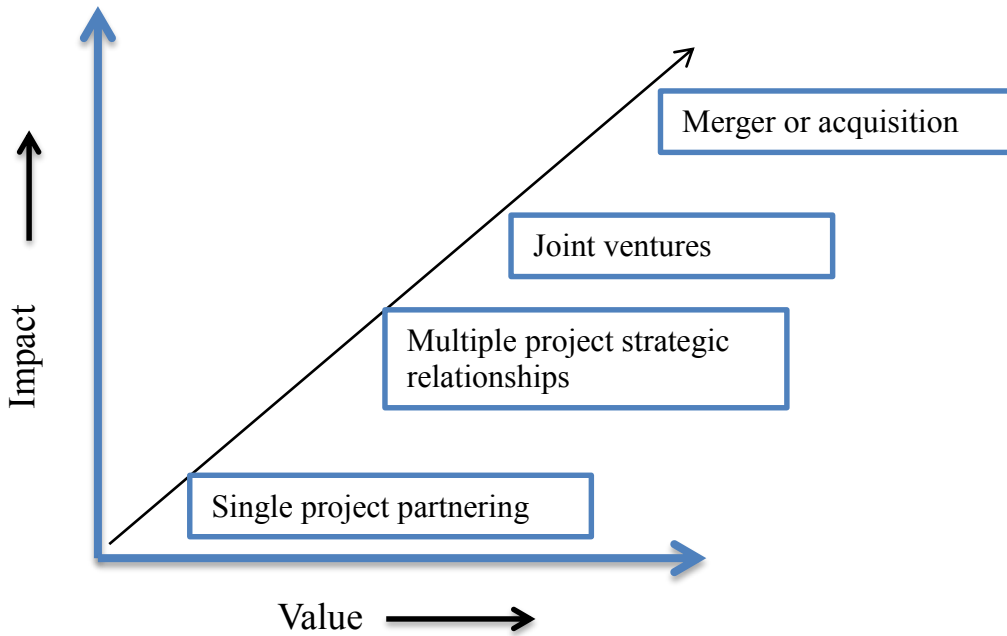
Moreover, Morledge, Smith and Kashiwagi (2006) argue that there is no 'best practice' method or ready-made solutions to be adopted for construction management or procurement. Instead, and due to the uniqueness of each project and its own circumstances and deliverables, procurement strategy should be a combination of processes, tools and techniques that clients should select to fit their needs and requirements and achieve clients' satisfaction or even exceed. They offer and discuss many components for each procurement process; the first component is the needs, objectives and requirements analysis: in which client's brief and project's objectives should be articulated cooperatively with client's main and influencing stakeholders. Also, this component should specify the key performance indicators (KPI) that to be cited for the level of success in achieving project objectives and deliverables.

The second component is the development of procurement philosophy in which client should analyze, specify and select the most proper procurement strategy that can achieve his project or business objectives. Morledge, Smith and Kashiwagi (2006, pp. 36-37) present three different figures with multi-relational scenarios that the client should decide and select the most appropriate to be dominant while initiating a relationships with his suppliers/contractors. Figure # 2.1, below, represents many procurement strategic choices and their financial and non-financial impacts on the client, such as reputation. It shows that imposing the clients' power and authority through the hard contracts or arms-length relations could have the minimum financial and non-financial impacts on the client.



**Figure #2.1 procurement as a function of the impact of failure, (Morledge, Smith and Kashiwagi, 2006).**

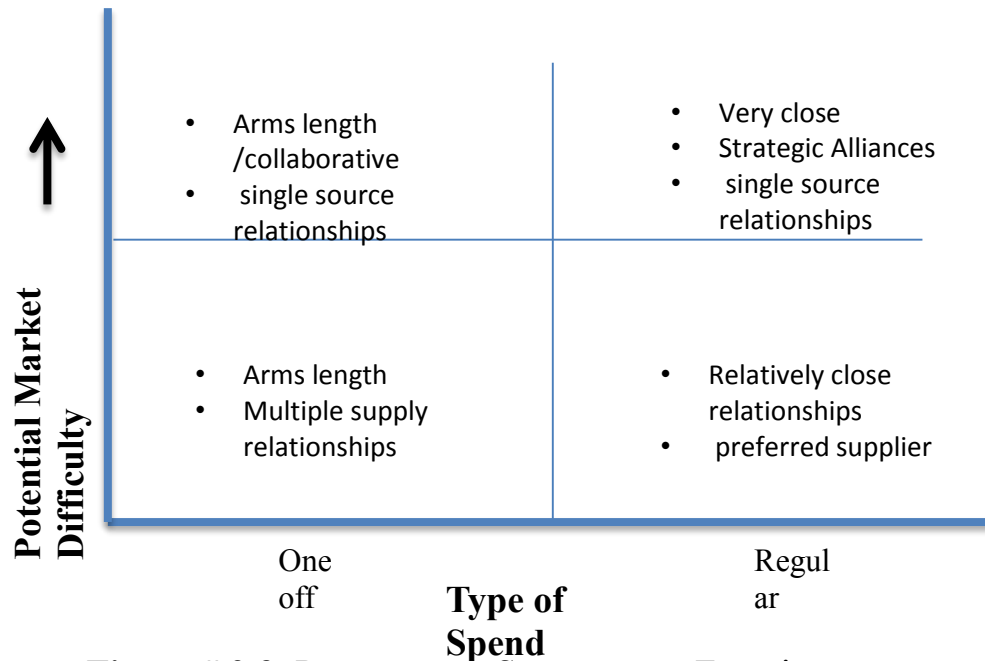
While promoting the relation to be partnership and strategic relationships with supplier/contractor, could lead to very serious impacts towards clients' reputation, incurred costs and projects' success. Figure #2.2, below, shows many scenarios of collaborative relationships with suppliers/contractors and the levels of its impacts on the clients' core business.



**Figure #2.2:** Collaborative trading relationships related to project complexity/ impact on the employer's core business (Morledge, Smith and Kashiwagi, 2006).

It shows that merger or acquisition is the most important decision and of crucial and significant impact towards the clients' core business and that requires awareness and more concentration from the client on the best and safest routes and transformations in relationships with specific suppliers and contractors.

Moreover, Morledge, Smith and Kashiwagi (2006), as shown in the figure #2.3 below, present many procurement strategies based on the external market difficulties and clients' intention for the relation to be continuous or one off.



**Figure # 2.3:** Procurement Strategy as a Function of Market Difficulty and Type of Spend. (Morledge, Smith and Kashiwagi, 2006).

They highlight that in case of difficult market situation and high competitive environment clients have choices to proceed with supplier/contractor in one off deals strategy or can proceed on regular basis deals upon the level of importance and influences these suppliers and contractors represent for the client's business or project.

The third component is: analysis for the best type of relationships with suppliers/contractors. The fourth is: adopting of the procurement approach.

The fifth is: formalization of the contractual relationships.

The sixth is: selection of suppliers/contractors.

The final component, as per Morledge, Smith and Kashiwagi findings (2006), is the implementation of the whole process components.

Elmualim (2010) argues that the intended relationships between projects parties are usually predetermined by the procurement methods that the client selected to proceed with in his project. For example, the design-tender-build method, in which the design is separated and apart from construction activities, represents and imposes fragmentation, mistrust, selfish, non coordinated decisions and low levels of interests' alignments between the project stakeholders.

Luu, Thomas and Chen (2003) (citing in Al Kukhun, 2012) stated three main constraints of procurement methods. Some constraints are related to clients like management experience, type, and financial capability.

Others are related to the project like its size, type, and location. Also, some constraints are related to the external environment like the availability of material, competition in the market and technology. Table #2.2, below, presents the summary of these constraints as concluded by Luu, Thomas and Chen (2003).

<b><u>Procurement Selection Factors</u></b>	<b>AM</b>	<b>AT</b>	<b>B F</b>	<b>GI</b>	<b>H</b>	<b>H U</b>	<b>K D</b>	<b>M</b>	<b>MG</b>	<b>N</b>	<b>R</b>	<b>SM</b>	<b>T</b>	<b>W</b>
<b>Client's characteristics and objectives</b>														
Clients type and experience	√			√					√		√			
Client's in-house technical capability				√				√	√		√			
Client's financial capability	√			√				√	√					
Client's willingness to take risk									√				√	
Client's willingness to be involved			√		√				√	√		√		
Client's trust forward other parties											√		√	
Client's schedule requirement			√		√				√	√		√		
Client's requirement for the budget					√					√		√		
Client's requirement for low maintenance cost	√		√											
Client's requirement for low operational cost	√		√											

Client's requirement for value for money			√					√		√				
<b>Project Characteristics</b>														
Project size	√	√									√			
Project type	√	√									√			
Building construction type	√	√									√			
Project site location	√							√						
Unknown site risk factors		√											√	
Known site factors likely to cause problems		√											√	
Usage of pioneering technology								√			√			
<b>External Environment</b>														
Market's competitiveness	√					√	√				√			√
Technology feasibility	√					√					√			√
Regulatory feasibility	√					√					√			√
Materials availability						√	√							√
Experienced contractor availability							√				√			√
Labour productivity	√					√	√				√			√
Neighbours and lobby groups						√					√			√
Political and cultural constraints						√					√			√

*Notes :* AM=Alhazmi and McCaffer (2000) ;AT=Ambrose and Tucker (1999); BF=Bennett and Flanagan(1983); GI=Gibb and Lsack(2001); H=Hewitt(1985); HU=Hughes(1989); KD=Kumaraswamy and Dissanayaka (2001); M=Molenaar (1999); MG=Masterman and Gameson (1994); N= NEDO (1985); R=Rowlinson (1999); SM=Skitmore and Marsden (1988); T=Tumer(1990); W=Walker(1989)

**Table #2.2:** Procurement selection constraints. (Luu, Thomas and Chen, 2003)

Zue, Zhao and Zillante (2008) argue that the poor management skills and inappropriate procurement approaches are behind the confrontational relationships and the poor performance and disputes in the construction industry. They highlight that projects in the traditional procurement are usually procured within competitive approaches that are mainly related to the minimum bid prices. Also, the power matrix qualifies the client to transfer the highest amounts of risks to the other project parties like the main contractor and subcontractors. Moreover, the main contractor and subcontractors also try to cover their weakness, during the bidding stage, by submitting huge claims and amounts as variation orders and extension of time to compensate what they missed during the early stages of the project. Consequently, the construction industry is suffering from huge amounts of conflicts, disputes poor performance and high levels of project failures and stakeholders dissatisfaction.

Zue, Zhao and Zillante (2008) propose the 'relationship contracting' as an alternative and effective procurement approaches that designed to align stakeholders interests, improve work performance and stakeholders satisfaction and promote the levels of construction projects success. They count mutual respect and mutual trust as crucial factors in initiating and maintaining 'partnering' and 'alliancing' which are considered forms of 'relationship contracting'.

Rendon (2008) proposes 'contract management maturity model (CMMM)' as a tool in assessing, measuring and improving the procurement processes. He intends to measure the maturity of procurement processes in addition to promote the existing level of maturity to a higher level of performance and success. Rendon (2008) highlights the findings of Haiachmi and Bouckaert, (1996), Kearney and Berman (1999), Niven (2003), Poister (2003) and Scott (2004) that private and public organizations are facing a common challenge represented in measuring its processes performance, which may include measuring many areas such as financial accountability, adherence to quality standards, code of conducts and ethical issues, key performance indicators and stakeholders' satisfaction, and how to improve these processes towards professionalism and maturity.

On the other hand, Rendon (2008) points out that the public sector organizations have already started recognizing the benefits of implementing the Balanced Scorecards approaches in measuring organizational performance with respect to four components: customer, internal processes, learning and growth, and financial status.



Moreover, Rendon (2008), while presenting and discussing the CMMM indicates five levels of procurement processes maturity, namely: ‘ad hoc’ level which is the lowest level of maturity, ‘basic’ level, ‘fully structured’ level, ‘integrated’ level and ‘optimized level’ which is the highest level of maturity in which organization systematically adopts and implements performance measures for quality, efficiency, effectiveness and integration with other organizations and business parties.

Cabinet Office (CO) in the United Kingdom (UK) (2014) presents and recommends three new models for construction procurement in the public and private sectors. These models, namely: Cost Led Procurement, Integrated Project Insurance and Two Stage Open Book, are intended to assist clients, consultants, suppliers and subcontractors in initiating, adopting and developing collaborative, integrative and innovative procurement approaches and processes that are led mainly by clients and supported by the existing best practise. Cabinet Office adds that “[e]arly involvement and collaboration are the centre-piece of all three models”. (2014, p. 15).

Porter and Kramer (2011) confirm the infeasibility of the traditional perspective and practices in which procurement departments and clients exploit and impose power matrix to impose lower pricing mentality on suppliers and subcontractors. Instead, they call to adopt cooperative and more productive approaches that empower suppliers and stimulate them for higher levels of productivity, quality and professionalism. Porter and Kramer (2011) point out that clients, while sharing the technology and financing solutions with suppliers, enhance and improve performance and efficiency and create shared values.

Office of Government Commerce (OGC) (2007) asserts the great importance of the integrated team work through adopting effective procurement methods like design and build, private finance initiative (PFI) and prime contracting. OGC calls clients to initiate long-term relationships with their suppliers and subcontractors. In addition, OGC recommends adopting the European Community (EC) procurement rules that promoting the level of performance and projects success. OGC considers health and Safety issues of crucial role that affect work progress and performance. And adopts a Guide namely: ‘Achieving Excellence in Construction Procurement Guide AE10:Health and Safety’ and identifies how the decisions of clients in projects may affect health and safety issues and how these health and safety issues, in turn, affect contract performance and parties satisfaction.

Moreover, OGC indicates a link between ethics and adopting and practicing health and safety guide during organizations' business and projects. OGC highlights that there is an ethical reason beyond the necessity of delivering Excellence in health and safety during the construction process and that should be practiced within the supply chain and project team as a priority which is built on respecting people and their environment.

Office of Government Commerce (OGC) (2007) asserts the great importance of working as one team that consists of all project parties. Integrated project team as recommended by OGC should be consisted of the project client, consultants, main contractor, subcontractors and suppliers as a complete supply chain in which all should inter into partnering relationships for their maximum mutual benefits and project success. OGC states that "[t]he teamworking ethic must be demonstrated by senior management, who should act as exemplars of good practice and behaviour, and show commitment to collaboration and partnering throughout the project" (2007, p. 6).

Smallwood and Venter (2001) assert that the type of management and procurement systems (PS) affect project parties interactions, work performance and project deliverables and stakeholders' satisfaction. They point out the great importance of the integration between the design and construction stages that leads to better performance and results.

They highlight that traditional project management perspective towards contractors performance focuses on cost, quality and schedule as the main features for evaluation and ranking. They add that "However, international research indicates that performance relative to cost, quality and schedule is influenced by: health & safety; productivity; performance relative to the environment, and worker satisfaction" (2001, p. 1).

Moreover, Smallwood and Venter (2001) assert the findings of Allen (1998) and Smallwood (1999) that despite the dominant nature of the traditional contractors' performance measures, i.e. cost, quality and schedule within project management academics, practitioners, designers and clients, most projects parties failed in handing over the projects within the assigned quality, budget and time.

### **2.5.2- Dominant and Organization's Culture:**

Zue, Zhao and Zillante state that “[a]n alliance culture, featured with trust, co-operation, mutual support and respect are essential for the success of relationship contracting projects” (2008, p. 1). They call all project parties to develop and maintain a positive project culture by adopting and practicing the proper values and behaviours that encourage initiating and developing relationship contracting, partnering and alliance perspectives in the construction industry especially in multi-national projects and environment.

While discussing cultures and leadership in projects and stakeholders management, Elmualim (2010, p. 180) states that:

[a]t organisational level, culture is the collection of relatively uniform and enduring values, beliefs and customs, traditions and practices that are shared by an organisation's members, learned by new recruits and transmitted from one generation of employees to the next; it is the way we do things around here; the way we interact and the way we cooperate or compete.

Elmualim (2010) asserts the findings of Hofstede (2003) that the national culture has a crucial and great influence on the behaviors and ethics of the society in general and its components like individuals and organizations specifically. And the conflicts usually arise when each member or party tries to satisfy his interests and needs apart from others' needs and interests. Elmualim adds that “[i]n today's western-liberal culture, competitiveness and conflictual relationships are ubiquitous cultural practices that are hegemonic in nature serving the interests of a few” (2010, p. 178). Moreover, Elmualim (2010) highlights the findings of Karlberg (2004) about the role of western-liberal cultures in initiating, institutionalizing and legitimating the norms of conflictual and competitive relationships. In addition, Elmualim argues that the dominant culture and ideology are of crucial role in spreading and legitimating some norms and misleading concepts like the inevitability of conflicts and adversarial relationships that are based on winner- loser ranking. Moreover, he criticizes the argument that the conflictual relationships between societies, organizations and individuals are an inevitable and part of human nature.

Porter and Kramer (2011) assert a shortage of the conceptual understanding and practices of the capitalism during the previous decades. They state that “[c]apitalism is an unparalleled vehicle for meeting human needs, improving efficiency, creating jobs, and building wealth” (2011, p. 4).

Moreover, they state that “Capital markets will undoubtedly continue to pressure companies to generate short-term profits, and some companies will surely continue to reap profits at the expense of societal needs” (2011, p. 17). They call to adopt a broader understanding of values and to implement new concepts that are related to organizations current cultures to minimize the gap between the profitable trend and direction of organization and the actual society needs and values. In their extensive research, Porter and Kramer (2011) explain that ‘capitalism is under siege’ and call business schools and organizations to adopt new curricula and business practices that warrant compliance with society actual needs and values in order to deserve society respect and appreciation. Porter and Kramer (2011) argue that their proposed ‘Creating Shared Value’ (CSV) should supersede CSR in order to rescue the business world from the narrow perceptions, concepts and practices of capitalism that prevail for decades. They (2011) have carried out a comparison between the concept of CSR and the new proposed concept of CSV and assert that “[t]he concept of shared value resets the boundaries of capitalism” (2011, p. 7).

In his extensive report, Perez-Lopez (1993) discusses many aspects pertaining business codes of conduct and how these codes may promote ‘International Respect for Worker Rights’. His findings were mainly drawn from the efforts, initiatives and approaches of the United States (U.S) government and the International Labor Organization (ILO) to enhance and promote the level of respect of workers and human rights globally. He highlights that U.S government utilizes business codes of conduct to promote and enhance respect of human rights by adopting three main approaches. The first approach by the U.S foreign affairs policies and influences on other countries issues pertaining societies cultures, economy, security and politics. The second approach through initiating, supporting and maintaining democracy concepts and free societies globally and in the developing countries specifically. The third approach, by initiating and developing global trade agreements and direct relationships with the national and international labor organizations.

Bartlett and Preston (2000) highlight the argument of MacIntyre in his book ‘After Virtue’(Carr (1968) and Friedman (1976)) that Western liberal democracy as ideology and practice has fragmented the moral and ethical standards in business, and organizations and businessmen are concerned about ethics and behave ethically only if they expect benefits from such behaviours.

Moreover, Trevino (1986) states that "Codes of ethics will affect ethical/ unethical behaviour significantly only if they are consistent with the organisational culture and are enforced."

Perez-Lopez (1993) points out that many U.S corporations, supported by U.S government perspective, started broadening the concept of Codes of conduct globally and enhancing its crucial role in promoting the respect for labor laws and workers and human rights to include organizations' suppliers and subcontractors. He asserts that many approaches may be adopted to promote the level of respect towards workers and human rights and one of these approaches is adopting and implementing business codes of conducts by organizations when dealing with its employees, suppliers and subcontractors.

### **2.5.3- Power Matrices:**

OGC in Guide 5 (2007) asserts that power matrices techniques and analysis should not be interpreted and understood by organizations against the other party, but should be exploited as a tool for integrative and cooperative relationships between all project parties. OGC adds that identifying the areas of weakness and strength of each party should push towards effective and collective strength for the project team as one entity with mutual and agreed responsibilities, objectives and benefits. This should help in identifying how the work progress and issues will be tracked and controlled for the highest levels of project success and maximum mutual benefits for all the project parties and stakeholders.

While Elmualim (2010) asserts the crucial role of power matrix in articulating stakeholders' interactions and relationships, he argues that most researchers neglect the impacts of power-interest matrix, analysis and consequent behaviors between groups and organizations. He emphasizes the findings of Ertel (1999) and Wild (2002) that 'unequal distribution of power' between the parties in construction projects usually creates many conflicts and disputes. He presents the concept of 'mutual empowerment' as an efficient tool and approach that can initiate and enhance sustainable and effective long-term relationships in construction projects.

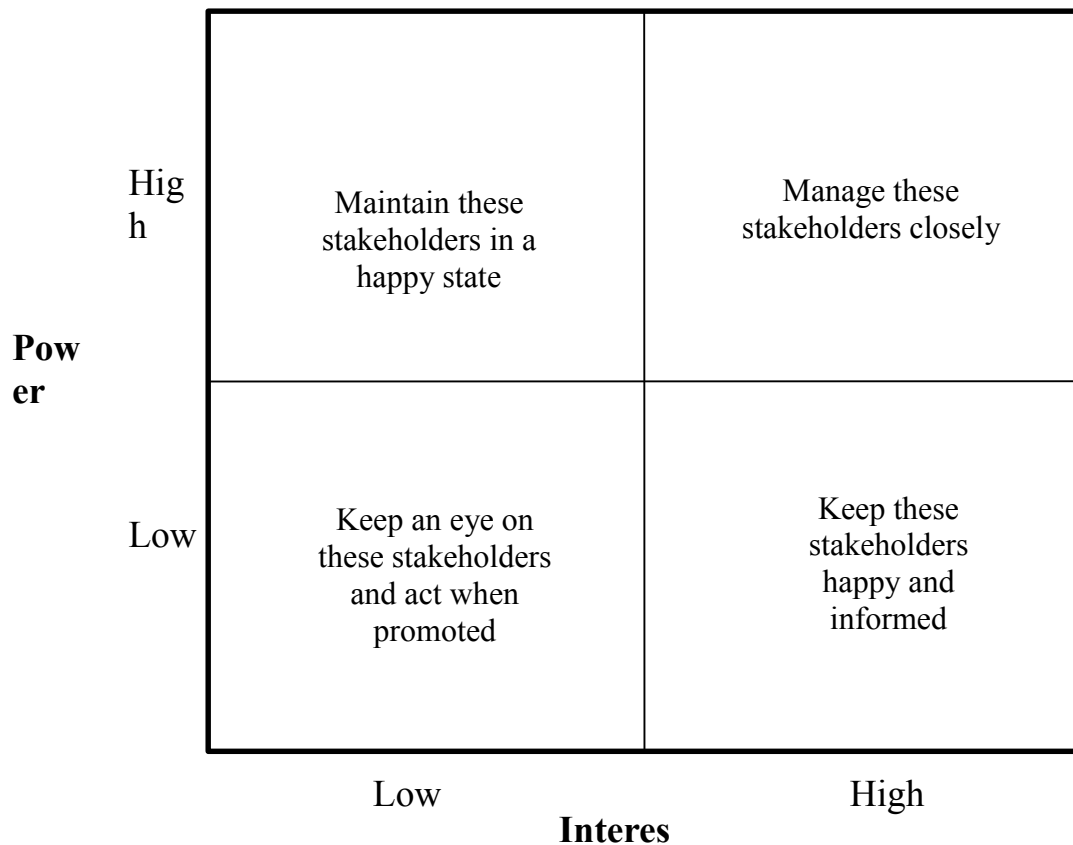
Ertel (1999) highlights that negotiators of contracts and deals in construction projects usually try to impose their proposals and accept the deals and its terms and conditions according to their strength or weakness at the time of agreement. But they also try to compensate some aspects of weakness or unfairness in the future while executing the contract. Moreover, Ertel (1999) asserts that these negotiators depend solely on their organizations interests and skills apart from other parties' interests or qualifications, and these efforts are traditionally judged as win or lose deals.

Zue, Zhao and Zillante (2008) assert the findings of Ertel (1999) regarding the misunderstanding of the developed power matrices and analysis that tempt the client to transfer the highest amounts of risks to the other project parties like main contractor and subcontractors. In addition, the main contractor and subcontractors also try to cover their weakness, during the bidding stage, by submitting huge claims and amounts as variation orders and extension of time to compensate what they missed during the early stages of the project.

Moreover, Lau and Rowlinson (2009) highlight that power and weakness analysis within the business context may lead to disrespect, aggressive behaviors, disputes, conflicts and poor performance. They state that “[w]hen fairness is jeopardized, people will suffer in different ways, particularly the weaker party” (2009, p. 468).

Chinyio and Olomolaiye (2010), while discussing the legitimacy and power of stakeholders, assert the findings of Johnson, Scholes and Whittington (2005) and Ihlen and Berntzen (2007) that power matrix may qualify one project party to impose his will and interests on the other parties or stakeholders by means of power whether through force ‘coercive power’, material or financial resources ‘utilitarian power’ or symbolic ‘normative power’.

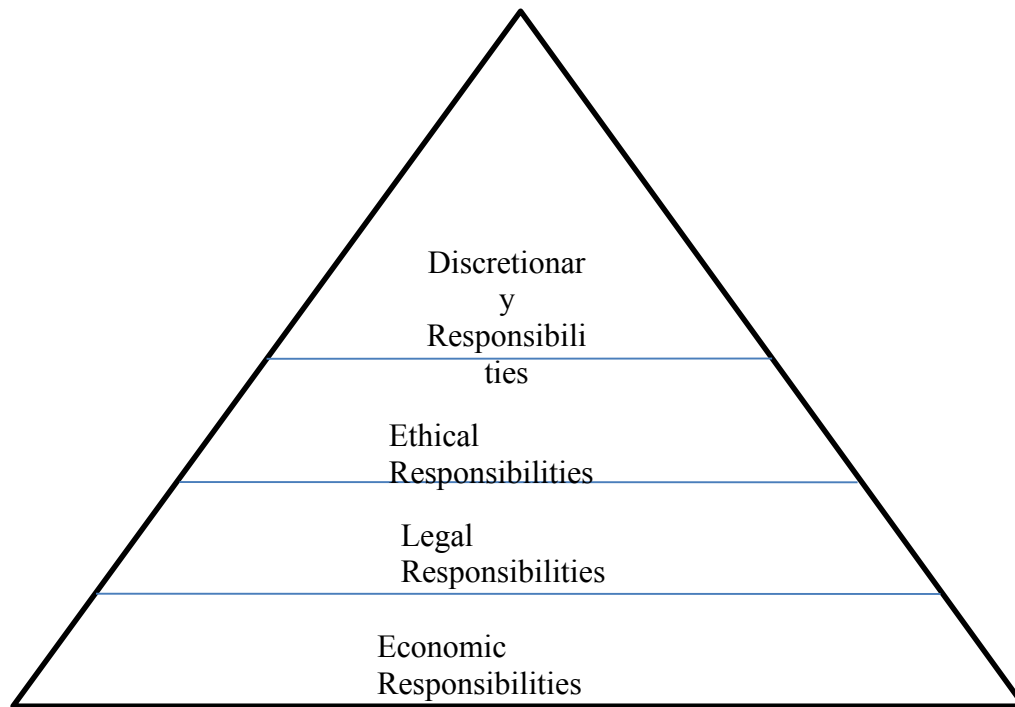
Chinyio and Olomolaiye (2010) discuss power-interest matrix, as shown in figure #2.4, which shows that stakeholders in the left bottom square are the weakest party that may suffer from ignorance, and disrespect until they become stronger and have the power that qualifies him to be of priority and eligibility of respect and satisfaction.



**Figure #2.4:** A power-Interest Matrix. (Chinyio & Olomolaiye, 2010)

#### **2.5.4 Corporate Social Responsibility (CSR) and Shared Value:**

Carroll (1991) (citing in Al Kukhun, 2012) presents a hierarchy for CSR consisting of four layers for CSR namely: Discretionally responsibility, ethical responsibility, legal responsibility, and economic responsibility as shown below, in Figure #2.5.



**Figure #2.5:** Corporate Responsibility Hierarchy, (Caroll, 1991).

Moreover, in 1999, World Business Council for the Sustainable Development (citing in Castka et al. 2004) defines CSR as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”.

Castka et al. (2004) highlights that CSR has three dimensions, namely: External environment dimension that integrates the social responsibility with the community, suppliers, subcontractors, consumers and shareholders relationships. Internal environment; includes employees working conditions, organization structure, transparency, training and educational aspects. And Holistic approach; which is concerned with the ethical aspects of the organization. Holistic approach according to Castka et al. (2004) includes initiating and adopting the codes of ethics to warrant high levels of values and ethics, employees training and development and promoting the efficiency and quality of communications plans and procedures.

Moreover, Castka et al. (2004) propose an innovative approach for CSR that connects organization responsibility with the society and environment simultaneously with its endeavours to achieve



sustainable and profitable business and stakeholders' satisfaction within an accepted level of ethics and transparency.

Balkau and Sonnemann (2011) call governments and the financial institutions to support the organizations in its CSR obligations which also can be supported by adopting many environmental and management systems like ISO 14000 and ISO 26000. Balkau and Sonnemann (2011) agree with the findings of Menard (2011) about the responsibility of procurement entities and structures towards funding social activities and ethical relationships with supplier and subcontractors. This responsibility may include many objectives like: transparency, honesty, openness, ethical and equitable treatment with all suppliers and subcontractors, proper and unified selection criteria and opportunities, fairness and transparency in measuring suppliers and other parties' performances. On the other hand, Porter and Kramer (2011) argue that there is a direct relation between the increasing number of organizations that adopt the CSR and the level of non-compliance with society needs and ethical standards. Porter and Kramer (2011) argue that their proposed 'Creating Shared Value' (CSV) should supersede CSR in order to rescue the business world from the narrow perceptions, concepts and practices of capitalism that prevail for decades. They (2011) have carried out a comparison between the concept of CSR and the new proposed concept of CSV and assert that "[t]he concept of shared value resets the boundaries of capitalism" (2011, p. 7). They call organizations to adopt CSV concepts and practices in order to rebuild trust and respect with their stakeholders.

### **Chapter Three- Conceptual Model:**

From the above detailed literature review, the researcher concludes and presents the following conceptual model that can help in summarizing, understanding and developing insightful directions and initiatives towards higher levels of understanding and evaluation of the value of respect in project management and business in general.

Table#3.1, below, summarizes the literature finding that related to the value of respect in the relationships between clients, in general, and their suppliers and subcontractors.

<b><u>Respect Elements and Components, Motivators, Opportunities and Challenges</u></b> <b><u>(as Concluded from the Literature Review)</u></b>	
<b>a- Respect Elements and Components:</b>	<b>Source:</b>
Recognition and Admiration of the importance ,quality, abilities and achievements of others	Oxford Dictionary, Merriam –Webster Dictionary and Cambridge Dictionaries.
Due regard , acceptance and tolerance towards others rights, cultures and traditions	Oxford Dictionary, Cambridge Dictionaries, PMI (2008), UNESCO (2014), Grosse (2007), Lau and Rowlinson (2009).
Obligation towards Humanitarian Values, Rights and Dignity	Universal Declaration of Human Rights-UN (1948), Clarke (2008), M4I (2000), DEFRA (2011) and OGC (2007).
Complying with professional manner and business commitments	DFAT-Australia (2012) and PMI (2008)
Not to exercise power or position against others for personal benefits	PMI (2008) and Lau & Rowlinson (2009)

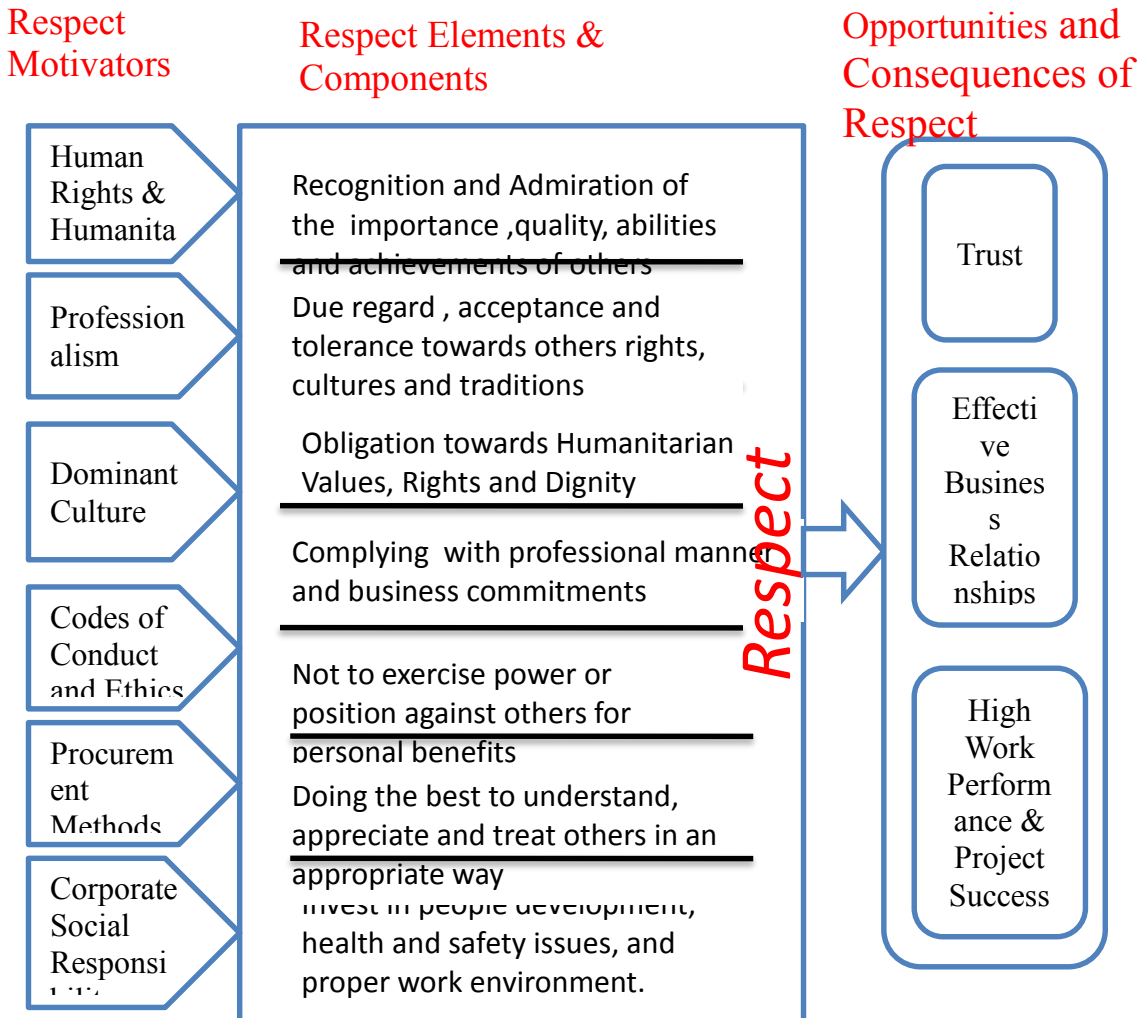
Doing the best to understand, appreciate and treat others in an appropriate way.	Merriam –Webster Dictionary, Cambridge Dictionaries, PMI (2008) and Grosse (2007).
Invest in people development, health and safety issues, and proper work environment.	Smallwood (2004), M4I (2000), DEFRA (2011), OGC (2007), Clegg and Kornberger & Pitsis (2011).
<b>b- Respect Motivators:</b>	<b>Source:</b>
Code of Conducts and Ethics	PMI (2008), DFAT (2012), DEFRA (2011) and Perez-Lopez (1993)
Professionalism	PMI (2008), Smallwood (2004) and M4I (2000)
Humanitarian Values, Human Rights and Dignity.	UN (1948), Clarke (2008), UNESCO (2014), Smallwood (2004), OGC (2007), Rowlinson (2009), Child (1998) and Perez-Lopez (1993).
Cultures( individual, organization, society and global)	Grosse (2007), Lau & Rowlinson (2009), Child (1998), Almahmoud & Dolo (2012) and Zue, Zhao & Zillante (2008)
Procurement Methods (that are based on integration, collaboration and partnering)	Morledge, Smith & Kashiwagi (2006), Elmualim (2010), Luu et al. (2003), Al Kukhun (2012), Zue, Zhao & Zillante (2008), Rendon (2008), Cabinet Office- CO (2014), Porter & Kramer (2011), OGC (2007) and Smallwood & Venter (2001).
Corporate Social Responsibility (CSR) and Shared Value	Porter & Kramer (2011), Castka et al. (2004), Al Kukhun (2012), Balkau & Sonnemann (2011).
<b>c- Respect Consequences and Opportunities</b>	<b>Source</b>
Trust	Bartlett and Preston (2000), Grosse (2007) and Lau and Rowlinson (2009)
Effective Relationships and high levels of Performance and Success	Deshpande (2012), Morledge, Smith and Kashiwagi (2006), Rowlinson (2008), Singh and Tiong (2006), Davis and Walker (2008), Oberlinder (2000), Wanger (2000), (PMI) (2008), Talluri and Sarkis (2002), OGC (2007), Smith (2007), Walker and Rowlinson (2008), Mahotra (2009), Harris (2010), Ohdar and Ray (2012), Chiu and Huang (2003), Gunasekaran and Cheng (2008), Clarke (2008), Elmualim (2010) and Dulaimi (2013)
<b>d- Respect Challenges</b>	<b>Source:</b>

Short-termism, Unethical Behaviours and Poor-values Cultures.	Klein (2001), Clegg,Kornberger & Pitsis (2011), Elmualim (2010), Hofstede (2003), Karlberg (2004),Zue, Zhao & Zillante (2008), Porter & Kramer (2011)
Power Matrices (unbalanced power structure).	OGC (2007), Elmualim (2010), Ertel (1999), Lau & Rowlinson (2009), Zue, Zhao & Zillante (2008), Chinyio & Olomolaiye (2010),Johnson, Scholes & Wittington (2005), Ihlen & Berntzen (2007)
Inappropriate Procurement Methods, Poor Management Knowledge and Poor Experience	Morledge, Smith & Kashiwagi (2006), Elmualim (2010), Luu et al. (2003), Al Kukhun (2012), Zue, Zhao & Zillante (2008), Rendon (2008), Cabinet Office- CO (2014), Porter & Kramer (2011), OGC (2007), Smallwood & Venter (2001).

Table#3.1: Respect Elements, Motivators, Opportunities and Challenges.

From the above literature review and table #3.1 above, the researcher concludes and presents the below conceptual model, Figure #3.1 below, that summarizes the value of respect between the parties in projects and business. The conceptual model shows the elements and components of respect besides its triggers and motivators in the relations of clients and their suppliers and subcontractors. Also, it tracks and shows the relation between respect and the work performance.

As concluded from the literature review above, there are many meanings and components for respect summarized in table #3.1 and represented in the conceptual model, figure #3.1 below.



**Figure #3.1:** Conceptual Model; Value of Respect in the Relationships and Work Performance.

We can conclude six basic elements that are hypothesized to motivate and encourage parties to respect the others. These motivators and triggers are summarized as the following:

- 1- Human Rights and Humanitarian Values: This element imposes respect relations between project parties as human beings who deserve respect and dignity for mere humanitarian considerations regardless of profitable or lost deals and projects. This element is mainly based on the UN declaration of human rights (1948) and the subsequent literature findings of Perez-Lopez (1993), Child (1998), Smallwood (2004), OGC (2007), Clarke (2008),

Rowlinson (2009) and UNESCO (2014). These findings emphasize that respect is one of the basic human rights that people deserve as human beings anywhere under any circumstances. This definitely includes presenting and practicing respect in the relations with the other parties in the projects and business. Employees who are convinced by and believe in human rights and humanitarian values are deemed to be of more readiness to show and practice respectful behavior while dealing with others in work and projects.

- 2- Professionalism: This motivation element calls for respect from professionalism perspective that imposes appreciation and respect as a crucial and essential element in initiating and maintaining business relations, between individuals and partners, to achieve mutual benefits and high levels of projects success and stakeholders satisfaction. The findings of PMI (2008), Smallwood (2004) and M4I (2000) highlight that the best practice and professionalism call for respecting the other parties in the project in order to create effective relationships that promote the levels of employees' productivity and work performance. As a result, professional employees and organizations tend to comply with respect issues and practices with the other parties in the projects due to their awareness of and knowledge about its crucial role in project success and stakeholders satisfaction.
- 3- Dominant Culture: This element actually represents the prevailing beliefs, concepts, notions and ideas that affect organizations and individuals' perspectives about respect and its implementations. This element also affect individuals own perspectives and interpretations about who and what deserves to be respected. Organizations and individuals behaviors usually affected by the global or dominant concepts and culture. This element is mostly concluded from the findings of Klein (2001), Hofstede (2003), Karlberg (2004), Zue, Zhao and Zillante (2008), Elmualim (2010), Clegg, Kornberger and Pitsis (2011) and Porter and Kramer (2011). These findings call the decision makers and organizations top managements to recognize the crucial role of creating, adopting and communicating a unified organizational culture that enhances and supports respect as a concept and practice with the other parties. Creating and unifying a specific culture that supports collaboration, integration and partnering mentalities based on humanitarian values and human rights will support and enhance respect environment and practices.

This item is different than item number one (1) above in that item #1 is related to the individuals and employees relationships, within the level of project work and activities,

upon their own beliefs in human rights and values. While this item 'dominant culture' is related mainly to the maturity of individuals', organizations' and society's relationships, concepts and understandings about who deserves respect and how to be respected. It is about the prevailing understanding, definition and ideas in the society about respect issues, which will definitely participate in articulating the relationships of all organizations and entities within the society.

- 4- Codes of Conduct and Ethics: these published or enforced codes of conducts, by some professional bodies or governmental entities, stimulate organizations and parties to warrant respecting human rights while performing works and practicing relations with the others. It dictates respect as a behavior that employee or entity must show toward other members of organization or society regardless of the employee's own perspective or opinion. It is a commitment from organizations and governmental entities towards others and environment. Finding of PMI (2008), DFAT (2012), DEFRA (2011), Perez-Lopez (1993) stand up for this element as a motivator and trigger for respect and appreciation. These findings encourage organizations not only to adopt codes of conduct and ethics, but also to communicate these codes and regulations properly with the employees. Furthermore, organizations should create and develop techniques and methods to measure, maintain and promote the levels of compliance with these codes of conducts among their employees and partners.
- 5- Procurement Methods and Management Skills: These methods, as detailed in the literature review above, may support or hinder respect behaviour. Client usually, upon his management knowledge and experience, selects and decides which procurement method to adopt and apply for his projects, and he is ready to present and practice the amounts of respect or disrespect behaviours accordingly. This element is concluded from the above findings of Morledge, Smith and Kashiwagi (2006), Elmualim (2010), Luu et al. (2003), Al Kukhun (2012), Zue, Zhao and Zillante (2008), Rendon (2008), Cabinet Office- CO (2014), Porter and Kramer (2011), OGC (2007) and Smallwood and Venter (2001). Organizations should proceed with new trends and methods in management and procurement that are based on high levels of respect and trust between the project parties. Traditional procurement and management methods in which the client depends totally on his own perspective and knowledge apart from other parties' early participation of their

knowledge and experience tend to be an appropriate environment for higher levels of conflicts and disputes. These methods of poor levels of coordination and collaboration push towards disrespect environment by encouraging unidirectional actions and fragmentation, ignorance of others parties experience and importance and underestimating their abilities and achievements. Organizations and practitioners should look for and encourage new trends, methods and innovative approaches in management and procurement that empower respect initiatives and practices, in the construction projects, within maximum levels of integration, collaboration and partnering.

- 6- Corporate Social Responsibility (CSR) and Shared Value (SV): This CSR as per the findings of Porter and Kramer (2011), Castka et al. (2004), Al Kukhun (2012) and Balkau and Sonnemann (2011) count ethical behaviours, which include respect as one of the main social responsibilities of organizations towards individuals and society. These findings focus on the ethical responsibility of each organization and the great importance of the ethical issues and respect practices while dealing with the other parties in the construction fields and business in general. CSR and SV push organizations to care about and pay attention to the society needs, values, respect and ethical issues in general during their projects and business as part of their scope and responsibility. These findings of Castka et al. (2004), Porter and Kramer (2011), Balkau & Sonnemann (2011) and Al Kukhun (2012) reveal the huge amount of pressure on organizations to adopt CSR as a trend in the business sector, globally, to grant them a competitive advantage of being pioneers not only in business sector, but in all aspects of society and life. CSR calls organizations to respect people and societies and to align their interests with the actual society's needs and core values.

On the other hand, the direct opportunity of respect as per the above findings of Grosse (2007), Lau and Rowlinson (2009) and Bartlett and Preston (2000) is the trust. Trust between the parties in the project means more delegations and exchange of tasks. It is deemed as a key factor and crucial tool in integrating, aligning and allocating the best efforts of each party in the way of excellence and innovation. Moreover, existence of trust between project parties empowers the spirit of teamwork and partnership and improves the levels of mutual benefits, fair dealings, proper allocation and acceptance of tasks, risks and accountability in the projects. The above findings of



Deshpande (2012), (PMI) (2008), Walker and Rowlinson (2008), Mahotra (2009), Harris (2010), Ohdar and Ray (2012), Elmualim (2010) and Dulaimi (2013) assert the significant role of trust between project parties in initiating and developing long-term, win-win and effective relationships. Trust within this environment of transparency, openness, mutual respect, mutual benefits, cooperative and integrative approaches and mentalities participates in achieving high levels of productivity, performance, project success and stakeholders' satisfaction.

On the other hand and as concluded from the above literature, there are many challenges against initiating and maintaining respect between the clients and their suppliers and subcontractors. These challenges, as summarized in table# 3.1 above, are:

- 1- Short-termism, Unethical Behaviours and Poor-values Cultures: Findings of Klein (2001), Clegg, Kornberger and Pitsis (2011), Elmualim (2010), Hofstede (2003), Karlberg (2004), Zue, Zhao and Zillante (2008), Porter and Kramer (2011) support this point. The western-liberal culture and capitalism give priority to profits and short-term monetary revenues as a measure of organizations success and shareholders' satisfaction. This may influence and push organizations and employees to look for selfish benefits and unethical behaviors apart from other parties' benefits, rights and dignity. Capitalism and poor –values cultures, within this understanding, institutionalize and legitimate the adversarial relationships and competitiveness that serves the interests of a few (Elmualim 2010; Porter and Kramer 2011). Within this perspective, organizations and employees may underestimate and overlook the value of respect and ethics due to the profitable trend that capitalism imposes to be dominant away from other issues and values. This shortage of western-liberal culture in understanding and appreciating the actual humanitarian and society values, push some organizations and employees to ignore respect as a value and practice in projects if there are no monetary revenues or direct benefits from such behaviors. This perspective of short-term and profitable trend in business can be faced through intensive efforts by all concerned parties such as institutions, regulatory and professional bodies, governments and organizations. Their efforts should focus on increasing awareness of initiating, developing and maintaining sustainable relationships between project parties within a wider recognition and compliance with society needs, values, ethics and prosperity rather than merely shareholders' annual profits and organization's prosperity.

- 2- The power-interest matrices and its allocation between the project parties, as per the findings of OGC (2007), Elmualim (2010), Ertel (1999), Lau and Rowlinson (2009), Zue, Zhao and Zillante (2008), Chinyio and Olomolaiye (2010), Johnson, Scholes and Wittington (2005) and Ihlen and Berntzen (2007), may tempt some parties to disregard respect issues and value while dealing with the weak or less powerful parties. Organizations in projects should carry out and interpret power-interest matrices and analysis not to show and practice power against other parties in the project, but to cover their weakness aspects as partners for higher levels of integration, collaboration and respect.
- 3- Poor Management Knowledge and Inappropriate Procurement Methods: some management styles and procurement methods still empower fragmentation in the construction industry and hinder collaboration, trust and respect initiatives. Findings of Morledge, Smith and Kashiwagi (2006), Elmualim (2010), Luu et al. (2003), Al Kukhun (2012), Zue, Zhao and Zillante (2008), Rendon (2008), OGC (2007), Smallwood and Venter (2001), Cabinet Office- CO (2014) and Porter and Kramer (2011) talk about the same issue. They assert that neglecting the contractor's previous experience, knowledge and skills in the early stages could lead to crucial conflicts in the execution stages, poor work quality and low levels of stakeholders' satisfaction. Clients should practice 'partnership' relationships with their suppliers/contractors by adopting effective management and alternative procurement methods that emphasize respecting other parties' interests and benefits within an integrative and collaborative environment in the early stages of the project.

## **Chapter Four- Research Methodology:**

### **4.1- Introduction:**

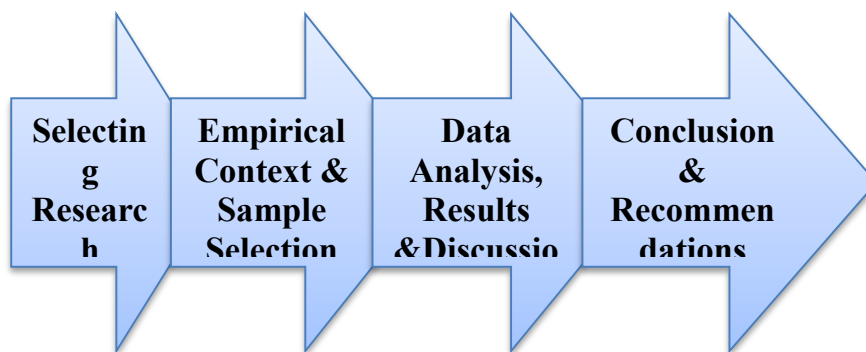
As the researcher in this paper intends to investigate the value of respect in the relationships and work performance within the construction industry, a qualitative approach was selected to be able to explain and clarify the value of respect in the relations between the main contractors and their suppliers and subcontractors. The interpretive nature of the qualitative approach supports highlighting, clarifying and reflecting the owners, clients, main contractors, MEP contractors, subcontractors and suppliers' best practices and perspectives about this important issue in the construction field in the UAE (Saunders, Lewis & Thornhill 2012).

This research paper is conducted firstly by studying the literature articles and presenting the related findings of other researchers and academics. These literature findings were ranked and grouped into many main categories that summarize the elements and components of respect, its triggers and motivators, challenges and consequences, as shown in chapter three above.

Secondly, based on the researcher experience of about eighteen years (18) in the construction industry in general, and his experience of about eight (8) years, as an employee and procurement manager in an MEP organization (XY), five MEP projects of XY in the UAE were selected as the case studies of this research. The researcher has selected MEP projects to be the case studies, due to the nature and complexity of the relationships between the parties in the MEP projects. Each MEP project may include about thirty to forty (30-40) numbers of suppliers and subcontractors who all participate in project work and activities. The MEP contractor and these suppliers and subcontractors have to manage their activities and relationships which require high levels of coordination, knowledge, experience and effectiveness. These five projects were studied, analyzed, discussed and presented to investigate, explore and conclude respect value and practice in the relationships between XY and its suppliers and subcontractors in these five projects. In addition, to explore the relation between these respect practices and the level of work performance and success. Within this case-study, twenty (20) interviews were carried out with employees and

experts from different MEP organizations (XY and its suppliers and subcontractors) within these five (5) projects.

These interviews within the context of the case studies aim at investigating the knowledge and the understanding of respect value, practices and status between the parties in these five MEP projects, specifically, and the MEP projects in the UAE, in general. The information and results, that were obtained and concluded from these interviews are analyzed and compared with the conceptual model that the researcher has concluded in order to obtain and present a clear, reliable and solid knowledge about many aspects and practices of respect and its impacts on work performance in the construction industry within the private sector. Figure #4.1, below, presents the flow of information in this research.



**Figure #4.1: Research Flow of Information**

## **4.2- Empirical Context and Sample Selection:**

Generally, construction projects aggregate and engage many organizations, entities and individuals under one umbrella represented in the project works, schedule and cost. These projects are executed, controlled and managed by people who work with each other and are influenced by set of procedures, policies, code of conducts, perspectives and cultures that they believe in and adopt

(Manowong & Ogunlana 2010). The researcher in this section selected XY as an MEP organization with more than twenty (20) years experience in the MEP projects in the UAE and Gulf region. XY executed many huge, complex and luxurious projects and is deemed as one of the most famous and largest MEP organizations within the UAE and Middle East of about seven hundred (700) million-US\$ annual turnover and of about eight thousand (8,000) employees. The researcher selects one MEP contractor (XY) in the five (5) projects to give a complete and comprehensive picture about XY relationships, as one of the largest MEP organizations in the Middle East, with its suppliers and subcontractors, and to investigate and cover all aspects and practices of respect between the MEP parties with a minimum number of variables within the MEP projects and organizations' relationships.

The researcher has carried out five (5) case-studies that are consisted of five (5) MEP projects. These projects were executed by XY and different specialist contractors as subcontractors to XY with different disciplines and roles within the MEP general contracts. The five projects were selected from the portfolio of the MEP contractor (XY) that the researcher was involved with as an employee and procurement manager of XY. The researcher examines these five case-studies by tracking, highlighting and analyzing the different aspects and issues that related to respect practices within projects contexts and relationships between this MEP contractor (XY) and his suppliers and subcontractors. XY is usually awarded the MEP contract from the Main contractor. XY is deemed to be the client with respect to the suppliers and subcontractors, because their subcontracts are part from the MEP contractor's general contract, and XY is the party who usually awards parts of his general contract to suppliers and subcontractors. The information and details of each contract were taken from the both concerned parties, i.e. the MEP contractor (XY) and the supplier or the subcontractor.

For each project, the researcher will start with a summary to provide a general idea about project size, location, scope, schedule and cost. Also, details of contract of each supplier or subcontractor in the project will be presented before starting investigating and analyzing respect issues and its value within the relations of the project parties with each other. Interviews were carried out with the relevant contact at XY for that project, two suppliers and one subcontractor for each project. Twenty (20) interviews were carried out with employees from several parties who are in direct relation and have main roles in the five projects, and each employee with not less than ten years

experience in the MEP construction projects. The researcher position in XY, as a procurement manager, grants an advantage regarding the selection of the interviewees who have an adequate awareness and proper involvement and knowledge about their companies' scope and the relationships with other parties in the project. The one to one interviews were face to face, and were completed within eight weeks period. Table #4.2 shows the profiles of the twenty (20) interviewees in these five projects.

Table #4.1: Profiles of the Interviewees in the Case-studies.

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee # 1</b>	A.A(p1)	Sr. Procurement Manager	Male	Jordanian	15	MEP Contractor (in projects #1)	Private (+8000)
<b>Interviewee # 2</b>	A.S(p1)	Account Manager	Female	Jordanian	12	Supplier1- in Project #1	Private (+150)
<b>Interviewee #3</b>	A.K (p1)	Sr. Sales Manager	Male	Iraqi	12	Supplier2- in Project #1	Private (+100)
<b>Interviewee #4</b>	S.S(p1)	Sr. Project Manager	Male	Palestinian	15	Subcontractor- in project #1	Private (+200)
<b>Interviewee #5</b>	R.G(p2)	Project Manager	Male	Jordanian	10	MEP Contractor (in projects #2)	Private (+8000)
<b>Interviewee #6</b>	T.A(p2)	Sr. sales Manager	Male	Pakistani	20	Supplier1- in Project #2	Private (+50)
<b>Interviewee #7</b>	M.O(p2)	Sales Manager	Male	Palestinian	18	Supplier2- in Project #2	Private (+100)
<b>Interviewee #8</b>	H.I(p2)	Contracts Manager	Male	Lebanese	12	Subcontractor- in project #2	Private (+150)
<b>Interviewee #9</b>	S.H (p3)	Sr. Project Manager	Male	Palestinian	18	MEP Contractor (in projects #3)	Private (+8000)
<b>Interviewee #10</b>	R.A(p3)	Account Manager	Female	Lebanese	11	Supplier1- in Project #3	Private (+50)
<b>Interviewee #11</b>	S.K(p3)	account Manager	Male	Indian	15	Supplier2- in Project #3	Private (+50)
<b>Interviewee #12</b>	H.A(p3)	Sr. Technical Manager	Male	Jordanian	12	Subcontractor- in project #3	Private (+150)
<b>Interviewee #13</b>	M.Q (p4)	Project Manager	Male	Iraqi	12	MEP Contractor (in projects #4)	Private (+8000)
<b>Interviewee #14</b>	M.H(p4)	Sales Manager	Male	Iraqi	13	Supplier1- in Project #4	Private (+50)

<b>Interview #15</b>	A.P(p4)	Sales Manager	Male	Indian	13	Supplier2- in Project #4	Private (+100)
<b>Interview #16</b>	H.M(p4)	Project Manager	Male	Egyptian	15	Subcontractor- in project #4	Private (+100)
<b>Interview #17</b>	I.M (p5)	Construction Manager	Male	Jordanian	12	MEP Contractor (in projects #5)	Private (+8000)
<b>Interview #18</b>	B.I(p5)	Development Manager	Male	Jordanian	11	Supplier1- in Project #5	Private (+50)
<b>Interview #19</b>	J.D(p5)	Sr. Project Manager	Female	Indian	14	Supplier2- in Project #5	Private (+100)
<b>Interview #20</b>	B.M(p5)	Sr. Project Manager	Male	Palestinian	12	Subcontractor- in project #5	Private (+100)

A number of questions were designed to cover the respect aspects and issues between the parties in these projects, and to discover the existence of respect or disrespect behavior between the MEP contractor (XY) and his suppliers and subcontractors. These questions were intended to identify and highlight respect value and its practices, motivators, opportunities and challenges from many perspectives of the different parties engaged in the same contract and project. These questions are shown in Table #4.2, below. These were the main questions, and a number of follow up questions were asked to the interviewees to provide the depth of knowledge needed for better analysis and understanding of respect issues and practices in the projects.

<b>Question #1:</b> In general; how do you look at and evaluate the relationships with the other parties in the project?
<b>Question #2:</b> In your point of view, is there respect in the relations with the other parties in your projects? How?
<b>Question #3:</b> Can you pls. give examples of respect or disrespect aspects, behaviors or initiatives from your organization or others while all of you were engaged in this project?
<b>Question #4:</b> Do you think that the level of respect that presented in this project has any effect on the levels of profits, trust, work performance and success of the project? How?
<b>Question #5:</b> What were the factors that motivate and encourage showing and practicing respect

relations between the parties in this project?
<b>Question #6:</b> What were the challenges and constrains against showing and practicing respect relations between the parties in this project?

Table #4.2: Questions to the Interviewees in the Case-studies.

Each project, from the five MEP projects, is consisted of many contracts with suppliers and subcontractors who were awarded these contracts from the MEP contractor (XY). Details of these projects and the work packages for the suppliers and subcontractors are summarized in tables #4.3, #4.4, #4.5, #4.6 and # 4.7 below:

### **4.3 The Projects and Contracts Details:**

#### **4.3.1 Project #1:**

Project Type: Commercial Tower (48 levels).

Location: Dubai- UAE

Project total amount (MEP Contract): 110,000,000 AED

Procurement Method: Design-Tender-Build Method.

Duration: Feb 2008- Dec 2011

Suppliers and subcontractors contracts summary is shown in table #4.3 below:

<u>MEP Contract</u> <u>(110,000,000)</u> <u>AED</u>	<b>Material/ Service</b>	<b>Work Package Scope</b>	<b>Contract Amount (Million AED)</b>	<b>Contract type</b>
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<b>MEP Contractor (XY)</b>	MEP General Contract	Supply, Installation, Testing and Commissioning	110.0	Lump sum- fixed
<b>Supplier #1</b>	Air Cond. Sys.	Supply, testing & commissioning	8.0	Purchase Order- fixed unit price/ re-measurable
<b>Supplier #2</b>	Switchgear	Supply, testing & commissioning	10.0	Purchase Order- fixed unit price/ re-measurable
<b>Subcontractor #1</b>	Security Systems	Supply, Installation, testing & commissioning	6.5	Lump sum- fixed

Table #4.3: Summary of suppliers and subcontractors contracts – Project #1, (adapted from XY archive).

#### 4.3.2 Project #2:

Project Type: Commercial and Residential Twin Towers (54 levels each).

Location: Abu Dhabi- UAE

Project total amount (MEP Contract): 180,000,000 AED

Procurement Method: Design-Tender-Build Method.

Duration: June 2010- June 2013

Suppliers and subcontractors contracts summary is shown in table #4.4 below:

<u>MEP Contract (180,000,000) AED</u>	<b>Material/ Service</b>	<b>Work Package Scope</b>	<b>Contract Amount (Million AED)</b>	<b>Contract type</b>
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<b>MEP Contractor (XY)</b>	MEP General Contract	Supply, Installation, Testing and Commissioning	180.0	Lump sum- fixed
<b>Supplier #1</b>	Air Cond. Sys.	Supply, testing & commissioning	17.0	Purchase Order- fixed unit price/ re-measurable
<b>Supplier #2</b>	Switchgear	Supply, testing & commissioning	21.0	Purchase Order- fixed unit price/ re-measurable
<b>Subcontractor #1</b>	BMS system	Supply, Installation, testing & commissioning	4.0	Lump sum- fixed

Table #4.4: Summary of suppliers and subcontractors contracts – Project #2, (adapted from XY - MEP contractor archive).

### 4.3.3 Project #3:

Project Type: Community Villas (1200 Villas).

Location: Dubai- UAE

Project total amount (MEP Contract): 950,000,000 AED

Procurement Method: Design-Tender-Build Method.

Duration: May 2009- Dec 2011

Suppliers and subcontractors contracts summary is shown in table #4.5 below:

<u>MEP Contract (950,000,000) AED</u>	<b>Material/ Service</b>	<b>Work Package Scope</b>	<b>Contract Amount (Million AED)</b>	<b>Contract type</b>
<b>MEP Contractor (XY)</b>	MEP General Contract	Supply, Installation, Testing and Commissioning	950.0	Lump sum- fixed

<b>Supplier #1</b>	Sanitary Wares	Supply, testing& commissioning	43.0	Purchase Order-fixed unit price/ re-measurable
<b>Supplier #2</b>	Light fixtures	Supply, testing& commissioning	45.0	Purchase Order-fixed unit price/ re-measurable
<b>Subcontractor #1</b>	Aluminum cladding	Supply, Installation, testing & commissioning	4.5	Purchase Order-fixed unit price/ re-measurable

Table #4.5: Summary of suppliers and subcontractors contracts – Project #3, (adapted from XY archive).

#### 4.3.4 Project #4:

Project Type: Offices and Hotel Tower (64 levels).

Location: Dubai- UAE

Project total amount (MEP Contract): 160,000,000 AED

Procurement Method: Design-Tender-Build Method.

Duration: Feb 2008- Dec 2011

Suppliers and subcontractors contracts summary is shown in table #4.6 below:

<u>MEP Contract</u> <u>(160,000,000)</u> <u>AED</u>	<b>Material/ Service</b>	<b>Work Package Scope</b>	<b>Contract Amount (Million AED)</b>	<b>Contract type</b>
<b>MEP Contractor (XY)</b>	MEP General Contract	Supply, Installation, Testing and Commissioning	160.0	Lump sum- fixed
<b>Supplier #1</b>	Air Cond. Sys.	Supply, testing& commissioning	10.0	Purchase Order-fixed unit price/ re-measurable
<b>Supplier #2</b>	Switchgear	Supply, testing& commissioning	9.5	Purchase Order-fixed unit price/ re-measurable
<b>Subcontractor #1</b>	Security Systems	Supply, Installation, testing & commissioning	5.5	Lump sum- fixed

Table #4.6: Summary of suppliers and subcontractors contracts – Project #4, (adapted from XY archive).

#### 4.3.5 Project #5:

Project Type: Commercial and Residential / twin-Towers, 48 and 56 levels.

Location: Dubai- UAE

Project total amount (MEP Contract): 300,000,000 AED

Procurement Method: Design-Tender-Build Method.

Duration: Feb. 2012- Feb. 2015

Suppliers and subcontractors contracts summary is shown in table #4.7 below:

<u>MEP Contract</u> (300,000,000) <u>AED</u>	<b>Material/ Service</b>	<b>Work Package Scope</b>	<b>Contract Amount (Million AED)</b>	<b>Contract type</b>
<b>MEP Contractor (XY)</b>	MEP General Contract	Supply, Installation, Testing and Commissioning	300.0	Lump sum- fixed
<b>Supplier #1</b>	Hot Cold water pipes	Supply, testing & commissioning	12.0	Purchase Order- fixed unit price/ re-measurable
<b>Supplier #2</b>	Exhaust Fans	Supply, testing & commissioning	10.0	Purchase Order- fixed unit price/ re-measurable
<b>Subcontractor #1</b>	LP Gas system	Supply, Installation, testing & commissioning	3.5	Lump sum- fixed

Table #4.7: Summary of suppliers and subcontractors contracts – Project #5, (adapted from XY archive).

## **Chapter Five- Interviews, Data Analysis, Results and Discussion:**

### **5.1- Introduction:**

In these case-studies, the researcher has investigated respect between the main MEP contractor (XY) and its suppliers and subcontractors, to identify the motivators, opportunities and challenges of respect within the projects environment. In addition, the case-studies are intended to reveal the impacts of these, respect or disrespect, practices and initiatives on the level of work performance and success. The approach that the researcher has adopted in this section focuses mainly on the MEP contractor's (XY), suppliers' and subcontractors' understanding, initiatives and practices regarding respect issues accompanying executing the MEP works contracts in these five selected projects. The analysis of the interviews are presented under the headings: *aspects and issues of respect*, *motivators of respect*, *opportunities of respect* and *challenges of respect* in order to facilitate analyzing and understanding the practices and status of respect within these case-studies.

While presenting these case-studies, in the context of construction projects, the researcher finds his experience, as an employee and procurement manager in XY since about eight (8) years and an overall experience of about eighteen (18) years in the construction industry, is of a great value to this research . This experience supports him to recognize the business relationships and respect practices and aspects within the projects and construction industry, and helps in carrying out and analyzing the case-studies and the related respect issues and practices objectively and impartially.

It is worth to mention that while presenting and discussing interviewees' opinions, interpretation, understanding and narrations of respect issues, practices and events during the projects, the researcher intention is to examine the perceptions of respect issues, practices, elements,

motivators, opportunities and challenges rather than acceptance or recognition of the validity or authenticity of any specific claim from any party against others.

## 5. 2 – Case-studies: Interviews and Findings:

### 5.2.1 Case-study #1 (Project #1)

The following table #5.1 presents the interviewees' profiles within the case-study #1.

Table #5.1: Interviewees' profiles – Case-study #1 (Project #1)

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee # 1</b>	A.A(p1)	Sr. Procurement Manager	Male	Jordanian	15	MEP Contractor (in projects #1)	Private (+8000)
<b>Interviewee # 2</b>	A.S(p1)	Account Manager	Female	Jordanian	12	Supplier1- in Project #1	Private (+150)
<b>Interviewee #3</b>	A.K (p1)	Sr. Sales Manager	Male	Iraqi	12	Supplier2- in Project #1	Private (+100)
<b>Interviewee #4</b>	S.S(p1)	Sr. Project Manager	Male	Palestinian	15	Subcontractor- in project #1	Private (+200)

#### 5.2.1.1 Aspects and Practices of Respect in the Project #1:

All the interviewees in the project #1 emphasize the crucial role of the compliance with the project requirements and responsibilities as per the agreed terms and conditions. The senior procurement manager (A.A) from the MEP contracting organization (XY) states that “our relations with these suppliers are usually based on mutual commitments towards project success which means success of all”. In addition, they assert that caring about the other parties' rights and benefits is interpreted

as an aspect and indicator of respecting and appreciating them. A.S adds that “without respect, no work progress can be achieved and all parties will lose”.

A.K talks about delaying his last payment of about 1.0 M (AED), by XY, for six months after the material testing and commissioning, whilst this amount as per the agreed payment terms should be paid within two months from the testing and commissioning date. A.K asserts the same remarks of A.S regarding the poor response of XY in this project pertaining payments issues, slippage in promises dates and ignorance of meetings and calls. A.A points out that they keen on showing respect for the other parties in communications, meetings and daily activities of this project, and highlights that complying with project specifications and schedule is part of respecting other parties.

A.K mentions many touch points that usually reflect respect or disrespect issues and practices during project works and activities. For example, parties’ behaviors during the meetings, level of compliance with the agreed quality, delivery dates and payment dates, words and phrases of correspondences between the parties, confidentiality of business deals and prices, respecting the rights and properties of others and to behave ethically and politely with others.

Moreover, the interviewee S.S talks about the same respect issues while dealing with the XY and other parties in the project. Mainly, he focuses on the compliance of each party with his commitments, work scope and project schedule since these issues, according to S.S, represent the core of respect towards project and stakeholders in general. In addition, S.S talks about the commitment of each party with the payments terms and project requirements. These issues, as per S.S, can show and reflect to which extent that respect existed and implemented in the relationships between the organizations in the project. S.S states that “any project has its own conflicts and disputes that are mainly related to monetary issues, but the professional parties know how to manage these issues... for the benefits of all”. Also, S.S remarks that there were many disrespect behaviors from the project manger of XY in the project especially during the site meetings.

Some disrespectful aspects, as emphasized by A.K and A.S, are related to the evaluation process of their performance in the project by the MEP contractor (XY). A.S counts their evaluation of poor performance unfair since XY could not justify these low rates despite many requests and reminders to arrange a meeting pertaining evaluation criteria and credibility. A.S adds that they

also received a warning letter from XY stating that in case of not improving the performance rate to be good or very good, they will be black listed and will not be invited for any future projects or deals.

A.K points out that, during the project, even in the periods of disputes and conflicts they kept polite and respectful relations with XY's project manager. A.K asserts that XY's project manager succeeded in differentiating between the business disputes and the personal rights and dignity of the supplier's employees. A.K appreciates this mentality and expresses his respect for this project manager personally despite the existed disputes and pending payments. Moreover, A.S highlights that despite there were no codes of conducts and ethics adopted by their company, she and her team presented and complied with high levels of respect and honesty while dealing with XY in the project. A.S considers delaying their payments and the ignorance of some terms of the agreement by XY an example of this dominant and short-term perspective that focuses on the MEP contractor's profits and benefits apart from the other parties in the project. Moreover, A.S claims that the MEP contractor (XY) in this project has an ultimate power and authorities to behave and articulate the relationships with the suppliers upon his own perspective and plans. She argues that "suppliers, as per XY mentality, must only receive instructions and they have to comply with XY's plans and schedules regardless of their companies' plans or benefits". A.S asserts that this mentality in the project undermined the integration and partnership endeavors and hindered initiating respectful relations.

### **5.2.1.2 Motivators of Respect in the Project #1:**

The main factors, as per A.A, that help them as MEP contractor to show and behave respectfully with other parties in this project, are their commitments and compliance with the agreed work scope and schedule without any deviation from the specifications or works completion dates. Also, he adds that "behaviors and actions of other parties and people in the project .....usually affect the type of our actions and behaviors". He puts an example that Supplier #1 as per the agreed deliveries schedule was supposed to deliver some air conditioning (AC) units in November, 2009, but for some reasons they delayed the delivery up to March, 2010. He adds that "consequently,



this delay in the material delivery pushed the project owner to stop his payments to us and that forced us to stop the due payments to the supplier #1, not only that but even our payments and commitments with other suppliers and subcontractors were affected”. A.A points out that they had many professional trials such as official meetings and action plans with the supplier #1 but unfortunately, they did not show any respect for their promises and the schedule of the material delivery. He argues that such poor response from the supplier forced them to behave in a way that may be seen as disrespectful in the meetings and correspondences. During the business meetings, A.A adds that “we used to shout at them and to use some rude words .....to push them for fast delivery of materials without any more delay”.

The same is confirmed by S.S who concluded that the main factors which affect respect between the parties in this project are: the commitments of one’s responsibilities and duties, the commitments to human rights and the personal traits that are related to the nature and beliefs of each employee.

### **5.2.1.3 Opportunities of Respect in the Project #1:**

All the interviewees in this project #1, highlight that the cooperative and collaborative approaches between the project parties support initiating and developing trust and long-term relationships between the parties in the current project, and can open further opportunities to all parties within the current project and in the future. They assert the great importance for all the parties to be engaged in a real partnership as one team in the project, within win-win mentalities and respectful relations. Moreover, A.A confirms that high levels of respect in the relations and commitments towards work quality and schedule will directly affect the levels of work performance and project success.

A.A shares A.S and A.K the opinion that many practices within the project #1 affect their future decisions regarding whom to be selected to be part of their projects. Moreover, A.K agrees with A.S that respectful relations may grant more opportunities for higher levels of benefits and profits for all stakeholders since it minimizes the number of conflicts and disputes and improves the work progress. A.K states that “as suppliers we recognize the importance and the huge amounts of

benefits, profits and business opportunities of respecting the MEP contractors”. S.S adds that “MEP contractors should recognize that the mutual benefits and the high levels of project success require cooperation, collaboration and mutual respect”.

#### **5.2.1.4 Challenges of Respect in the Project #1:**

Despite her recognition of the great importance of the cooperative and effective relationships with the MEP contractor (XY), A.S (Supplier #1) describes the actual relationships with XY by saying “it was selfish and disrespectful relations from its early stages”. She adds that they were awarded the air conditioning (AC) works contract from the MEP contractor against eight (8.0) million (AED) and they agreed to receive 10% as an advance payment upon signing the contract, but MEP contractor delayed their payment. Consequently they could not send the order to the factory to start manufacturing the AC units. This in its turn delayed material delivery to site and MEP contractor stopped their due payments accordingly. A.S emphasizes the importance of payments and its agreed dates with respect to him as a supplier in order to comply with and respect his commitments and schedule of project.

In addition, A.S remarks that XY continued in showing disrespectful actions towards the agreement with the supplier #1 and delayed opening the letter of credit (LC) to start the fabrication process of the AC units. A.S explains these behaviors by XY as being a result of poor knowledge in management and weak financial position that pushed him to compensate this weakness through delaying the suppliers’ payments.

Moreover, A.K talks about delaying their due payments by XY and ignorance of their e-mails and letters. Even the MEP account manager refused to meet him to discuss the payments issue. S.S adds that “the MEP project manager used to shout and say rude and impolite words over phone”. S.S remarks that such behaviors from XY push the subcontractors and suppliers to slow down the material delivery and work progress, intentionally, to enforce XY to pay their pending payments. S.S asserts that “many times the owner of the project himself intervened to solve this issue between the MEP contractor and the suppliers and to mitigate the impacts of these practices”. He adds that “such behaviors and practices lead to mistrust in the relations between project parties, more disputes and poor progress at the site”.

The same is confirmed by A.A, A.K and S.S who assert that the mentality of selfish profitability in this project has affected implementing respect concepts and practices in the projects. In addition, A.S highlighted that allocation of power and authorities in projects push some MEP contractors to ignore the respectful relations with the other parties of less power or authorities in the project. A.S points out that his experience with most MEP contractors asserts that they adopt the logic of power and the wide levels of authorization in dealing with suppliers apart from respect for people and humanitarian values and rights.

Furthermore, A.K highlights that their experience in this project shows that selfish and nonprofessional approaches are the main factors that pushed some parties to show non-respectful behaviors with others. In addition, A.K admits that the absence of code of conducts and ethics from the systems and procedures of their company increased the probability of confrontational approaches and disrespectful relations especially with XY contractor who searches only for his own benefits and profits. A.K adds that “business environment and culture generally push some parties and employees to be of profitable perspective regardless of other parties’ losses or profits”. A.K considers delaying his due payments by the MEP contractor as an example of this prevailing culture in business.

Moreover, S.S asserts that the lack of professionalism and skills is deemed to be the main challenge and constrain against respect behaviors with the other parties and employees in the projects. He argues that the MEP contractor has an idea that the suppliers and subcontractors will not comply with their commitments and responsibilities in projects unless practicing a strict and tough instructions with them.

### 5.2.2 Case-study #2 (Project #2):

The following table #5.2 presents the interviewees' profiles within the case-study #2.

Table #5.2: Interviewees' profiles – Case-study #2 (Project #2)

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee #5</b>	R.G(p2)	Project Manager	Male	Jordanian	10	MEP Contractor (in projects #2)	Private (+8000)
<b>Interviewee #6</b>	T.A(p2)	Sr. sales Manager	Male	Pakistani	20	Supplier1- in Project #2	Private (+50)
<b>Interviewee #7</b>	M.O(p2)	Sales Manager	Male	Palestinian	18	Supplier2- in Project #2	Private (+100)
<b>Interviewee #8</b>	H.I(p2)	Contracts Manager	Male	Lebanese	12	Subcontractor- in project #2	Private (+150)

#### 5.2.2.1 Aspects and Practices of Respect in the Project #2:

M.O agrees with H.I that each party in the project must comply with his scope of work and commitments professionally to obtain high levels of benefits and success to all project parties. H.I states that “in this project we did our best to adhere with our scope of work and responsibilities but XY’s project manager tried many times to expand our scope without covering the additional cost”. M.O and H.I highlight the role of respecting other parties during work meetings, and respecting payment dates as important elements of respect. Also they talked about the contractual power of the MEP contractor with wide authorities that he sometimes used against others such as delaying payments or imposing new terms and conditions. H.I adds that “despite our right for extra cost and extension of time against many additional works, XY insisted to consider this additional work as part of our original subcontract agreement”. He remarks that XY delayed their

due payments in this project many times to force them to execute additional work free of cost. H.I remarks that XY under the logic of being the client of this project, with respect to the suppliers and subcontractors, imagines that all other parties have to satisfy his needs and execute his instructions to have opportunities for more projects with him in the future.

Moreover, R.G states that “as MEP contractor we respect and appreciate the suppliers and subcontractors who comply with project requirements and their appointed and agreed tasks and responsibilities”. Moreover, he points out that they select their suppliers and subcontractors upon many effective criteria that count professionalism and respecting others’ interests and benefits as part of the most important qualifications. R.G adds that in this project and any other project suppliers and subcontractors must comply with the project schedule and specifications to hand over a successful project on time for the benefits of all parties. In addition, R.G remarks that the whole MEP works in this project are his responsibility in front of the project owner, construction main contractor and the project consultant. He and his suppliers and subcontractors, contractually, have to comply with the specified quality and baselines of this project. Otherwise, the project handing over will be delayed which means loss for all project parties. Moreover, R.G highlights that there are penalties of three hundred thousand dirhams (300,000 AED) against the delay of one day beyond the agreed handing over date of this project, and the total penalties may accumulate up to twenty million dirhams (20.0M AED). R.G points out that this situation imposes strict monitoring and controlling processes by XY to warrant respecting the project requirements and obligations by all the parties.

T.A shares M.O and H.I the opinion about the great importance of being polite and objective during business meeting, paying the other parties on time and appreciating the different roles and positions of the other parties in the project. In addition, T.A explained many other respect aspects in this project such as caring about other parties’ benefits and rights as human beings besides showing a high level of responsibility and professionalism. T.A states that “XY in this project shows moderate levels of respecting others for their humanity or professionalism; they focus only on profits regardless of the other parties’ interests and benefits”.

On the other hand, H.I asserted the important role for organizations to adopt code of conducts and procedures to enhance respect and ethical behaviors between the project parties. H.I emphasizes that his company does not adopt specific codes of conduct but their behaviors with the other parties

in this project or others are fully based on respecting all as companies and individual regardless of profits or conflicts. In addition, H.I remarks that recognition of the other parties' rights in the project to achieve profits and benefits within high levels of dignity and humanitarian values support initiating and developing respectful relationships. H.I adds that "I did my best to comply with our company's responsibilities and commitments towards this project within high levels of ethics and professionalism".

#### **5.2.2.2 Motivators of Respect in the Project #2:**

Most interviewees highlight that there are many factors that support and motivate demonstrating respectful relationships between the parties in this project. They named the human rights and dignity, pursuing the best practice and professionalism and the employees' personal beliefs and attitudes. M.O, while talking about his company's practice with the other parties in this project, adds that "adopting code of conducts by the companies encourage and push its employees to align their behaviors and concerns according to the company's new orientation". M.O asserts that practicing this code of conducts properly in this project helped him to solve many conflicts with the MEP contractor for their mutual benefits and project success.

#### **5.2.2.3 Opportunities of Respect in the Project #2:**

On the other hand, all interviewees in this project talked about building trust and improving the productivity of the employees as a result of adopting and implementing respect concept between the project parties. They affirm that respectful relations can improve work performance and encourage all to exert their best efforts for mutual benefits and project success. T.A highlights that despite that respect practices from the other parties in this project were poor, his company insisted on respecting its commitments in the contract and dealing with the entire project parties respectfully. T.A explains that by saying "continuous respect practices with the other parties can initiate trust between our companies and push them to invite us to be part of their projects in the future".

Despite the crucial role of trust as confirmed by H.I, he highlights that within this project they could not put trust in the MEP contractor due to the weak respect initiatives and the logic of power that he practiced in this project. H.I adds that “these disrespectful practices in the project affected work performance and progress badly, and led to many financial impacts and disputes”.

#### **5.2.2.4 Challenges of Respect in the Project #2:**

Regarding the challenges and constraints against respect in the project #2, R.G highlighted the role of poor experience of some suppliers and subcontractors in project besides irresponsible actions from some parties towards project schedule and quality. He explained some cases during which some suppliers or subcontractors intentionally stopped material delivery and work at site to impose early payments or variation orders. R.G affirms that his responsibility and commitment towards the MEP works in the project impose strict plans and alternative solutions in case of any shortage from any supplier or subcontractor. R.G adds that “in this project we terminated two suppliers due to their temporization and delay in material delivery”. Moreover, he remarks that they coordinated and took the approval from the project consultant on new brands of materials as an alternative to the previous approved brands since the agents of these brands tried to impose new payment terms.

T.A named many challenges that may hinder showing respect during project work and activities, such as: payment issues, personal beliefs and manners, and the importance of each party’s role and position in the project. He added that “MEP contractor and project consultant usually show more respect and appreciation for the suppliers who have important materials or crucial role in the project”. M.O and H.I explained many other factors that hinder respect practices in this project like: selfish mentality of some parties, delaying the due payments and unbalanced power allocation between the project parties. M.O added more factors like: the dominant culture within the organization, the beliefs and mentalities of some employees. Moreover, H.I agrees with R.G that some companies in this project were of poor management skills and experience and that was reflected on their daily activities and on the type of the relations they initiated with the other parties in the project.

### 5.2.3 Case-study #3 (Project #3):

The following table #5.3 presents the interviewees' profiles within the case-study #3.

Table #5.3: Interviewees' profiles – Case-study #3 (Project #3)

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experien ce</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interview wee #9</b>	S.H (p3)	Sr. Project Manager	Male	Palestinian	18	MEP Contractor (in projects #3)	Private (+8000)
<b>Interview wee #10</b>	R.A(p3)	Account Manager	Female	Lebanese	11	Supplier1- in Project #3	Private (+50)
<b>Interview wee #11</b>	S.K(p3)	account Manager	Male	Indian	15	Supplier2- in Project #3	Private (+50)
<b>Interview wee #12</b>	H.A(p3)	Sr. Technical Manager	Male	Jordanian	12	Subcontractor- in project #3	Private (+150)

#### 5.2.3.1 Aspects and Practices of Respect in the Project #3:

S.K and H.A assert that respect has many aspects and practices that have been presented by the project parties in this project. They count compliance with each party's responsibilities and agreed tasks as the cornerstone of respect issues in the relationships. Also, they highlighted that respecting others during the meetings and communications, paying others on time, caring about others benefits and profits and fair allocation and usage of authorities in this project are deemed to be main components of respect they faced while dealing with each other. H.A remarks that as a subcontractor for aluminum cladding works in this project, he was in a weak position compared to the wide authorities and power of the MEP contractor and his contract with him is of low priority and can find alternative subcontractor easily. This situation, as per H.A, encouraged XY to ignore their requests to approve variation orders of about half million dirhams (0.5 M AED) against the additional scope of work. H.A adds that "we preferred to absorb the additional cost just to continue work in the project otherwise XY has many alternatives and can easily terminate our contract".



R.A agrees with S.K that complying with human rights and values is another way of showing respect in the relationships between the parties. R.A states that “despite the financial and payments issues with the MEP contractor, we succeeded in building polite and respectful relations with his project manager and employees at site”. She adds that the personal respectful relations with the MEP contractor employees were the key success factors that they focused on in the project to warrant their support and approval of claims and payments. Respecting the employee for his humanity and dignity regardless of any other issue in the project as emphasized by R.A is the most important skill that leads to effective and fruitful relations by means of performance and productivity. Moreover, S.H emphasizes that as MEP contractor they consider that compliance and best execution of the agreements and commitments as the real and actual sign of respecting others. He remarks high concerns about handing over the project within its planned quality, budget and schedule that will only be achieved if each party respects the agreement and responsibilities with high levels of cooperation and professionalism for the benefits of all stakeholders. S.H asserts that “as MEP contractor we could not finalize any milestone successfully in this project without full coordination and cooperation with many suppliers and subcontractors”. Moreover, he adds that many suppliers and subcontractors in the project did not show adequate respect and compliance with the schedule of some activities unless the MEP manager follows up their work progress properly. S.H emphasizes that “many times I imposed action plans on some subcontractors in the project which pushed them to hire extra employees and work two shifts to finish their tasks”. On the other hand, H.A highlighted a different aspect of respect when he talked about the importance of giving adequate and fair time for the subcontractor to complete his tasks and work. When talking about their experience with XY in this project, H.A adds that “the MEP contractor used to take long periods in executing his scope of work, but he gave us, as a subcontractor, insufficient and unreasonable schedule to finalize our part”.

#### **5.2.3.2 Motivators of Respect in the Project #3:**

R.A and S.K named many issues that they faced in this project and support and encourage showing respect with the others, such as: high levels of commitments towards work agreements and

responsibilities and compliance with human rights. They add that, from this project, they have learned that the companies should adopt many important policies, procedures and code of conducts that motivate the employee to show and keep respectful relations with the others. S.H agrees with R.A and S.K regarding the crucial role of complying with each scope of work in motivating the spirit of cooperation and respect. Furthermore, R.A remarks that respect mostly stems from personal characteristics, traits and beliefs that affect employee's behaviors with the other parties and employees. R.A states that "most relationships between the parties in this project were actually articulated through personal initiatives of the employees and their own experience about the best practice in this field".

#### **5.2.3.3 Opportunities of Respect in the Project #3:**

Regarding the consequences of the respectful relations between project parties, S.H, R.A, S.K and H.A asserted that respect eliminates many conflicts and disputes and improves the productivity of the organizations and work progress. S.H adds that "respect support initiating and developing trusty and fruitful relations between the companies". S.K agrees with S.H on the important role of respect in creating trust and added that "showing respect continuously with the other parties creates good reputation and more success in the current project and in the future".

#### **5.2.3.4 Challenges of Respect in the Project #3:**

During the interviews, S.H, R.A and S.K remarked that the selfish mentalities of some parties and their tendency to exploit their position or authorities in this project are of crucial impacts against the respectful relationships between the companies. H.A asserted that XY from the early stages of the project, during the negotiations and agreements stages, tried to impose certain conditions and terms that mostly serve him as an MEP contractor without taking into consideration supplier's capacity and benefits. H.A and S.K remarked that payment issues within this project besides many complicated procedures, policies and mentalities within XY formed real challenges against showing respectful relations with the suppliers and subcontractors. S.K added that personal norms and mentalities of some employees may contradict the ethical behaviors and respect relations. He

added that “organizations should create a unified culture of cooperation, integration and respect within a spirit of teamwork and partnering between all project parties”.

Furthermore, R.A and S.H highlighted that low levels of professionalism and experience of some project parties lead to many deviations and breaches regarding the agreed quality and schedule. S.H, as an MEP contractor, states that “professional company usually respects its commitments and agreements”. He remarks that despite the effective criteria that the procurement department adopts while selecting the suppliers and subcontractors in his MEP projects and this project specifically, they still face many nonprofessional suppliers and subcontractors with low competences and insufficient qualifications.

#### 5.2.4 Case-study #4 (Project #4):

The following table #5.4 presents the interviewees’ profiles within the case-study #4.

Table #5.4: Interviewees’ profiles – Case-study #4 (Project #4)

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee #13</b>	M.Q (p4)	Project Manager	Male	Iraqi	12	MEP Contractor (in projects #4)	Private (+8000)
<b>Interviewee #14</b>	M.H(p4)	Sales Manager	Male	Iraqi	13	Supplier1- in Project #4	Private (+50)
<b>Interviewee #15</b>	A.P(p4)	Sales Manager	Male	Indian	13	Supplier2- in Project #4	Private (+100)
<b>Interviewee #16</b>	H.M(p4)	Project Manager	Male	Egyptian	15	Subcontractor- in project #4	Private (+100)

##### 5.2.4.1 Aspects and Practices of Respect in the Project #4:

A.P and H.M highlighted many aspects of respects that were practiced during the project #4 such as: the actions and behaviors of the companies during the site meetings, considering the benefits and profits of the other parties, paying others on time and imposing unacceptable situations on others. A.P asserted many other important aspects of respect based on his experience as a supplier for the switchgear in this project. He counts the full compliance with each party's scope of work, human rights and dignity and adopting code of conducts and ethics by the organizations as positive indicators for the existence of respect within project activities and relations. Moreover, A.P talks about the importance not only of adopting code of conducts by the companies, but also the importance of measuring and tracking the status of respect and its implementations within the different levels of the organization structure and projects.

Furthermore, A.P talked about the necessity for a reasonable and fair performance evaluation processes with the proper evaluation criteria that should be communicated well and professionally with the other parties, specifically the suppliers and subcontractors. Moreover, A.P asserted the significant role of the openness, transparency and fairness in evaluating suppliers and subcontractors performance. A.P argues that "XY considerations while evaluating our performance in the project were biased towards their own benefits and profits". A.P points out that XY conducted their performance evaluation semi-annually only to justify delaying the due payments. A.P adds that "evaluation of supplier's performance should be a tool for better work quality and progress and not as a tool to justify delaying their payments". During the interview, M.Q highlights that respecting project requirements and time frame is an important issue of respect towards others rights and benefits. He calls all project parties to be professional in managing project works and activities. This, as per M.Q, is part of the implementations and the aspects of respect towards the other parties' interests and benefits in the projects. M.Q states that "the true measurement for the level of respect in the project is the actual compliance with project requirements and mutual agreements". He adds that their relations with this project suppliers and subcontractors were based on official contracts with agreed terms and conditions that warranted successful project and high levels of respect between the project parties during the daily activities. M.Q asserts that in this project he focused on creating cooperative and teamwork culture between the project parties to achieve high levels of mutual benefits and success. M.H agrees with A.P on the great importance of caring about the other parties' payments, benefits and human rights.

He highlighted that respect relations means that all parties must keen to handover a successful project with high levels of quality and satisfaction within a spirit of partnership and team working.

#### **5.2.4.2 Motivators of Respect in the Project #4:**

And regarding the motivators of respect in project #4, the MEP contractor and his suppliers and subcontractors, i.e. M.Q, M.H, A.P and H.M assert the importance of adopting code of conducts by organizations to control employees' behaviors within an acceptable margin. Also, they highlight company's commitment with the terms and conditions of the contract and project requirements motivate others in the project to respect and appreciate this company. M.H and H.M also talked about the role of religion and employees beliefs in showing respect for others. M.H adds that "respectful actions from XY support creating an environment of mutual respect with the suppliers and subcontractors in the project". On the other hand, A.P emphasizes the crucial role of human rights as a value and beliefs in enhancing and empowering respect initiatives in the projects. A.P talked about M.Q, the project manager from XY, who personally behaves respectfully with all the parties and employees in this project. A.P asserts that despite delaying their due payments for about two (2) months by XY, but personally he respects M.Q for his kindness and politeness while dealing with all project parties and employees even during conflicts and disputes.

#### **5.2.4.3 Opportunities of Respect in the Project #4:**

All the parties in the project #4 highlighted that the existence of respect in their relations has led to better work progress and reduced the number of problems and disputes at the site. M.H and A.P emphasized the direct relation between respect for the other parties at the site and the level of trust between the parties in their current and future relations. M.H states that "if the other party respects the agreements, project specifications and our rights, we will trust him in any other deal or project".

Moreover, A.P asserts that practicing respectful relations by M.Q with them and other parties in the project has enhanced the business reputation of XY and led to high levels of project success and mutual benefits. M.Q asserts that showing respect for the other parties in this project promoted the level of project success and at the same time improves their opportunity for future projects with the same client or others.

#### **5.2.4.4 Challenges of Respect in the Project #4:**

The subcontractor H.M in the project #4 agrees with the other two suppliers, M.H and A.P, that delaying the due payments, selfish activities and the unfair behaviors within unbalanced allocations of power and authorities at the site are the most constrains that discourage respect initiatives between the parties in project #4. H.M highlighted that “he will never respect XY or his agreements with him such as the material delivery schedule, unless XY shows respect and fairness regarding our due payments and rights”. Moreover, A.P and M.Q remarked that the absence of professionalism and effective management of some parties in this project led to ignoring other parties’ interests and stakeholders’ satisfaction. A.P added that “organizations as minimum requirements should adopt effective policies and procedures to enhance respect implementations and practices during their business relationships”. Furthermore, M.H points out that the tough nature and negative attitudes of some employees for personal reasons usually destruct any trial towards creating a mutual respect between the project parties.

#### **5.2.5 Case study #5 (Project #5):**

The following table #5.5 presents the interviewees’ profiles within the case-study #5.

Table #5.5: Interviewees’ profiles – Case-study #5 (Project #5)

### 5.2.5.1 Aspects and Practices of Respect in the Project #5:

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee #17</b>	I.M (p5)	Construction Manager	Male	Jordanian	12	MEP Contractor (in projects #5)	Private (+8000)
<b>Interviewee #18</b>	B.I(p5)	Development Manager	Male	Jordanian	11	Supplier1- in Project #5	Private (+50)
<b>Interviewee #19</b>	J.D(p5)	Sr. Project Manager	Female	Indian	14	Supplier2- in Project #5	Private (+100)
<b>Interviewee #20</b>	B.M(p5)	Sr. Project Manager	Male	Palestinian	12	Subcontractor- in project #5	Private (+100)

Interviewees B.I and J.D assert that, in project #5, they faced many practices of strong relation with respect value and issues such as: delaying their payments by XY and the breaching of the terms and conditions of the agreements. J.D points out that “the MEP contractor only activates and considers the terms and conditions of the agreements which only serve his benefits and profits regardless of the other terms that may serve the other parties’ rights and payments”. He adds that “this method may be justified against some suppliers and subcontractors of bad reputation but for our company we respect the agreed material quality and the agreed delivery schedule”. J.D asserts that XY breached the agreements with them regarding the payment terms. She highlights that their agreement with XY for the payment terms was twenty five percent (25%) of the total amount to be an advance payment, sixty five percent (65%) to be against the exhaust fans delivery to the site, and the balance ten percent (10%) to be ninety days (90) from the date of testing and commissioning. J.D adds that after the material delivery XY refused to pay the 65%, instead XY released 55% and kept 20% of the total amount to be after testing and commissioning of the exhaust fans.

J.D and B.I remark that XY intended to ignore their rights and benefits and practiced impolite methods in the communications and business meetings. In the same context, I.M, B.I, J.D and B.M talked about the mentality of power and enforcing others in some critical financial or contractual situations to accept some oppressive terms without any respect to other companies’ benefits or interests. B.M claims that the MEP contractor in this project faced some financial and cash flow problems which he tried to solve through delaying the due payments of the suppliers and

subcontractors. He adds that they complied with the agreed scope of work and handing over dates but XY delayed some due payments about sixty (60) days beyond the agreed dates. Moreover, B.M points out that XY in this project deducted an amount of 150,000AED from the agreed contract amount as penalties against the delayed handing over of the gas system in this project. On the other hand, I.M argues that “some suppliers in this project tried unprofessional methods such as delaying material delivery and gave false promises to impose some terms and claims”. I.M adds that as an MEP contractor, they cannot allow any supplier to delay material delivery to the site or to slow down work progress. I.M adds that they faced such an issue in this project with one of the suppliers who refused to deliver the material before receiving some payments. I.M states that “we expected such behavior from that supplier and implemented alternative solution through another supplier to prevent project failure”. Moreover, B.I and B.M expressed their concerns about the unfair methodology that the MEP contractor adopts in evaluating the suppliers and subcontractors in project #5. B.I argues that “XY evaluation is based on some specific criteria that lack transparency and credibility”. He adds that “we asked XY to arrange a meeting to discuss these criteria and the basis of evaluation but they ignored our request”.

Furthermore, the MEP manager in the project #5, I.M, focused on many shortages and delays that were caused by some suppliers and subcontractors such as: not complying with the schedule of the project, deviation in the quality of the materials and systems and poor management to their scope in the project. I.M asserts that “as an MEP project manager his duty is to hand over a successful project within the planned schedule, quality and budget which finally serve all the parties”. B.M agrees strongly with B.I and J.D regarding the role of payments issue and polite communications and meetings in elevating the level of respect between the companies in the MEP projects. Moreover, B.M adds that “the MEP contractor did not respect the confidentiality of our proposals and prices that were submitted to him for this project as he showed it to one of our competitors for negotiations purposes”.

#### **5.2.5.2 Motivators of Respect in the Project #5:**

Most interviewees in the project #5 emphasize the crucial role of executing each party's commitments and scope of work in motivating and creating the spirit of respect and appreciation



within the project atmosphere. B.M added that his respect initiatives in this project such as respecting the humanitarian values of the other employees and parties motivate these employees to exchange the same relations and practices with him and facilitate solving the conflicts and disputes. He did not ignore the role of religion, personal beliefs and code of conducts in encouraging and implementing respect within the organizations' relationships. J.D confirms the role of code of conducts and ethics in supporting respect initiatives. IM agrees with B.M regarding the role of religion in supporting the spirit of respect and recognition between the employees in the projects.

### **5.2.5.3 Opportunities of Respect in the Project #5:**

Most interviewees in the project #5 highlighted that despite the fact that respect itself is a value which is related to human rights and dignity, it leads to less amounts of conflicts and disputes and to many opportunities like good business reputation, more productivity and better work performance. I.M asserted that suppliers' and subcontractors' compliance with this project requirement and agreements push XY to trust and invite them to a new tenders and work proposals. He gives an example of this project in which one of the suppliers could not comply with the agreement regarding the delivery of material since he has some financial disputes with the manufacturer in the United Kingdom and refused to start the delivery of the equipments to the supplier in the UAE. I.M adds that "we trust this supplier as we are dealing with him since ten years without any problem or delay". I.M points out that they contacted the factory directly in coordination with the supplier and opened the letter of credit (LC) directly to the manufacturer from XY account. B.I agrees with J.D that respectful and cooperative practices are necessary in any project to avoid disputes and conflicts between the project parties besides raising the percentage and probability of mutual profits and project success. J.D asserts that "in this project we showed respect for our commitments and responsibilities and dealt with the other project parties respectfully as our own team". J.D adds that they believe in and practice respectful relations with the other parties in the project and its crucial role in promoting the levels of productivity and project success. Moreover, B.M points out that in this project their perception was not only profits and short-term benefits; he asserts that they also look at good business relationships and reputation that grant their company better opportunities and success in the future.

#### **5.2.5.4 Challenges of Respect in the Project #5:**

Moreover, B.M talks about some disrespectful practices and delaying their due payments by the account department of the MEP contractor. B.M states that they called and sent many e-mails to the account manager and to the finance director of the XY asking them about the readiness of their payments upon previous agreement and promises, but they did not reply despite many reminders. Moreover, the account department manager used to ignore their attendance to his department to ask about their payments without any justification. They waited outside the account department of the MEP contractor for hours without any opportunity to meet the manager and discuss the payments issue. B.M adds that “XY delayed our due payments and showed disrespectful behaviors mostly after the final completion of our scope of work as there are no more services or activities that may be affected due to this delay”. B.M counts this behavior part of power logic that XY adopted and implemented against them as subcontractors of limited authorities especially after finalizing their scope of work and no critical role is still needed in the project.

The supplier J.D agreed with the subcontractor B.M that the selfish and profitable perspective of some employees and parties in the project, complicated policies or procedures of some companies in processing action or transactions and delaying others payments are common practices within the project #5. They assert its negative effect on the type of relationships and reactions with the other parties. J.D describes the relationships in this project by saying “it was confrontational relations oriented towards selfish profits of each party regardless of others’ profits or losses”. On the other hand, I.M and B.M remark that the lack of professionalism and effective skills and management besides characteristics and traits of some employees were of a significant role against initiating and developing respectful relations in this project. I.M points out that their company (XY) encourages its employees to attend training sessions and coaching programs to gain skills and improve their qualifications and productivity while managing projects and dealing with other parties. Most interviewees in the project #5 focus on the crucial role of payments issues in hindering respect practices and initiatives. J.D remarks that he will never recommend any company to work with XY due to delaying the due payments and its ignorance to others’ interests and rights. B.M states that “we incurred a huge loss in this project due to the nonprofessional and selfish mentalities of some project parties who missed teamwork and cooperation approaches”.

### 5.3 Results, Analysis and Discussions across the Five Case-studies:

Interviews with the MEP contractor and his suppliers and subcontractors in the five case-studies were carried out in the previous sections. During the interviews, all interviewees have asserted the great importance of business relationships between the project parties, and emphasized that their relationships should be based on mutual respect and benefits. They highlighted many events and practices that reveal respect and disrespect aspects and issues between the parties in these projects.

The following sections are intended to present more and deeper analysis and discussions on the status of respect and its practices between the parties across the five (5) case-studies.

#### 5.3.1 Respect Issues and Aspects across the Case-studies:

Respect issues and practices that have been highlighted in the five case-studies are combined in table #5.6, below, to form a comprehensive picture and a better understanding about these aspects and issues of respect in these five case-studies. These results summarize respect issues and aspects that the interviewees have raised and highlighted across the five (5) projects.

<b>Respect Aspects and Practices that are concerned and highlighted by the Parties across the Five Case- Studies</b>		
<b>a- Issues and Practices that are related to Respect (across the five case-studies)</b>	<b>Interviewee:</b>	<b>Weight of this item (%)= (interviewees /20)*100, where 20 is the total number of the interviewees</b>
1- Commitment with each party's scope of work and responsibilities.	A.A, A.S, A.K,S.S,R.G,M.O,H.I,	75

	S.H,S.K,H.A, M.Q, A.P, I.M, B.I & J.D	
2- Respecting others during the business meetings.	A.A, A.K, S.S, T.A, M.O, H.I, R.A,S.K, H.A, A.P, H.M, J.D & B.M	65
3- Paying others on time as per the agreements.	A.S, A.K, S.S, T.A, M.O, H.I, R.A, S.K, H.A, M.H, A.P, H.M, B.I, J.D & B.M	75
4- Caring about other parties' profits and benefits.	A.A,A.S,A.K, S.S, R.G,T.A, H.I, S.H, R.A, S.K, H.A, M.Q, M.H, A.P,H.M, B.I & J.D	85
5- Caring about the human rights and dignity of the other parties.	A.S, A.K, T.A,H.I, R.A, S.K, M.H, A.P & B.I	45
6- Showing professionalism in managing works and activities.	R.G,T.A, M.O,S.H, M.Q & B.M	30
7- Fair performance evaluation of suppliers and subcontractors (by XY).	A.K, A.S, A.P, B.I & B.M	25
8- Fairness and transparency in performance criteria and evaluation	A.K, A.S A.P & B.I	20
9- Confidentiality of business deals and prices.	B.M & A.K	10
10- Adopting codes of conduct and ethics by organizations.	A.S, H.I & A.P	15
11- Proper tools in communicating, tracking and measuring the adopted codes of conduct and respect, internally and externally.	A.P	5
12- Giving the other parties an adequate and reasonable time to complete their tasks.	H.A	5
13- Polite communication methods with other project parties.	B.I, J.D & B.M	15
14- Not to exploit weakness of other parties to achieve or impose unfair situations.	A.S, R.A,S.K,H.A, M.H, A.P, H.M, I.M, B.I, J.D & B.M	55

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**Table #5.6:** The Main Respect Aspects that have been raised across the Five Case-studies.

These respect aspects and practices are highlighted and raised by the twenty (20) interviewees in the five (5) MEP projects. Column #3, in Table # 5.16 above, shows the percentages of the interviewees, who have mentioned and raised each item, with respect to the total number of the interviewees, i.e. twenty (20). This column shows the weight, as percentages, of each item with respect to the other items according to the interviewees in the five case-studies. Weight of each aspect of respect reveals its importance and tangible effect within the MEP projects, of the case-studies, upon the interviewees' practical experience and daily practices and activities.

In general, interviewees assert that there are fourteen (14) aspects and respect elements that existed and are practiced within these five projects. These fourteen (14) aspects of respect, as shown in the table #5.6 above, are of significant importance as they are in direct and strong influence on the core values and the rights of human beings, effectiveness of the relationships between the parties and the level of work performance, projects success and stakeholders satisfaction. These aspects and practices represent the field of respect that all concerned parties, academics, practitioners, professional institutions, regulatory bodies should notice and care about to elevate the levels of human dignity and professionalism within the construction industry in general and the MEP projects specifically.

Furthermore, most interviewees emphasize the great importance and the high value of some respect aspects and practices, as shown in table #5.16 with the highest weight percentages, namely: 'caring about other parties' profits and benefits', 'paying others on time as per the agreements', 'respecting others during the business meetings', 'commitment with each party's scope of work and responsibilities' and 'not to exploit weakness of other parties to achieve or impose unfair situations'. These five aspects of respect, in addition to the other aspects that are shown in table #5.16, are considered upon interviewees' confirmation, the main components and elements of respect with a high significant value due to their direct relation with human rights and dignity, from one side, and their crucial role in articulating the relationships between the organizations in the construction projects, from the other side.

During the interviews, all the interviewees who represent XY show high concerns about item #1, ‘commitment with each party’s scope of work and responsibilities’. From XY position, as a client with respect to the suppliers and subcontractors, and the owner of the main MEP contract in the project, they focus on the completion of each party’s scope and their full compliance with their commitments, responsibilities, project specifications and requirements in order to complete the project on time within an accepted quality and budget. They recognize that handing over the MEP works in the project as a full scope is their main duty and responsibility. As per the MEP contract with the main contractor and project consultant, XY bears the full responsibility of any delay or deviation in the MEP works. This responsibility, as per A.A, R.G, S.H, M.Q and I.M, may require and impose some actions and initiatives that may be interpreted by suppliers and subcontractors as disrespectful practices, but based on their experience and management knowledge as MEP contractor; they justify that as inevitable and professional actions for project success and common benefits of all parties. A.A talks a lot about his responsibility, as the MEP contractor in the project, for handing over these works completely to the project owner or the client on time and with the agreed levels of quality. Hence, A.A in many occasions through the interview asserts that he may delay the payments of any supplier or subcontractor in case of any deviation by these parties from the agreed work scope, schedule or quality . S.H states that “we were awarded the MEP works package by the project main contractor and we have to execute and hand over this scope within the agreed quality and schedule”. S.H adds that “in case of our delay or deviation in handing over the MEP works, the main contractor will make deductions of about one million AED per any day beyond the agreed schedule”.

In the same context, ten (10) suppliers and subcontractors, out of the fifteen (15) in the five projects, assert the importance of complying with the commitments, agreements and the assigned responsibilities by each party. S.K, supplier in the project #3, states that “complying with the agreements and responsibilities within the construction projects is a must, but most deviations are related to pending the due payment by XY”.

This issue, ‘compliance with each party commitments and responsibilities’, is in full agreement with literature findings that count it as one of the main components and requisites that help initiating and empowering respect practices between the parties in the construction projects. In addition, these issues must be solved within cooperative and respectful approaches rather than

additional deviations or breaches of the agreements (Harris 2010; OGC 2007; PMI 2008; Smith 2007; Wagner 2000).

### 5.3.2 Respect Motivators, Opportunities and Challenges across the Case-studies:

Table #5.7 below, shows respect motivators, opportunities and challenges as concluded from the interviews within the five (5) case-studies. In addition, the weight of each item is shown to reflect its importance with respect to the others within the relationships of XY and its suppliers and subcontractors in the projects.

<b>Respect Motivators, Opportunities and Challenges across the Five Case-Studies</b>		
<b>a- Respect Motivators</b>	<b>Interviewee:</b>	<b>Weight of this item (%)</b>
1- Commitment with Human Rights	S.S, T.A,M.O, H.I, R.A, S.K, A.P & B.M	40
2- Commitments with Work Scope and Responsibilities	A.A,S.S, R.G, T.A, M.O, H.I, S.H, R.A, S.K, M,Q, M,H, A.P, H.M, I.M, B.I & J.D	80
3- Religion and beliefs	M.H, H.M, I.M & B.I	20
4- Organization's Code of conducts	M.OR.A, S.K, M.Q, M.H, A.P, H.M, J.D & B.M	45
5- Actions and behaviors of the other parties	M.H	5
6- Personal traits, nature, beliefs and culture	S.S, R.G,T.A, M.O, H.I & R.A	30

<b>a- Opportunities and Consequences of Respect</b>	<b>Interviewee:</b>	
1- More Trust.	A.A, A.S, A.K, S.S, R.G,T.A,M.O,H.I, S.H,S.K, M.H, A.P & I.M	65
2- Low level of conflicts and disputes and high levels of productivity, performance and success.	A.A, A.S, A.K, S.S, R.G,T.A,M.O,H.I, S.H, R.A, S.K, H.A, M.Q, M.H, A.P, H.M, I.M, B.I, J.D & B.M	100
3- Good Business Reputation	T.M, B.M, A.P & S.K	20
<b>b- Respect Challenges and Constrains</b>	<b>Interviewee:</b>	
1- Profitability and selfish perspective of some project parties.	A.S, A.K, S.S,M.O,H.I, S.H, R.A, S.K, M.H,A.P, H.M, J.D & B.M	65
2- Payments issues	A.S, A.K, S.S, T.A, M.O, H.I, R.A,S.K, H.A, M.H, A.P, H.M, B.I, J.D & B.M	75
3- Personal beliefs and traits of the employees	T.A, M.O, S.K, M.H, I.M, B.I & B.M	35
4- Impolite words and behaviors	A.A & S.S	15
5- Profitable Business Culture	A.K	5
6- Organization policies, procedures and culture	S.S, M.O, S.K,H.A, A.P, J.D, B.M	35
7- Exploiting power and position authorities to impose unfair conditions and situations.	A.S, S.S, R.G, T.A, M.O, H.I, S.H, R.A, S.K, H.A, M.H, A.P, H.M, B.I, J.D & B.M	80
8- Lack of management knowledge and professionalism.	A.A, A.K, S.S, R.G, H.I, S.H, R.A, M.Q, A.P, I.M & B.M	80

Table #5.7: Respect Motivators, Opportunities and Challenges across the Five Case-studies

Most interviewees confirm that ‘Commitments with work scope and responsibilities’ is the most important motivator that pushes to show respect for the other parties in the project, with a weight of eighty percent (80%). It means that when the organization complies with its commitments and responsibilities towards the project, it motivates the other parties to respect and appreciate this organization accordingly. A.A in the project #1 states that “behaviors and actions of the other parties and people in the project .....usually affect the type of our actions and behaviors”. This



mentality of the parties in the projects i.e. their influence by each other behaviors and actions assert the great importance of the early articulation of the behaviors and relationship between the project parties to be respectful and effective within an integrative , cooperative and professional approaches.

Moreover, organizations should focus on adopting, communicating and tracking code of conducts and ethics internally within their divisions and employees, and externally with the other organizations and partners. These codes of conducts and ethics are in direct relation and contact with human rights and dignity that automatically affect the level of respect and satisfaction in the relations between project parties. On the other hand, these case-studies show a significant role of religion and personal traits and beliefs in motivating or hindering respect behaviors with others. This calls all organizations to focus on building an effective culture of cooperation, integration and partnership within win-win and sustainable relationships. These concepts, mentalities and initiatives of respect in the construction projects can improve the level of stakeholders' satisfaction, employees' productivity and work performance.

Furthermore, the interviewees have highlighted that showing respect in the relationships between the project parties, lead to many opportunities and consequences, such as: achieving good business reputation, building trust between the organizations, minimizing conflicts and disputes, increasing employees' productivity, improving the work performance and increasing the probability of projects success and parties mutual benefits. These outputs are consistent with the literature finding, as summarized in table #3.1 above, about the direct relation between practicing respect with other parties in the project and increasing the levels of cooperation and collaboration, initiating and maintaining effective relationships, improving work performance and higher levels of project success and stakeholders satisfaction.

On the other hand, the case-studies reveal that 'lack of management knowledge and professionalism', 'exploiting power and position authorities to impose unfair conditions and situations', 'payment issues' and the 'profitability and selfish perspective of some project parties' are the main challenges and constrains that stand against showing and practicing respect in the projects.

In addition, tables #5.6 and #5.7, show many other aspects, motivators and challenges that were highlighted by the interviewees but with low percentages, i.e. less than 50% of the interviewees have considered these as aspects, motivators or challenges. Nevertheless, all these items still of significant value in business and projects due to their crucial role in creating trust and effective relationships between the projects parties, and their role in achieving higher levels of productivity, work performance and projects success.

All these respect elements, motivators, opportunities and challenges, as asserted by the parties through the case –studies, are of significant meanings, values and roles that are related to the organizations and their employees’ practices and initiatives within the environment of the MEP projects and construction industry in general. These aspects of respect, as highlighted by many experts and practitioners in the case-studies, are of great importance and critical roles in articulating the relationships between the parties in the MEP projects and on the success or failure of the projects. They are related to the scope of each party in the project, work quality and progress and the project schedule, besides their direct relation with the stakeholders’ dignity, rights, values and satisfaction.

### **5.3.3 Comparison and Discussion across the Outputs of the Case-studies and the Conceptual Model:**

A comparison between the outputs of the adopted conceptual framework and the aggregated outputs of the case-studies is held in order to examine the level of consistency in the results and to shed more light on the aspects and practices of respect in the MEP projects in the UAE. This comparison grants high levels of understanding and realization of the actual value of respect in the construction industry by highlighting its crucial role in articulating effective and sustainable relationships between the project parties and improving the opportunity of delivering successful projects within high levels of dignity and satisfaction.

### **5.3.3.1 Respect Elements and Components:**

Table #5.8, below, links respect aspects, that have been raised by the parties in the projects, with respect elements and components that have been adopted in the conceptual model.

<b>Matching between Respect Components(of the Conceptual Model) and the Respect Aspects and Issues (From the Case-Studies)</b>	
<b>Respect Elements and Components (Literature Findings)</b>	<b>Respect Aspects and Issues in the MEP Projects – Case-studies</b>
A- Recognition and Admiration of the importance, quality, abilities and achievements of others.	<ul style="list-style-type: none"><li>• Fairness and transparency in performance and evaluation criteria.</li><li>• Fair performance evaluation of suppliers and subcontractors (by XY).</li><li>• Polite communication methods with other project parties.</li></ul>
B- Due regard , acceptance and tolerance towards others' rights, cultures and traditions	<ul style="list-style-type: none"><li>• Respecting others during the business meetings.</li><li>• Caring about the human rights and dignity of the other parties.</li><li>• Polite communication methods with other project parties.</li></ul>
C- Obligation towards Humanitarian Values, Rights and Dignity	<ul style="list-style-type: none"><li>• Respecting others during the business meetings.</li><li>• Caring about the human rights and dignity of the other parties.</li><li>• Adopting codes of conduct and ethics by organizations</li><li>• Proper tools in communicating, tracking and measuring the adopted codes of conduct and respect, internally and externally.</li><li>• Polite communication methods with other project parties</li></ul>
D- Complying with professional manners and business commitments.	<ul style="list-style-type: none"><li>• Commitments with each party work scope and responsibilities.</li><li>• Paying others on time and as per the agreements.</li><li>• Caring about other parties' profits and benefits.</li></ul>

	<ul style="list-style-type: none"> <li>• Showing professionalism in managing works and activities.</li> <li>• Confidentiality of business deals and prices.</li> <li>• Giving the other parties an adequate and reasonable time to complete their tasks.</li> </ul>
E- Not to exercise power or position against others for personal benefits.	<ul style="list-style-type: none"> <li>• Not to exploit weakness of other parties during some stages of the project to achieve or impose unfair situations</li> </ul>
F- Doing the best to understand, appreciate and treat others in an appropriate way.	<ul style="list-style-type: none"> <li>• Respecting others during the business meetings.</li> <li>• Paying others on time and as per the agreements.</li> <li>• Proper tools in communicating, tracking and measuring the adopted codes of conduct and respect.</li> <li>• Caring about other parties' profits and benefits.</li> <li>• Polite communication methods with other project parties.</li> </ul>
G- Invest in people development, health and safety issues, and proper work environment.	-----

Table #5.8: Matching Respect Aspects of the Case-studies with Literature Findings.

As shown in the above table #5.8, the researcher categorizes most respect issues that interviewees remark and talk about in the five projects under similar elements of respect that are concluded from the literature. Each respect element that is mentioned in the conceptual model and shown in table #5.8 has many aspects and items that are highlighted and asserted by the interviewees in the projects. The interviewees in the case-studies talk about many issues, aspects and practices of respect according to their practical experiences and daily involvement in the projects activities. Therefore, many raised aspects and issues that belong to the same comprehensive meaning are classified under one general element or item of the conceptual model. Furthermore, it is clear in table #5.8 that the same respect aspect, as has been raised by the interviewees, is categorized under

many respect elements from literature. This is mainly due to the interference of the meanings of many aspects of respect in the case-studies with many respect elements and components in the conceptual model. For example, 'Paying others on time and as per the agreements' is one of respect aspects in the case-studies. The researcher classified it under item #D: 'Complying with professional manner and business commitments' when we look at the payments issues from professional perspective. However, this payment issue is categorized under item #F: 'Doing the best to understand, appreciate and treat others in an appropriate way' when looking at the payments issues as a component of treating others in an appropriate way. Within this context, many aspects of respect that are concluded from the case-studies, tables #5.7 and #5.8, belong and are classified under the same element or aspect of respect in the conceptual model. Accordingly, table #5.8 shows high levels of consistency between the outputs of the case-studies and the conceptual model.

Case-studies show more details and implementations of respect issues and aspects that organizations face in their relationships and grant a deep understanding and knowledge about the status of respect in the MEP project, specifically, and construction projects in general. For example, respect element #F, in table #5.8, 'Doing the best to understand, appreciate and treat others in an appropriate way', appears in projects relationships, as highlighted by the interviewees, as five (5) separate aspects, namely: 'Respecting others during the business meetings', 'Paying others on time and as per the agreements', 'Proper tools in communicating, tracking and measuring the adopted codes of conduct and respect', 'Caring about other parties' profits and benefits' and 'Polite communication methods with other project parties'. These details and components of each respect element are of high significance since they show and clarify different respect issues and aspects that the parties are usually involved in and practice during their activities in the construction projects.

Furthermore, from table # 5.8 above, it is clear that while health and safety issues within a proper work environment is considered as an element and component of respect as per literature findings, and despite stimulating the Interviewees in many occasions during the interviews to talk about this issue, they did not show adequate concerns to intercalate this issue in the relationships between the parties in the case-studies. They did not remark any role for health and safety issues regarding their respect practices within the MEP projects. This may be because of the nature of this element which is mostly related to the internal relationships of the organization itself with its' employees.

This respect element, ‘Invest in people development, health and safety issues, and proper work environment’, has more practices and implementations in the organization’s relationships with its staff and employees than between the parties in the projects. Each organization should care about the proper work environment and health and safety issues in the projects, so this will be noticeable more in the internal relations of the organization with its employees than its external relations with the other parties in the project. Of course, XY should warrant health and safety issues and the proper work environment for all the employees in the project even suppliers and subcontractors, as they are all under its general MEP contract. Considering this point of view, health and safety issue is still applicable to be part of the other parties’ rights and an important respect component in the relationships between the parties in the construction projects.

### **5.3.3.2 Respect Motivators:**

Table #5.9, below, shows that the interviewees have highlighted that there are six (6) respect motivators within the five (5) case-studies. These six motivators are categorized under four (4) respect motivators from literature. For example; ‘Religion and beliefs’, ‘Personal traits, nature, beliefs and culture’ and ‘Actions and behaviors of the other parties’ are highlighted by the interviewees as three separate motivators , but they are actually covered by one broader motivator in literature ; item #4 ‘Cultures (individual, organization, society and global)’.

Moreover, there are two respect motivators concluded from literature, namely: ‘Procurement Methods’ that are based on integration, collaboration and partnering, and ‘Corporate Social Responsibility (CSR) and Shared Value’, as shown in Table #5.9, but are not asserted by any interviewee in the five projects despite the researcher’s trials to push the interviewees to talk about. This is mostly due to insufficient awareness and knowledge of the employees and their organizations about the importance and roles of CSR and procurement methods in the project

relationships, or it can be interpreted as low level of sensibility of these two motivators within the daily activities of the employees in the projects. Also, this may be due to the nature of the relationships between the parties in the MEP projects which usually start after signing the contract by the top managements of organizations, thus the procurement methods to some extent are of low tangibility with respect to the employees in the projects within their daily activities and relationships. These two issues may reflect some aspects of business immaturity within the environment of the construction projects in general and the MEP projects specifically in the UAE (Al Ameen 2011; Ali 2009; Ghalib 2009).

#### **5.3.3.3 Respect Opportunities:**

Regarding respect opportunities, table #5.9 shows that the outputs of the case-studies and the conceptual model are in full consistency. Trust, effective relationships, low amounts of conflicts and disputes, good business reputation, long-term relationships, high levels of work performance and success are the main consequences and opportunities that can be achieved as a result of the respectful practices between the project parties. It means that respect within the organizations' relationships has a great value not only because of its ethical value and being a code of conducts, but also as an actual opportunity and a crucial factor for higher work performance and better mutual benefits and satisfaction of all parties in the projects. Table #5.7 above shows that hundred percent (100%) of the interviewees have asserted the direct relation between the level of respect in the relationships of the project parties and the level of productivity, performance and satisfaction of the parties in the project. These respect practices and implementations are of great importance in the context of construction projects and business relationships besides being an ethical issue. It has a reliable and critical role in creating trust between the parties in the project and in elevating the levels of employees' productivity, work performance, projects success and stakeholders satisfaction.

#### **5.3.3.4 Respect Challenges:**

Moreover, table #5.9 shows many challenges that interviewees have highlighted compared with the challenges that were concluded from the literature findings. Interviewees highlight seven (7) aspects of respect challenges within the relationships between the project parties. But five aspects of these are categorized in table #5.9 under one general item of respect challenges from literature findings since these five aspects have a common issue and meaning that is related to unethical behaviors, dominant culture and poor-value cultures in general. Consequently, these five aspects which are: ‘Profitability and selfish perspective of some project parties’, ‘Personal beliefs and traits of the employees’, ‘Impolite words and behaviors’, ‘Profitable Business Culture’ and ‘Organization policies, procedures and culture’ are shown in table #5.9 under one aspect of respect challenges, which is concluded from literature, namely: ‘Capitalism, Unethical Behaviours and Poor-values Cultures’.

These five constrains against respectful relationships in the projects are in line with literature findings about the critical role of capitalism and poor-values cultures and beliefs in hindering and resisting respect initiatives and practices within the projects activities and parties relationships.

Within the same context, the interviewees talk about the dominant perspective of selfish and profitability in the relationships of the MEP projects. This perspective is an extension to the general capitalism perspective that prevails globally within business sector. This agrees with the findings of Klein (2001), Hofstede (2003), Karlberg (2004), Zue, Zhao and Zillante (2008), Elmualim (2010), Clegg, Kornberger and Pitsis (2011) and Porter and Kramer (2011) about the perspective of capitalism in general, its impacts on the business sector and its responsibility for some bold behaviours of selfish and pure profitable mentalities of organizations as a dominant trend in business, globally.

<b>Matching between Respect Motivators, Opportunities and Challenges (in the Literature Findings and the Case-studies)</b>	
<b>Respect Motivators (Literature)</b>	<b>Respect Motivators (Case-studies)</b>
1- Code of Conducts and Ethics	<ul style="list-style-type: none"> <li>• Organization’s Code of conducts</li> </ul>
2- Professionalism	<ul style="list-style-type: none"> <li>• Commitments with Work Scope and Responsibilities</li> </ul>



3- Humanitarian Values, Human Rights and Dignity.	<ul style="list-style-type: none"> <li>• Commitment with Human Rights</li> </ul>
4- Cultures( individual, organization, society and global)	<ul style="list-style-type: none"> <li>• Religion and beliefs</li> <li>• Personal traits, nature, beliefs and culture.</li> <li>• Actions and behaviors of the other parties</li> </ul>
5- Procurement Methods (that are based on integration, collaboration and partnering)	-----
6- Corporate Social Responsibility (CSR) and Shared Value	-----
<b>Respect Opportunities (Literature)</b>	<b>Respect Opportunities (Case-studies)</b>
1- Trust	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Good business reputation.</li> </ul>
2- Effective Relationships and high levels of Performance and Success	<ul style="list-style-type: none"> <li>• Low level of conflicts and disputes and high levels of productivity, performance and success.</li> </ul>
<b>e- Respect Challenges(Literature )</b>	<b>Respect Challenges (Case-studies)</b>
1- Short-termism, Unethical Behaviours and Poor-values Cultures.	<ul style="list-style-type: none"> <li>• Profitability and selfish perspective of some project parties.</li> <li>• Personal beliefs and traits of the employees.</li> <li>• Impolite words and behaviors.</li> <li>• Profitable Business Culture.</li> <li>• Organization policies, procedures and culture</li> </ul>
2- Power Matrices (unbalanced power structure).	<ul style="list-style-type: none"> <li>• Exploiting power and position authorities to impose unfair conditions and situations.</li> <li>• Payments Issues</li> </ul>
3- Inappropriate Procurement Methods, Poor Management Knowledge and Poor Experience	<ul style="list-style-type: none"> <li>• Lack of management knowledge and professionalism.</li> </ul>

Table #5.9: Respect Motivators, Opportunities and Challenges; comparison between the case-studies and literature findings.

Furthermore, power allocation and unbalanced power structure between the parties, besides some parties' interpretation and misunderstanding of power matrix analysis are highlighted through the case studies as great concerns of the parties, specially the suppliers and subcontractors. These concerns about the power matrices and allocation are in full agreement with some literature findings like the findings of Ertel (1999), Wild (2002) and Lau and Rowlinson (2009). Power-interest analysis can serve project success and empower respect value and practices in projects if interpreted positively as an efficient tool in developing integration, collaboration and partnership between the project parties instead of being an advantage of some parties against others.

Despite the role of the inappropriate procurement methods as a challenge that faces initiating and practicing respectful and cooperative relations (CO 2014; OGC 2007; Rendon 2008; Zue, Zhao and Zillante 2008), and despite that the main MEP contracts in the five projects were conducted according to the design, tender and build traditional procurement methods as mentioned in the projects details and tables #4.3, 4.4, 4.5, 4.6 and 4.7 above, it is worthy to highlight that none of the interviewees in the five case-studies mentioned or talked about these inappropriate procurement methods as challenges or constrains against showing respectful relations. This, as clarified while discussing respect motivators, is due, to some extent, to insufficient awareness of the MEP contractor and his suppliers and subcontractors about the role of the procurement methods in empowering or hindering the initiatives of respect, integration, collaboration and partnering between the organizations. Also, this may be due to the dominant nature of these traditional methods in procurement, globally and in the UAE, which is conceived, by default, as the only available procurement choice (Al Kukhun 2012; Elmualim 2010; Morledge, Smith and Kashiwagi 2006). Nevertheless, the interviewees in the five MEP projects assert the literature findings that lack of professionalism and management knowledge besides the poor experience, of the organizations and their employees, are main challenges of harmful impacts against initiating and developing respect initiatives and practices within the parties' activities and relationships in the construction projects.

## **Chapter Six- Conclusion and Recommendations:**

### **6.1 Conclusion:**

Respectful relationships between the parties in the projects are of crucial role in delivering projects with high levels of success and stakeholders satisfaction. This direct relation between respect practices and the level of work performance in the construction projects reflects the great importance of detecting and investigating respect initiatives and practices within the business relationships and projects activities. Literature findings present many elements and aspects that encourage showing and presenting respect between people, in general, and during their relationships while participating in the execution of the construction projects specifically. Besides, literature findings disclose many meanings, aspects and elements of respect, that in case of being

cared about in the relationships between the organizations, will promote the levels of work performance, projects success and stakeholders satisfaction.

Findings of this research case-studies show many aspects and respect practices that organizations usually face during their business relations with the other parties in the same project. In addition, the results of the case-studies assert the high value and the significant role of respect and its aspects, components and practices in articulating the business relationships between the organizations within the MEP projects specifically and the construction projects in general.

This research provided evidence to the significance of respect, as a value and practice, which stems mainly from two great values; the human rights and dignity as a human being who deserves respect and appreciation regardless of any other considerations and from a professional perspective for better work performance and higher levels of projects success and stakeholders' satisfaction. Respect between projects parties is not a mere element of an ethical system or code of conducts, but in the context of organizations relationships and construction projects there are fourteen (14) aspects and practices of respect within the construction projects, as shown in table #5.6 above, such as: 'Caring about other parties' profits and benefits', 'Paying others on time as per the agreements', 'Commitment with each party's scope of work and responsibilities', 'Respecting others during the business meetings', 'Not to exploit weakness of other parties to achieve or impose unfair situations', 'Caring about the human rights and dignity of the other parties' and 'Showing professionalism in managing works and activities'.

In Addition, these fourteen (14) aspects of respect are categorized under six (6) general meanings and elements of respect as shown in table #5.8 above, namely: 'Complying with a professional manner and business commitments', 'Obligation towards humanitarian values and rights', 'Recognition and admiration of the importance, abilities and achievements of other parties', 'Not to exercise power or position against others for personal or selfish benefits', 'To do one's best to understand, appreciate and treat the other parties in an appropriate way', 'Due regard, acceptance and tolerance towards others' rights, cultures and traditions' and to 'Invest in people health and safety issues'. On the other hand, research shows that there are many challenges against showing and empowering respectful behaviours and relations in the projects such as: 'short-termism, poor-value cultures and unethical behaviours', 'power matrices; unbalanced power structure' and 'inappropriate procurement methods, poor management knowledge and poor experience'.

In conclusion, this research reveals the great value of respect aspects and practices between the parties in the construction projects and its important role in creating, developing and maintaining win-win, long-term and sustainable relationships which lead to better work performance and higher levels of projects success and stakeholders' satisfaction, in addition of being a matter of ethics and code of conducts.

As these case-studies are conducted in the UAE, and the interviewees, within the case-studies, are mostly of Arab nationalities within the MEP-construction projects, this to some extent may limit the outcomes of being in full coverage and generalization with respect to other countries, industries and environments with different levels of business characteristics, maturity, traditions, customs and cultures. Moreover, it is worth highlighting that the case-studies represent MEP organizations within the private sector, and the generalization of the research findings on the public sector should be carried out with caution as the public sector may show different situations and considerations.

## **6.2 Recommendations:**

Based on the findings of this research, the following recommendations can be suggested for the construction organizations, practitioners, professional associations and regulatory bodies:

- Organizations should create, develop and maintain a culture of respecting others as human beings regardless of any monetary or profitable perspective.
- Organizations should adopt and implement new approaches and methods, in procurement, which are based on integration, collaboration and partnership at the early stages of projects.
- Organizations and clients should use the evaluation of other parties' performances and appraisals as an efficient tool to promote and empower the work performance and not to punish or impose conditions.
- Organizations should adopt, communicate and implement the code of conducts and ethics with its employees and partners as a priority towards sustainable benefits and high levels of human rights and dignity.

- Organizations should adopt proper tools to measure the efficiency and effectiveness of implementing and practicing respect, code of conducts and ethics.
- Regulatory bodies and professional associations should empower respect as a value and behavior in business not only as a compliance with code of conducts and ethics, but also as a requisite for effective relationships and higher levels of work performance and projects success.
- Organizations and practitioners should recognize and deal with power-interest matrices and analysis as an effective tool to attain the integration and partnerships with other parties, and not to show power or impose wills.
- Organizations and practitioners should recognize the danger of some dominant concepts and aspects of poor-values cultures in business, which encourage the logic of power, unethical behaviors, short-termism and selfish benefits regardless of others' benefits and interests.
- Regulatory bodies, professional associations and organizations should adopt and carry out training programs, seminars and conferences about all respect issues to elevate the awareness of respect value and empower respect initiatives and practices in projects and business.

Finally, the following areas are recommended for further researches that are important and in direct relation with this paper:

- The aspects and effects of the dominant cultures and concepts on showing respect and articulating the business relationships between organizations.
- The role of power-interest matrices and their analysis in creating and empowering the integration and partnerships mentalities between organizations.
- Comparison between the status of respect in the construction industry in the UAE and other parts of the world.

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## Appendices

### Appendix A: Interviewees' profiles in the Case- Studies

	<b>Name initials (project#)</b>	<b>Position</b>	<b>Gender</b>	<b>Nationality</b>	<b>Years of experience</b>	<b>Industry</b>	<b>Organization Type &amp; Size (employees)</b>
<b>Interviewee # 1</b>	A.A(p1)	Sr. Procurement Manager	Male	Jordanian	15	MEP Contractor (in projects #1)	Private (+8000)
<b>Interviewee # 2</b>	A.S(p1)	Account Manager	Female	Jordanian	12	Supplier1- in Project #1	Private (+150)
<b>Interviewee #3</b>	A.K (p1)	Sr. Sales Manager	Male	Iraqi	12	Supplier2- in Project #1	Private (+100)
<b>Interviewee #4</b>	S.S(p1)	Sr. Project Manager	Male	Palestinian	15	Subcontractor- in project #1	Private (+200)
<b>Interviewee #5</b>	R.G(p2)	Project Manager	Male	Jordanian	10	MEP Contractor (in projects #2)	Private (+8000)
<b>Interviewee #6</b>	T.A(p2)	Sr. sales Manager	Male	Pakistani	20	Supplier1- in Project #2	Private (+50)
<b>Interviewee #7</b>	M.O(p2)	Sales Manager	Male	Palestinian	18	Supplier2- in Project #2	Private (+100)

<b>Interview #8</b>	H.I(p2)	Contracts Manager	Male	Lebanese	12	Subcontractor- in project #2	Private (+150)
<b>Interview #9</b>	S.H (p3)	Sr. Project Manager	Male	Palestinian	18	MEP Contractor (in projects #3)	Private (+8000)
<b>Interview #10</b>	R.A(p3)	Account Manager	Female	Lebanese	11	Supplier1- in Project #3	Private (+50)
<b>Interview #11</b>	S.K(p3)	account Manager	Male	Indian	15	Supplier2- in Project #3	Private (+50)
<b>Interview #12</b>	H.A(p3)	Sr. Technical Manager	Male	Jordanian	12	Subcontractor- in project #3	Private (+150)
<b>Interview #13</b>	M.Q (p4)	Project Manager	Male	Iraqi	12	MEP Contractor (in projects #4)	Private (+8000)
<b>Interview #14</b>	M.H(p4)	Sales Manager	Male	Iraqi	13	Supplier1- in Project #4	Private (+50)
<b>Interview #15</b>	A.P(p4)	Sales Manager	Male	Indian	13	Supplier2- in Project #4	Private (+100)
<b>Interview #16</b>	H.M(p4)	Project Manager	Male	Egyptian	15	Subcontractor- in project #4	Private (+100)
<b>Interview #17</b>	I.M (p5)	Construction Manager	Male	Jordanian	12	MEP Contractor (in projects #5)	Private (+8000)
<b>Interview #18</b>	B.I(p5)	Development Manager	Male	Jordanian	11	Supplier1- in Project #5	Private (+50)
<b>Interview #19</b>	J.D(p5)	Sr. Project Manager	Female	Indian	14	Supplier2- in Project #5	Private (+100)
<b>Interview #20</b>	B.M(p5)	Sr. Project Manager	Male	Palestinian	12	Subcontractor- in project #5	Private (+100)