

*How Trust Factors Affect Business Relationships
in Saudi-Arabian Companies*

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By

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Abbreviations

- BR Business Relationship
- BRD Business Relationship Development
- B2B Business to Business
- B2C Business to Consumer
- GDP Gross Domestic Product
- IFC International Finance Corporation
- KSA King of Saudi Arabia
- SR Saudi riyal
- UAE United Arab of Emirate
- UK United Kingdom
- USA United State of America
- WTO World Trade Organisation

Declaration

The author declared that this thesis is completely -by my own work and without any help or assistance from anyone except where the researcher have consulted various books, journal articles, interviews (Questions and Answers), and websites. This is fully acknowledged and attributed with any direct quotations indicated by use of quotation marks. The author is fully aware of the university regulations including plagiarism. In addition the researcher mindful of the severity of the penalties imposed by the University on those found responsible of plagiarism.

Signed

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Abstract

This study investigates how to develop a better understanding of successful business relationships in the context of Saudi Arabia. The main objectives of this research are to explore how trust factors affect business relationship in Saudi Arabian companies. Primary and secondary methods of data collection are explored and the methods used to conduct qualitative data analysis are discussed and justified. Semi-structured interviews were employed to fulfil the study's aims and objectives. The researcher interviewed 25 Saudi Arabian employees regarding how trust factors affect business relationships in Saudi Arabian companies.

This thesis identifies and analyses the barriers to trust in business relationship that can exist in Saudi companies, using a multiple interview approach. The research required in-depth understanding to enable the development of trust factors (individual trust, organisational trust and national trust). The result is the discovery that a lack of skills, knowledge and experience of business relationship development and the correct approach to business and management can affect trust factors in the context of Saudi Arabian companies. This research study also found culture to be a unique type of behaviour that influences the creation of profitable relationships in Saudi companies. This study can be used in further research in other organisations, whether in Saudi Arabia or other countries.

Finally, the researcher considers the whole experience of conducting this study to have been revealing, and has confirmed that strong potential exists within Saudi Arabian companies that have been completely suppressed in past years by the involvement of the social and business level. Relationships are necessary at the individual, organisational, and national levels in order for foreign companies to build trust with Saudi Arabian ones.

Chapter One

1.0 Introduction

The Kingdom of Saudi Arabia is rated as the 13th most economically competitive country in the world, according to the 2010 annual “Doing Business” report published by the International Finance Corporation (IFC) and the World Bank (www 1). The report highlighted the rapid rate of economic growth in Middle Eastern countries, Saudi Arabia in particular, as a result of economic sector reform. Since 2004 Saudi Arabia has been rated the best place to do business in the entire Middle East and the Arab world (www 2). Saudi Arabia has the largest oil reserves in the world and is the world’s leading oil producer and exporter. Oil accounts for more than 90% of the country’s exports and nearly 75% of government revenues. Proven reserves, according to figures provided by the Saudi government, are estimated to amount to 260 billion barrels (41 km³), about one-quarter of the world’s oil reserves (www 3). The World Bank reports that, as of August 2009, Saudi Arabia was one of the strongest Arab economies, although the reliability of that rating has been called into question (www 4). The Kingdom of Saudi Arabia is a market that offers good opportunities for foreign companies. For example, Saudi Arabia is the United Kingdom’s 23rd largest export market, worth \$1.6 billion (\$1= 3.64 (SR) Saudi Riyal). The USA and the UK are the two largest trading partners in the Middle East, focusing especially on Saudi Arabia, Qatar, Kuwait, and the UAE (www 8).

1.1 Background

Saudi Arabia is one of the largest Arabian countries, with the Red Sea and the Gulf of Aqaba to the west and the Persian Gulf to the east. Its neighbouring countries are Jordan, Iraq, Kuwait, Qatar, the United Arab Emirates, the Sultanate of Oman, Yemen and Bahrain, which is connected to the Saudi mainland by a causeway. Saudi Arabia contains the world’s largest continuous sand desert, called the “Rub Al-Khali” or “Empty Quarter” (www 5). Around 40% of the gross domestic product (GDP) of Saudi Arabia comes from the private sector. Furthermore, around 5.5 million foreign workers play an important role in the Saudi economy, particularly in the oil and service sectors. The government is encouraging private and public sector growth to lessen the kingdom’s dependence on oil and increase employment opportunities for the expanding Saudi population. It has begun to permit private sector and foreign investor participation in the power generation and

telecom sectors. As part of its efforts to attract foreign investment and diversify the economy, Saudi Arabia joined the World Trade Organisation (WTO) in 2005 after many years of negotiations (www 6). With high oil revenues enabling the government to post large budget surpluses, the capital of Saudi Arabia, Riyadh, has been able to substantially boost spending on job training and education, infrastructure development and government salaries. Saudi Arabia is capable of producing more than 10 million barrels of oil per day (www10).

1.2 The Need for Research

The key concept of this study is that there are three important types of factors relating to trust in business relationships (BRs), namely national, organisational and individual, which are examined in this study in terms of their potential use in empirical studies on business in Saudi Arabia. In the Arab countries, including Saudi Arabia, there is a lack of business management. Furthermore, international companies need to consider Saudi Arabia's business history, with respect to the formation and development of working relationships, to ensure there is the potential for good investments and business in the long term between themselves and Saudi companies.

According to Morgan and Hunt (1994), trust is the key element in business relationship development (BRD), and they encourage business men and women to work at preserving relationship investments by cooperating with exchange partners. Thiagaragan *et al.* (2001) argue that, given the lack of theory and research in this area, especially outside of developed economies, there is a need to develop knowledge on the subject, and it is therefore a valid topic of research. Churchill (1979) suggests the importance of commitment and integrity in improving trust at the individual level of a relationship. Ndubisi and Chan (2005) demonstrate the value of BRs with respect to customer loyalty, and discuss the importance of elements such as trust, commitment, communication and cooperation. Therefore these elements are the key of business relationships and their influence on the business economy in Saudi Arabia. The strength of a business relationship is based upon the degree to which each party wishes to connect with the other parties. Saudi Arabia has little international experience with BRD, and it is therefore anticipated that this research will be valuable in filling an existing gap in the available knowledge. This research is needed in order to gain insight into levels of trust in long-term business relationships in Saudi companies.

1.3 The Aim of the Research

The aim of this research is to seek to bridge the gap in the literature and assess the relative importance of trust in business relationships in Saudi Arabian companies.

1.3.1 Research Objectives

The aim of this research is to explore the following issues:

- To review the relevant literature on BRD.
- To ascertain the relative importance of trust at three levels: national, organisational and individual.
- To discover the Saudi Arabian perspective on the importance of trust in developing business relationships.

1.4 Research Questions

The specific research questions are therefore as follows:

- How does trust impact on the business relationship process from a Saudi Arabian perspective?
- How can trust be developed in business relationships for the mutual benefit of Saudi companies?
- Why should trust be taken into account by Saudi Arabian companies when embarking on business activities?

1.5 Expected Contribution to Knowledge

This research seeks to bridge the existing gap in the literature and develop a better understanding of how to develop successful business relationships with Saudi Arabian companies. There is the potential to discover unique types of behaviour that could influence the formation of profitable relationships. Wallace and Wilkinson (2004) discovered a gap in the knowledge and understanding of the implementation of BRD practices in various regions of the world, such as Africa, the Middle East and South America. There is also a lack of empirical studies relating to business relationships outside of developed economies (Thiagaragan *et al.*, 2001). Furthermore, Mouzas and Blois (2008) argue that there is a lack of empirically based scholarly work on understanding the nature and form of contractual arrangements between organisations. This study will contribute to knowledge in the field of business relationships and will, in particular, make

an original contribution to the existing knowledge by providing insights into factors that affect business relationships in Saudi Arabia. Furthermore, the researcher will consider whether trust is a critical factor affecting the long-term duration of business relationships and whether it is necessary in order to establish the three factors of trust (National, Organisational, and Individual). The next chapter contains the literature review which will include a fact file about Saudi Arabia, and will then discuss business relationships, trust factors and Saudi organisational behaviour.

Chapter Two

Literature Review

2.0 Introduction

In all business activities good relationships are necessary and indeed, for any two parties, whether companies or countries, that do a great deal of business with each other, a strong relationship will be required (Kaizen, 2012). This chapter will identify and examine the existing literature concerning BRD; it will then identify trust factors and assess the relative importance of trust within business relationships involving Saudi companies.

The Kingdom of Saudi Arabia covers an area of 2,250,000 square kilometres. Saudi Arabia's population in 2012 was estimated to be about 26.6 million, including about 5.6 million resident foreigners (www 7). The central institution of the Saudi Arabian government is the monarchy. The first language is Arabic and the religion is Islam. Saudi Arabia has a relatively wealthy oil-based economy and strong government control over major economic activities (www 10). Saudi traditions are rooted in Islamic teachings and Arab customs, which Saudis learn from an early age from their families and in schools. Arab traditions also play an important role in Saudi life. These traditions include generosity towards other people, and hospitality, which all Saudi families offer to strangers, friends and family. Saudi society has experienced tremendous development over the past several decades. The Saudi Arabian people have taken their values, traditions, customs, hospitality and even their style of dress, and have adapted them to the modern world. The following summary gives some brief facts about Saudi Arabia:

- Official Name: Al-Mamlaka al-Arabiya as-Saudiya “Kingdom of Saudi Arabia” (KSA)
- Area: 2,250,000 square kilometres (868,730 square miles)
- Population: 26.6 million (2012) comprising 80% Saudi citizens and 20% non-Saudi residents.
- Language: Arabic
- Religion: Islam
- Capital: Riyadh (population in 2012: 6.2 million)
- Head of State and Prime Minister: King Abdullah bin Abdul-Aziz, Custodian of the two Holy Mosques.

- Administrative Regions: Al-Baha, Al-Jouf, Asir, Eastern, Hail, Jizan, Madinah, Makah, Najran, Northern Border, Qasim, Riyadh, Tabouk.
- Saudi Arabia is the largest construction market in the Middle East and one of the fastest growing in the world. Mega-project developments alone are worth US \$129.7 billion.
- There are six new cities being built at present, the largest being the King Abdullah Economic City which will be as large as Hong Kong.
- There are over 14,000 Saudi students studying at British universities.
- Around 20,000 British citizens live and work in Saudi Arabia (www 5).



Source; (www 9) Map showing Saudi Arabia's position in the Middle-East (Dec-2012)

2.1 Business Relationships

A business relationship is defined as an association between individuals or companies entered into for commercial purposes and sometimes formalised with legal contracts or agreements. The concept of business relationships is discussed by Gronroos (2002), who explains the role and scope of relationships as being the identification, establishment, maintenance and enhancement of customer relationships. Business relationships are also defined by Kotler and Keller (2006) as involving the building of mutually satisfactory long-term BR with key parties, in order to earn and retain their business. Additionally, Brooks (2008) states that, in order to develop a business relationship, it is essential that businesses provide commitment, high-quality services and satisfaction to people so that trust can be proven and credibility built.

Most business relationships include different forms of formal contracts. A business relationship exists if there are repeated business transactions and a contract between the parties (Blois, 1998). Reasons for using a contract usually include the following:

- It functions as a communication tool for the transmission of information from one party to another.
- It reduces uncertainty and risk by stating each party's contribution to the relationship.
- It sets out the requirements of accepted practice in a given business setting (Roxenhall and Ghauri, 2004).

The country has witnessed a number of improvements in competitiveness in recent years, which has resulted in a strong and solid institutional framework, efficient markets and sophisticated businesses. Improvements to the institutional framework, in particular a better assessment of the security situation by business and a stronger corporate governance framework, have contributed to the better positioning in the global economy of the country in 2010. In addition, the Saudi government introduced a massive motivation package aimed at improving the infrastructure in the country, although it led to deterioration in economic stability as the budget balance moved into deficit. As much as the recent improvements are commendable, the country faces important challenges going forward. For example, health and education do not meet the standards of countries at similar income levels. While some progress is visible in health outcomes as well as in the quality of education, improvements are taking place at a low level. Furthermore, Saudi organisations continue to rank low in terms of health, education and training support. Finally, the labour market is of critical importance to Saudi Arabia given the growing number of young people who will enter the labour market over the following years (www 5).

The context in which trust occurs is important. Organisational researchers and economists disagree as to whether institutional trust is a “form of individual or cooperative action that is constitutively embedded in the institutional environment in which the business relationship is placed” (Bachmann and Inkpen, 2011: 284). Frazier *et al.* (2009) find that trust factors can lead to distributors sharing information with their suppliers. Pimentel-Claro and Oliveira-Claro (2010) find that information sharing by distributors and retailers enhances collaboration with suppliers. Furthermore, Wilson and Charles (2000)

demonstrates various factors to be significantly related to business relationships, among them commitment, cooperation, communication and trust. The researcher will first briefly explain the first three factors, while trust will be explained in more detail in section (2.4).

2.1.1 Commitment

Commitment is based on the assumption that the business relationship will bring future value and benefits to its partners (Hardwick and Ford, 1986). Also, Moorman *et al.* (1992) defines commitment as an enduring desire to maintain a valued business relationship. The level of commitment plays a key role in the success of business relationships (Powers and Reagan, 2007). Commitment has to be understood in the context of the levels of investment within a given relationship. One expects the partners to be committed to the well-being and development of the business, in the absence of which there can be no relationship at all. In this respect, commitment has many different degrees and levels, as does trust. In general, the greater the level of trust between partners, the greater the level of commitment, although this is not always the case (Swift, 2008).

2.1.2 Cooperation

Cooperation has been defined as “similar or complementary coordinated actions taken by firms in interdependent business relationships to achieve mutual outcomes or singular outcomes with expected reciprocation over time” (Anderson and Narus, 1990: 54). Morgan and Hunt (1994: 24) accept the above definition of cooperation and expand it by emphasising that “...the proactive aspect of cooperation is that of being coerced into taking interdependent actions”. The interaction of cooperation and commitment results in cooperative behaviour, which allows the partnership to work and ensures that both parties receive the benefits of the relationship. Cooperation makes it possible to establish work teams that consist of experts in different functional fields and adaptable structures that encourage decentralised decision making (Bstieler, 2006). A key benefit of cooperation is the development of more flexible, decentralised structures, which provide access to new resources, abilities and knowledge that are required to achieve commercial success in a new project (Elg and Paavola, 2008). Cooperation, mutual respect and the sharing of expertise are some techniques that can be helpful in improving trust, an example being the government helping Saudi companies to work together and improve their business relationships (Styles *et al.*, 2008).

2.1.3 Communication

Communication is an important concept that businesses understand not just as the act of speaking or writing, but also as the act of sharing information, so that the other party in the process can receive the message and respond appropriately. Building new relationships requires the ability to communicate efficiently and effectively with one another. Communication has a significant positive role in the development of trust (Mukherjee and Nath, 2007). Janice (2003) suggests that communication is one of the most important contributing factors to the success of any business. According to Swift (2008) and Brooks (2008), communication in a business relationship motivates social interaction. Therefore, socialisation between the parties is increased as both parties transmit and transfer tacit knowledge through shared experiences. The social relationships enhance the business relationship in one way or another. Furthermore, communication helps to establish commonness or shared perceptions that connect sender to receiver, thus enhancing the business relationship (Donaldson and O'Toole, 2007). Consequently, the establishment and communication of a relationship with the target market should be the key objective of all companies.

2.2 How Trust Works within Business Relationship Development

Customer trust can be affected by opportunistic behaviour (Morgan and Hunt, 1994). Opportunistic behaviour has been found to have a critical negative impact on trust, and regulatory control has a significant role in controlling opportunistic behaviour (Mukherjee and Nath, 2003). For example, in research conducted by Dion *et al.* (1995) amongst US buyers and sellers, it was concluded that trust is the fundamental force behind the development of trade relationships and should therefore be a priority for sales and purchasing managers. Personal social bonds developed through subjective, social interactions tend to hold business together. Furthermore, Mummalaneni and Wilson (1991) suggest that buyers and sellers who have strong personal relationships with each other are more committed to maintaining the business relationship than less socially bonded partners. This may range from product-level technology to the linking of computer systems. The creation of shared technology has been found to strain business relationships in the early stages of the development of the technology but, inevitably, it contributes to a stronger relationship once the technology is working (Vlosky and Wilson, 1994). The concept of mutual goals refers to the degree to which partners share goals that can only be

accomplished through joint action and the maintenance of the business relationship. These mutual goals provide a strong reason for the continuance of the relationship. Wilson (1995) proposes that mutual business goals can create work satisfaction which, in turn, influences the level of commitment to the relationship. Additionally, Morgan and Hunt (1994: 25) define shared values as the extent to which partners have beliefs in common about what behaviours, goals and policies are important, unimportant, appropriate or inappropriate, and right or wrong.

Jo *et al.* (2004) consider trust, commitment, satisfaction, exchange relationships and communal relationships to be important elements of business relationships. Another aspect of trust is, according to Mitchell *et al.* (1998), the ability to share ideas confidently between people. They also define trust as the willingness to rely on an exchange of ideas with a partner in whom one has confidence (Mitchell *et al.*, 1998). The literature review supports this finding, showing trust to be an important factor for successful business relationships. Trust ensures an effective partnership and a beneficial relationship. According to literature review, the personality and actions of a person indicate whether they are trustworthy or not. Similarly, Rempel *et al.* (1985) consider trust to be the level of confidence placed by a party in another party, where caring, empathy, politeness, similarity and concern for the other party are demonstrated through interaction.

Trust is not only found to be significant at the individual level of relationships but also at the organisational and national levels. Trust is a vital factor for the expansion of business relationships with companies from different countries, such as Saudi companies. This finding concurs with Wilson's (1995) position that trust is a mediating factor in business relationships, affecting their quality or performance. Interestingly, trusting a person can give one confidence to other person. Johnson and Grayson (2005: 501) characterise trust as a "feeling of security and perceived strength of the relationship". This instinct for trust comes from an individual's personality. People can judge whether others are trustworthy on the basis of their personality. Additionally, this is supported by Nicholson *et al.* (2001), who argue that an individual's personality can either be trusting or not. Furthermore, Nicholson *et al.* (2001) confirm this view, stating that trust is an internal feeling, which affects personal behaviour and can lead to cooperation.

However, Heide and John (1992: 34; cited in Ali and Birley, 1998) suggest that norms of behaviour differ depending on whether they relate to collective or individual goals. Individual goals lead to norms of competitive behaviour, whereas “relational exchange norms are based on the expectation of mutuality of interest, essentially prescribing stewardship behaviour, and are designed to enhance the well-being of the relationship as a whole”. According to Swift (2008), there would be little purpose in examining all the suggested permutations of BRD. Mutual goals encourage mutuality of interests and stewardship behaviour, which will lead to the accomplishment of the mutual goals. It may be easier to measure the degree to which partners share the same goals than to measure values and norms, because BRD requires the investment of time, behaviours, emotion and money. Moreover, relationship building is a long process that requires much time and communication. However, if the relationships are implemented in an international context, then an additional complication arises. Instead of developing business relationships within the same cultural context, these relationships are developed within a cross-cultural context.

2.3 Business Contracts within the Saudi Economy

Contracts are essential for assuring quality in business relationships. The actual role played by the contract in a business relationship varies depending on the particular business context (Roxenhall and Ghauri, 2004). In many cases, a contract is rarely discussed once it has been concluded; here, the contract exists mostly to give an overall formal structure to the developing business relationship between the interacting parties. According to Macneil (1978), the term “relational contract” can describe a situation in which the focus is on legalities and reaching a mutual understanding about the true meaning of the relationship and what the parties will gain from the arrangement. Business contracts are also complemented with other methods used to manage the day-to-day interaction between the parties (Brown *et al.*, 2006).

The Saudi Arabian government has prepared some development plans for the national economy, starting in 2005 and ending in 2024, based on an articulated vision with specific policies, programmes and execution strategies. Diversification of the economic base has been a key objective of the country’s economic and social development. Saudi Arabia is developing strategies to reduce its dependence on oil as it knows that the oil reserves will be depleted in the future, and is therefore enhancing the role of non-oil sectors in the

national economy. It is also increasing its efforts to raise the production of high value-added services. The strength and size of this sector and its ability to grow will determine the progress and growth prospects of the national economy in the long run. A qualified and educated labour force is a prerequisite for economic development. The government of Saudi Arabia has made massive investments in the education sector. The rapid development of the country requires a massive skilled and semi-skilled labour force (Kayed and Hassan, 2011). In this business context, the contract plays a clear role in governing the relationship between the parties. For instance, contractual relationships are created by public tendering. In such circumstances, the contract plays a prominent role by stating the explicit guidelines that govern the purchasing arrangements (Laing and Lian, 2005; Mouzas *et al.*, 2007).

Business contracts in private companies act as communication tools for the transmission of information from one party to the other, thus reducing uncertainty and risk by stating each party's contribution to the relationship and/or the requirements of accepted practice in a given business setting (Roxenhall and Ghauri, 2004). However, the role the contract actually plays in a business relationship changes depending on the business context (Narula and Hagedoorn, 1999). Moreover, Roxenhall and Ghauri (2004) argue that most business relationships include some form of formal contract and those formal contracts play different roles depending on the business context. Communication is a vital part of all types of relationship building (Hakansson and Snehota, 1997). This is typical within companies where the supplier and the buyer interact from an early stage in the relationship process, such as when the first enquiries reach the supplier. Interaction is important in all stages of the relationship. This is in contrast to the public sector, where relationships are based on formal contracts from day one. The negotiation process plays a vital role in helping companies to reach business agreements. The negotiation process also influences relationship building within all types of business context, as Ertel (1999) states. In the public sector, there is no negotiation process, due to the fact that laws and regulations set the framework for business relationships and there is only room for minor adjustments in the contracts. Within Saudi companies, the negotiation process is a necessary part of relationship building and the contract itself plays a minor role in lowering the level of uncertainty at the beginning of the relationship.

One of the development challenges for Saudi Arabia in the age of globalisation is to increase and diversify its exports to enhance its integration into the global economy. Improving the efficiency of available economic resources to raise productivity is a must, and such quality and efficiency improvements will benefit from the competitive advantage of Saudi Arabia in terms of its energy and financial resources. The Saudi government has put a strong emphasis on entrepreneurship and the vital role the private sector can play in future economic development (Kayed and Hassan, 2011). The next section will explain trust and its three factors: individual, organisational and national.

2.4 Trust

Trust is defined as fundamental building block within most relationship models (Chen and Barnes, 2007). Trust is “a group of skills, competencies, and characteristics that enable a party to have influence within some specific domain” (Mayer *et al.*, 1995: 717). It is the key factor in any business relationship between two or more parties. According to Deutsch (1958: 265), “trust and its related concepts are vital to the understanding both of social life and of personality development”.

Trust is the most influential variable in interpersonal and group behaviours (Golembiewski and McConkie, 1975). It is seen as a critical construct in a range of disciplines (Ring and Van-de-ven, 1992). Moreover, Leuthesser (1997) suggests that trust significantly influences relationships in business and marketing. Furthermore, within the field of relationship marketing, trust has been recognised within the literature as an important variable in the success of relationships (Shum *et al.*, 2008). According to Sako (1992) and Sirdeshmukh *et al.* (2002), there are three components of trust in business relationships to be found in the existing literature:

- credibility: whether the partner has the capability and expertise to undertake an activity for the partnership;
- integrity: whether the partner will adhere to written or verbal promises;
- benevolence: whether the partner will be accommodating and act with equity when new conditions relating to the relationship arise.

These components of trust are identified as referring to the expectations of business partners. Trust occurs when partners maintain the right level of behaviour, namely keeping their promises (Sirdeshmukh *et al.*, 2002). Trust is an important element in business relationships and all factors need to be accounted for, especially when using trust factors as variables within business relationship research (Wilson and Jantrania, 1995). Trust between customers and suppliers leads to a much greater probability of increasing the longevity of the business relationship (Martin and Sohi, 1993; Mitchell *et al.*, 1998). Trust is a belief or confidence in the other party's intentions within the business relationship. Moreover, trust is identified as a key component in business relationship management by many theorists and practitioners (Patrick, 2004; Brashear *et al.*, 2003).

According to Huang and Dastmalchian (2006: 363), trust is defined as “the willingness of one party to be vulnerable to the actions of another party based on the assumption that the other will perform a particular action”. It is essential to the development of each stage of the business relationship. Furthermore, the expectation of trust drives the business relationship in the early stages and, once trust has been achieved, it forms the basis on which all subsequent interactions take place. As a result, it is the key consideration at all levels: individual, organisational and organisational. However, Blois (1999: 203) claims that “trust can only be granted by individuals”. This reflects the fact that “trust is one of the more frequently used and yet least understood of significant concepts in the social sciences” (Das and Teng, 2001). Organisational trust is the trust placed by a member of the buying or selling firm in the partner organisation (Gulati and Nickerson, 2008).

2.4.1 Individual Trust

Individual trust is the confidence that a party places in another party based on the feelings and emotions generated by the caring for, empathy, politeness towards, similarity and concern for the other party demonstrated in their communication (Rempel *et al.*, 1985). Furthermore, trust is based on the extent to which the buyer believes that the seller will keep their promise (Ganesan, 1994). Additionally, individual trust is described as “feelings of security and perceived strength of the relationship” (Johnson and Grayson, 2005: 501). According to Hakansson and Ford (2002), building trust requires a social process, which takes time to build based on personal experiences. Interpersonal interaction is important in the creation of trust. Harridge-March (2006), argued that experience is considered to be

more important than trust in business relationships (Harridge-March, 2006). Fritz and Fischer (2007) suggest that trust is positively affected by good communication and experiences of positive collaboration in one's personal life. Trust is, in effect, based on an emotional relationship that is essential to the development of the mutuality of trust (Nicholson *et al.*, 2001). Trust on an individual level is the basis of belief, which is important in creating an emotional bond, and builds up, strengthens and supports the structure of the business relationship (Svensson, 2004).

Individual trust can include friendship between the parties, and the ability to achieve mutual goals (Cannon and William, 1999). According to Coulter and Coulter (2003), "empathy, and politeness" have a greater impact on trust when parties' familiarity is low. Therefore, the compatibility in a relationship is better when the two parties share values, beliefs, goals, status, lifestyles and personality traits (Morgan, 2000). Trust is based on reliability and credibility and arises from a partner's honesty at a personal level, keeping promises and fulfilling obligations (Kumar, 2005). Trust is a particularly crucial factor because it influences whether individual group members are willing to share and exchange information and knowledge (Holste and Fields, 2010). Trust is a strategically critical issue in any type of relationship because it is risky to build relationships with other partners or firms without trust. In the long term, business success is dependent upon a network of positive relationships. Trust is invariably the critical component in enhancing business relationships. For example, if a person is not trusted by an individual or a team then the chances of success within that group are reduced dramatically.

2.4.2 Organisational Trust

Organisational trust can improve the performance of business relationships between a firm and its clients (Moorman *et al.*, 1993). The concept of organisational trust relates to job satisfaction and commitment to business relationships (Inoue *et al.*, 2010). For example, employees who feel that they are trusted by the company and treated well are more likely to be engaged in their work (Robinson *et al.*, 2004). According to Mayer and Gavin (2005), when trust in the senior management is high, employees can concentrate on their work, increasing their level of work engagement. The importance of trust as a resource is perhaps unsurprising, as employees are less likely to make an effort if they feel they are at

risk of losing benefits. For many firms, labour conflicts and downsizing can result in decreased levels of organisational trust (Schneider *et al.*, 2010).

There are multiple factors within the concept of trust, and various types of organisational trust are expected to have managerial implications for knowledge-intensive organisations. According to Atkinson and Butcher (2003: 290), impersonal trust is based on the roles, systems and reputations from which inferences are drawn about the trustworthiness of an individual. Also, Grayson (2005) suggests that trust creates a sense of security and allows members to develop emotional ties and personal links.

Organisational trust determines the efficiency and fairness of organisation-wide systems, such as policies (Costigan *et al.*, 1998: 309). According to McKnight *et al.* (2002), organisational trust means believing that the necessary structures are in place in a firm to enable one to act in expectation of a successful business. There are two different approaches of organisational trust: situational normality and structural assurance. Belief in situational normality stems from the appearance that things are normal and customary. Structural assurance is defined as the belief that success is determined by contextual conditions such as promises, contracts, and regulations.

For Ulaga and Eggert (2006), relational exchange norms are based on the expectation of mutuality of interests, essentially prescribing stewardship behaviour, and are designed to enhance the well-being of the relationship as a whole. Trust at the level of organisations refers to a collective commitment and cooperation in order to achieve organisational goals. Organisational level of trust can affect any kind of business relationship factor, such as communication, cooperation and commitment. Trust has been described as the “social glue” that can hold different kinds of organisational structure together (Atkinson and Butcher, 2003; Mishra and Morrissey, 1990). According to Shamir and Lapidot (2003: 472), trust is both an interpersonal and a shared phenomenon. Trust is argued to operate at three different levels within an organisation: the individual, the group and the system level:

- 1) At the individual level, trust is based on interpersonal interaction (Atkinson and Butcher, 2003). Trust focuses on features such as integrity, competence, openness,

vulnerability, reliability and positive expectations (Appelbaum *et al.*, 2004: 13). Trust is a positive expectation that another person will act in a certain way.

- 2) At the group level, trust is a collective phenomenon. Teams represent collective values and identities (Shamir and Lapidot, 2003: 472). Interactional histories give information that is useful in assessing the dispositions, intentions and motives of others. Values are commonly believed to guide performance, and sharing common values helps team members to predict each other's behaviour. Shared values and shared goals reduce uncertainty, but also determine which types of behaviours, situations or people are desirable or undesirable (Gillespie and Mann, 2004: 590). Teams also involve rule-based trust. Rules can be formal or informal and include the knowledge that members have of each other. Rule-based trust predominantly consists of a shared understanding of the system of rules regarding appropriate behaviour (Kramer, 1999).

- 3) At the system level, trust is institutional and based on roles, systems or reputation, from which inferences are drawn about the honesty of an individual (Atkinson and Butcher, 2003). Trust can be seen as given, based on the role that an individual plays. Trust is tied to formal structures, depending on individual or firm-specific attributes, e.g., certification as an accountant, doctor or engineer.

Trust in an organisation refers to the global evaluation of an organisation's honesty as perceived by the employee. Employees continually assess the organisational environment when they consider whether or not to trust their organisation. Organisational processes communicate the organisation's views of its employees and their roles, and employees will respond to the trust relations communicated by the organisation (Tan and Tan, 2000). According to some researchers, managers play a central role in determining the overall level of trust within organisations. For example, managers design reward and control systems that are visible displays of base levels of trust or distrust within the organisation as a whole. The beliefs and actions of managers also directly and indirectly influence trust in organisations (Creed and Miles, 1996). Employees' trust in an organisation is also affected by organisational justice and perceived organisational support. Organisational justice is the degree to which those affected by allocation decisions perceive that those decisions were made according to fair methods and guidelines. Organisational support is the employee's general belief that the organisation values their contributions and cares

about their well-being. Good treatment by the organisation creates an obligation in employees that they should treat the organisation well in return (Tan and Tan, 2000).

2.4.3 National Trust

At the national level, trust is a part of business relationships, the public sector and government, created by norms, values and codes of conduct within a society (Welter and Smallbone, 2011). National trust is thus a form of general trust in the functioning of the overall political and legal system (Luhmann, 2000a). Trust in governments has been a critical issue in many parts of the world. Government and international organisations have started to identify the reasons for the decline in trust, and how to rebuild trust in governments through reform measures. Weak trust in the government may affect the efficacy of the policies that the government attempts to implement. Furthermore, declining support for government activities may make it difficult for the public sector to recruit the most talented employees (Braithwaite and Levi, 1998). In addition, trust at the national level is a critical factor in determining whether the government and society can achieve their business plans to enable the implementation of business activities. In this view, trust at the national level is a prerequisite for designing sound governance. The national deterministic view of trust development maintains that shared or differing business and social values and norms are embedded in partners (Child and Mollering, 2003). National-level trust can affect relationships among partner organisations and influence other levels of trust in business relationships.

2.5 Why Trust is an Important Factor in Business Relationships

Trust is one of the most important factors in business relationships and a variable one according to the existing literature (Morgan and Hunt, 1994). Competency refers to the expectation that a partner can perform at a set level. The inclusion of trust as a variable does not always work in the way one expects (Wilson, 1995). For example, Wal-Mart stores did not work well in Germany (31-July-2006). The company has had to pull out of the country because of a culture clash which meant that people did not trust the company from the outset. The key characteristic of trust is the extent to which a customer believes that the seller's intentions and motives are beneficial to the customer and that the seller is concerned with creating positive customer outcomes (Ganesan, 1994). Trust is also linked to other components, namely bonding, reciprocity and empathy, which lead to cooperation,

communication and bargaining (Morgan and Hunt, 1994). Zaltman and Moorman (1998) have proposed some important descriptions of trust:

- A willingness to rely on an exchange partner in whom one has confidence.
- One party believes that its needs will be fulfilled in the future by actions taken by the other party.
- The belief that a party's word or promise is reliable and a party will fulfil their obligations in an exchange relationship.

Trust is a belief or confidence in another party's intentions within the business relationship. Furthermore, trust is identified as an important component in business relationship management by theorists and practitioners (Patrick, 2004). The majority of definitions of trust refer to a belief that one partner will act in the best interests of the other. A business relationship has several factors can influence trust factors and affect important physical, financial and technological aspects. Given the investment involved, companies are likely to have relatively significant business relationships (Hakansson and Snehota, 1995). Christopher *et al.* (1995) argue that business relationships should be developed not just with future consumers of a company's products and services, but also with a whole range of other stakeholders who could influence the company's ability to reach and serve its customers effectively.

Most of the present research on the topic clearly shows that there is a role played by trust in determining the dynamics that define interpersonal business interactions and the formation of business relationships (Anderson and Kumar, 2006). In fact, some writers have gone so far as to claim that trust is the most important variable in the development of a business relationship (Conway and Swift, 2000). However, Anderson and Kumar (2006) disagree, suggesting that, while trust is indeed an important variable, it can by no means be deemed the most important factor in business relationships. For example, communication is an important factor in a business relationship as is the exchange between buyer and seller (Cannon and William, 1999). Successful relationships are viewed as involving extensive person-to-person contact. Such contact enables information to be exchanged which reduces perceived risk and improves credibility (Nielson, 1998).

Trust can lead to a good relationship and can focus, identify and link together the factors that create strong communication and relation between people (Morgan and Hunt, 1994; Wilson, 1995). A number of relational constructs that can cause the success or failure of a business relationship is identified in the literature. For example, Palmatier *et al.* (2007; Jiang, *et al.*, 2011) provide empirical evidence that the objective variable of business relationship investments has a direct effect on relationship performance, irrespective of variables such as trust, commitment and relational norms. Include power, conflict, uncertainty, opportunism, relationship benefits, termination costs, emotion, interdependence, adaption, interaction, cooperation, mutual goals, social bonds, shared values, promises, trust, commitment, communication and attraction (Gronroos, 1997). Trust is a significant behavioural variable that influences customer loyalty in successful relational exchanges (Tax *et al.*, 1998).

On the other hand, Garbarino and Johnson (1999) examined trust as a basis for commitment, with the latter posited to be a construct that involves susceptibility and sacrifice. High levels of customer satisfaction are linked with higher levels of trust in the business relationship. Blois (2003) points out that trust and commitment are the distinguishing characteristics of relationships. According to Samiee and Walters (2003: 207), trust and commitment have not been cross-culturally validated and are worthy of greater attention due to the important role both constructs play in the establishment and maintenance of business relationships. Understanding the power of relationships in business is one of the keys to growing businesses effectively (Kaizen, 2012). Relationships are built on the confidence of all those involved and the recognition at the heart of successful business interactions.

2.6 The Significance of Trust

Trust is a central factor in the understanding of both social life and personality development (Deutsch, 1958). Friedlander (1970) verified the significance of trust, showing it to be a facilitator in driving group performance, as theorised in Gibb's (1964) model. Zand (1972) also found that trust is a significant determinant of problem-solving effectiveness whereby, for example, a more open exchange of relevant ideas and feelings brings greater clarification of goals and problems, a more extensive search of alternative courses of action and greater motivation to implement conclusions. Trust began to be accepted explicitly as an important variable in business marketing research in the 1980s,

although there were no real conceptual developments before those of Young and Wilkinson (1989). According to Dwyer *et al.* (1987: 18), marketing channels are replete with implicit references to trust, which is an “important concept in understanding expectations for cooperation and planning in a relational contract”. This view is supported by Hallen *et al.* (1991), who suggest that the building of trust is a central element in the social exchange process. Trust at an organisational level is an important factor that contributes to business performance and efficiency (Aulakh *et al.*, 1996). A high level of trust can reduce the perception of risk, increase confidence and reduce transaction costs in an exchange relationship (Ganesan, 1994). When two parties trust each other they are able to share confidential information (Doney and Cannon, 1997), reduce conflict (Zaheer *et al.*, 1998), try to understand each other’s business (Kumar, 1996) and reciprocate and support the growth of on-going relationships (Singh *et al.*, 2005). While trust is considered to be an important factor in the early stages of a relationship (Dwyer *et al.*, 1987; Grayson and Ambler, 1999), it is also often highlighted as an essential factor influencing the continuity of long-term relationships (Geyskens *et al.*, 1996). According to Williamson and Ouchi (1981: 241), business relationships characterised by high levels of personal trust can “survive greater stress and display greater adaptability”.

Alternatively, lack of trust is likely to lead to one partner misinterpreting the other’s behaviour and this can instigate a negative cycle of reciprocity which can escalate into conflict (Van-Lange and Carsten, 2001). According to Geyskens *et al.* (1996), firms with low levels of trust are more likely to carefully scrutinise and monitor the behaviour of their partner for opportunism, and such vigilance is costly in a number of ways. In such cases, decisions as to whether to maintain or terminate the relationship are more likely to be based on a calculation of immediate benefits versus costs.

2.7 Conceptualisation of Trust

There has been considerable uncertainty about the concept of trust (Reichman, 1989). Due to its complex nature, the conceptual definition of trust varies in different research settings and contexts. According to Porter *et al.* (1975: 497), trust “is widely talked about, and it is widely assumed to be good for organisations especially when it comes to specifying just what it means in an organisational context”. This comment is echoed by Barber (1983: 7), who states that “in both serious social thought and everyday discourse, it is assumed that the meaning of trust, and of its many apparent synonyms, is so well known that it can be

left undefined or to contextual implementation”. Also, Zucker (1986: 56) suggests that “recognition of the importance of trust has led to concern with defining the concept, but the definitions proposed unfortunately have little in common other than the informal character of trust”. According to Morgan and Hunt (1994: 23), trust is “confidence in an exchange partner’s reliability and integrity”. One of the most widely accepted conceptualisations of trust is provided by Wilson and Charles (2000:15; Mayer *et al.*, (1995: 712), who define trust as “...the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustee, irrespective of the ability to monitor or control that party”. The partner’s credibility is based on whether they keep their word and fulfil their obligations (Van-Bruggen *et al.*, 2005).

2.8 Dimensions of Trust

In most studies, trust is operationalised as a multidimensional construct with diverse and manifold dimensions. On the one hand, Seppanen *et al.* (2007) reviewed around 21 different aspects of inter-organisational trust used in empirical research, which comprise, for instance, benevolence, credibility, faith and integrity. On the other hand, Monroy and Alzola (2005) suggest that the concept of trust is mainly used to reflect two distinct components: benevolence and credibility. Benevolence is based on the extent to which the partner believes that the other party has intentions and motives beneficial to the partner, aside from a selfish profit motive (Ganesan, 1994; Mayer *et al.*, 1995). There are a considerable number of scholars who incorporate the element of benevolence into their dimensions of trust (Johnson and Grayson, 2005). Credibility is also considered in many studies to be an important ingredient of trust (Voss *et al.*, 2006; Ryu *et al.*, 2007). According to Lindsfold (1978: 773), benevolence means that “a person’s words are reliable and correspond with his or her deeds” (Lindsfold, 1978: 773).

The characterisation of trust as a multidimensional concept usually rests upon two key dimensions: an emotional and a cognitive one (McAllister, 1995). The emotional component of trust consists of an emotional bond which ties individual’s together (Lewis and Weigert, 1985). Cognition-based trust refers to the calculative or rational characteristics of trust demonstrated by individuals and groups (Kanawattanachai and Youngjin, 2002).

2.9 Antecedents of Trust

There are several factors identified in the literature as antecedents of trust. These include communication, satisfaction, cooperation, commitment, asset specificity, shared values, social bonding, salesperson's expertise, salesperson's likeability, dependence, reputation, opportunistic behaviour and length of relationship. Most of these factors have been empirically validated as the antecedents of trust, but some have not. For example, Doney and Cannon (1997) argue that reputation is positively related to trust, but this theory has not been verified due to dropping of this construct of people who have a good antecedent of trust in business relationships. There are few authors who have high quality of antecedents of trust; sharing of information (Doney and Cannon, 1997), collaborative communication (Joshi, 2009), communication quality (Menon *et al.*, 1999) and communication openness (Smith and Donald, 1997; McFarland *et al.*, 2006) have all been identified as important factors in BRD.

2.10 Consequences of Trust

In business relationship research, trust is often considered one of the key factors influencing business relationship quality or relationship performance. The important constructs to be considered here are commitment, communication, satisfaction, long-term orientation, relationship continuity, relationship performance, asset specificity, cooperation and loyalty. Trust is an important factor in building relationships between individuals or organisations but it is difficult to understand people with different mentalities and it takes time to develop a strong level of trust between individuals or groups. Taking the construct of communication as an example, it acts as both an antecedent and an outcome of trust for the reason that building trust and communicating is an iterative process (Anderson and Narus, 1990; Aulakh *et al.*, 1996: 1011). The reciprocal effect of trust on communication is verified by Anderson and Weitz (1989). Anderson and Narus (1990: 55) explain that "communication is an antecedent of trust, and in following periods the accumulation of trust leads to better communication". While trust has a reciprocal effect on communication, the direction of relationship investigated will depend on the research objectives. Chow and Reed (1997: 279) suggest that "a well-established stream of literature from both psychology and marketing view open communications as an outcome of trusting relationships".

However, Anderson and Narus (1990; Ganesan (1994:2) acknowledge the reciprocal effect of trust and communication, they explicitly specify communication as a precursor to trust within their model.

2.11 Determination of Trust

Levels of trust can be determined by the manner in which the parties communicate. Anderson and Narus (1990) suggest that communication and trust have a direct relationship whereby a high level of trust improves communication. Trust is equivalent to reliability and can be determined through communication. Hallen and Wiedershiem-Paul (1984) suggest that experiences at work are used to determine levels of trust. Experience and communication do not only affect the outcomes of trust empirically but were also considered to be the units by which trust can be measured. Anderson and Narus (1990) further elaborate that communication is not only an outcome of trust but that the level of communication determines the level of trust. It can be concluded that trust is an instinct or a personal belief, determined by experiences at work. The outcomes of trust are communication and cooperation which, it is claimed, the units of measurement of trust, although considers that a business relationship is compulsory for the development of trust (Nicholson *et al.*, 2001).

2.12 The Influence of Saudi Cultural Behaviour

Cultural behaviour is a set of values determined by an underlying structure of interacting belief systems (Watson and Papamarcos, 2002). Several studies have shown that the way in which individuals perceive their social environment is directly related to their cultural background (Hong and Chiu, 2002). According to Walter and Shyan (1999), it is necessary to consider the differences between countries by looking at several factors, including culture, as these are partly responsible for the marketing environment in any market. Dumond (1995) states that culture can affect the orientation of managers towards customer focus and satisfaction. However, Lakhe and Mohanty (1994) suggest that underlying political and legal systems have a significant effect on customer focus. An example is that, in open societies such as the UK, the government has been found to act as an intermediary between dissatisfied customers and industry (Field and Shutler, 1990). Furthermore, the degree of competition in different economies can influence the level of customer focus and satisfaction (Forker, 1990). When the level of competition goes up,

customer expectations go up accordingly and customers become more demanding (Prasad and Tata, 2003). According to Al-Ghamdi *et al.* (2000: 72), “in many developing countries, consumers are reluctant to complain to the concerned bodies. This may be due to lack of consciousness of their basic rights or due to a lack of concern for customer needs”. Therefore, consumers in countries such as Saudi Arabia may not know the relevant bodies to complain to, or the rules governing sales.

In order to understand the culture of Saudi Arabia, one needs to understand the extensive influence of religion on the society there. The majority of the population of Saudi Arabia are Arabs who are devoted followers of the religion of Islam. Islam controls every aspect of Muslims’ lives. As a result, Arabian culture is often described as detail-oriented, whereby emphasis is placed on principles and expected social behaviours such as generosity, respect and solidarity. The behaviours pervade the customs and social duties that influence the Saudi business world and affect the way that Arabs handle business dealings (Gorrill, 2004a). The importance of maintaining “face” underlies Saudi business culture. Dignity and respect are key elements in Saudi Arabian culture, and saving face through the use of compromise, patience and self-control is a means of maintaining them. Arabic culture employs the concept of face to resolve conflict and avoid embarrassing or discomforting others. Thus, preventing a loss of face is essential for business success in Saudi Arabia (Gorrill, 2004a). According to Hofstede (1991), Western countries such as the UK and Middle Eastern countries are at opposite ends of the scale when it comes to cultural values. Countries in Europe tend to focus on the deal as the important element in business, whereas the Saudi Arabian culture has for many centuries been known to focus on the relationship aspect of business (Gronroos, 1997). Additionally, demographic, social, economic and cultural differences exist between countries. Communication, trust and language are important aspects of fostering a good relationship between parties in business situations.

Understanding the national culture makes it easier to communicate with people and is crucial to doing business in Saudi Arabia. Hofstede (1984) equates culture with value systems, and views values as the “building blocks of culture”. Other writers (including Mayo and Hadaway, 1994; Kanter and Corn, 1994) emphasise the relative importance of culture in enhancing or impeding the establishment of business relationships between executives from different backgrounds. Winklhofer *et al.* (2006) have shown empirically

that a supportive corporate culture needs to be developed as a prerequisite for successful relationship marketing orientation. Evans *et al.* (2000a: 377-378) talk of “the distance between the home market and a foreign market resulting from the perception and understanding of cultural and business differences”. Sometimes, it is difficult to build trust where little exists, despite subsequent positive experiences. However, a negative experience can be used to justify or confirm the low level of trust that one person has in another. Therefore, a negative experience can effectively put low trust levels into a resistant downward cycle (Conway and Swift, 2000: 1395). Naude and Buttle (2000) suggest that there are five different attributes of business relationships that make them more efficient: trust, power, integration, mutual understanding of needs and profit. Lang and Colgate (2003) use the following most consistently cited elements of business relationships: commitment, trust, satisfaction, social bonds and conflict.

2.13 Theoretical Propositions for each Interview Question

The table below describe the interview questions, resources for questions, and literature related to the questions. The analysis is composed of four parts; first, the opinions of the participants about trust at the general level are assessed, and then the research questions are assessed in relation to trust factors at the national, organisational and individual levels.

2.13.1 Trust at the General Level

Interview Questions	Proposition	Literature Related to the Questions
<p>1. What does trust mean to you?</p> <p>2. How can you tell whether you can trust somebody or not?</p> <p>3. How does trust affect your business relationships with other companies?</p>	<p><i>From the literature mentioned, the researcher derives theoretical proposition to be investigated as below:</i></p> <p>Trust is a group of skills, competencies and characteristics that enable a party to have influence within some specific domain.</p> <p>Trust is an important factor in most business relationships in any country or company. The researcher believes that trust affects business relationships in Saudi Arabian companies because</p>	<p>Deutsch (1958: 265), Golembiewski and McConkie (1975), Ring and Van de ven (1992), Sako (1992), Martin and Sohi (1993), Williamson (1993), Morgan and Hunt (1994), Wilson (1995), Mayer <i>et al.</i> (1995: 717), Leuthesser (1997), Mitchell <i>et al.</i> (1998), Das and Teng (2001).</p>

<p>4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?</p> <p>5. Do you know any foreign companies that have found it difficult to form a business relationship with Saudi Arabian companies? How/Why?</p>	<p>it is necessary to support other business factors. Without it, a company's relationships may be put at risk, harming the business.</p>	<p>Jo <i>et al.</i> (2004), Chen and Barnes (2007), Shum <i>et al.</i> (2008).</p>
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2.13.2 Trust at the National Level

Interview Questions	Proposition	Literature Related to the Questions
<p>1. What does trust mean at the national level?</p>	<p>The national level of trust is part of business relationships and related to the public sector and government by the norms, values and codes of conduct within a society.</p>	<p>Porter <i>et al.</i> (1975: 497), Anderson and Narus (1990), Hallen <i>et al.</i> (1991), Doney and Cannon (1997), Braithwaite and Levi (1998),</p>

<p>2. Does trust at the national level affect the business of Saudi companies?</p> <p>3. In your opinion, how could trust be developed for the benefit of good business relationships at the national level for Saudi Arabian companies?</p> <p>4. How do you evaluate current business activities in Saudi Arabian companies at the national level?</p> <p>5. In your opinion, what are the steps required to develop business relationships at the national level between Saudi Arabian companies?</p>	<p>The researcher believes that national level of trust is part of the fundamental factors of business relationships in Saudi Arabian companies, which helps them to exchange mutual benefits and gain a better understanding of business and stronger relationship.</p>	<p>Luhmann (2000a), Wilson and Charles (2000: 55), Child and Mollering (2003), Van-Lange and Carsten (2001), Welter and Smallbone (2011).</p>
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2.13.3 Trust at the Organisational Level

Interview Questions	Proposition	Literature Related to the Questions
<p>1. What is trust at the organisational level?</p> <p>2. What do you consider when developing trust in Saudi Arabian companies?</p> <p>3. Do you think that the Saudi Arabian culture can affect business relationships with foreign companies at the national level and should this be taken into account when they start doing business?</p>	<p>The organisational level of trust can develop business relationship performance, for example in firm and client relationships. Also, organisational trust means believing that firms have the necessary structures in place to enable one to act in expectation of organisational development.</p> <p>The researcher believes that organisational level of trust affects business relationship development in Saudi companies through elements such as the quality of the product, brand name, the reputation of the company, employees, management, price, delivering on time, honesty, high-quality service and technology. All these elements can support the Saudi organisational perspective.</p>	<p>Mishra and Morrissey (1990), Moorman <i>et al.</i> (1993), Creed and Miles (1996), McKnight <i>et al.</i> (2002), Costigan <i>et al.</i> (1998: 309), Kramer (1999), Tan and Tan (2000), Atkinson and Butcher (2003: 290), Shamir and Lapidot (2003: 472), Gillespie and Mann (2004: 590), Robinson <i>et al.</i> (2004), Grayson (2005), Mayer and Gavin (2005), Ulaga and Eggert (2006), Gulati and Nickerson (2008), Inoue <i>et al.</i> (2010), Schneider <i>et al.</i> (2010).</p>

4. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why/why not?		
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2.13.4 Trust at the Individual Level

Interview Questions	Proposition	Literature Related to the Questions
<p>1. What is individual trust?</p> <p>2. How does trust affect things at the individual level?</p> <p>3. What steps can you take to improve trust at the individual level</p>	<p>The individual level of trust is the basis of belief which is important in creating an emotional bond, and builds up, strengthens and supports the structure of the business relationship development.</p> <p>The researcher believes that individual trust is the most important level. Because it starts between two partners or people who trust each other and enter into business</p>	<p>Rempel <i>et al.</i> (1985), Ganesan (1994), Blois (1999), Cannon and William (1999), Morgan (2000), Nicholson <i>et al.</i> (2001), Hakansson and Ford (2002), Coulter and Coulter (2003), Svensson (2004), Kumar (2005), Johnson and Grayson (2005: 501), Harridge-March (2006), Holste and</p>

<p>between you and your colleagues at work?</p> <p>4. In your opinion, what are the factors that can enhance individual trust between Saudi Arabian companies working with each other? Why?</p> <p>5. What recommendations would you give to Saudi Arabian companies who are seeking to develop business relationships?</p>	<p>together. They must start their communication with honesty and have a contract that provides mutual benefits. This could include relationships between buyer and seller, staff members and managers, businessmen, doctors, engineers, lawyers, and others. There should be good relationships between these people to increase the value of individual trust in their business relationships. Without individual trust, risk of business relationship is very high between two parties or more.</p>	<p>Fields (2010).</p>
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2.14 Chapter Summary

According to the literature, this is the first study to be conducted with the aim of providing empirical evidence of trust factors that affect business relationships in Saudi companies. Saudi Arabian employees have little international experience with BRD, which means that this research is expected to be valuable in filling an existing gap in the knowledge. There is a need for this research in order to gain insights into the levels of trust that exist in long-term business relationships in Saudi companies. This research highlights the importance of trust in Saudi companies' business relationships. It is essential that businesses provide trust factors such as commitment, communication and cooperation. These factors will help them to provide a high-quality services and satisfaction. Thus, trust has a strategic role in BRD.

Commitment is an important factor that needs to be understood in the context of the level of investment within a given relationship. Cooperative behaviour ensures that relationships work and that the parties receive the benefits of the relationship. Communication is a vital concept that businesses understand, not just as the act of speaking or writing, but also as the act of sharing information, enabling the other party to receive the message and respond appropriately. Relationship building is a long process that requires the investment of time, behaviour, emotions and money. Trust plays a significant part in most business relationships and most business activities. In Saudi companies, the negotiation process is a necessary part of relationship building and the contract plays a minor role, simply lowering the level of uncertainty at the outset.

Individual trust is a strategically critical issue in any type of relationship, because it is difficult and risky to build a relationship with a partner without trust. Saudi companies need to have good relationships with each other and need to engage in business management in order to be satisfied in business and produce high-quality services. Organisational trust can help with business relationship performance in terms of firm-client relationships. Saudi companies need to provide good job satisfaction, commitment and communication to ensure successful long-term business relationships and to increase employees' engagement with their work.

The national level of trust also affects business relationships. It is related to the public sector and the government and refers to the norms, values and codes of conduct within a society. It can be defined as the general trust in the functioning of the overall political and legal system. Trust at the national level is critical in determining whether the government and society can achieve their business plans.

Saudi Arabian companies can alter their business relationships with partner organisations and influence the trust factors in their business relationships. Business relationships should be developed not just with the future consumers of a company's products and services, but also with a whole range of other stakeholders who could influence the company's ability to reach and serve its customers effectively. Trust factors can help to build relationships between individuals and organisations. However, it can be difficult to understand people with different mentalities, behaviours and cultures. It takes time to develop a strong level of trust between individuals and groups. Trust is also an essential element in constructive human relationship. It creates friendship and gives people the confidence to share their business ideas and develop relationships. It provides a secure work environment and reduces risk.

Based on the literature, this research looks at trust factors as the significant drivers of business relationships in Saudi companies. There are several theories suggested that trusting relationships between employees and organisations can create mutual benefits for both. Finally, understanding the national culture makes it easier to communicate with people (e.g. employees) and is crucial to doing business with Saudi companies. However, it is difficult to build trust where there is little work experience, knowledge and skills, which can cause a low level of trust in BRD. The next chapter will discuss the research methodology.

Chapter Three

Research Methodology

3.0 Introduction

The aim of this chapter is to explain the technique by which the data will be collected. This section will start with a discussion of the methodology and will justify the research philosophy that will be used. The next stage will discuss the different research approaches, and the research strategy, and will justify the methodology chosen for this research. Primary and secondary methods of data collection are explored and the methods that will be used to conduct the data analysis are discussed and justified.

“Methodology is a systematic approach or framework that is concerned with the research process from the theoretical foundation to the collection and analysis of data” (Collis and Hussey, 2009: 73).

3.1 Research Philosophy

The concept of phenomenology stems from the view that reality is not objective and external, but is socially constructed and given meaning by people. In addition, phenomenology focuses on the ways that people make sense of the world (Easterby-Smith *et al.*, 2004). Towards the end of the nineteenth century, social scientists had adopted the natural scientist’s approach of positivism; however, subsequently, some social scientists argued against such an approach. According to Easterby-Smith *et al.* (2004), research philosophy consists of three different types of task:

- It clarifies the design of the research and its methods and techniques for the collection and interpretation of the data required to answer the questions investigated.
- It guides researchers towards the best research designs and indicates the limitations of these designs.
- It helps researchers to generate new research designs that are outside their previous experience and helps to adapt designs according to the constraints of subjects or knowledge structures.

According to Saunders *et al.* (2007), a research philosophy is “related to the development of knowledge and the nature of the knowledge, the research philosophy contains important

assumptions about the ways in which the researcher views the world”. The research philosophy refers to the progress of scientific practice based on people’s views and assumptions regarding the nature of knowledge. There are two main perspectives regarding the nature of knowledge, the positivist paradigm and the interpretivist paradigm. Collis and Hussey (2009) suggest that positivism is a paradigm that originated in the natural sciences and that it rests on the assumption that social reality is singular and objective, and is unaffected by the act of investigating it. This type of research involves a deductive process with a view to providing explanatory theories with which to understand social phenomena.

Interpretivism, by contrast, is a paradigm that has emerged in response to criticisms of positivism. It rests on the assumption that social reality is in the mind and is subjective. Therefore, social reality is affected by the act of investigating it. This type of research involves an inductive process with a view to providing an interpretive understanding of social phenomena within a particular context (Collis and Hussey, 2009). However, Collis and Hussey (2009) suggest that the main paradigm is to treat people as being separate from their social contexts and holds that they cannot be understood without examining their perceptions of their own activities. Researchers are not objective, but are part of the research study (i.e. they bring their own interests and values to the research). Therefore, attempting to capture complex phenomena in a single measurement can be misleading.

Table (3.1) The differences between the two paradigms of Interpretivism and Positivism	
Positivism Paradigm	Interpretivism Paradigm
Tends to produce quantitative data	Tends to produce qualitative data
Uses large samples	Uses small samples
Concerned with hypothesis testing	Concerned with generating theories
Data are highly specific and precise	Data are rich and subjective

Source: Collis and Hussey (2009: 62)

The above table shows the key features of the two paradigms. The objectives set for the current research require a deep understanding of the context, using qualitative data. Interpretivism explains that social reality is dependent on the research philosophy at work in the mind of the researcher.

3.2 Qualitative Data

According to Bonoma (1985), all researchers desire high levels of data integrity and results' currency. Data integrity describes the characteristics of the research that affect the error and bias in the results, whilst results' currency refers to the generalisability of the results. In qualitative research, the data do not take the form of numbers (Punch, 2005), and, as argued by Creswell (2003: 198), the researcher "*is the primary instrument in data collection rather than some inanimate mechanism*". Consequently, the researcher is highly involved in the actual experiences of the research participants (Creswell, 2003), and this allows for the development of a deeper and more complete appreciation of the interpretivism being studied (Collis and Hussey, 2008). Methodologies used by interpretivists, such as case studies, tend to be high in results' currency because they have contextual relevance across measures, methods, paradigms, settings and time.

3.3 Quantitative Data

Quantitative methods concentrate on relationships among variables (Ragin, 1994). Gill and Johnson (1997) claim that quantitative research is interested in the aggregation of data, most of which take numerical values. In addition, Naslund (2002) comments that quantitative researchers tend to abstract themselves from the real world and consequently they seldom study it directly, being less concerned with the importance of rich descriptions of phenomena. Moreover, Bryman and Bell (2008) states that quantitative researchers emphasise careful control and measurement by assigning numbers to measurements.

3.4 Justification for Choosing the Qualitative Approach

This research is interested in rich descriptions and a deep understanding of the natural setting of the various phenomena related to the factors affecting the implementation of individual trust. The qualitative approach is therefore the most appropriate method for this study. This is supported by the relevant literature (Hussey and Hussey, 1997; Bell, 1999; Naslund, 2002; Patton, 2002; Ghauri and Gronhaug, 2005). This is an exploratory study which involves an investigative process looking into the meanings and experiences that people bring to the phenomena in question. This should enable the researcher to delve into real life and comprehend how and why different factors affect individual trust in business relationships in countries such as Saudi Arabia. The study focuses on words rather than numbers, sequences of events, interactions, behaviours, and the transformation of culture rather than calculation.

This study aims to deduce apparent influences and draw related conclusions. Data will be collected through semi-structured interviews.

3.5 The Positivism Process versus the Interpretivism Process

The interpretive paradigm applies where there is no intention of analysing data statistically and thus no desire to calculate research data quantitatively. In the interpretive paradigm, the emphasis is on the quality and depth of the data collected concerning the phenomenon, because the qualitative data collected by interpretivists tend to be rich in detail (Collis and Hussey, 2009: 60).

Table (3.5) Comparison of Positivism and Interpretivism:	
Positivism	Interpretivism
Reality is objective and singular, separate from the researcher	Reality is subjective and multiple, as seen by the participants
Researcher is independent from what is being researched	Researcher interacts with what is being researched
Research is value-free and unbiased	Researcher acknowledges that research is value-laden and biases are present
Researcher writes in a formal style and uses the passive voice, accepted quantitative terms and set definitions	Researcher writes in an informal style and uses the personal voice, accepted qualitative terms and limited definitions
Process is a deductive study of cause and effect with a static design (categories are isolated beforehand)	Process is an inductive study of simultaneous, mutually shaping factors with an emerging design (categories are identified during the process)
Research is context-free; generalisations lead to predictions, explanations and understanding	Research is context-bound
Results are accurate and reliable through validity and reliability	Patterns and theories are developed for understanding
	Findings are accurate, reliable and verifiable

Source: (Collis and Hussey, 2009: 60; Creswell, 1998: 75)

3.6 Research Approach

There are two primary research approaches: deductive and inductive. Via the deductive approach, the researcher develops a theory and a hypothesis, and designs a research strategy to test the theory (Saunders *et al.*, 2007). The deductive method is seen as a process of

moving from the general to the particular. Furthermore, deductive research is a study in which theory is tested by empirical observation (Collis and Hussey, 2008). On the other hand, the inductive approach is a qualitative data method that analyses the findings and the data collected. Inductive research is defined as a study in which a theory is “developed from the observation of empirical reality; thus general inferences are induced from particular instances” (Collis and Hussey, 2008). In a qualitative study there are several different instruments that can be adopted. Methods such as controlled experiments, official statistics and survey data may well be inappropriate for some tasks within the social sciences (Silverman, 2002).

The deductive approach traditionally implies an inquiry into an identified problem based on the testing of theories. It moves from theory to empirical statistical examination. The inductive approach is generally an in-depth inquiry into a social or human problem from multiple perspectives. It starts with an empirical investigation conducted through an interpretivist approach, in order to develop a corresponding theory (Yin, 2009). Moreover, via the inductive approach, the researcher does not commence with a theory but aims to conclude with one, developed systematically using the data collected (Hammersley, 1992).

One of the most important sources of difference between the deductive and inductive approaches is how the existing literature and theories are used to guide the research carried out through these approaches. As the deductive approach is designed to test a theory, the literature is utilised to identify questions, themes and inter-relationships before data are collected (Creswell, 1998). The inductive approach, however, constructs theory as the research progresses; themes are identified throughout the research process and the literature is used to explore a range of topics and generate background knowledge of the topic in question (Creswell, 1998). Miles and Huberman (1994) conclude that induction and deduction are related approaches, although trade-offs might be made between “loose” and “tight” initial frameworks. The selection of a suitable research approach is critical to the success of any research project and must be driven by the research questions and the status of knowledge in the area being researched. As discussed above, a combination of research approaches may be more effective in achieving specific research objectives.

3.6.1 Justification for the Choice of Research Approach

This study adopts a qualitative, “inductive” approach as its main direction for the empirical work. Furthermore, a certain amount of time is spent with companies in Saudi Arabia in order to obtain some of the information for the case studies. This is done in order to enhance and support the analysis of the data collected through the research’s qualitative approach. The data are specifically related to trust factors involved in the “business relationship”, and the procedures, decisions and proposals concerning this concept within the organisations examined in this study. The inductive approach will enable the researcher to outline the nature of the relationship between theory and research (Gilbert, 2003). The qualitative method will be adopted as the key method for the collection of research data. According to Ghauri and Gronhaug (2005), “qualitative methods are more suitable when the objectives of the study demand in-depth insight into a phenomenon”.

Table (3.6.1) The major differences between the inductive and deductive research approaches	
Deductive Emphases	Inductive Emphases
Scientific principles	Gaining an understanding of the meanings humans attach to events
Moving from theory to data	A close understanding of the research context
The collection of quantitative data	The collection of qualitative data
The need to explain causal relationships between variables	A more flexible structure to permit changes as the research progresses
The application of controls to ensure validity of data	A realisation that the researcher is part of the research process
The operationalisation of concepts to ensure validity of data	Less concern with the need to generalise

Source: Saunders *et al.* (2007)

3.7 Research Strategy

There are a number of research strategies that can be used for primary data collection. According to Myers (2009), the qualitative approach comprises case studies, ethnographic studies and action research. Saunders *et al.* (2007) point out that the qualitative approach may include experiments, surveys, case studies, ethnography, action research, cross-sectional and longitudinal studies. There are many research strategies used in social science research (Velde *et al.*, 2004), including experiments, surveys, histories, analysis of archival

information and case studies. Yin (2008) provides three criteria that can be used to select the appropriate strategy for a piece of research:

1. the type of research question posed;
2. the extent of control an investigator has over actual behavioural events, and
3. the degree of focus on contemporary as opposed to historical events.

Strategy	Form of Research Question	Requires Control of Behavioural Events?	Focus on Contemporary Events?
Experiment	How, Why?	Yes	Yes
Survey	Who, What, Where, How many, How much?	No	Yes
Archival analysis	Who, What, Where, How many, How much?	No	Yes/No
History	How, Why?	No	No
Case study	How, Why?	No	Yes

Source: Yin (2003: 5)

Of these five types of research strategy, the researcher has identified the case study strategy as being the most appropriate for this research (Velde *et al.*, 2004: 71; Yin, 2009).

3.7.1 Justification for the Choice of Research Strategy

The justification for the research strategy, whereby qualitative methods are the main approach, is that this allows the author to study and understand the subject to a greater depth and in far more detail. Yin (2008) defines the case study as a research strategy that involves an empirical investigation of a particular contemporary phenomenon in its real-life context, using multiple sources of evidence. A characteristic of the case study is the concentration on a particular site. In the sense that the case occurs in a specified social and physical setting, the phenomenon and the context cannot be isolated from each other (Robson, 2002). Furthermore, Lubbe (2003) and Robson (2002) suggest that a case study approach is a suitable choice for an empirical enquiry into a contemporary phenomenon. Yin (2008) recommends that the case study is an appropriate strategy when ‘How’ and ‘Why’ questions are being posed. It allows the researcher to determine not only what happened, but also why it happened. Yin also recommends the case study strategy when the researcher has little control over events and when the focus is upon contemporary events. The researcher chose the case study strategy in order to gain an in-depth understanding of the phenomenon, namely the

culture-related trust factors affecting the success of Saudi Arabian organisations and their likelihood of investing in long-term business relationships.

3.8 Ethical Approval

The University of Salford's ethics policy requires that researchers apply for ethical approval before conducting any fieldwork and, consequently, a request for such approval was obtained before embarking on the field study (see Appendix 2). All interviewees were informed of the research's general purpose prior to the interview stage and also all the interviews were arranged at the most suitable time for the interviewees. Furthermore, having agreed to participate, all individuals were informed that they could withdraw at any time without having to provide a reason for doing so. For social researchers, ethical practice is vital. As Saunders *et al.* (2009) suggest, valid research requires that the researcher behaves appropriately in relation to the rights of those who become the subject of the work, or are affected by it. Furthermore, Saunders *et al.* (2007) and Blumberg *et al.* (2005: 92) state that "moral principles, norms or standards of behaviour guide moral choices about our behaviour and our relationships with others". In considering what constitutes an ethical approach to research, Anderson (2009) mentions two principles that emphasise such an approach, the first being that the interests of all participants must be protected and the second that the individuals from whom data are gathered should be no worse off at the end of the process than they were at the beginning.

3.9 Pilot Study

The purpose of the pilot study was to establish whether the interview questions were clear and meaningful to the interviewees and to obtain feedback for each separate interview question. Hoinville and Jowell (1977) point out that pilot studies are extremely useful for refining the wording, order, and layout of the questions and filtering them. As Jankowicz (2005) notes, the pilot study is the final opportunity to rectify any aspects before committing to the time and effort involved in data collection. A pilot study allows the identification of potential problems in the process of the research and should lead to their being remedied where necessary (Gill and Johnson, 1997). Furthermore, Gill and Johnson (1997) state that a pilot study provides feedback to the investigator that may be used to develop clearer and more accurate questions to be utilised in the "real" interviews. Yin (2008) also mentions that pilot studies aid the researcher in refining data collection plans with respect to both the

content of the data and the procedures to be followed. Additionally, Denzin and Lincoln (1994) state that pilot studies allow the researcher to focus on particular areas that may have been unclear previously. A pilot study enables the researcher to conduct preliminary interviews to ensure that the right data will be collected by the research questions, to evaluate the validity of the questions and to develop the final version of the interview questions (Robson, 2002; Saunders *et al.*, 2007; Collis and Hussey, 2008). Saunders *et al.* (2012) define a pilot study as “a small-scale study to test a questionnaire, interview checklist or direct observation schedule, to minimise the likelihood of respondents having problems in answering the questions and of data recording problems as well as to allow some assessment of the questions’ validity and the reliability of the data that will be collected”.

A pilot study was conducted in this research to ascertain the validity and credibility of the interview protocol questions. Two pilot interviews were conducted in order to determine the suitability of the questions used in the interviews for the target audience in Saudi Arabia. This helped the researcher to improve and modify the interview questions based on some minor comments from the pilot audience before data collection commenced. The two pilot interviews suggested that the researcher would most likely encounter responses to some interview questions posed and provided valuable input into the development of the interview questions. Moreover, the pilot study helped the researcher to make sure that the interview questions were clear, understandable, and appropriate to the research objectives and questions. In addition, the pilot study ensured that the research questions were understandable and answerable.

3.9.1 Conducted Pilot Study

The researcher conducted the two pilot studies in Saudi Arabia during the period of June to July 2012. A total number of 25 interviews were conducted during that period to collect the data from the participants of Saudi companies. All the interviews were conducted in the Arabic language and translated into English by the Saudi Interpreter English Agency and then proofread in England. During the interviews, the researcher took notes and asked the interviewees for permission to record the interviews. The time allocated for each interview varied. On average, the interviews were approximately 45 minutes to one hour in length.

3.10 Case Study Research

Perry (1998) points out that there are no precise guides for the number of cases to be included in a study. However, Voss *et al.* (2002) state that the fewer the cases, the greater is the opportunity for in-depth observation. Voss *et al.* (2002) further argue that, although a single case study offers a greater depth of understanding, it places limitations on the generalisability of the conclusions drawn. It could additionally lead to biases such as a possible miscalculation of the representativeness of a single event and the exaggeration of easily available data. Multiple case studies organisations can enhance external validity and assist in guarding against bias. Yin (2009) argues that multiple case studies may be preferable to a single case study and that, when the researcher opts to use multiple case organisations, this can enhance the external and internal validity and offer a strong justification to gain an in-depth study for this choice is needed in this research approach.

Case study research is a qualitative approach in which the investigator explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth collection involving multiple sources of information such as interviews, and reports case description and case themes (Creswell, 2003: 97 and Yin, 2009). Although, Stake (2005) states that case study research is not a methodology but a choice of what is to be studied, others present it as a strategy of investigation, a methodology, or a comprehensive research strategy (Denzin, 2005; Merriam, 1998; Yin, 2009). Interpretive researchers are more likely than deductive researchers to change their view of the theory or literature as a result of the analysis of collected data, and so they require greater flexibility to modify the boundaries of their subject of study (Bryman and Bell, 2007: 105). This study might be more suitable for qualitative researchers to search for research strategy which was based on an interpretive epistemology and systematic review.

3.10.1 Justification for Choosing the Multiple-Interview Approach

Based on the above, the multiple interviewee approach was selected to enable the researcher to enhance the external validity and to provide strong evidence. The researcher believed that using the multi-interview approach would enhance the depth of the study. The interviewees were selected from twenty-five different Saudi companies. “How” and “why” these cases were selected is a critical aspect of the decisions the researcher faced. There are four grounds on which case study selection can be justified on the basis of the appropriateness of the selected cases (Denscombe, 2007: 40):

1. **Typical instance Technique:** “The most common justification to be offered for the selection of a particular case is that it is typical. The logic being invoked here is that the particular case is similar in crucial respects with the others that might have been chosen and that the findings from the case study are therefore likely to apply elsewhere”.
2. **Extreme instance:** “A case might be selected on the grounds that, far from typical, it provides something of a contrast with the norm. An illustration of this would be the selection of an organisation which is notably smaller or notably larger than usual”.
3. **Test-site theory:** “The logic for the selection of a particular case can be based on the relevance of the case for previous theory”.
4. **Least likely instance:** “Following the idea of test-sites for theory, a case might be selected to test the validity of ‘theory’ by seeing if it occurs in an instance where it might be least expected”.

Silverman (2002) argues that accessibility and convenience are grounds to guide researchers in their selection of case studies; accessibility will help to provide appropriate and sensitive data. The idea of convenience is supported by Denscombe (2007: 41), who states, “it is reasonable for the researcher to select the one which involves the least travel, the least expense and the least difficulty when it comes to gaining access”. Denscombe describes two different techniques:

- probability sampling techniques:
 - random sampling (each person/item has an equal chance of being selected)
 - multi-stage sampling (samples drawn from samples)
 - stratified sampling (sampling based on subgroups in the population)
- non-probability sampling techniques:
 - quota sampling (selected to meet specific criteria)
 - purposive sampling (hand-picked for the topic).

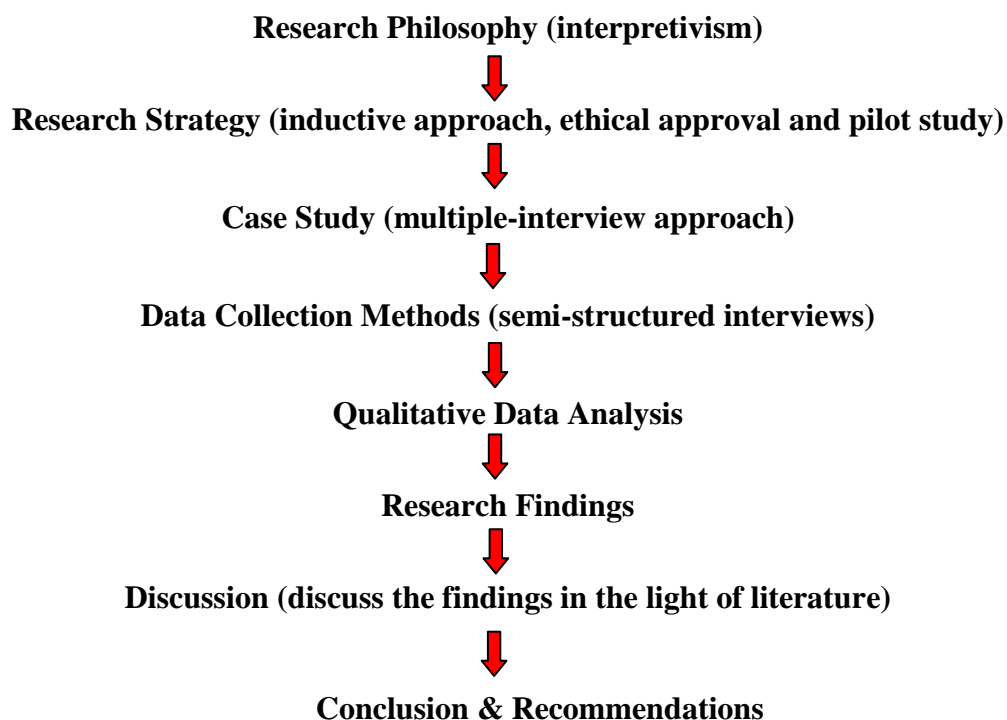
The researcher agrees with Denscombe’s (2007) justification of data analysis techniques using the typical instance technique to test the validity of the case study organisations through a multiple-interview approach. This will help to determine and provide suitable, responsive data and enhance the depth of the study. This study used qualitative method to select the respondents that limits understanding the benefit of the trust level factors affect business relationship in Saudi companies.

3.11 Data Collection Methods

There are several methods that can be adopted to collect research data. Firstly, with quantitative methods, the researcher will be attempting to measure variables or count occurrences of a phenomenon. Secondly, qualitative methods will emphasise the meanings and experiences related to the phenomena (Collis and Hussey, 2008). Primary data refers to the collection of data through interviews, direct observation, participant observation, focus groups and questionnaires (Saunders *et al.*, 2007; Collis and Hussey, 2008). Secondary data refers to information which already exists, for example archival records, company documentation, publications and annual reports. Data are collected in Saudi Arabia for use in semi-structural modelling. The research's aims and objectives were achieved by the collection of both primary and secondary data using a blend of the following approaches:

- Semi-structured interviews

The researcher aimed to collect data on individual trust and analyse the feedback from interviewees working in Saudi companies. A number of activities were undertaken during the process of this research. Firstly, a literature review and methodology review was conducted. Secondly, an empirical study was carried out in Saudi Arabia and data were collected using semi-structured interviews and documents obtained from the participating companies. These documents assisted the researcher to identify and obtain an in-depth understanding of each company's history. Figure (3.11) below shows the flow of research methods used:



Yin (2003) noted six potential sources of data that can be used in case studies:

1. **Interviews:** one of the most important sources of information in case studies, which should be conducted in person.
2. **Documents:** these provide specific details that can support verbal accounts and could take the form of letters, memoranda, agendas, administrative documents, newspaper articles or any document related to the investigation.
3. **Archival records:** these include service records, organisational records, lists of names, staff and payroll records, historical correspondence and other such records.
4. **Direct observation:** this is a means of collecting reliable evidence, and could include field visits, for example.
5. **Participant observation:** this approach suffers from major problems due to the potential for bias and therefore needs to be used with considerable care.
6. **Physical artefacts:** these include technological devices, tools, instruments or other physical evidence that may be collected during the study as part of a field visit.

According to Yin (2003), the combination of multiple sources of evidence can help to clarify the real meaning of the phenomenon being observed; it might lead to complementary data collection or the triangulation of data. Therefore, a case study should include as many sources of data relevant to the study as possible. The researcher should be able to deal with all of these and select those that are most appropriate.

Source	Strengths	Weaknesses
Documentation	<ul style="list-style-type: none"> ➤ Stable - can be reviewed repeatedly. ➤ Unobtrusive - not created as a result of the case study. ➤ Exact - contains precise names, references and details of an event. ➤ Broad coverage - long span of time, multiple events and settings. 	<ul style="list-style-type: none"> ➤ Retrievability can be low. ➤ Biased selectivity, if collection is incomplete. ➤ Reporting bias - reflects (unknown) bias of authors. ➤ Access - may be deliberately blocked.
Archival Records	<ul style="list-style-type: none"> ➤ (Same as above for documentation). ➤ Precise and quantitative. 	<ul style="list-style-type: none"> ➤ (Same as above for documentation). ➤ Accessibility potentially difficult due to privacy concerns.
Interviews	<ul style="list-style-type: none"> ➤ Targeted - focuses directly on case study topic. ➤ Insightful - provides perceived causal inferences. 	<ul style="list-style-type: none"> ➤ Bias due to poorly constructed questions. ➤ Response bias. ➤ Inaccuracies due to poor recall. ➤ Reflexivity - interviewee offers what interviewer wants to hear.

Direct Observation	<ul style="list-style-type: none"> ➤ Reality - covers events in real time. ➤ Contextual - covers context of event. 	<ul style="list-style-type: none"> ➤ Time-consuming. ➤ Selectivity - unless broad coverage. ➤ Reflexivity - event may proceed differently because it is being observed. ➤ Cost - hours needed by human observer.
Participant Observation	<ul style="list-style-type: none"> ➤ (Same as above for direct observations). ➤ Insights into interpersonal behaviour and motives. 	<ul style="list-style-type: none"> ➤ (Same as above for direct observations). ➤ Bias due to investigator's manipulation of events.
Physical Artefacts	<ul style="list-style-type: none"> ➤ Insights into cultural features. ➤ Insights into technical operations. 	<ul style="list-style-type: none"> ➤ Selectivity. ➤ Availability.

Source: (Yin, 2003: 86).

Based on the above discussion, the researcher decided to use face-to-face interviews as the major source of data, and documents as the secondary source of data, to be collected from the case study organisations.

3.12 Interviews

Hussey and Hussey (1997) defines interviews as a “method of collecting data in which selected participants are asked questions in order to find out what they do, think or feel”. Interviews are associated with the interpretivism paradigm and conducted with individuals or focus groups. Interviewing is a research method that involves interaction between a researcher and an interviewee, with the intention of gaining information from the latter (Robson, 2002). Sekaran (2003) makes the additional point that interviews are conducted to obtain information on the issue of interest. In order to be able to provide information, the interviewees have to be knowledgeable in the area of specific interest to the researcher. The interviewer should ask each interviewee the same questions in precisely the same tone of voice. The interviewer should have the opportunity to identify non-verbal clues, for example, in the inflection of the voice, facial expressions or the clothes that the interviewee is wearing. Accordingly, these factors can subsequently be used in developing secondary questions (Easterby-Smith *et al.*, 2004: 86).

The primary reason for conducting qualitative interviews is to understand how individuals construct the reality of their situation from the complex personal framework of beliefs and values they have developed over their lifetime (Easterby-Smith *et al.*, 2004: 86). Anderson (2009) explains that the key issue is to determine the type of interview that is most suitable for collecting the required information. Anderson (2009) adds that each individual type of

interview has implications for the approach taken by the interviewer and will affect the questioning as well as the recording of the data and subsequently the analysis. The below indicates the character of each of the three types of research interview:

Concentrating particularly on semi-structured interviews, Mason (2002) states that these are characterised by three main features:

1. A relatively informal discussion rather than a formal question-and-answer format.
2. No requirement for the researcher to have a structured list of questions: he/she could have a range of topics, themes or issues to cover.
3. The data are generated through interactions.

In their discussion of interviews, Easterby-Smith *et al.* (2004; Hall and Hall, 1996) suggest that the key motivation of qualitative interviews, are designed to yield rich or in-depth data and can be very useful in practical social research projects, since they can provide data that afford a fuller expression of the informant's views. Indeed, Yin (2009) argues that interviews represent a valuable technique for obtaining data and further claims that they are one of the most vital sources of information in case studies, and particularly where the overall approach is qualitative in nature. According to Robson (2002) and Saunders *et al.* (2007), there are three types of interviews, namely fully-structured interviews, semi-structured interviews and unstructured interviews:

- Structured interviews involve the use of questionnaires based on a predetermined and standardised or identical set of questions.
- In semi-structured interviews the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview.
- Unstructured interviews are used to explore a general area of interest to the researcher in depth. The basic aim is to place the interviewees at ease and allow them to express themselves freely.

According to Yin (2009), there are no standards regarding the size of the sample in qualitative research. The current study is placed within the interpretivism paradigm, with an emphasis on the collection of qualitative data.

3.12.1 Justification for Choosing the Semi-structured Interview

The semi-structured interview format was chosen. This allowed for the topic and questions to be known in advance, but for the questions to be open and ordered according to the flow of the interview, rather than being asked in a strict order. Jankowicz (2005) suggests that semi-structured interviews are a powerful data collection technique when used within the context of a case study research strategy. Here, the researcher adopted semi-structured interviews so as to understand the interviewees' views through open-ended questions relating to how trust factors can affect business relationships in Saudi Arabia.

According to Easterby-Smith *et al.* (2008: 30), semi-structured interviews are recommended when:

- it is necessary to understand the constructs that the interviewee uses as a basis for the researcher's opinions and beliefs about a particular matter or situation;
- one aim of the interview is to develop an understanding of the respondent's "world" so that the researcher might influence it; and
- when step-by-step logic of a situation is unclear, the subject is highly confidential or commercially sensitive, and there are issues about which the interviewee may prove reluctant to be entirely truthful.

The semi-structured interview type was chosen as the primary method for this research as its flexibility allowed the researcher to modify the questions across the 25 interviews and several different Saudi companies in order to understand the phenomenon being investigated. The semi-structured face-to-face interviewees were arranged by telephone and email before the researcher travelled to Saudi Arabia. There were a total of twenty five (25) interviewees; each interviewee was counted as each one came from different Saudi company. There were six senior managers, fifteen managers, and four staff members, located in Riyadh and Jeddah. Four managers were rejected for the face-to-face interviews and they did not tell any probably reason why refused to meet the researcher. An important advantage of this approach was the fact that it allowed the researcher to reassure participants about the confidentiality of the process. In the context of Saudi organisations, it is a real concern among interviewees that they should not be held answerable for their contributions. Thus, organising the interview process via this method offered a protected means of gaining in depth information of this study. Saunders *et al.* (2009: 349) point out, "... This method may allow you to make contact with participants with whom it would be impractical to conduct an

interview on a face-to-face basis because of the distance and expensive costs involved and time required. In other words, this approach may be seen as more appropriate”. However, Saunders *et al.* (2007) suggest that semi-structured interviews not only reveal answers to the “what” and “how” questions, but also place more emphasis on securing answers to the “why” of a particular phenomenon.

For the current study, qualitative interviews were required in order to gain an understanding of how individual managers create the reality of their circumstances from their complex personal frameworks of beliefs, values and experience developed over time through their work. As the research questions deal with “how” and “why”, this type of interview is a logical choice for attempting to establish the interviewees’ ideas and opinions (and hence, the Saudi perspective) with regards to how trust factors affect business relationships in Saudi companies.

3.13 Justification for Selecting the Sampled Companies

In choosing the companies to contact, the researcher used a number of criteria, namely reputation, communication, power, company size, and position in the market. The Saudi companies listed in Table 3.13.1 were selected as the sample for this research study for the following reasons:

- The author emailed 70 Saudi private sector companies, found through an internet search, before commencing the collection of data (April 2012). Only 25 companies responded and showed a willingness to be part of this research study. Therefore, these 25 were selected.
- Access to these companies was secured due to their locations in the capital of Saudi Arabia (Riyadh) and Jeddah. Companies in Jeddah or remote cities would have been costly to visit.
- The researcher realised after 18 of the 25 interviews, the answers given to the research questions started to look similar. Thus, the researcher decided to stop interviewing and not to search to investigate another Saudi company, because the saturation point had been reached.
- It is expensive to travel and stay in Saudi Arabian hotel, and to conduct all the semi-structured interviews face-to-face. Therefore, the researcher cannot do the entire interview all the private Saudi companies in the context of Saudi.

3.13.1 Sample Companies and Demographic Details of Interviews

Number of Respondents	Name of Company	Job Title	Sex	Age
(1)	A	Senior Manager	Male	33
(2)	B	Manager	Male	30
(3)	C	Manager	Male	35
(4)	D	Manager	Male	42
(5)	E	Manager	Male	35
(6*)	F	Staff Member	Female	32
(7)	G	Manager	Male	46
(8)	H	Manager	Male	30
(9)	I	Senior Manager	Male	33
(10*)	J	Staff Member	Female	27
(11)	K	Senior Manager	Male	44
(12)	L	Manager	Male	35
(13)	M	Senior Manager	Male	29
(14)	N	Manager	Male	36
(15)	O	Senior Manager	Male	43
(16)	P	Manager	Male	44
(17)	Q	Manager	Male	39
(18)	R	Manager	Male	37
(19)	S	Staff Member	Male	29
(20)	T	Staff Member	Male	32
(21)	U	Manager	Male	42
(22)	V	Senior Manager	Male	38
(23)	W	Manager	Male	38
(24)	X	Manager	Male	46
(25)	Y	Manager	Male	39

This table lists the names of the companies in the context of Saudi Arabia and details of the 25 respondents used in this research on trust factors at the national, organisational and

individual levels. Pseudonyms are used instead of the company names in compliance with the confidentiality act as stated in the ethical approval application. The researcher used the interviews to collect data and make connections by analysing differences of opinions between interviewees in order to answer the research questions.

3.14 Ontology and Epistemology

In the following sections, the researcher will explain the ontology and epistemology of this research. According to Guba and Lincoln (1994), there are three different elements of a research philosophy: ontology, epistemology, and methodology. Ontology is a philosophical assumption about the nature of reality and the specification of a conceptualisation (Collis and Hussey, 2009: 337). The word “ontology” seems to generate a lot of controversy in discussions; it has a long history in philosophy, in which it refers to the subject of existence. While ontology is the “reality” that researchers investigate, the epistemology refers to the relationship between that reality and the researcher, and the methodology is the technique used by the researcher to investigate that reality. Epistemology stems from a Greek word that is a term for knowledge. In simple terms, it is the philosophy of knowledge and how a person knows the world. The methodology is how the person gains such knowledge in terms of the methods that they utilise to try to gain a better understanding of the world. According to Collis and Hussey (2009: 334), epistemology is “a philosophical assumption about what constitutes valid knowledge in the context of the relationship of the researcher to that being researched”. Guba and Lincoln (1994) synthesise scientific paradigms into four categories: (1) positivism, (2) realism, (3) critical theory, and (4) constructivism.

Qualitative research operates within three paradigms and the realism paradigm is one of the most important for marketing researchers. Table (3.14) below summarises this importance in a representative range of methodologies from theory-building to more theory-testing methodologies, and shows that realism research could underlie many of the methodologies. The grounded theory methodology is clearly constructivist because no reality is meant to impose on the research. For example, grounded theory researchers are urged not to read reports of similar research done previously. However, realism becomes relevant when moving on from this very theory-building methodology to in-depth interviews and focus group methodologies that have an interview protocol with investigation questions based on what the researcher wants to find out about a prearranged outside reality.

Table (3.14) Illustrates the research philosophy of a qualitative research study				
Elements	Positivism	Critical theory	Constructivism	Realism
Ontology	Reality is real and apprehensible	“Virtual” reality shaped by social, economic, ethical, political, cultural, and gender values, crystallised over time	Multiple local and specific “constructed” realities	Reality is “real” but only imperfectly and probabilistically apprehensible
Epistemology	Objectivist findings – true	Subjectivist value-mediated findings	Subjectivist created findings	Modified objectivist findings – probably true
Methodologies	Verification of hypotheses, chiefly quantitative methods	A “transformative intellectual” who changes the social world within which the participants live	Researcher is a “passionate participant” within the world being investigated	Investigation of research issues by qualitative and some quantitative methods, such as structural equation modelling

Source: Guba and Lincoln (1994)

Grounded theory is defined as “the discovery of theory from data systematically obtained from social research” (Glaser and Strauss, 1967: 2). The notion of theoretical saturation means that no additional data are being found whereby the sociologist can develop the properties of the category (Glaser and Strauss, 1967: 61). Theoretical sampling is the process of data collection for the generation of theory, whereby the analyst jointly collects, codes and analyses data and decides what data to collect next and where to find them, in order to develop a theory as it emerges (Glaser and Strauss, 1967: 45).

The concept of theoretical saturation occurs “when additional analysis no longer contributes to discovering anything new about a category” (Strauss, 1987: 21). Theoretical sampling is used to test and validate the developing codes, categories and concepts until the researcher reaches the point of theoretical saturation. According to Glaser and Strauss (1967), grounded theory has come to mean slightly different things to different people. Emerging categories and concepts can allow the researcher to test out these emerging concepts and verify the developing theory as the research goes along. Corbin and Strauss (2008: 144) recommend that in theoretical sampling “the researcher is not sampling persons but concepts.

The research is purposely looking for indicators of those concepts so that he or she might examine the data to discover how concepts vary under different conditions”. Layder (1993: 42) suggests that the theories are generally “speculative” in nature because they cannot grow directly out of research, and thus remain ungrounded. As a consequence, these theories very often lack validity for the reason that they do not fit the real world and thereby remain irrelevant to the people concerned.

One of the disadvantages of the grounded theory approach is that it does not lend itself to precise planning. The use of theoretical sampling means that it is not possible to predict in advance the nature of the sampling which will be used. Also, the need to achieve theoretical saturation makes it impossible to state at the outset the eventual size of the sample. The discovery comes at a price, and that price is the ability to plan all aspects of the research in advance and anticipate when the research will be completed.

3.15 Validity

Validity is the extent to which the research findings accurately represent what is really happening in the situation. The validity in interpretivist research is high, while phenomenological research is aimed at capturing the essence of the phenomena and extracting data which are rich in their explanation and analysis. Hence, validity is high when operating in such a philosophy (Collis and Hussey, 2009). The question of validity can be summarised as whether the researchers see what they think they see (Flick, 2007). Validity and reliability should be tested for at the pilot stage of an investigation, before the main phase of data collection commences (Easterby-Smith *et al.*, 2004). Moreover, Cavana *et al.* (2001) conclude that validity is concerned with whether the researcher measures the right concept, and reliability is concerned with stability and consistency in the research study. Interpretivism focuses on capturing the essence of the phenomena and extracting data that provide rich, detailed explanations. The interpretivist’s target is to gain full access to the knowledge and meanings of those involved in the phenomenon, and consequently validity is high under such a paradigm (Collis and Hussey, 2009: 60).

3.15.1 Internal Validity

Internal validity helps the researcher to understand how their findings might be generalised (Miles and Huberman, 1994). Internal validity establishes a causal relationship, whereby certain conditions are demonstrated to lead to the emergence of other conditions, as distinguished from spurious relationships. Riege (2003) adds, “the researcher does not only highlight major patterns of similarities and differences between respondents’ experiences or beliefs but also tries to identify what components are significant for those examined patterns and what mechanisms produced them”. In this research, internal validity was achieved by using the explanation-building method to analyse the data gathered. The use of the developed theoretical framework was also helpful in increasing the internal validity (Yin, 2009).

According to Yin (2003), internal validity establishes a causal relationship, whereby certain conditions are shown to lead to other conditions. Furthermore, there are some techniques which may be used to increase internal validity:

- used within case analysis, cross-case and cross-nation pattern matching, in the data analysis phase (Miles and Huberman, 1994);
- the use of illustrations and diagrams to assist explanation building in the data analysis phase (Miles and Huberman, 1994);
- assurance of internal coherence of findings in the data analysis phase, which can be achieved by cross-checking the results (Yin, 1994).

3.15.2 External Validity

The last test of research quality is external validity, which is concerned with whether the results can be generalised beyond the case studies (Yin, 2003). It is important to note that no matter how good the external validity is, it cannot be taken for granted that the results can be generalised outside of the organisations studied (De Vaus, 2001: 28). Miles and Huberman (1994) describe validity as being concerned with the confidence that can be placed on the constructs and theories developed, and the extent to which these can be generalised. Amaratunga *et al.* (2002: 29) describe external validity as “the extent to which any research findings can be generalised beyond the immediate research sample or setting in which the research took place”. However, Riege (2003) argues that case studies rely on analytical generalisation as a form of achieving external validity, whereby particular findings are generalised to some broader theory. Furthermore, Yin (2009) indicates that the external validity problem has been a major barrier in conducting case studies. In this research, two case studies were adopted to achieve replication and theoretical (analytical) generalisation.

3.15.3 Reliability

Reliability is concerned with the research's findings and is one aspect of the credibility of the findings. The findings should be reliable to the extent that if anyone were to repeat the research they would succeed in obtaining the same results. Reliability in positivistic studies is usually very high, while in phenomenological studies it is very low, and researchers should follow a number of procedures to ensure reliability (Collis and Hussey, 2008). The problem with this is that no one can be sure that individual and other factors will not be changed in the interval between two occasions. Whilst quantitative studies lead to higher levels of reliability, it is problematic to repeat qualitative studies exactly and obtain exactly the same results (Maylor and Blackmon, 2005). Consequently, interpretivists believe that the activities of the researchers influence the research. Thus, replication in the positivist sense is difficult to achieve. Therefore, the emphasis in such research is on establishing protocols and procedures that establish the authenticity of the findings (Collis and Hussey, 2009: 60).

According to Yin (2003), reliability means that the operations of a study, such as the data collection procedures, can be repeated, with the same results. In addition, there are some techniques that may be used to increase reliability:

- the assurance of congruence between the research issues and features of the study design, and the use of a structured or semi-structured case study protocol (Yin, 1994);
- meaningful parallelism of findings across multiple data sources (Yin, 1994);
- Lincoln and Guba (1985) suggest developing a case study database at the end of the data collection phase, to provide a way of organising and documenting the mass of collected data.

Table 3.15.3 below summarises the sections on internal validity and reliability in terms of critical research paradigms within the development of an ontological and epistemological stance and techniques. Also, some authors are mentioned who refer to methodological “trustworthiness” in the case study technique.

Table 3.15.3 Improving internal validity and reliability in ontological and epistemological techniques

A	Developed for this research (i)	Brief description of criteria for this realism research (ii)	Case study techniques within this realism paradigm (iii)	Criteria for case research (iv)	Criteria for naturalist research (v)	Criteria for qualitative research (vi)	Criteria for positivism research (vii)
B	Major authors			Yin (1994)	Lincoln and Guba (1985)	Miles and Huberman (1994)	Chia (1997); Neuman (1997)
C	Ontology 1. Ontological appropriateness	Research problem deals with complex social science phenomena involving reflective people (world 3 in Magee, 1985)	Selection of research problem. For example, it is a “how” and “why” problem		(World 2 Magee, 1985)		(A single tangible reality consisting of discrete elements (World 1 in Magee, 1985)
D	2. Contingent validity	Open “fuzzy boundary” systems (Yin, 1994) involving generative mechanisms rather than direct cause-and-effect	Theoretical and literal replication, in-depth questions, emphasis on “why” issues, description of the context of the cases	Internal validity	“Truth value” or credibility	Internal validity/credibility/authenticity	Internal validity
E	Epistemology 3. Multiple perceptions of participants and of peer researchers	Neither value-free nor value-laden, rather value-aware	Multiple interviews, supporting evidence, broad questions before probes, triangulation. Self-description and awareness of own values, published reports for peer review.		Neutrality or confirmed ability	Objectivity/confirmed ability	Value-free, one-way mirror (Guba and Lincoln, 1994)

F	Methodology 4. Methodological trustworthiness	Trustworthy – the research can be audited	Case study database used to report relevant quotations and matrices that summarise data, and descriptions of procedures such as case selection and interview procedures	Reliability	Consistency or dependability	Reliability/dependability/ability	Reliability
G	5. Analytic generalisation	Analytic generalisation (that is, theory building) rather than statistical generalisation (that is, theory-testing)	Identify research issues before data collection, to formulate an interview protocol that will provide data for confirming or disconfirming theory	External validity through the specification of relationships from which generalisations can be made	Applicability or transferability	External validity/transferability/fittingness	
H	6. Construct validity		Use of prior theory, case study database, triangulation	Construct validity			Construct validity
I							External validity, that is, statistical generalisation
J						Utilisation/application/action orientation	

Source: Healy and Perry (2000: 122)

3.15.4 Validity and Reliability

Yin (2003) suggested two tactics to achieve reliability, both of which should be used at the data collection phase, and both of which were followed in this research thesis. First, a case study protocol was developed to enhance reliability. Second, all the steps taken in carrying out the case studies were clearly explained. Reliability can also be enhanced by the use of interview training for the interviewers and by checking the interview guides or generative questions in test interviews or following the initial interview (Flick, 2007). To increase the validity of this research, the interview questions were carefully prepared, piloted and refined with the assistance of the researcher’s supervisor. Table (3.15.4) below briefly explains the tactics used to ensure, internal validity, external validity and reliability.

Table (3.15.4) Recommended case study tactics used to ensure validity and reliability		
Title		
Tests	Case study tactics	Phase of research in which tactic is used
Internal validity	<ul style="list-style-type: none"> • Pattern matching • Explanation building • Address rival explanations • Use logic models 	Data analysis Data analysis Data analysis Data analysis
External validity	<ul style="list-style-type: none"> • Use replication logic in multiple-case studies • Use theory in single case studies 	Research design Research design
Reliability	<ul style="list-style-type: none"> • Use case study protocol • Develop case study database 	Data collection Data collection

Source (Yin, 2003: 33)

The following efforts were made to increase the validity and reliability of this study:

- A multiple interview approach (25 interviews) was used rather than a single case (Yin, 2009; Amaratunga *et al.*, 2002).
- The research method used to collect data was properly justified on the grounds of appropriateness to the circumstances and the research questions (Sutrisna, 2009).
- The interview questions were carefully prepared and refined with the help of the supervisor, and two pilot studies were conducted before the actual study to ensure that the interview questions eventually asked were completely valid (Appendix 1: 155).

- In order to promote confidence between the researcher and the interviewees, the researcher was provided with a letter by the supervisor as proof that the research being undertaken was valid. In addition, before starting the interviews, the researcher spent time with the interviewees, briefly explaining the purpose of the study and confirming that their personal information would remain confidential, using supervisor's letter and a consent form (Ghauri and Gronhaug, 2005).
- Draft transcripts of the interviews were validated by the respondents to confirm that they accurately represented what they had said (Ghauri and Gronhaug, 2005).

The unit of analysis of this study are individuals representing Saudi organisations in the context of Saudi Arabia.

3.16 Qualitative Data Analysis Methods

According to Yin (2003: 111), "analysing case study research evidence is especially difficult because the strategies and techniques have not been well defined". Section 3.16 explained the procedure used for the data analysis and how the researcher went through each category. The overall goal in data analysis is to treat the evidence fairly, produce compelling, analytic conclusions and rule out alternative interpretations (Yin, 2003). The value of the analysis of qualitative data depends on the quality of the researcher's interpretations. This can be used to evaluate a phenomenological study and the quality of analysis.

The researcher used a digital tape recorder to ensure the accurate analysis of the respondents' answers. According to Yin (2009), there are five analytic techniques used in case study analysis:

1. **Pattern matching:** pattern matching logic involves comparing an empirically based pattern with a predicted one. If the case matches the predicted patterns then the case supports the theory in the same way as successful experiments support a theory; if the pattern coincides, the results can help to strengthen a case study's internal validity.
2. **Explanation building:** the goal of this technique is to analyse the case study data by building explanations about the case. Yin (2009) suggests that, in explanation building processes, the findings are compared to any statement or proposition that has been created.

3. **Time-series:** Yin (2009) argues that, if the events have been traced in detail and with precision over time, it may be possible to use the time-series analysis technique.

4. **Logic model:** The logic model deliberately stipulates a chain of events over an extended period of time. The events are phased in with a repeated cause-effect-cause-effect pattern, whereby a dependent variable (event) from an earlier phase becomes the independent variable for the next phase (Yin, 2009).

5. **Cross-case synthesis:** cross-case synthesis is a technique especially relevant to a research study consisting of at least two cases. This technique treats each individual case study as a separate case (Yin, 2009).

The researcher used two data analysis processes from Yin (2009), pattern matching and explanation building, to analyse the qualitative data. In addition, Robson (2007) suggests some qualitative analysis elements which are a “fairly-classic” set of analytical processes:

- giving codes to the initial set of materials obtained from interviews and data analyses;
- adding comments, reflections or keeping memos;
- going through the materials to identify similar phrases, patterns, themes, relationships, sequences and differences between sub-groups;
- gradually elaborating upon a small set of generalisations that cover the consistencies one discerns in the data;
- linking these generalisations to a formulised body of knowledge in the form of constructs or theories.

A further attempt to identify the main elements of qualitative data analyses was made by Collis and Hussey (2009), who mention four interrelated domains:

1. **process:** where the analysis of the data takes place continuously throughout the study;
2. **reduction of data sorting:** categorising and interrelating data by means of coding or placing data in charts or matrices;
3. **explaining:** understanding the coherence of meaning and action in the case being studied;
4. **theory:** putting the analysis of qualitative data into context so as to offer explanations.

According to Miles and Huberman (1994), the three streams of analysis activity (data collection, data reduction, data display) form an interactive, cyclical process. The researcher steadily moves among data collection and then shuttles among reduction, display and conclusion drawing/verification for the remainder of the study. The coding of data (data

reduction), for example, leads to new ideas on what should go into a matrix (data display). Entering the data requires further data reduction. As the matrix fills up, preliminary conclusions are drawn, but they lead to the decision, for example, to add another column to the matrix to test the conclusion. For qualitative researchers, the typical mode of display has been extended, usually in the form of written-up field notes which the analyst scans through, attaching codes and then extracting coded segments and drawing conclusions. The analyst then writes a second form of extended text such as a case study report (Miles and Huberman, 1994).

The essential point to remember with qualitative data is that the hope is that a pattern will emerge from the analysis of complex behaviours, needs, systems and cultural issues (Miles and Huberman, 1994). For any research in the social sciences, it is difficult to evaluate the honesty and accuracy of the responses of the interviewees. However, the overall impression gained by the researcher was that the interviewees were open, friendly, and seemed interested in this study.

In this research, the researcher adopted the following process for the data analysis:

- translating the interview transcripts from Arabic into English;
- reading through all interview transcripts and notes to get an in-depth understanding of the data;
- classifying the collected data into meaningful idea developed from the interview questions;
- combining the data that is, attaching relevant bits or chunks of data (referred to as units of data) to the appropriate category. A unit of data could be a number of words, a sentence, a paragraph or sometimes a complete answer to a particular question asked in the interviews.

3.17 Chapter Summary

This chapter has provided an in-depth explanation of the research methodology used in this study. Based on the aim, objectives and research questions, the interpretivism philosophy was chosen as the most appropriate research approach. The approach is inductive in nature, utilising qualitative data and a multiple-interview approach with no predetermined hypothesis. The case study was utilised as a vehicle to realise the research aims and objectives. The data were collected through face-to-face semi-structured interviews as a key source of primary data; secondary data were also gathered. The data analysis followed the rules of explanation building.

The main source of evidence in this research was face-to-face semi-structured interviews. As a qualitative research study, the researcher relied on a combination of interviews and secondary sources to address the objectives and answer the research questions. A total of 25 interviews were conducted in June and July 2012. The data collected from these research activities were analysed in the context of the experiences of the participants. The time allocated for each interview was approximately 45 to 60 minutes, at the discretion of the interviewees. On average, the interviews lasted one hour. However, the interviewer was able, by continually asking “how” and “why”, to obtain useful qualitative information in this regard. Successful business relationships require the building of relations between people within organisations. In order to explore and investigate the important aspects of international business relationships, data were collected from the chosen 25 interviewees representing 25 Saudi companies. The researcher ensured that permission was granted by the company’s administration before starting the data collection process.

The next chapter will discuss the research findings, explaining each of the answers given by the respondents that have been utilised in the qualitative data analysis and analysed through explanation building.

Chapter Four

Research Findings

4.0 Introduction

The aim of this chapter is present the findings of the empirical investigation carried out within 25 different Saudi companies based on each respondent, utilise semi-structured interviews with senior managers, managers and staff members. There are 19 interview questions based on how trust factors affect business relationships in Saudi companies.

4.1 Findings from the interviews

Respondent 1 (a 33 year-old Saudi male) suggested that trust is a long-term process of believing someone, which is developed through commitment and cooperation. He added that the behaviour and dealings of a person indicate whether that person is trustworthy or not; similarly, he proposed that trust is an essential factor in the development of business relationships with companies from any country, and especially Saudi companies. He also expressed the belief that doing business in Saudi Arabia could be difficult for foreign companies because of cultural, political and other differences. Furthermore, the respondent argued that trust at the national level greatly influences the reliability of the relationships of Saudi Arabian companies. At the individual level, he said, integrity, equality, mutual cooperation, acknowledgment of each other's abilities, respect for each other, sharing, politeness, flexibility and credibility can create good business relationships for Saudi Arabian companies.

Respondent 2 (a 30 year-old Saudi male) stated that trust is all about honesty and the fulfilment of promises, while at the national level trust is comprised of three key factors: honesty, behaviour and respect. Similarly, individual trust means social connections and interactions with different types of people living in a similar environment. Moreover, trust is a vital factor in business relations with companies from any country. Trust at the individual level, between colleagues, can be increased through honesty and sincerity. Individual trust between the employees of Saudi companies can be strengthened through fair dealings, cooperation, mutual respect and the sharing of expertise.

Respondent 3 (a 35 year-old Saudi male) defined trust as mutual respect and sincerity, while arguing that, at the national and organisational levels, it is developed through the combination of various factors such as mutual cooperation, honest, integrity and dedication. However, at the individual level, it means believing in the capabilities and skills of people, and communication is a tool through which one can determine whether a person is trustworthy or not. Current and past economic statistics are key indicators with which to evaluate current business activities between companies. According to this respondent, mutual interest comes first and national interest comes later when a company wants to develop good business relationships with a partner.

Respondent 4 (a 42 year-old Saudi male) suggested that people need to be fair-minded at work, and that human nature indicates whether a person is trustworthy or not, at the national, organisational and individual levels. The respondent considered trust to be an important factor in building up business relationships with any company, especially with Saudi companies. According to this respondent, Saudi companies in general have good relationships and emphasise the importance of developing close relationship ties in order to increase levels of trust.

Respondent 5 (a 35 year-old Saudi male) proposed that trust means believing someone no matter where he or she is from. The respondent argued that trust plays a vital role in the development of business relations, especially with Saudi companies. He also expressed the belief that workers need to understand each other so that they can create a good work environment and gain promotion. According to this respondent, the inclusion of different systems of business management can improve trust between employees in the administrative work of the company, and this should be encouraged in order to develop business relations.

Respondent 6 (a 32 year-old Saudi female) argued that trust is the confident sharing of ideas between two parties, while at the national level it is an agreement to help each other, made between parties. Similarly, at the organisational level, it is the existence of a business relationship between partners. According to this respondent, a person's dealings indicate whether they are trustworthy or not. She also stated that there are good relationships within Saudi companies, and that trust factors do affect companies' objectives.

Respondent 7 (a 46 year-old Saudi male) suggested that, trust is a belief between employees who conduct business with each other. According to this respondent, trust has no effect on

business relationships; however, the respondent expressed the belief that Saudi companies had recently begun to develop their business activities rapidly. Moreover, he claimed that Saudi companies can enhance their performance by improving their working conditions.

Respondent 8 (a 30 year-old Saudi male) stated that trust at the national level means trust between two governments or organisations. According to this respondent, there is good communication between Saudi companies. However, he argued that trust is not necessarily an important factor for the development of business relationships between Saudi companies, and instead emphasised the importance of the safety of local and foreign workers.

Respondent 9 (a 33 year-old Saudi male) stated a belief that trust requires cooperation and commitment, whilst at the national level it is supported by government organisations. According to this respondent, there are good relationships between Saudi companies and other companies, both nationally and locally, which can be strengthened by making better plans for the future regarding professionalism in business. This respondent also argued that doing business in Saudi Arabia is not easy for foreign companies because of cultural differences.

Respondent 10 (a 27 year-old Saudi female) stated that trust is an important factor in business relationships between two people, while at the national level trust means good business ties between parties. Trust at the organisational level, meanwhile, refers to the reliability of companies in delivering the results to which they have committed. She also suggested that Saudi relations can affect business. However, it takes time to build the trust at the individual level that is required for good business relationships between two parties.

Respondent 11 (a 44 year-old Saudi male) expressed the idea that trust is a person's belief in others, whilst at the national and organisational levels it is the trust between companies and organisations, respectively. According to this respondent, a person's nature indicates whether or not they are trustworthy. Furthermore, trust is the key to business relationships with Saudi companies, especially trust at the individual level.

Respondent 12 (a 35 year-old Saudi male) suggested that trust means believing someone. Moreover, individual, organisational and national level of trust factors is important element in business relationships.

Respondent 13 (a 29 year-old Saudi male) argued that trust is reliability and the manner in which a person communicates and makes deal with Saudi companies.

Respondent 14 (a 36 year-old Saudi male) stated that trust means believing someone. He argued that it is an important factor in Saudi companies, and that trust factors can provide good communication, empathy and commitment.

Respondent 15 (a 43 year-old Saudi male, proposed that trust means believing someone, and that how a person communicates with fellow employees and does good work helps to develop trust in relationships. According to this respondent, trust can greatly influence the objectives of Saudi companies and Saudi people's relations, which can affect business relationships and trust at the individual level.

Respondent 16 (a 44 year-old Saudi male) expressed the belief that trust is loyalty and believing in someone else, whilst at the national and organisational levels the trust is between companies and organisations, respectively. According to this respondent, trust is a significant part of the relationships in any kind of business.

Respondent 17 (a 39 year-old Saudi male) argued that trust means believing people and communicating with them, whilst at the national and organisational levels it is trust between companies and organisations respectively. According to him, trust affects business relationships only slightly, and not to a great extent. Furthermore, this respondent argued that trust may be a factor in developing business relations between companies. Trust influences companies' objectives, and Saudi country's relations with other nations can affect business relationships.

Respondent 18 (a 37 year-old Saudi male) argued that trust is one of the key factors in business relationships, influencing commitment at the national and organisational levels. According to this respondent, trust improves business relationships between Saudi companies, by providing the benefits of good service and leading to successful business activities.

Respondent 19 (a 29 year-old Saudi male) suggested that trust is the fulfilment of duties assigned by management and relationship, while at the national level it means good and sociable business relationships between companies. According to this respondent, trust does not influence companies' objectives and the other factors.

Respondent 20 (a 32 year-old Saudi male) expressed the belief that trust is not a very important factor in business relationships between companies. According to this respondent, trust factors do not affect the national or organisational level.

Respondent 21 (a 42 year-old Saudi male) stated that trust means loyalty and is a necessary factor in developing business relationships. According to this respondent, trust at the national and organisational levels means trust between companies and members of the government, respectively. Additionally, he stated that business relationships between Saudi companies are getting better but could be improved by working with foreign companies.

Respondent 22 (a 38 year-old Saudi male) expressed the belief that trust is an understanding between two parties, while at the national and organisational levels it means integrity, commitment and confidence in relationships between corporations.

Respondent 23 (a 38 year-old Saudi male) suggested that trust leads to success and plays an essential role in the development of business relationships. Trust at the national and organisational levels is trust between companies. Good relations can be developed through communicating effectively with co-workers.

Respondent 24 (a 46 year-old Saudi male) argued that trust plays a fundamental role in the development of business relationships. Furthermore, trust at the national and organisational levels means a shared association between companies and governments.

Respondent 25 (a 39 year-old Saudi male) expressed the belief that trust is honesty between two people, while trust at the national level is confidence between companies. Furthermore, the respondent stated that business relationships between Saudi companies are good but could be improved with more free trade and investment. Moreover, the respondent argued that Saudi relations at the national level can affect business relationships for anyone wishing to invest and do business with Saudi companies.

4.2 Demographic Data Analysis

There were 25 Saudi companies involved in the study and all the interviewees were between 27 and 46 years of age. Additionally, all participants held either a Bachelor's or a Master's degree, irrespective of their position. As indicated above, there were only 2 females among the 25 interviewees.

4.3 Summary of Analysis of Findings from the Respondents

Table (4.3) below presents a short analysis of each respondent's interview responses

Table (1)

Question 1	
What does trust mean to you?	
Respondent	Summary of Analysis
(1)	Trust means how much people believe in each other, and develops over time through mutual communication between individuals (see Appendix 3, p159).
(2)	Trust is one of the important factors in business relationships (see Appendix 4, p163).
(3)	Trust is an invisible concept and defining it in words is difficult because it is an intangible element (see Appendix 5, p168).
(4)	Trust is an important factor when deciding whether to believe someone (see Appendix 6, p173).
(5)	Trust means faith. When people trust each other, they will have faith in each other (see Appendix 7, p176).
(6)	Trust is the key element of any kind of business, especially between two people or companies who are working together or have a friendship (see Appendix 8, p180).
(7)	Trust is belief in a person, to the extent that one entrusts things that one value to that person (see Appendix 9, p184).
(8)	Trust is something that happens when two or more people share ideas without hesitation and treat each other equally (see Appendix 10, p188).
(9)	Trust is about people being honest and truthful with others (see Appendix 11, p192).
(10)	Trust is communication and the ability of a person to rely on others and be comfortable with them (see Appendix 12, p196).
(11)	Trust is the confidence a person has in someone else based on his/her behaviour (see Appendix 13, p200).
(12)	Trust is the principles of a relationship between one person and another and the belief that the other person will do the right thing regarding the relationship (see Appendix 14, p204).
(13)	Trust is the confidence derived from belief in someone (see Appendix 15, p208).
(14)	Without trust between companies or people, it is difficult to carry on a business, or it might be risky to do so (see Appendix 16, p212).
(15)	Trust is a significant factor in business relationships for many companies (see Appendix 17, p216).
(16)	Trust is the value of the relationship and it is necessary in human life. Without trust, it is risky to carry out business between two parties and difficult to make friendships (see Appendix 18, p220).

(17)	Trust is a fundamental part of a relationship: it relates to belief in someone, the acceptance of what they say and how they act towards you (see Appendix 19, p224).
(18)	Trust is the key to starting a business or any kind of relationship with a particular person or organisation (see Appendix 20, p228).
(19)	Trust can create a relationship and without it, it is difficult to maintain a relationship over time (see Appendix 21, p232).
(20)	Trust is a very important element at the individual level (see Appendix 22, p236).
(21)	Trust means faith. If people trust each other, they will have faith in each other (see Appendix 23, p240).
(22)	Trust is a mutual understanding between parties, such that they can confidently start a relationship with each other (see Appendix 24, p244).
(23)	Trust is a significant factor in relationships. Without trust, it will be difficult to have a successful business (see Appendix 25, p248).
(24)	Trust is a vital part of social phenomena. Without trust, it can be difficult or risky for people or companies to communicate with each other (see Appendix 26, p252).
(25)	Trust is confidence between people and will improve if people understand one another, behave well towards one another and are honest with each other (see Appendix 27, p256).

Summary of Table 1

Trust is an important factor, especially within development of business relationships and in communications between companies. The concept of trust has been used to propose that there are a number of features of trust which account for the confidence between people, or companies getting well on each other. Trust means how much people believe on each other with faith and communication. Trust is the key element to start a good business relationship between people or companies who are working together or having a friendship. Furthermore, trust is the confidence and being honest from one partner to other to obtain the value of relationship which necessary in human life. Therefore, without trust factor in social life or everyday-working it cause risky to carry on business between particular-life. Trust is a significant factor and fundamental building block for any kind of business relationship development. Finally, trust is an important factor in social phenomenon with communication which can develop a mutual benefit between people and organisations of business relationship.

Table (2)

Question 2 How can you tell whether you can trust somebody or not?	
Respondent	Summary of Analysis
(1)	Trust is an important factor in human life, especially in the long term (see Appendix 3, p159).
(2)	Trust can affect the person one is dealing with. Trusting someone is not easy, and requires quite a long period of time (see Appendix 4, p163).
(3)	Trust is a vital factor in relationships but, to be complete, it has to be linked with other factors, such as communication, commitment, behaviour, honesty, experience, and skills (see Appendix 5, p168).
(4)	Trust is the response of two people who have a close relationship (see Appendix 6, p173).
(5)	By looking at the person's manner and behaviour with others (see Appendix 7, p176).
(6)	Trusting someone can be difficult, especially the first time one makes a deal with a partner or meets them. Therefore, it can be risky to rely on someone and trust him/her (see Appendix 8, p180).
(7)	The person's level of trustworthiness is shown in their personality: how he/she deals with other people (see Appendix 9, p184).
(8)	Trust can only be formed between two parties after a certain period of time, for example through meetings and conversations. Then one can determine whether a person is trustworthy or not (see Appendix 10, p188).
(9)	Trust is a very important factor in any relationship. Without this factor, it will be difficult to create a business and continue with it in the future (see Appendix 11, p192).
(10)	Trust is a fundamental part of a relationship between two people. Strong relationships can be built, but not immediately based on a single meeting (see Appendix 12, p196).
(11)	It is hard to know from talking to someone whether one can trust him/her. Only by spending time with them, and getting to know them very well can one judge a person from their actions, behaviour, work, communication and honesty (see Appendix 13, p200).
(12)	From a business perspective, a person's track record can help to form trust (see Appendix 14, p204).
(13)	People should test each other several times, and if they find each other trustworthy only then should they trust them. Time will reveal the truth. One can evaluate someone by feelings, and how they act and deal with others (see Appendix 15, p208).
(14)	Trust is the key factor in any relationship. Spending time with someone will reveal whether they are a good person or not (see Appendix 16, p212).
(15)	One can look at a person and judge whether one can trust him/her (see Appendix 17, p216).
(16)	A person can just another person's trustworthiness based on talking to them, their honesty and their commitment (see Appendix 18, p220).
(17)	When people are cooperating or working with each other, they can gain a better understanding of each other's behaviour, and thus determine whether they are trustworthy or not (see Appendix 19, p224).

(18)	Trust is a very important factor in social life and it takes time to get to know a partner based on his/her actions (see Appendix 20, p228).
(19)	By looking at the person's past record or reputation. Usually, this can be done by talking to people close to the person or who work with him/her, and obtaining feedback (see Appendix 21, p232).
(20)	Testing a person and looking at their history before starting a business with them is a good idea. This can make it easier to carry on a relationship with them in the future and build up trust (see Appendix 22, p236).
(21)	If a person is honest then one can trust them, otherwise not (see Appendix 23, p240).
(22)	Trust is an intangible factor and there is no measure of the principles of relationships (see Appendix 24, p244).
(23)	Trust can affect a person's behaviour towards others and depends on their personality (see Appendix 25, p248).
(24)	Trust requires communication and a good history between partners (see Appendix 26, p252).
(25)	Trust is the belief in someone's feelings, and can be shown by his/her personality (see Appendix 27, p256).

Summary of Table 2

Trust is fundamental to effective interpersonal relations and to community life over long periods of time. On the one hand, trust is about honesty and making a promise to maintain a good relationship between companies or people. On the other hand, it may be difficult or risky for foreign companies to invest and do business in Saudi Arabia because they have different systems of management, rules, policies, government organisation, cultures and habits, all of which are linked to trust and business relationships.

According to most of the respondents, in the context of Saudi companies, trust can affect the building of a close relationship with a person or company one is dealing with. Trust influences work and friendships with other people. However, for relationships to be complete, trust must be accompanied by other relationship factors, such as communication, commitment, good behaviour, honesty, experience, faith and skills. From the Saudi respondents' point of view, trust is an important factor in many relationships, without which it will be difficult to form them in the first place and continue with them long term. To trust somebody in one's social life or one's work life takes time as one must gain an understanding of a person's behaviour in order to determine whether they are trustworthy or not.

Table (3)	
Question 3 How does trust affect your business relationships with other companies?	
Respondent	Summary of Analysis
(1)	Trust can affect business relationships with other companies in various ways. For example, if the company does not trust someone, then it will not accept their bids or contracts (see Appendix 3, p159).
(2)	Trust affects me (the respondent) directly: the more people trust a company, the stronger will be the business relationships between parties (see Appendix 4, p163).
(3)	Trust affects business relationships by developing good communications between companies, which can cause good feeling between them each add value to the other (see Appendix 5, p168).
(4)	No business, whether small or medium-sized, can continue without trust (see Appendix 6, p173).
(5)	Trust is the main factor in any business relationship. People cannot start doing business together if they do not trust each other (see Appendix 7, p176).
(6)	Trust has no effect on business relationships within companies (see Appendix 8, p180).
(7)	Trust does not affect business relationships, because there will always be a policy agreement between two parties (see Appendix 9, p184).
(8)	Trust is very important for business relationship between staff members and managers who are working together. For example, if the business does not involve legalities and paperwork, then it means that people have to trust each other in order to achieve a fair and successful business deal (see Appendix 10, p188).
(9)	Trust has a great impact on business relationships with other companies (see Appendix 11, p192).
(10)	Trust between companies enables smooth and successful business transactions between firms (see Appendix 12, p196).
(11)	Trust can improve business relationships between Saudi companies; helping the development of good communications with other parties (see Appendix 13, p200).
(12)	Trust is the core aspect of any kind of business activity. Without trust it would be difficult to build business relationships with Saudi companies (see Appendix 14, p204).
(13)	Trust can affect business relationships in companies and means that people respond well to others (see Appendix 15, p208).
(14)	Trust affects business significantly. If partners do not trust each other, then they will struggle to do business (see Appendix 16, p212).
(15)	Trust is the core aspect of any business relationship. Without trust, people will find it difficult to communicate with other parties, which will affect the company's business in the future (see Appendix 17, p216).
(16)	The relation between trust and commitment is very strong. Thus, without trust it is difficult to do business with Saudi companies (see Appendix 18, p220).

(17)	Trust is an essential aspect of all business activities, as it allows people to form relationships with others (see Appendix 19, p224).
(18)	Trust is part of all business relationships between companies. Without trust, companies will struggle to continue in business in the Saudi market (see Appendix 20, p228).
(19)	Trust is not that important in business relationships, but along with other factors it might affect business relationships with other companies (see Appendix 21, p232).
(20)	Trust has no effect on business relationships activities (see Appendix 22, p236).
(21)	Trust is a necessary factor in any business relationship (see Appendix 23, p240).
(22)	Trust can affect business relationships between companies. Therefore, good communications are vital (see Appendix 24, p244).
(23)	Trust is a way to achieve a successful business relationship between two parties (see Appendix 25, p248).
(24)	Trust affects business relationships with other companies; because it is one of the key factors in many kinds of business (see Appendix 26, p252).
(25)	Trust can affect business relationship with other companies through good communications and business contracts. Thus, it can affect the business done between companies (see Appendix 27, p256).

Summary of Table 3

Trust can affect business relationships with other companies; if a company does not deal well with others it will be at a disadvantage. However, dealing well with others can help to develop the credibility of a company. Trust can affect business relationships with other companies or organisations in several ways. When the people who work together trust each other, they will communicate well, and develop business relationships that offer good value to the company. Some respondents suggested that trust does not affect business relationships, because there will be a policy agreement between two parties or companies anyway, that they will have to follow according to business law. However, most of the interviewees stated that trust is the core aspect of any business relationship between companies, as it is essential to all business activities, and allows people to form relationships with others.

Table (4)	
Question 4 Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?	
Respondent	Summary of Analysis
(1)	Trust is necessary, not only with Saudi companies, but with any organisation, anywhere in the world (see Appendix 3, p159).
(2)	Trust is the key objective of Saudi companies starting out in business (see Appendix 4, p163).
(3)	Without trust, a business may decline in the long term (see Appendix 5, p168).
(4)	Trust is a necessary factor in doing business with Saudi companies; it is key to building relationships (see Appendix 6, p173).
(5)	Trust is a vital factor in business relationships with Saudi companies (see Appendix 7, p176).
(6)	Trust is not that important for business relationships, but legal agreements are helpful and support good business relationships (see Appendix 8, p180).
(7)	Trust is not a significant factor when doing business with Saudi companies (see Appendix 9, p184).
(8)	Trust is a fundamental part of doing business with Saudi companies (see Appendix 10, p188).
(9)	Trust is one of the main factors when doing business with any company, and in any country, but especially in Saudi Arabia (see Appendix 11, p192).
(10)	Trust is one of the core factors in doing business with Saudi companies, because Saudis demand trust due to their religious convictions (see Appendix 12, p196).
(11)	Trust is extremely important for someone who wants to do business with Saudi companies or with any other company (see Appendix 13, p200).
(12)	Trust is the principal factor when deciding to do business with a Saudi company (see Appendix 14, p204).
(13)	Trust is not important for businesses relationships. Communication and agreements are more necessary than trust (see Appendix 15, p208).
(14)	Trust is a significant part of any business relationship. Companies who want to work with Saudi companies should be willing to be open and honest with them (see Appendix 16, p212).
(15)	Trust is a valuable factor in business relationships, with people and with Saudi companies as well (see Appendix 17, p216).
(16)	Trust is a necessary factor in business relationships with Saudi companies (see Appendix 18, p220).
(17)	Trust is a vital factor in business relationships. If one does not trust someone then one does not have faith in them (see Appendix 19, p224).
(18)	Trust is a fundamental factor in the Saudi context, because it is risky to start doing business with someone whom one finds it hard to trust (see Appendix 20, p228).

(19)	Trust is an added bonus but not essential in a business relationship, because business law provides legal protection (see Appendix 21, p232).
(20)	Trust is not important for business relationships, no matter who the person is or which country they come from. This is because policy agreements create good business relationships (see Appendix 22, p236).
(21)	Trust is an essential factor when conducting proper business with any company in Saudi Arabia (see Appendix 23, p240).
(22)	Trust is not an important factor, because business between companies will be done according to the stated rules and regulations pertaining to the business (see Appendix 24, p244).
(23)	Trust is the key element for any company wishing to do business in Saudi Arabia (see Appendix 25, p248).
(24)	Trust is part of any business relationship and key to doing business with Saudi companies. Therefore, Saudis should establish good communications with their companies, to build up trust and commitment (see Appendix 26, p252).
(25)	Trust is a necessary factor for any business relationship. If people do not trust a Saudi company, then its reputation will suffer and it will find it difficult to make any kind of profit (see Appendix 27, p256).

Summary of Table 4

Trust is an essential aspect of doing business with Saudi Arabian companies. Most of respondents believe that trust is the powerful factor and can affect business relationships factors in the context of the companies. According to the respondents, trust is a necessary factor in doing business with Saudi Arabian companies; therefore, it is a key objective of Saudi companies. Trust is vital in Saudi Arabia because Saudis demand trust due to their religious convictions. Companies wishing to work with Saudi companies should be willing to be open and honest so as to start doing business with a good service history.

The majority of the respondents argued that trust is a part of any business relationship; therefore, Saudi companies must develop good communications with their business in order to build up trust, a good reputation and profits. However, some interviewees did not agree that trust is an essential factor in business relationships, instead arguing that business can be done by complying with company policies and regulations.

Table (5)	
Question 5 Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?	
Respondent	Summary of Analysis
(1)	The respondent did not know any foreign companies, but it can be difficult to build up business relationships with Saudi companies for various reasons (see Appendix 3, p159).
(2)	The respondent did not know any foreign companies that had found it difficult to communicate with Saudi companies (see Appendix 4, p163).
(3)	The respondent did not know any foreign companies, but expressed the belief that companies doing business in Saudi Arabia would be forbidden from selling alcohol (see Appendix 5, p169).
(4)	Did not know any foreign companies that had been unable to build up trust with a Saudi company, but admitted that it was possible (see Appendix 6, p173).
(5)	Did not know of a company that had found it difficult to form a business relation with a Saudi company (see Appendix 7, p176).
(6)	Did not know of any foreign company that had had difficulty doing business with Saudi Arabia (see Appendix 8, p180).
(7)	Did not know any foreign companies but assumed it might be difficult to sell items that are forbidden in Saudi Arabia (see Appendix 9, p184).
(8)	Did not know any foreign companies that had had difficulties building business relationships with Saudi companies (see Appendix 10, p188).
(9)	Talked of some foreign companies that had faced difficulties investing in or doing business with Saudi organisations, as they were prohibited due to Islam and the culture (see Appendix 11, p193).
(10)	Did not know any foreign companies but had heard that most foreign countries were extremely happy doing business in Saudi Arabia, in sectors such as oil, gas, telecommunications, construction of hospitals, schools, universities, and offices and other business activities (see Appendix 12, p196).
(11)	Unaware of any foreign companies that had found it difficult to do business with Saudi companies, but admitted that some differences might affect business relationships and make communication difficult (see Appendix 13, p201).
(12)	Any foreign company would need to understand the policy and culture of Saudi companies before starting doing business with them (see Appendix 14, p204).
(13)	Did not know of any foreign company that had found it hard to do business with Saudi companies (see Appendix 15, p208).
(14)	Knew of some companies. Argued that it is not easy to do business with Saudi organisations because the government has put a lot of regulations in place that many foreign companies do not agree with (see Appendix 16, p212).
(15)	Did not know of any companies that had found it difficult to invest in Saudi Arabia (see Appendix 17, p216).

(16)	Some foreign companies may not have difficult to form business relationships with Saudi companies (see Appendix 18, p220).
(17)	Knew of some foreign companies that had found it difficult to do business with Saudi companies, not only in the Middle East but in some other countries too, due to different regulations, policies and cultures (see Appendix 19, p224).
(18)	Did not know of any companies, but admitted that a few foreign firms might find it difficult to build business relationships with Saudi companies (see Appendix 20, p228).
(19)	Did not agree that any foreign company would face difficulties in building business relationships with Saudi companies (see Appendix 21, p232).
(20)	Did not know of any foreign companies that had found it difficult to start doing business in Saudi Arabia (see Appendix 22, p236).
(21)	Did not know of any companies that had found it difficult to form business relationships with Saudi companies (see Appendix 23, p240).
(22)	Agreed that, because foreign companies have different organisational structures and policies, they can come to disagreements with Saudi companies (see Appendix 24, p244).
(23)	Did not know of any, but stated that foreign companies would not establish a business relationship with a Saudi company unless an agreement was put in place (see Appendix 25, p248).
(24)	Knew of a few companies that had not been able to do business with Saudi companies (see Appendix 26, p252).
(25)	Agreed that some foreign companies have different systems, making business relationships difficult (see Appendix 27, p256).

Summary of Table 5

Some foreign companies find it difficult to do business or invest in Saudi Arabia because they have different systems of management, rules, policies, government organisations, cultures and habits, all of which are linked to trust and business relationships.

According to the respondents, some foreign companies are unable to do business with Saudi companies, because the Saudi government has a different system and imposes a lot of regulations, which many foreign companies do not agree with, and which might make it risky to invest in Saudi Arabia and harm their long-term success in the country. However, the majority of the respondents suggested that they did not know of any foreign companies that had found it difficult to do business with Saudi companies. They did mention, though, that some foreign companies might not be able to do business or not be allowed to invest, for example those selling alcohol because it is forbidden by the Saudi government and prohibited under Islamic-law or Sharia-law.

The reason why foreign companies might be unable to start or carry on doing business in Saudi Arabia is because the culture of the country is different. On the other hand, the Saudi government has a good level of business relationships and communication with international companies, such as those in the oil, gas, telecommunications, and construction sectors.

Table (6)
Question 6 What does trust mean at the national level?

Respondent	Summary of Analysis
(1)	Trust at the national level means cultural, political and economic similarities between nations that allow them to benefit from one another (see Appendix 3, p159).
(2)	At the national level, trust is a combination of three key factors: honesty, credibility and integrity (see Appendix 4, p164).
(3)	Trust at the national level is made up of a combination of several factors, such as mutual cooperation, honesty, integrity and dedication (see Appendix 5, p169).
(4)	Trust at the national level means relationships between companies at the government level (see Appendix 6, p173).
(5)	Trust at the national level means trust between governments or countries (see Appendix 7, p176).
(6)	The national level of trust is trust between organisations and governments (see Appendix 8, p180).
(7)	National-level trust is faith between two countries that conduct business together (see Appendix 9, p185).
(8)	Trust forms at the national level when the government of each nation enters into an agreement to help the other in areas where they require assistance (see Appendix 10, p189).
(9)	Trust at the national level is supported by governments (see Appendix 11, p193).
(10)	When two countries have good business ties and share/exchange business relationships with each other (see Appendix 12, p197).
(11)	Trust at the national level depends on how countries communicate with one another (see Appendix 13, p201).
(12)	Trust at the national level is the trust between nations, their leaders and the people who are in charge (see Appendix 14, p205).
(13)	National-level trust is the trust shared between companies, and their level of confidence in each other (see Appendix 15, p209).
(14)	Trust between companies will bring national-level trust, as it will lead o relationships between countries (see Appendix 16, p213).
(15)	Trust at the national level refers to how government departments from two countries work with each other (see Appendix 17, p217).

(16)	National-level trust occurs between organisations, governments and citizens, and includes political ties (see Appendix 18, p221).
(17)	At the national level, trust occurs between people who are working with governments to exchange benefits between countries (see Appendix 19, p224).
(18)	Trust at the national level determines which organisations or nations are trustworthy and can develop business relationships with each other (see Appendix 20, p228).
(19)	The national level of trust refers to how two countries do business and benefit from the exchange or sale of products to each other (imports and exports), and to business relationships between the two parties (see Appendix 21, p232).
(20)	The national level of trust occurs when two countries have an agreement to start doing business with each other (see Appendix 22, p236).
(21)	It means that a nation is trustworthy in its dealings with other countries, so that it is safe to do business with it, and to exchange benefits with it (see Appendix 23, p240).
(22)	Trust at the national level means a relationship of integrity, commitment and confidence amongst countries doing business with each other (see Appendix 24, p245).
(23)	The national level of trust is an important element in business relationships with other states (see Appendix 25, p248).
(24)	National-level trust occurs when an organisation is concerned with building a good relationship and good communications with another party (see Appendix 26, p252).
(25)	The national level of trust refers to people working with the government and doing business with other governments to support and exchange benefits between both countries (see Appendix 27, p256).

Summary of Table 6

The importance of national-level trust has long been emphasised by organisations for building up relationships between companies. National-level trust is an essential element of business relationships and how organisations communicate with government departments.

Trust at the national level refers to relationships between organisations at the government level. Also, the national level of trust is made up of a combination of several factors, such as mutual cooperation, honesty, integrity and dedication. The national level of trust refers to faith in a country to conduct business relationship development, especially when its government enters into agreements with other countries or governments to help each other should they require assistance. Moreover, trust at the national level can depend on how countries communicate with one another, particularly leaders. As a result, national-level

trust occurs between people who are working with the government or the public sector to exchange benefits between countries. As well as culture, the political and economic status of a country can influence the government's trustworthiness for developing business relationships with other countries.

Table (7)	
Question 7 Does trust at the national level affect the business of Saudi companies?	
Respondent	Summary of Analysis
(1)	Trust at the national level strongly affects the relationships between parties (see Appendix 3, p160).
(2)	Trust at the national level is increases the level of honesty in businesses of Saudi companies (see Appendix 4, p164).
(3)	Trust at the government level will facilitate and encourage investors from other states (see Appendix 5, p169).
(4)	Many national and international companies have joint ventures in Saudi Arabia because the purchasing power is strong and the market is good (see Appendix 6, p174).
(5)	Trust at the national level positively affects Saudi companies' business (see Appendix 7, p176).
(6)	The Saudi government has made a lot of provisions for the safety of companies, especially international companies from the USA, the UK, Europe and Asia, doing business with Saudi Arabia (see Appendix 8, p181).
(7)	Saudi Arabia already has good trustworthy connections with many international companies, which is reflected in the trade links between countries (see Appendix 9, p185).
(8)	Trust at the national level makes it easy for companies/businesses to interact with each other (see Appendix 10, p189).
(9)	Trust at the national level affects most of the business of Saudi companies. For example, the parties involved need to have a good communication to trust each other and have a long relationship too. (see Appendix 11, p193).
(10)	National-level trust between countries or companies does not affect their business dealings with each other (see Appendix 12, p197).
(11)	National-level trust in Saudi Arabia has affected business with other countries that might invest and do business there (see Appendix 13, p201).
(12)	Trust between national partners is important for the forming of good business relationships (see Appendix 14, p205).
(13)	Trust in Saudi organisations' relationships at the national level can create fruitful business opportunities between countries (see Appendix 15, p209).
(14)	If organisations do not trust each other at the national level then there will be too much risk in the way of governments doing business, for example import and export items, taxes and products (see Appendix 16, p213).
(15)	The national level of trust affects Saudi Arabian companies. The people in charge and those working with the government sector need to consider the value of business relationships inside companies (see Appendix 17, p217).
(16)	National-level trust is a significant part of business relationships between nations wishing to create mutual benefits (see Appendix 18, p221).

(17)	Trust at the national level is one of the most important factors in a business relationship (see Appendix 19, p225).
(18)	Trust at the national level is a necessary part of business between two or more countries (see Appendix 20, p229).
(19)	National-level trust can provide companies in Saudi Arabia with a secure working environment (see Appendix 21, p233).
(20)	Saudi Arabian companies have the ability to have good business relationships with other parties because Saudi Arabia has strong relationships with other countries such as the USA (see Appendix 22, p237).
(21)	National-level trust can affect the business relationships between two companies who are dealing with each other (see Appendix 23, p240).
(22)	Saudi companies would not be able to start joint business ventures with other countries unless the two governments had a good and trustworthy relationship (see Appendix 24, p245).
(23)	Trust affects business relationships at the national level of government (see Appendix 25, p249).
(24)	Trust is an important factor in business at the national level; helping organisations to achieve success (see Appendix 26, p253).
(25)	The national level of trust affects business relationships between government sectors (see Appendix 27, p256).

Summary of Table 7

Trust between companies at the national level does affect country in business relationship. According to most of the respondents, trust at the national level affects the business of Saudi Arabian companies. However, one respondent suggested that the national level of trust is not important in the country. The majority of the respondents suggested that trust at the government level will facilitate and encourage investors from other countries. At the same time, there are many international companies who have formed joint ventures with Saudi companies because the purchasing power is strong and the market works well. The Saudi government has made a lot of provisions for the safety of international companies operating and investing in Saudi Arabia, including those from the USA, the UK, Europe and Asia. The national level of trust is important because, without it, there will be too many obstacles preventing governments from doing business, such as import and export laws, and taxes. The respondents also suggested that Saudi companies and the people in charge of and working with the government sector need to consider the value of business relationships within company.

Table (8)	
Question 8 In your opinion how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?	
Respondent	Summary of Analysis
(1)	Governments should make policies which encourage the launch of mutual business ventures with other countries, and individuals should respect each other's values (see Appendix 3, p160).
(2)	Trust between companies can be developed by making conditions easier for business companies (see Appendix 4, p164).
(3)	Raise the level of trust between companies and increase the levels of communication (see Appendix 5, p169).
(4)	Good relationships already exist between companies, but they can be improved by establishing more agreements and joint ventures (see Appendix 6, p174).
(5)	Trust can be develop for the benefit of business relationships in Saudi companies through good communication, commitment, honesty and work experience, which will drive business in the right direction (see Appendix 7, p177).
(6)	Trust is not important at the national level, but legal agreements and safety are highly necessary (see Appendix 8, p181).
(7)	National-level trust between countries can be strengthened by developing suitable relationships in the government sector (see Appendix 9, p185).
(8)	National-level trust can be developed by looking at how other states have done business with organisations that can benefit Saudi companies (see Appendix 10, p189).
(9)	Trust can be developed at the national level in the country by implementing the right business management and business plans (see Appendix 11, p193).
(10)	Trust can be developed at the national level by specifying business values to guide Saudi companies (see Appendix 12, p197).
(11)	Trust can be developed through business relationships that demonstrate the quality of Saudi companies' work (see Appendix 13, p201).
(12)	National-level trust can affect the business relationship between countries and might allow them to have a mutual benefit and have a strong relation (see Appendix 14, p205).
(13)	Trust can be developed if two countries support each other at the international level at global events (see Appendix 15, p209).
(14)	Trust can be developed if companies have good communications and business between each other (see Appendix 16, p213).
(15)	Trust can be developed through communication and experience, which are the most valuable elements at the national level of business (see Appendix 17, p217).
(16)	Trust cannot provide the full benefits of business relationships. Advertising and communications media should be used to project a good image for Saudi companies (see Appendix 18, p221).
(17)	Trust is an important factor in business relationships at the national level. Leaders, managers and workers need to have good connections (see

	Appendix 19, p225).
(18)	Trust can be developed between Saudi companies by the offering of tax incentives to importers, the conducting of workshops, and fair business practices (see Appendix 20, p229).
(19)	Trust can be developed in business relationships at the national level through flexible policies and regulations to increase the level of business (see Appendix 21, p233).
(20)	Trust is not an important issue at the national level, but policy and business contracts are necessary for companies (see Appendix 22, p237).
(21)	Trust building in Saudi companies should take place at high levels, including at the government level (see Appendix 23, p241).
(22)	Trust can be developed by the government to provide more support for Saudi companies that are interested in joint business ventures (see Appendix 24, p245).
(23)	Trust can be built through communication between companies, and that will increase their market share (see Appendix 25, p249).
(24)	Trust can be developed through business relationships and ensuring commitment to business values (see Appendix 26, p253).
(25)	Trust can be developed if the government makes it easier for businesses and perhaps provides incentives and creates an easier process for legal issues and arbitration (see Appendix 27, p256).

Summary of Table 8

Trust can be developed through good business relationships for Saudi companies. However, the Saudi government should make its policies more flexible and enforce contracts between companies to encourage the launch of mutual business activities and increase the value of companies. Trust can be developed for the benefit of business relationships in Saudi companies through good communication, commitment, honesty and work experience. This will drive businesses in the right direction. Good relationships already exist between companies, and this can be improved by the establishment of more agreements and joint ventures. This will raise the level of trust between companies and will also increase the level of communication. In addition, trust can be developed at the national level by implementing the right business management and business plans, which will benefit the country. The Saudi government should form policies that encourage the launch of mutual business ventures with other countries, while individuals should respect each other's values. Furthermore, advertising and communications media need to be used to improve companies' and the country's reputation. Tax incentives should be offered to importers, workshops should be run, and business should be conducted fairly.

Table (9)	
Question 9 How do you evaluate current business activities in Saudi Arabian companies at the national level?	
Respondent	Summary of Analysis
(1)	There is a good level of trade between companies in Saudi Arabia (see Appendix 3, p160).
(2)	The business activities in Saudi Arabian companies are increasing well with other companies and foreigner too (see Appendix 4, p164).
(3)	Evaluation of business activities can only be done by looking at the background of the company and how they deal or communicate with Saudi companies (see Appendix 5, p169).
(4)	Business activities in Saudi Arabia are getting better as there are many companies investing and entering into joint ventures with international companies, such as in the oil, gas, telecommunications and construction sectors (see Appendix 6, p174).
(5)	There are many organisations supporting business activities in Saudi Arabia (see Appendix 7, p177).
(6)	The business activities of companies are very good in Saudi Arabia (see Appendix 8, p181).
(7)	Business activities in Saudi companies have grown rapidly over the last 20 years (see Appendix 9, p185).
(8)	Governments and companies are already working to establish a strong basis for good mutual working relationships in the country (see Appendix 10, p189).
(9)	The business activities of companies in Saudi Arabia are better than ever and companies are operating with high efficiency (see Appendix 11, p194).
(10)	Business activities in Saudi Arabia are improving because the Saudi government has put a strategic plan in place to increase their economic value (see Appendix 12, p197).
(11)	Both the public and private sectors have improved their business activities and, as of now, there are more projects worth billions of dollars than ever before (see Appendix 13, p201).
(12)	Business activities between national public companies have helped to create more jobs; hence, business is currently going well for Saudi Arabia (see Appendix 14, p205).
(13)	The business activities of Saudi companies are developing, increasing value (see Appendix 15, p209).
(14)	Business activities have a strong value and there are good relationships between companies (see Appendix 16, p213).
(15)	Saudi Arabia is doing business quite well and that reflects well on its companies (see Appendix 17, p217).
(16)	Saudi companies have good business prospects; because they have good communications and good service (see Appendix 18, p221).
(17)	The value of the business activities of Saudi companies are increasing (see Appendix 19, p225).
(18)	Business activities in Saudi Arabia are growing in value because communications have improved and business management has developed as well (see Appendix 20, p229).
(19)	Business activities in Saudi companies are successful, judging by the statistics (see Appendix 21, p233).

(20)	Saudi companies have increased their business through total quality management (see Appendix 22, p237).
(21)	The current businesses activities are good based on the increased number of Saudi companies (see Appendix 23, p241).
(22)	The business activities are great between companies, because of good communications and relationships (see Appendix 24, p245).
(23)	There are good business relationships between Saudi companies as a result of trust and other factors (see Appendix 25, p249).
(24)	Saudi companies have good relationships with each other; therefore, they have trust, cooperation and commitment (see Appendix 26, p253).
(25)	The business relationships between companies are leading to a good level of business activity (see Appendix 27, p257).

Summary of Table 9

The business activities of Saudi Arabian companies are well developed. Recently, more projects worth billions of dollars have been initiated in Saudi Arabia, and more business activities are being developed than ever before. Business relationships are becoming stronger and there are more Saudi companies working with each other in various sectors, including banking, education, roads, services and hospitals.

According to the respondents, Saudi companies can be deemed successful based on their background and how they deal with other companies and communicate. There is much investment from international companies and joint ventures in areas such as oil, gas, telecommunications and construction. Business activities in Saudi Arabia have increased due to the support of government organisations and companies working to establish a strong basis for good mutual working relationships in the country. Business relationships between Saudi companies are good and the market is strong. The business activities of companies are working well than before because of good communication, relationships and better quality management.

Table (10)	
Question 10 In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?	
Respondent	Summary of Analysis
(1)	The Saudi Arabian government should make it easier for businessmen by offering flexible trading terms (see Appendix 3, p160).
(2)	The development of business relationships is entirely based on trust and companies need to work hard, and the right legal framework is required at the national level, to increase business (see Appendix 4, p165).
(3)	At the national level, trust within Saudi companies needs to be improved, such as how to solve issues of unemployment (see Appendix 5, p170).
(4)	To develop business relationships in Saudi Arabia, the Saudi government needs to deal more with foreign companies to help them build good business plans and deliver a high level of service. Also, good communications and commitment needs to be developed (see Appendix 6, p174).
(5)	Close ties between companies are needed in order to develop business relationships in Saudi Arabia (see Appendix 7, p177).
(6)	Firstly, a good business plan is needed. Secondly, good communications with foreign or international companies are required. Finally, companies need to follow government policy, work legally and hire more employees with experience (see Appendix 8, p181).
(7)	The government needs to put suitable policies and the right legal framework in place to develop the business success of Saudi companies (see Appendix 9, p186).
(8)	Communication and commitment at the national level would increase trust and gradually develop business relationships (see Appendix 10, p190).
(9)	Trust is the first step in building a business relationship with companies, therefore Saudi companies needs to have a good relationship with foreign national to develop (see Appendix 11, p194).
(10)	Trust will be developed and will help increasing business relationship on national level; positive news will be reflected by market interest in investment. (see Appendix 12, p197).
(11)	The high-technology and service sectors can help Saudi companies to develop better business management and equipment (see Appendix 13, p202).
(12)	Honesty, communication and delivering on time, keeping promises, good relationships and trust will all increase and develop the Saudi market (see Appendix 14, p205).
(13)	Working together at the political level would be beneficial for companies. The Saudi government should offer more job opportunities, which could encourage investment in Saudi Arabia (see Appendix 15, p209).
(14)	Improving sales technology could increase the profits of Saudi companies and develop business at the national level. Also, foreign or international firms could make frequent visits to support Saudi distributors (see Appendix 16, p213).

(15)	The Saudi government should work through their local representatives to develop business relationships (see Appendix 17, p217).
(16)	Saudi companies need to be efficient and utilise the best resources (see Appendix 18, p221).
(17)	The leaders or managers of Saudi companies should make sure that people trust them (see Appendix 19, p225).
(18)	Saudi Arabian companies should have flexible terms of trade with foreign companies. Also, benefits and relaxations on importing and exporting should be considered (see Appendix 20, p229).
(19)	The Saudi government should take measures to review business management through communication, customer care, and time management (see Appendix 21, p233).
(20)	Saudi companies should have good relations with the national level so as to develop relationships between each other (see Appendix 22, p237).
(21)	The government must adopt policies to attract international companies to invest in our company; that would increase our budget (see Appendix 23, p241).
(22)	There is a need to provide security for investors in Saudi Arabia, so that companies feel secure doing business in Saudi (see Appendix 24, p245).
(23)	Companies should have strong polices and be elastic at the same time to increase their profits in business (see Appendix 25, p249).
(24)	Conditions and rules for investment have to be standardised and there must be good communications (see Appendix 26, p253).
(25)	The Saudi government should create more free trade agreements, hold more business fairs and provide easy access to companies (see Appendix 27, p257).

Summary of Table 10

The development of business relationships in Saudi companies is entirely based on trust, communication, honesty and commitment. Also, directors need to work together with government departments or organisations to gain support with their business requirements. Furthermore, Saudi companies should try to attract employees with experience and work skills, which could encourage greater investment in Saudi Arabia. However, exporters and investors should be aware that corruption of their public officials is prohibited under domestic law.

Trust at the national level is needed to improve the business and management within Saudi companies, for example regarding unemployment issues. Developing business relationships at the national level requires the Saudi Arabian government to deal with and invest more in foreign or international companies, to help them build well-structured

business plans and provide a high level of service. Additionally, good communications and commitment needs to be developed between Saudi companies. Companies need to follow government policy, work legally and hire more employees with experience so as to increase the level of trust in business relationships. Furthermore, high-technology and service sectors can help Saudi companies to develop equipment. Saudi companies should take measures to review their business management through communication, customer care and time management. They need to have strong policies and at the same time be elastic in order to increase their profits. The government should provide business fairs and easy access to companies. Finally, the Saudi government should work through their local representatives to develop business relationships at the national level.

Table (11)

Question 11 What is trust at the organisational level?

Respondent	Summary of Analysis
(1)	Organisational trust is sharing communication and expertise (see Appendix 3, p160).
(2)	There is not much difference between trust at the individual level and at the organisational level; the definition of trust will remain similar in both cases (see Appendix 4, p165).
(3)	Trust at the organisational level is all about changing business processes in order to facilitate exchange between companies (see Appendix 5, p170).
(4)	Trust at the organisational level is when partners have confidence in each other due to agreements regarding business practices (see Appendix 6, p174).
(5)	A trustworthy relationship between organisations can help them to conduct their business well and without any conflict (see Appendix 7, p177).
(6)	Organisational-level trust is a part of a business relationship between two or more parties with policy agreements, which means that people can work together and trust each other (see Appendix 8, p181).
(7)	Trust at the organisational level is trust between corporations that are dependent on how they treat each other (see Appendix 9, p186).
(8)	When two organisations share personal experiences with each other and struggle to achieve combined success (see Appendix 10, p190).
(9)	Trust at the organisational level is when two companies are willing to work together and invest funds in joint ventures (see Appendix 11, p194).
(10)	Trust at the organisational level is the reliability of an organisation to deliver results to which it has committed (see Appendix 12, p198).
(11)	Trust at the organisational level is trust between companies and it is essential for business performance and revenues (see Appendix 13, p202).

(12)	Trust at the organisational level is about loyalty, and fair dealings with suppliers, customers and all those associated with the business, including shareholders (see Appendix 14, p206).
(13)	Trust at the organisational level is the level of trust between companies or parties that do business with each other (see Appendix 15, p210).
(14)	Trust at the organisational level is trust between companies and relates to how they do business with each other (see Appendix 16, p213).
(15)	The extent to which organisations are linked at the business partner and management levels (see Appendix 17, p217).
(16)	Trust is one of the most important factors in business and occurs between companies doing business together (see Appendix 18, p222).
(17)	The level of organisational trust is indicated by the amount of business being done between companies (see Appendix 19, p225).
(18)	Trust at the organisational level is trust between corporations, and involves friendliness; honesty and long-term business relationships (see Appendix 20, p230).
(19)	Trust means the realisation of the rights of the people who are working around you (see Appendix 21, p233).
(20)	At the organisational level, trust is the vital factor between people and processes, and the communication of the organisation's views to its employees (see Appendix 22, p237).
(21)	Trustworthy relationships between organisations support them to conduct business without conflict (see Appendix 23, p241).
(22)	Trust at the organisational level is when two organisations have trustworthy relationships at the level of government (see Appendix 24, p246).
(23)	Organisational-level trust usually occurs when a company is trying to find a partner with whom they can work and build up a good relationship (see Appendix 25, p249).
(24)	Organisational-level trust is the general belief by an employee that the organisation's values are good and it cares about its business relationship (see Appendix 26, p253).
(25)	Organisational-level trust occurs between organisations or companies that deal with each other and have agreements in place (see Appendix 27, p257).

Summary of Table 11

Trust at the organisational level occurs when a company does business with other companies. It involves commitment in achieving a goal. Trust at the organisation level means sharing communication and experience. At the organisational level, it is all about changing the business process in order to facilitate exchange between companies to help each other conduct business well with no conflict.

On the one hand, the organisational level of trust is a part of any business relationship between two or more parties with a policy agreement, meaning that people can work

together and trust each other. Trust means that an organisation will deliver the results to which it has committed and is essential for business performance. Loyalty ensures fair dealings with suppliers, customers and all those associated with a business, including shareholders. Finally, at the organisational level, a company finds a partner with whom they have the capability to work and build up a good relationship. Trust at the organisational level can also mean that the employees have a good idea of the company's values, make good contributions and care about their business relationships.

Table (12)

Question 12 What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Respondent	Summary of Analysis
(1)	The level of commitment, integrity, mutual cooperation and equality (see Appendix 3, p161).
(2)	The abilities of two companies to adapt to the environment (see Appendix 4, p165).
(3)	Various factors can affect trust, such as the level of cooperation, attitude towards commitments, behaviour towards workers and management (see Appendix 5, p170).
(4)	Commitment, communication, empathy and honesty (see Appendix 6, p174).
(5)	Behavioural differences between companies can be considered a key factor when building trust (see Appendix 7, p177).
(6)	Safety is a big issue in Saudi Arabia and all companies need to ensure it so that they can develop trust, commitment, honesty, cooperation and communication between the companies and do business well in the short and long term (see Appendix 8, p181).
(7)	Trust exists when there is respect; thus companies need to understand each other in order to be able to trust each other (see Appendix 9, p186).
(8)	All business factors are important when developing business relationships between Saudi companies (see Appendix 10, p190).
(9)	Trust develops when companies work together for a long time and have good experiences of working with each other (see Appendix 11, p194).
(10)	It is necessary to develop trust with other companies, especially when other parties have a good relation; name and history in the market (see Appendix 12, p198).
(11)	The rules and goals of organisations should be considered. Also, understanding the mentality and behaviour of people is important to any communication between companies (see Appendix 13, p202).
(12)	Trust can be realised by looking at people's personalities and judging whether they can be considered trustworthy. One must also look at how a company treats its employees and customers (see Appendix 14, p206).

(13)	Trust means believing that a person or company will behave well and deal honestly with the other party. Acting in this way will make the process easier and more successful (see Appendix 15, p210).
(14)	One needs to consider the quality of the product, brand name, value and advertising. These elements help to develop trust in Saudi companies (see Appendix 16, p214).
(15)	Commitment is an important element of trust. Also, good communication and work can help to build up trust (see Appendix 17, p218).
(16)	Developing trust between consumer and company should create good strong relationships. Investment can process knowledge about their work in the company (see Appendix 18, p222).
(17)	Trust needs to be developed in employees and owners who need to adapt to each other with respect between companies, regarding their culture and market (see Appendix 19, p226).
(18)	Companies have to work together as a team in order to develop trust (see Appendix 20, p230).
(19)	The development of trust is a necessary factor in any business relationship, especially between buyer and seller. Trust will lead to greater profits and other benefits of developing business relationship between companies in the context of Saudi (see Appendix 21, p234).
(20)	An organisation's behaviour is a big issue when starting to build a relationship with another company (see Appendix 22, p237).
(21)	Differences between companies need to be considered when building trust (see Appendix 23, p241).
(22)	Business management needs to consider aims and objectives, commitment, investment, the development of technologies, skills and learning more about how to communicate between companies (see Appendix 24, p246).
(23)	Communications, behaviour, honesty and commitment; all these factors can help to develop trust in business relationships in Saudi companies (see Appendix 25, p249).
(24)	Saudi companies need to develop cooperative business relationships in order to have good management with the right regulations (see Appendix 26, p253).
(25)	The traditions and behaviour of people must be focused upon, as they can influence trust when developing business relationships between companies (see Appendix 27, p257).

Summary of Table 12

Companies need to consider more about the quality of their products, advertising, brand name, services, and information technology. All those aspects can help to develop business relationships. The development of trust between Saudi companies requires commitment, integrity and relationships. According to the respondents, Saudi companies

should consider business factors such as commitment, communication, empathy and honesty in order to develop trust when working with other companies. Safety and security are the most fundamental elements in Saudi Arabia. They will help companies to do well in business in the short and the long term. Good aims and objectives and a good reputation in the market are important. Trust requires a belief that the person or company can provide what they have promised and will behave well towards their partner, making the process easier and more successful.

Table (13)

Question 13 Do you think that the Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Respondent	Summary of Analysis
(1)	It may have some effects because foreign companies might misunderstand the culture and the religion of the Saudi people (see Appendix 3, p161).
(2)	The Saudi Arabian culture is very social and they can do business with foreign companies but have to understand the culture before they start doing business (see Appendix 4, p165).
(3)	Yes, foreign companies should consider cultural factors before starting any business venture in Saudi Arabia; because it is a religiously dominated society (see Appendix 5, p170).
(4)	Companies based on foreign organisational structures usually have a high professional working style and great experience among their staff (see Appendix 6, p174).
(5)	Yes, the Saudi Arabian culture affects business relationships with foreign companies as they work more efficiently and has better experience with business strategy than Saudi companies (see Appendix 7, p178).
(6)	Yes, the Saudi Arabian culture affects business relationships with foreign companies, because they have a different style and better knowledge of working (see Appendix 8, p182).
(7)	Foreign companies should learn about the Saudi culture before starting to do business here (see Appendix 9, p186).
(8)	The Saudi Arabian culture does affect foreign companies' business relationships because they need to understand people's points of view (see Appendix 10, p190).
(9)	Foreign people should be taught about the Saudi Arabian culture and ways of doing business and Saudis also need to understand their partners to ensure better results (see Appendix 11, p194).
(10)	Yes, every culture has its own way of working and communication. The Saudi Arabian culture is different from the cultures of many foreign companies (see Appendix 12, p198).

(11)	Yes, the culture and environment in Saudi Arabia are fairly different from most foreign countries. Also the way of conducting business is different (see Appendix 13, p202).
(12)	Foreign employee's work all day but some Saudis employees spend time with friends, family and waste time, which can cause Saudi companies to work more slowly than foreign ones (see Appendix 14, p206).
(13)	Yes, the differences in culture can cause problems between companies as every culture has its own ideas and ways of doing business (see Appendix 15, p210).
(14)	Yes, foreign companies often disagree on many aspects of business due to the differences between the Saudi culture and values and those of foreign countries (see Appendix 16, p214).
(15)	Foreign companies have a different attitude towards time and this causes problems (see Appendix 17, p218).
(16)	Yes, Saudi companies do not have many female employees. While in the USA and the EU women are able to work as long as they have qualifications and work experience. Therefore, culture can play a very important part in business (see Appendix 18, p222).
(17)	Yes, Saudi culture affect business relationship with other foreign companies, therefore professional working is based on projects with company objectives (see Appendix 19, p226).
(18)	Yes, I believe that cultural differences can greatly affect business relationships at the organisational level in Saudi Arabia (see Appendix 20, p230).
(19)	Yes, the effects of culture will be diminished when different nationalities recognise their differences and give proper respect to each other (see Appendix 21, p234).
(20)	Yes, the Saudi Arabian culture affects business relationships, because country has a different system and culture too, therefore foreign country needs to have a better understanding of how to start business in Saudi (see Appendix 22, p238).
(21)	In Saudi Arabia, time is slightly less important which may delay the goals of actual business development, whereas foreign companies do not like to slow down. Therefore, culture has a significant effect on business relationships (see Appendix 23, p242).
(22)	Yes, it can have an effect but not a great one because cultural differences can be reduced by increasing the interaction between parties (see Appendix 24, p246).
(23)	Yes, the Saudi Arabian culture affects business relationships with foreign companies because of a different style of working (see Appendix 25, p250).
(24)	Yes, Saudi Arabia has a different culture, which is built on religion and society, that might affect foreign companies investing and doing business in Saudi Arabia (see Appendix 26, p254).
(25)	Yes, Saudi Arabian culture is totally different from foreign culture (see Appendix 27, p257).

Summary of Table 13

Saudi Arabia has a different culture that is built on religion and society and might affect foreign companies investing and doing business in Saudi Arabia. Foreign companies may not understand the Saudi culture and religion before they start doing business. However, when they have worked with Saudi companies for a while, they will understand and have better relationships with them. Foreign companies should consider cultural factors before starting any kind of business project in Saudi Arabia.

The Saudi Arabian culture can affect business relationship with foreign companies because of different styles of working and different business strategies. Foreign people doing business in Saudi Arabia need to be taught about the Saudi Arabian culture and its ways of doing business but Saudis should try to understand their partners as well to ensure better results. Differences in culture can cause problems between companies as every culture has its own ideas and ways of doing business. Companies can work in line with other objectives and then the impact of culture can be greatly minimised. For example, time is slightly less important for Saudi Arabian people than for foreign companies. This may delay the goals of business development which foreign companies can find hard to accept. However, cultural differences can be reduced by increasing the interaction between the parties involved.

Table (14)

Question 14 In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Respondent	Summary of Analysis
(1)	Trust at the organisational level is important for companies who are trust each other. Profit earning is the primary objective of all companies and cannot be achieved or be successful if companies cheat on each other (see Appendix 3, p161).
(2)	Trust affects businesses relationship in Saudi Arabia because without trust businesses cannot develop (see Appendix 4, p165).
(3)	The objectives of Saudi companies can be greatly affected by trust in business management at the national level (see Appendix 5, p170).
(4)	Trust can affect business objectives in Saudi Arabia but not to a very large extent (see Appendix 6, p175).
(5)	Trust at the national level can affect the objectives of Saudi companies (see Appendix 7, p178).

(6)	Saudi companies have benefited greatly from foreign companies and their work principles (see Appendix 8, p182).
(7)	The trust of companies depends upon the business commitments between two companies such as; be on time at work, honesty, fulfilling commitments and following policies all these aspects can increase the level of trust. (see Appendix 9, p186).
(8)	Trust does not affect the objectives of Saudi companies to a great extent (see Appendix 10, p190).
(9)	It depends on how much the Saudi companies are involved with others in business (see Appendix 11, p194).
(10)	Trust at the organisational level is the reliability of an organisation to deliver the results to which it has committed (see Appendix 12, p198).
(11)	If there is no trust at the national level, this means there is no trust between organisations/companies and they will not be able to continue doing business with each other (see Appendix 13, p203).
(12)	Companies have different aims and objectives. Also, they can collaborate. There needs to be trust between people in order for a business to be successful because they are supporting each other in the market (see Appendix 14, p206).
(13)	Legalities and agreements are very important at the national level. Every aspect of business is covered regarding non-performance; therefore, trust is not a significant factor (see Appendix 15, p210).
(14)	Trust can affect business relationships greatly through other factors of business such as communication, commitment, cooperation and national security (see Appendix 16, p214).
(15)	Trust can essentially affect business relationship objectives and Saudi companies will work better and earn higher revenues if they have trust (see Appendix 17, p218).
(16)	Trust at the national level is important for people who are working in government sector; it will also reduce the risks of doing business in the country and this will affect Saudi companies (see Appendix 18, p222).
(17)	If there is no trust between staff members and managers then it will be difficult for them to communicate and achieve business objectives (see Appendix 19, p226).
(18)	Trust can affect the objectives of Saudi companies because it can help to create friendly relationships between employees (see Appendix 20, p230).
(19)	Trust cannot affect the objectives of Saudi companies because companies have policies and regulations so staff members and managers follow the rule of business (see Appendix 21, p234).
(20)	Trust in business relationships at the national level is created by legal agreements and policies (see Appendix 22, p238).
(21)	If there is no trust in Saudi companies then businesses may suffer or fail (see Appendix 23, p242).
(22)	Trust can affect the objectives of Saudi companies. Without trust, people will find it difficult to communicate with each other and carry out the tasks of the

	business and this might be a risk for Saudi companies (see Appendix 24, p246).
(23)	It depends on the level of trust. Without trust and communication there can be no sustainable relationships between companies (see Appendix 25, p250).
(24)	Trust at the organisational level is very important for the country. Without trust it will be very difficult for the government to carry on doing business with other countries (see Appendix 26, p254).
(25)	Trust at organisational level can effect on the objectives of Saudi Arabian companies and the value of business relationship in Saudi companies. (see Appendix 27, p257).

Summary of Table 14

Trust at the organisational level affects the objectives and business relationships of Saudi companies. Especially when they collaborate, there needs to be trust in order for them to be successful. Some respondents do not agree that trust affects the objectives of Saudi companies, and some claim that it depends on how much Saudi companies are involved within other businesses. Companies have different aims and objectives, and collaboration and trust can aid business success. Trust at organisational level is important for people who are working in government sector and not to take a risk as it will affect the business relationship greatly by using the other factors of business by Saudi companies; such as, communication, commitment, cooperation and national security. Without the elements of trust, people will find it difficult to communicate with each other and do business, which might present a risk to Saudi companies.

Table (15)	
Question 15	What is individual trust?
Respondents	Summary of Analysis
(1)	Individual trust is a one-to-one relationship of commitment, integrity, credibility and cooperation (see Appendix 3, p161).
(2)	Individual trust means social connections and interactions with different types of people living in a similar environment (see Appendix 4, p166).
(3)	Individual trust means that one party believes in another's capabilities and skills. Also, individual trust is the beginning of a social relationship (see Appendix 5, p171).
(4)	Individual trust is a type of contract between partners (see Appendix 6, p175).
(5)	Trust between people involves relationships and communication at the individual level (see Appendix 7, p178).

(6)	Trust means believing in people and having faith in them, and having the ability to maintain relationships (see Appendix 8, p182).
(7)	Individual trust is trust between people. It requires that a person be cooperative, give respect to others and be honest (see Appendix 9, p186).
(8)	Trust at the individual level is the first step towards trust at the organisational and national levels (see Appendix 10, p191).
(9)	Individual trust is when two people trust each other by understanding and respecting each other and being honest (see Appendix 11, p195).
(10)	Trust occurs when people deal with others and express their feelings with honesty and respect (see Appendix 12, p199).
(11)	Individual trust is trust between people based on how they communicate, and their honesty with each other (see Appendix 13, p203).
(12)	Individual trust can mean creating and sharing the important things in life with a partner (see Appendix 14, p206).
(13)	Individual trust is trust from the people around you, how they perceive you as a person and how reliable they think you are based on their experience of you over a long period of time (see Appendix 15, p210).
(14)	Trust from family, relatives, work colleagues and friends are called individual trust. It also occurs in relationships between employees and managers (see Appendix 16, p214).
(15)	Individual trust is faith between two people and it comes from the way they deal with and respect each other (see Appendix 17, p218).
(16)	If two people trust each other then this is called individual trust. It is also the trust between friends, family and colleagues (see Appendix 18, p222).
(17)	Individual trust can occur between any two people, friends, co-workers or anyone else (see Appendix 19, p226).
(18)	Trust between people is individual trust. For example, if someone trusts their friends or colleagues, managers and other staff that is called individual trust (see Appendix 20, p230).
(19)	Trust between two people which stems from them dealing with each other in the right way is called individual trust (see Appendix 21, p234).
(20)	Trust can instigate a relationship between two people (see Appendix 22, p238).
(21)	Individual trust is having faith and belief in an individual (see Appendix 23, p242).
(22)	At the individual level, trust is all about giving and receiving respect, being honest with each other and communicating well (see Appendix 24, p247).
(23)	The individual level of trust is where trust is created between one person and another, and this is needed to build a strong and successful relationship (see Appendix 25, p250).
(24)	Trust is a legal arrangement in which you place trust in others for the benefit of the beneficiaries (see Appendix 26, p254).
(25)	Working independently demonstrates trustworthiness as does showing other people or companies that you have the capability to communicate with them (see Appendix 27, p257).

Summary of Table (15)

Individual trust means social connections and interactions with different types of people. Trust at the individual level is the consideration shown between partners. Trust occurs when people deal correctly with fellow employees and express their feelings with honesty and respect. Working independently demonstrates trustworthiness as does showing other people or companies who have the capability to communicate. Individual trust means social connections and interactions with different types of people who are living in a similar environment. It is a one-to-one relationship of commitment, integrity, credibility and cooperation between partners. Trust occurs when people deal with others and express their feeling with honesty and respect, based on their experiences of each other and how reliable the other person is. Individual trust can also be thought of as faith between two people, and comes from the way they deal with and respect each other. It can occur between friends, family and colleagues.

Table (16)**Question 16 How does trust affect business relationship at the individual level?**

Respondents	Summary of Analysis
(1)	Trust affects the mutual benefits of a relationship at the individual level. Without trust, it will be difficult for two people to carry on a relationship (see Appendix 3, p161).
(2)	Trust at the individual level affects how people communicate with each other (see Appendix 4, p166).
(3)	Trust at the individual level affects relations and bonding (see Appendix 5, p171).
(4)	The working environment is affected when the level of trust is high (see Appendix 6, p175).
(5)	Trust at the individual level can affect cooperative goals (see Appendix 7, p179).
(6)	Individual trust affects staff members and managers in a company. Also, a buyer and seller will find it difficult to work together if they cannot trust each other (see Appendix 8, p182).
(7)	Individual trust can affect the relationships of people communicating or doing business with each other (see Appendix 9, p187).
(8)	Individual trust is a very important aspect of business and affects people's relationships (see Appendix 10, p191).
(9)	Trust is a key factor in business relationships at all levels but it is critically significant at the individual level (see Appendix 11, p195).

(10)	Trust does affect things at the individual level, in terms of how people treat one another, deal with one another, communicate, and their honesty (see Appendix 12, p199).
(11)	If there is no trust between people then they will not be able to work properly and efficiently (see Appendix 13, p203).
(12)	Trust is the basis of any relationship and helps businesses grow (see Appendix 14, p207).
(13)	Trust can positively affect relationships at the individual level, over time, through positive experiences, skills and good communication (see Appendix 15, p211).
(14)	Trust affects things at the individual level in many ways. Mainly it affects how people work together and also people's attitudes towards each other in companies (see Appendix 16, p214).
(15)	Trust is the basic key to human behaviour and if we do not trust the person we are working with then we cannot do business (see Appendix 17, p218).
(16)	Trust affects individual relationships; it is difficult to develop a friendship with another person whom it is difficult to trust and whom you cannot feel comfortable with (see Appendix 18, p222).
(17)	If you trust someone you care about him/her and you want to be close to that person and have a friendship (see Appendix 19, p226).
(18)	Without trust, it is not possible to make associations or friendships at work and it will be hard to do any kind of business (see Appendix 20, p230).
(19)	Trust at the individual level is important in the matters of every living individual (see Appendix 21, p234).
(20)	People cannot work together if they cannot trust each other. Also, team work is an important factor for a good professional environment (see Appendix 22, p238).
(21)	Trust at the individual level can affect goals at the organisational level because they are related to each other (see Appendix 23, p242).
(22)	Trust at the individual level can positively affect relationships between people (see Appendix 24, p247).
(23)	Trust at the individual level can influence people's experiences and community characteristics and how much they trust each other (see Appendix 25, p250).
(24)	Individual trust is an important factor and can affect employees at work. For example, good behaviour and honesty are necessary aspects of communicating with others at work (see Appendix 26, p254).
(25)	Trust affects things at the individual level in many ways, although most relationships with partners and colleagues run smoothly because there are regulations in place which they follow (see Appendix 27, p257).

Summary of Table 16

The respondents suggest that trust affects the individual level of relationships, providing mutual benefits. Therefore, without trust, two individuals will find it difficult to carry on a relationship. Furthermore, individual trust can also affect relationships

between people who are communicating or doing business with each other. Moreover, individual trust can affect managers, staff members, buyers and sellers in a company. All will find it difficult to work together if they cannot trust each other. Trust is one of the key factors in business relationships at all levels but is critically important at the individual level. It affects how people treat each other, deal with each other, communicate, and their honesty. It improves relationships at the individual level, over time, by providing positive experiences, skills and good communication. Trust is the basic source of human behaviour. For example, if a person does not trust the people working with him/her, then it will be difficult to do any kind of business. Mainly trust affects how people work together and people's attitudes towards each other in companies. It is difficult to develop a friendship with someone who is difficult to trust and with whom one does not feel comfortable. Without trust, it is not possible to make associations or friendships at work and it will be difficult to do any kind of business.

Table (17)

Question 17 What steps can you take to improve trust at the individual level between you and your colleagues at work?

Respondents	Summary of Analysis
(1)	To improve trust at the personal level you need to fulfil commitments, be kind and polite to others, and show integrity (see Appendix 3, p161).
(2)	People need to have good communication, behaviour, respect and commitment to improve the individual level of trust between colleagues at work (see Appendix 4, p166).
(3)	Improving your behaviour at the personal level will facilitate the development of trust (see Appendix 5, p171).
(4)	Time arrangements are very important in the management hierarchy, and keeping promises at work can create a strong relationship between any two people (see Appendix 6, p175).
(5)	Communication with colleagues at work is a good way in which to start building up trust (see Appendix 7, p179).
(6)	Politeness, honesty, being on time, and doing a good job – all those things can improve trust at the individual level (see Appendix 8, p182).
(7)	To improve trust at the personal level you should communicate with others at work and create good relationships with your colleagues (see Appendix 9, p187).
(8)	Trust between colleagues is important to have and it can improve by sharing information, support each other as a team, work with respect and behave, and keep in contact him or her in the company. (see Appendix 10, p191)

(9)	To develop trust at the individual level with colleagues at work such as keep in good respect and relation, and keep good communication and commitment between each other, thus can help to encourage business and build relationships (see Appendix 11, p195).
(10)	Trust can be greatly enhanced by showing commitment, abiding by rules, and being honest and on time (see Appendix 12, p199).
(11)	To improve trust at the personal level, smile, be friendly, be sociable and be honest; these things can improve relationships (see Appendix 13, p203).
(12)	You can do this by helping your co-workers and assisting them in their own goals; that will increase the level of trust (see Appendix 14, p207).
(13)	People should firstly be nice to their colleagues and become friends by helping them through difficult times (see Appendix 15, p211).
(14)	Trust can be built by working as a team, especially when people work in close proximity (see Appendix 16, p215).
(15)	To improve the individual level of trust, people need to acknowledge each other's efforts; this can be a good step towards building trust (see Appendix 17, p219).
(16)	People can talk with and help each other, not only for their benefit, but also for everyone's benefit. People should understand each other's problems and be there when they need support (see Appendix 18, p223).
(17)	Delegation and responsibility towards others in the business can generally help to build up trust (see Appendix 19, p227).
(18)	Communicating with each other so that misunderstandings will be avoided, and creating an interactive environment (see Appendix 20, p231).
(19)	Being polite, friendly and easily accessible so that colleagues can easily communicate with you (see Appendix 21, p234).
(20)	People should be clear and discuss problems with their boss, and take orders from him/her. This can enhance trust (see Appendix 22, p238).
(21)	Communicating well with colleagues can start the process of building trust in a relationship (see Appendix 23, p242).
(22)	People should be honest and flexible with their colleagues; that would be part of the process of bringing them closer together (see Appendix 24, p247).
(23)	Building up trust, communicating positively and openly, expecting the best from your staff and also giving credit and taking responsibility (see Appendix 25, p250).
(24)	Building up individual trust is very important; this requires communication, empathy, knowledge and having a flexible mind (see Appendix 26, p254).
(25)	To improve trust at the individual level you need to have good will, politeness and good communication with your colleagues (see Appendix 27, p258).

Summary of Table 17

The steps individuals can take to improve trust include fulfilling commitments, being kind and polite to others, and showing integrity. It is also important to communicate, show empathy, be flexible, demonstrate knowledge, and have good relationships. In addition, trust between colleagues is important to have and it is not only affect individual performance but it does affect the overall performance of departments and companies which can help to encourage business and build the relationship between each other. Trust can be greatly enhanced by showing commitment, abiding by rules, being honest, keeping promises, being on time, being friendly and behaving appropriately; these elements are significant in relations between colleagues at the personal level. People can support and help each other not only for their benefit but for everyone's benefit. People need to understand each other and work towards mutual benefits and sort out each other's problems. Communication and interaction is vital to avoid misunderstandings.

Table (18)

Question 18 In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Respondents	Summary of Analysis
(1)	Mutual cooperation, acknowledgment of each other's abilities, giving due respect to each other, sharing, politeness and flexibility (see Appendix 3, p162).
(2)	Fairness, cooperation, mutual respect and sharing expertise are pre-requisites for building trust at the individual level (see Appendix 4, p166).
(3)	There are many factors that can enhance individual trust in companies, such as cooperation, respect, good behaviour and being friendly. Mutual goals would also support the development of trust (see Appendix 5, p171).
(4)	Commitment, cooperation and communication can all increase the level of individual trust in Saudi companies (see Appendix 6, p175).
(5)	Good behaviour, communication, experience and honesty can support individual trust in Saudi companies (see Appendix 7, p179).
(6)	Trust can be enhanced by providing workers with adequate facilities and treating them equally (see Appendix 8, p182).
(7)	Trust factors is influence individual level between colleagues in Saudi companies by respecting and sharing information and communication between each other, so that can be enhanced by improving working conditions and facilitating their business activities for expats. (see Appendix 9, p187).

(8)	Meetings in which ideas are discussed and welcomed with open minds can help a company to enhance individual trust (see Appendix 10, p191).
(9)	Saudi companies should understand the regulations and ways of doing business, which will make it easier to develop trust (see Appendix 11, p195).
(10)	Business relationships have nothing to do with individual relationships so people should show their corporate commitment to gain one another's trust and loyalty (see Appendix 12, p199).
(11)	Managers should not discriminate against Saudi workers and everyone should be rewarded according to their input (see Appendix 13, p203).
(12)	Individual trust can be supported through cooperation and communication and that could contribute to the management of Saudi companies (see Appendix 14, p207).
(13)	Respecting, doing the right things of work, behaviour and good communication in the company can cause the individual trust in better level and give them a higher regard for their jobs (See Appendix 15, p211).
(14)	Communication, commitment and honesty are factors that can enhance individual trust in companies (see Appendix 16, p215).
(15)	Respect, patience and loyalty are the key factors in enhancing individual trust between colleagues in Saudi companies (see Appendix 17, p219).
(16)	Understanding and respecting each other are important elements in the development of individual trust for any company (see Appendix 18, p223).
(17)	Saudi companies should understand business law very well and be motivated to achieve their business objectives. This can help to improve individual trust (see Appendix 19, p227).
(18)	Saudi companies should consider cooperation, commitment, capabilities and experience in order to develop individual trust in Saudi companies (see Appendix 20, p231).
(19)	Honesty, consideration, honesty and a committed attitude are factors that can enhance individual trust in Saudi companies (see Appendix 21, p235).
(20)	Individual trust can be enhanced through good behaviour, commitment and cooperation. This can increase the output of Saudi companies (see Appendix 22, p238).
(21)	To support individual trust at work, employees and managers have to be polite, respect each other and do a good job. Then trust will develop automatically (see Appendix 23, p242).
(22)	Integrity, mutual understanding, benevolent behaviour, a flexible approach and skills can benefit the individual level trust in Saudi companies (see Appendix 24, p247).
(23)	Skills, qualification, communication, good behaviour with respect and social can increase the level of individual trust which is important factor in maintaining good relationships with a partner (see Appendix 25, p251).
(24)	Trust, commitment, experience and communication factors that can improve the individual level of relationships in Saudi companies (see Appendix 26, p254).

(25)	Individual trust can help employees who are working in Saudi companies to improve communication, and commitment with their business management and relationships (see Appendix 27, p258).
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Summary of Table 18

The factors which can enhance individual trust in Saudi companies include being fair in one's dealings, cooperation, communication, behaviour, commitment, mutual respect and sharing expertise; those elements can increase the level of relationship into the company and factors of trust. According to the respondent's point of view, the factors which can enhance individual trust in Saudi Arabian companies include fair dealing with good behaviour and mutual respect and expertise sharing are pre-requisites for building trust at the individual level.

In addition, the respondents believes that trust can be enhanced by providing workers with sufficient facilities and treating them equally, so as to improve their working conditions and develop the business activities in Saudi Arabian companies. Some respondents argued that senior managers and managers should not discriminate against workers and employees should be rewarded according to their input. Saudi companies should understand the regulations and ways of doing business, which will make it easier to develop trust and performance.

Table (19)

Question 19 What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Respondents	Summary of Analysis
(1)	Saudi companies should follow Islamic business values because they include everything that is essential for building up good business relationships (see Appendix 3, p162).
(2)	Saudi companies should communicate more with foreign companies by planning joint conferences, exhibitions and other business activities to each other's advantage (see Appendix 4, p166).
(3)	Saudi companies should be capable of developing good relations, and should have a strategic management department to plan and guide them in the right direction (see Appendix 5, p172).
(4)	Saudi companies should improve their working environments by, for example, creating effective working procedures to avoid administrative delays (see Appendix 6, p175).

(5)	Saudi companies should develop their equipment and machinery to increase their revenue (see Appendix 7, p179).
(6)	Saudi companies need to hire suitable people with the right work experience and the ability to work hard and do a good job (see Appendix 8, p183).
(7)	Saudi companies should provide more foreign companies with high knowledge and technology to guide them on how to be successful in business and develop the level of skills and experience of business relationship (see Appendix 9, p187).
(8)	Saudi companies should do more local or national advertising to attract more people and companies to go into business with them (see Appendix 10, p191).
(9)	Saudi companies should learn the real technicalities of doing business (see Appendix 11, p195).
(10)	Saudi companies should engage in fair and equal treatment of their employees irrespective of their nationality, show respect to them and avoid judging people based on their religion (see Appendix 12, p199).
(11)	Saudi companies need to look at their weaknesses aspects and try to develop better conditions, and hire more people with appropriate work experience, skills and qualifications (see Appendix 13, p203).
(12)	Saudi companies should adopt an attitude of acceptance towards and make sure there is good corporate and individual trust in Saudi companies (see Appendix 14, p207).
(13)	Saudi companies should make sure that there is no corruption between people, which will result in poor performance (see Appendix 15, p211).
(14)	Saudi companies need to develop better work practices and learn how to be professional (see Appendix 16, p215).
(15)	Saudi companies should be competitive with other companies, with lower prices and higher quality of products, and also deliver on time (see Appendix 17, p219).
(16)	Saudi companies need to hire more employees with high qualifications and work experience in order to be more successful (see Appendix 18, p223).
(17)	Saudi companies need to understand how to deal a business and respond in a corporate way, in terms of their approach to work and the way in which they operate (see Appendix 19, p227).
(18)	Saudi workers should learn new business strategies from other national or international companies to aid communication deal-making with foreign companies (see Appendix 20, p231).
(19)	Saudi companies need to make good business deals with foreign companies, and also tax incentives should be provided to Saudi companies (see Appendix 21, p235).
(20)	Saudi companies need to develop strong business relationships that will give them a good reputation with international companies (see Appendix 22, p239).
(21)	Saudi companies should create ties with the government, which will support the building of trust (see Appendix 23, p243).

(22)	Saudi employees need training in being professional in their work. This can be achieved through specialists (see Appendix 24, p247).
(23)	Saudi companies need to produce or sell a higher quality of product at a lower price. Also, they need better advertising and communication with national companies to improve relationships and increase the value of their businesses (see Appendix 25, p251).
(24)	Saudi companies need to develop good relationships in order to build up trust between employees in the long term (see Appendix 26, p255).
(25)	Saudi companies need to work more with international companies to gain skills and experiences in being professional in their work (see Appendix 27, p258).

Summary of Table (19)

According to the respondent's point of view, Saudi companies need to develop their businesses by working with international companies who can provide them with work experience, technology, equipment and better business strategy. Moreover, Saudi employees need training in how to be professional and flexible in their jobs; also Saudi companies should communicate with foreign companies by planning joint seminars, exhibitions and other business activities to each other's advantage. Saudi companies should adopt an accepting attitude towards and make sure there is good corporate and individual trust in Saudi companies. Saudi workers need to learn how to be professional in their work for the sake of easier communication and dealings with foreign companies in the future.

Saudi companies need to improve their relationship capabilities, and implement strategic management to plan and guide them in the right direction. Saudi companies need to hire suitable people with the right experience and the ability to work hard. They need to advertise locally and nationally to attract more people and companies to go into business with them. They also need to treat their employees fairly and equally irrespective of their nationality, and avoid judging people based on their religion. Furthermore, Saudi companies need to look their weaknesses and try to develop better conditions so as to hire more employees with suitable work experience, skills and qualifications. They need to reduce corruption and put a new policy and regulation for Saudi private companies. Finally, they need to be competitive, by offering lower prices and higher quality and delivering on time. They also need good relationships with the government to support trust building.

4.4 Summary of Analysis of the Three Levels of Trust

4.4.1 Analysis of Trust at the National Level

Trust at the national level is trust between nations and their leaders. According to the respondents, the national level of trust affects the objectives and business relationships of Saudi companies, especially when they collaborate; there needs to be trust in order for business to be successful. Saudi companies should gain more benefits from their government because most of them have good relationships with each other. Furthermore, the development of business relationships at the national level in Saudi Arabia is entirely based on trust, communication, honesty and commitment. Directors need to work with government departments to support each other with business requirements. Moreover, Saudi companies should look for people with good experience and work skills, which could encourage greater investment in Saudi Arabia. However, exporters and investors should be aware that they generally need to prohibit the corruption of their public officials under domestic laws, to create more trust in the nation as a whole.

Based on the opinions of respondents, it can be stated that trust at the national level is a societal factor that is achieved through human qualities such as integrity, equality, honesty and credibility.

The question of the role of trust at the national level in the development of business relationships between Saudi companies was answered differently by different interviewees. In answering question (7), respondent (10) stated that trust at the national level does not affect business relationships in Saudi companies, whereas the rest of the respondents argued that trust in Saudi Arabia does play a significant role for Saudi companies. In answering question (8), most of the respondents agreed that trust at the national level can benefit business relationships in Saudi companies through good communication, commitment, honesty and work experience. However, question (8) respondents (6), (16) and (20) expressed the belief that trust is not an important issue at the national level, but that policy and business contracts are necessary for Saudi companies to succeed. The analysis of questions (9) and (10) shows that all the respondents are agreed that, overall, business activities in Saudi companies are good and getting better, with the support of the government and other organisations helping to provide a better quality of management. Some respondents stated that trust does not play a substantial role in the development of business relationships

in Saudi companies. However, the majority of participants expressed the opposing view. Most respondents asserted that business relationships in Saudi companies are good but could be further improved through more free trade agreements, business fairs, good relations, good planning, suitable policies, the right legal framework, good communications, better technology and mutual understanding. They argued that trust can be developed by making conditions easier for companies in Saudi Arabia and through greater investment. For example, respondent (1), in answer to question (8), commented that the Saudi government should make better policies to encourage the launch of mutual business ventures with other countries and that individuals from different nations should respect each other.

All the respondents agreed that national-level trust influences the objectives of companies and is an important factor in business relationships, except for respondents (6), (16) and (20) in question (8) and respondent (10) in question (7), who as mentioned above argued that trust at the national level is not a key factor in business relationships. Overall, though, the above responses suggest that in the Saudi context trust at the national level is required to maintain good relationships.

4.4.2 Analysis of Trust at the Organisational Level

Some of the respondents proposed that organisational-level trust affects the objectives of Saudi companies. Various questions were asked in order to analyse the role of trust at the organisational level. In answering question (11), all respondents showed an understanding of trust at the organisational level. Respondents (16) and (20) stated that it is an important part of achieving successful business relationships and aids the communication of the organisation's views through its employees. Similarly, in answering question (12) all the respondents stated that trust affects business relationship development in Saudi companies, claiming that business factors such as commitment, communication, empathy and honesty help to develop trust. In answer to question (13), all the respondents agreed that Saudi Arabian culture affects business relationships with foreign companies at the organisational level. For example, respondents (5), (6) and (20) felt that foreign companies have better business strategies, higher skills and more experience of different styles of working. Furthermore, answering question (14), respondent (4) stated that trust does affect the objectives of Saudi companies but not to a great extent. However, respondents (8), (13) and (19) felt that trust does not affect the objectives of Saudi companies at the organisational

level, because policy, regulations and agreements made between companies are more important aspects of business within the Saudi context.

As a result, out of 25 participants, only three respondents said that trust has no effect on the objectives of Saudi companies (question 14), which reveals that the majority were in favour of the presence of a high level of trust at the organisational level. According to some respondents, at the organisational level, trust means effective interaction and communication, while for the other respondents it is developed through a combination of multiple factors including mutual cooperation, honesty, integrity and commitment. However, respondents (9) and (23) said that trust at the organisational level depends on the relationships at that level (question 14). Without trust, it is not possible to have a sustainable relationship between Saudi companies. Respondent (10) felt that trust at the organisational level is the reliability of an organisation to deliver the results to which it has committed. The above discussion reveals that, for the respondents, the meaning of trust at the organisational level is similar to the connotations of trust at the national level, as several of the respondents suggested that trust at the organisational level means effective communication, loyalty, faith, honesty, integrity and dedication.

In addition, some respondents elaborated that trust is all about honesty and fulfilment of promises, with a connection between trust at the personal level and trust between companies. One of the respondents also spoke of the strong role of trust in companies can minimise the chances of corruption. Additionally, some respondents expressed the belief that there is no role for trust in maintaining business relationships at an organisational level because business dealings are secured by set legal agreements so no party can attempt to defraud.

The above responses suggest that the majority of the participants felt that trust plays a strong role in the development and establishment of strong business relationships at the organisational and only a few rejected this notion. For many participants, foreign companies may face problems when establishing businesses in Saudi Arabia because of religious and cultural differences. The respondents also gave their opinions about the significance of trust in business relationships, saying that it is a critical factor in the expansion of business relationships between Saudi companies. Business relationships can be difficult to develop in a corrupt environment. The respondents felt that mutual trust between businesses should be strong for the expansion of good business relationships.

4.4.3 Analysis of Trust at the Individual Level

One of the respondents suggested that good will, tradition and friendship can improve trust at the individual level, between work colleagues. All of the participants defined trust at the individual level in largely similar ways. One of the respondents defined trust at the individual level as a one-to-one relationship of commitment, integrity, credibility and cooperation, while another described it as a social connection and interaction between different people living in the same environment. The definitions given by these participants are fairly similar as, for them; trust at the individual level can be developed through interaction or cooperation. However, for the majority of the respondents, trust at the individual level means believing in another's capabilities and skills. According to some respondents, individual trust refers to other people within one's working environment. Some respondents expressed the belief that trust at the organisational, national and individual levels effectively means sharing. Another defined trust as believing in others. Yet another defined it as honesty and the fulfilment of promises between people. One of the respondents said that trust at the individual level is an understanding between two individuals. However, this respondent also differed slightly from the others as trust at the individual level was also about legal agreements. The responses also reveal another very significant point, which is that, for the respondents, there is no difference between trust at the individual and organisational levels. The answers to the question of how individual trust can affect business relationship in Saudi companies show that the interviewees hold different views. Two of the respondents said that the development of business relationships affects trust, commitment and cooperation. Another argued that at an individual level trust means believing in the capabilities and skills of other people, and communication. Similar views were expressed by other respondents. A few respondents argued that, although individual trust influences business, organisational-level trust is also needed. Most of respondents felt that individual-level trust affects business dealings, however.

Overall, it can be stated that all of the respondents placed great significance on trust at the individual level. The majority felt that trust also affects the business relationships of Saudi employees. For the majority of the participants, trust at the individual level can help to develop a business through communication and cooperation. They also argued that trust between employees can be developed through the fulfilment of commitments and helpful behaviour towards each other.

4.5 Chapter Summary

The researcher decided to include all three levels of trust in order to gain an in-depth understanding and a clear perception of how they affect business relationships in companies. The majority of the respondents were managers and employees with sufficient knowledge and experience of the work context of their organisations. These respondents were able to provide sufficient insights into the influence of trust on companies. This examination will be done with the aims and objectives of the research, as stated in Chapter 1, in mind. Thus, the research questions will be answered through the similarities or disagreements between the participants regarding trust at different levels. This will help the researcher to make connections between the research results. It will also facilitate the discussion on the research methodology adopted and its limitations.

A number of respondents defined trust as maintaining belief in someone over the long term, which is developed through commitment, cooperation, integrity, equality and sincerity, and through individuals' interaction. One of the respondent believed that trust is mutual respect and sincerity. Several respondents considered trust to play a vital role in developing business relationships. However, some respondents disagreed with this view. The majority of respondents cited communication as the key channel for measuring trust at any level, whether national, organisational or individual. The majority of the respondents proposed that individuals' behaviour and manner of dealing with people demonstrated the level of trust and this is supported by the structural model which proposed eight constructs: trust, reliance, affective commitment, behavioural commitment, communication, social satisfaction, economic satisfaction and long-term orientation.

This chapter has presented the findings from the field study, which included qualitative data analysis of 25 companies utilising semi-structured interviews with managers, senior managers and staff members, based on 19 research questions. The overall situation regarding the status of trust and the reasons why it is considered a key factor in business relationships has been identified. However, from the analysis of the different levels of trust, it can be concluded that the majority of participants were generally agreed as to the importance of trust at the national, organisational and individual levels. Furthermore, the analysis of the findings confirmed that answers to the research questions posed in Chapter one of the research can be provided. The analysis of the findings from the interviews provides a clear picture that indicates whether the respondents place a low or a high degree of importance on

trusting a partner company. Moreover, the level of trust you have in another person can determine whether you continue in the relationship. This decision will depend on the existing conditions of the business relationship including quality of work, skills, commitment, communication, bonds, behaviour, honesty, reliability and validity. The key component for successful relationships in Saudi companies is developing strong national, organisational and individual levels of trust within business relationships. The next chapter will be including a discussion of the literature review and the findings.

Chapter Five

Discussion

5.0 Introduction

The research findings from the fieldwork analysed in the previous chapter will now be discussed in depth by linking and contrasting them with the literature from the literature review. This will give a better understanding of how trust factors can affect business relationships in Saudi companies. The discussion will initially identify findings from this research that have also been mentioned in the literature, linking the two together. It will then identify research-specific findings that may not have been identified in the literature, which are unique to the context of this research.

Furthermore, this chapter is divided into three sub-sections, concerning the three levels of trust in business relationships (organisational, national and individual). All aspects of trust, whether positive or negative, are discussed in relation to the literature review. Trust in the Saudi Arabian context has been investigated in this research and here the similarities and differences with existing research are discussed.

According to the respondents in this research, trust is developed through commitment, cooperation and sincerity, and also through interaction between people. As mentioned in the literature review in Chapter 2, Anderson and Narus (1990) suggest that concepts which signify trust include communication, satisfaction, cooperation and social bonding. One of the respondents in this research suggested that trust is the opposite of risk, and that honesty is crucial to it. Other respondents deemed communication to be the best way to check whether a person is trustworthy, which is elaborated upon by Fritz and Fischer (2007), who suggests that trust is positively affected by good communication and experiences of positive collaboration in one's personal life. Trust is accorded great significance in the building of relationships at every level, and specifically at an individual level. Trust is regarded as a necessary factor for the development of business relationships with multinational companies.

Trust is also related to faith and the responses from this study show that it takes various forms; it can be national, organisational or individual. The responses show that, if a person has faith in someone, no matter at what level, cooperation will follow, along with dedication and

commitment. In Saudi Arabia, people have strong faith and are sociable, which means that it is possible to determine the individual level of trust between people and organisations. After having determined what trust is, the question arises of how to check whether two persons or parties trust each other or not. The responses identified the level of communication as an indicator of trust. Trust is significant in personal relationships and some respondents agreed that trust is important in developing a business relationship while others denied that this was the case. The importance of trust was further elaborated upon and supported by other respondents who assumed trust to be an important issue when deciding whether to believe someone and who stated that honesty is the means of assessing of trust. The role of trust in the enhancement of business relationships was emphasised, especially in terms of relationships with Saudi companies. Other respondents suggested that differences in religion are an obstacle to trusting relationships. However, some respondents considered religion in Saudi Arabia to be a key factor in the improvement of business relationships because of the role it can play in the development of trust. According to Gorrill (2004a), religion can provide the basis for an orientation towards good ethical values and can promote pro-social behaviours such as generosity, respect and solidarity.

In this research, trust is argued to be an important factor in building business relationships with any company, but is shown to be of even greater importance in building up trust with Saudi companies, although the responses confirmed a perception that companies in Saudi Arabia are confident in most types of business activity. Seppanen *et al.* (2007) describe social environments such as that in Saudi Arabia as characterised by benevolence, credibility, faith and integrity.

Some respondents considered trust to be an unimportant factor in business relationships and however, several respondents argued that trust is important for business relationships, especially with Saudi companies. The literature reviewed also suggests that a successful business relationship is important in Saudi Arabia and can facilitate strong and successful long-term relationships with companies there. In this research international companies are not found to face difficulties establishing business relationships with Saudi companies.

5.1 The Link between Trust and the Value of Saudi Arabian Companies

Trust is considered to be important for the improvement and development of good business relationships. Gorrill (2004a) states that there are some customs and social duties found in the Saudi culture which influence the Saudi business world and, similarly, there are culturally specific methods of handling business dealings in Arab countries. Hakansson and Ford (2002) suggests that building up trust, even in business relationships, is a social process which takes time and must be based on personal experience.

The majority of the responses identified that factors such as mutual understanding can enhance the level of trust in a relationship. According to this research, business relationships in Saudi companies could be strengthened by better management so as to provide a high-quality service. Ford *et al.* (2003) suggest that business relationships can be divided into different phases, according to which relationships in Saudi businesses can be regarded as in the growth phase. This stage of relationship development involves a high level of engagement and interaction between parties, and intensive mutual learning about the specifics of the relationship. From the responses obtained in this research, it can be noted that most of the respondents believe that trust brings value by improving interactions, while interactions can also be used as a means of measuring the level of trust. The same applies for all relationships, including business relationships.

Zaltman and Moorman (1998) define trust in business relationships as the willingness to rely on an exchange partner in whom one has confidence. Trust has a similar significance in corporate relationships as in any other relationship, according to the case study. It determines the level to which assigned duties will be fulfilled and whether there will be a friendly attitude between employees. Reputation affects trust relationships and is considered to be a means of assessing trust. Doney and Cannon (1997) claim that, in order to be trusted, businesses need to have a good reputation and this can be obtained through honesty and concern for customers. The importance of trust in business relationships is confirmed by respondents from those in higher age groups and with significant business experience stated that trust is valuable, although some of the participants felt that trust was not important for a business relationship. Sirdeshmukh *et al.* (2002), state that, in contractual relationships, trust refers to each partner adhering to specific written or oral agreements.

5.2 Discussion of Trust in Business Relationship Development

Trust is an important factor in the Middle East, especially in the development of business relationships and communication between people working in organisations. The concept of trust has been used in the literature as case studies organisations to propose that a number of features of trust account for the confidence of respondents or companies in each other. Trust is fundamental to effective interpersonal relations and community living over long periods of time. On the one hand, trust is about honesty and keeping promises so as to ensure successful relationships between both companies and people. On the other hand, doing business in Saudi Arabia may be considered difficult or risky for foreign companies, because they have different policies, regulations, people, governments, services, management and cultures, and all of these dimensions are linked to trust factors and business relationships.

Trust can affect business relationships with other companies due to people doing a good job, delivering on time, and following any rules and conditions that have been set out. Trust is a necessary aspect of doing business with Saudi companies. However, some interviewees did not agree that trust is a necessary factor in business relationships between two parties or companies.

5.3 Discussion of Trust at an Organisational Level

Trust at an organisational level is the belief or confidence that the other party has good intentions. The first category of respondents considered trust to be an important factor not only for individual relationships but also for business relationships. Based on Sheth (2000), trust is the building block of any relationship. According to Hakansson and Ford (2002), business relationships have specific structural characteristics which are accompanied by physical, financial and technological resources. Sirdeshmukh *et al.* (2002) define contractual relationships as adhering to specific written or oral agreements. The effective sharing of resources is mentioned in the literature as leading to trust when combined with other factors such as commitment, communication, honesty, integrity and dedication, and this is at the national and organisational levels. These factors are considered to be the building blocks of trust which, when combined, can result in a successful relationship. Bstieler (2006) agrees, claiming that cooperation makes it possible to establish work teams that consist of experts in different functional fields. Overall, the findings of this research conclude that the presence of trust results in good relationships at the organisational level.

Huang and Dastmalchian (2006) suggest that trust is the key consideration at both the national and the organisational level. Trust at the organisational level is also accorded significance in the responses in this research. Morgan (2000) further argues that trust sheds light on the process of relationship building and motivates the development of business relationships. Furthermore, the level of trust determines the level of the business relationship. Additionally, Henning-Thurau *et al.* (2002) states those customer satisfaction and customer commitments, which are based on trust and this element through which a relationship can be measured. Trust and commitment are two factors that affect the buyer-seller relationship (Hewett *et al.*, 2002). Tax *et al.* (1998) state that trust is one of the key variables influencing customer loyalty in successful relational exchanges. Most of the respondents emphasised the importance of trust and stated that organisational trust is vital in business relationships between companies. However, some of the respondents did not think that trust is an important factor for business relationships at an organisational level.

5.3.1 Organisational Trust in Saudi Arabian Companies

Hakansson (1982: 253) suggests that there are three sets of variables to be taken into consideration when assessing the importance and influence of a business interaction:

- the environment in which the interaction takes place,
- the atmosphere surrounding the interaction, and
- the elements and process of the interaction itself.

Some other factors were also identified by the respondents, one of them being adaptability. The need for adaptability was examined in the development of trust between Saudi companies; adaptation takes place when one party in a business relationship alters its processes with relation to the item being exchanged to accommodate the other party (Wilson and Jantrania, 1995). A comfortable business environment was considered by the respondents in this research to be one of the key factors in developing trust in Saudi companies. Moreover, Leuthesser (1997) suggests that trust influences the quality of relationships in business and marketing significantly. Thus, from the investigations of this research study, it can be concluded that Saudi companies cannot develop successful relationships without trust. It is clear that most of the respondents in the case study believe that it is vital to have trust in the business relationships of Saudi companies.

5.3.2 The Effects of the Saudi Culture on Organisational Trust

According to Watson and Papamarcos (2002), culture is a set of values determined by an underlying structure of interacting belief systems. Saudi Arabian culture also has a significant role in facilitating business environments between companies. The importance of understanding the culture is another consideration in the promotion of a comfortable working environment. Strong cultural bonds between companies are important in increasing trust at the organisational level. Several studies have shown that the way in which individuals perceive their social environment is directly related to their cultural background (Hong and Chiu, 2002).

There were different opinions amongst the respondents concerning the effect of the Saudi Arabian culture on organisational trust. It was argued that a significant amount of time is required to develop successful and strong business relationships. Trust was found to be a vital factor in the achievement of friendly business relationships in Saudi Arabian companies. Also, Tax *et al.* (1998) consider trust to be a key variable in organisational influencing customer loyalty in successful relational exchanges. The more important factor for the objectives of Saudi companies is a secure and trusted environment. This may enhance relationships and make companies more profitable as, according to Grayson (2005), trust creates a sense of security and allows members to develop emotional ties and personal links. For most of the respondents, cooperation, attitude towards commitments, behaviour towards co-workers and how parties manage their relationship were important aspects of trust that can help the development of trust and thus better business relationships between Saudi companies. Martin and Sohi (1993) suggest that a relation between customer and supplier helps to ensure successful long-term business relationships. According to the respondents in this research, relationships are necessary in order that companies will trust each other, as Saudi culture plays a strong role in the achievement of the objectives of all types of business relationship.

The culture in Saudi Arabia must be considered when trying to build trust. Commitment and punctual delivery can be improved in order to develop better corporate relationships between companies. Trust, for example, is defined as an enduring desire to maintain a valued business relationship (Moorman *et al.*, 1992). Organisational-level trust can be described as the

reliability of an organisation to deliver the results to which it has committed. Zaltman and Moorman (1998) describe corporate trust as the belief that a party is reliable and will fulfil its obligations in an exchange relationship. Culture and reputation affects trust relationships between organisations. According to Doney and Cannon (1997), supplier firms have to have a good reputation, which means that they have to be honest and concerned about the feelings of their customers. Organisational relationships require loyalty and fair dealings and a company needs to be able to keep its word and fulfil its promises in the context of Saudi culture. Furthermore, Wilson (1995) places a lot of emphasis in this regard on the satisfaction of the business partner. On the other hand, some of the respondents felt that, although trust plays a vital role in the achievement of the objectives of Saudi companies, culture does not always affect business relationships, and this is supported by Patrick (2004). Others felt that culture may be important for building ties between Saudi companies but that trust has no significance in the achievement of companies' objectives.

Several studies have shown that the way in which individuals perceive their social environment is directly related to their cultural background (Hong and Chiu, 2002). It is therefore expected that those values and standards which are typical in a certain society affect organisations and customers in this society. Cultural differences play an important role in the development of business in Saudi Arabia, but at the organisational level business relationships can also be developed using legal agreements and policies. Modifications to these legal agreements and policies are expected to affect the objectives of relationships in Saudi companies. According to the relationship stages identified by Ford *et al.* (2003), the growth stage of a relationship requires a high level of interaction, mutual learning, investment and adaptation. Trust and corporate relationships are interrelated; if the trust relationship is good then the corporate relationship between companies is known to be stable as well.

Saudi Arabian culture is described as detail-orientated, whereby emphasis is placed on ethics and expected social behaviours such as generosity, respect and solidarity. These are behaviours and social duties that influence the Saudi Arabian business world and affect the way in which Arabs typically handle business dealings (Gorrill, 2004a). Similarly, according to some of the respondents, culture can play a significant role in the development of effective relationships with companies. However, trust is still an important factor which needs to be considered and can affect the objectives of Saudi companies.

Furthermore, according to previous research studies, how individuals perceive a relationship depends on their social environment, which is directly related to their cultural background (Hong and Chiu, 2002), and thus business relationships are greatly affected by cultural influences, both positively and negatively. It is claimed that culture affects business relationships as, according to Dumond (1995), culture affects the orientation of managers towards customers and their satisfaction, and this is the case with Saudi culture. Some of the respondents in this research argued that Saudi culture may have some influence on business relationships at the organisational level and that trust may not have any effect on objectives because of the many legalities and agreements. According to Heide and John (1992) and Ulaga and Eggert (2006), relational exchange norms are based on the expectation of mutuality of interests, essentially prescribing stewardship behaviour, and are designed to enhance the well-being of the relationship as a whole.

A previous research study argues that trust is important in business relationships to some extent and that culture may also affect business relationships, but not significantly. Lakhe and Mohanty (1994) consider culture to affect business objectives since it underpins political and legal systems. These systems have significant effects on customer focus. Thus, we can state that business relations between companies are influenced by cultural differences. The cultures of countries can affect their business relationships. According to the literature review, the Saudi culture determines the level of trust in business relationships with other countries.

5.4 Discussion of Trust at the National Level

This section will evaluate the importance of trust at the national level for the business relationships of Saudi companies. The national level of trust can be thought of as a strategically critical issue in any type of relationship because, without trust, a relationship is not possible (Brashear *et al.*, 2003; Leuthesser, 1997). This research shows that trust at a national level plays a vital role in strengthening business relationships, particularly for Saudi companies. However, further steps are required for the improvement of business relationships. According to Wilson and Jantrania (1995), the value stage of a business relationship involves mutual goals, non-retrievable investments, adaptations, structural bonds and commitment. Business relationships between companies are only possible with the development of trust. Thus if Saudi Arabia is interested in building close business relationships, according to the literature review, this will require sufficient trust.

Trust at the national level refers to trust between nations. Morgan and Hunt (1994) recognise the contribution of trust to relationships. Trust plays an important role in the development of business relationships between companies, as trust at the national and organisational levels are strongly correlated. Trust is linked to three other dimensions, namely bonding, reciprocity and empathy. These components further lead to cooperation, communication and bargaining (Morgan and Hunt, 1994).

The importance of trust at the national level has long been emphasised by businesses because it can help to build up relationships between companies. National-level trust is an essential element of how businesses from different countries communicate. Trust in Saudi companies at the national level affects whether firms from other countries want to do business with them. Increased trust in Saudi Arabia as a whole helps to achieve successful business relationships between parties in the short and long term. The government needs to implement policies to encourage the launch of mutual business ventures between companies from different nations, respecting each other's values. Overall, Saudi companies are judged to have improved their performance of late. Recently, more projects worth billions of dollars and more business activities have been launched than ever before. Business relationships are becoming stronger and more Saudi companies are working with foreign companies in various sectors, including banks, schools and hospitals. The development of international business relationships by Saudi companies is entirely based on trust and more work needs to be done at the national level with foreign countries to improve the business activities and economy of Saudi Arabia. The Saudi Arabian government should offer more technology in communication, no tax for work, easy access and more job opportunities, which could encourage greater investment in the country. At the same time, Saudi companies need to take more account of culture and learn how to deal with businessmen from abroad.

5.4.1 The Evaluation of National-Level Trust in Saudi Arabia

At the national level, trust in Saudi companies can be achieved by enhancing levels of communication, as this will have a significant positive effect on trust. Speed of response is the most critical aspect in communication (Mukherjee and Nath, 2003). It is considered that quality of response is also a significant component of communication between customers and retailers. The importance of trust at the national level for the business relationships of Saudi companies is huge. According to Ford *et al.* (2003), investment and adaptation are required to

encourage relationship growth. It is quite clear from this research that there is a direct relationship between the trust between nations and their business relationships with each other as, according to Hallen *et al.* (1991); Mukherjee and Nath, (2007), the building of trust is a central element in the social exchange process and communication development. In order to develop good business relationships at the national level, mutual trust between companies is important.

Another factor identified in this research in relation to the enhancement of business relationships between Saudi companies was the improvement of working conditions. According to Hakansson *et al.* (2004) and Wilson and Charles (2000), adaptation takes place when one party in a business relationship modifies its processes or the item being exchanged in order to accommodate the other party in the context of the national level. Additionally, Hallen *et al.* (1991) state that adaptive behaviour can affect the life-span of business relationship. Furthermore, Wilson and Charles (2000) emphasises the importance of investments, defining the structural bond as “the irretrievable investment in the relationship”. While Saudi companies are acknowledged to be doing quite well, further investment is required to improve business relationships and the government must put considerable effort into this.

High levels of customer satisfaction are linked to higher levels of trust in business relationships at national and organisational level. Most of the responses supported the importance of trust and stated that high levels of trust in Saudi companies are important to evaluate and develop customer relationship. One respondent claimed that trade facilities must be provided to businessmen in order to improve and develop trust at a national level, and thus create better business relationships between companies. Trust, according to previous studies, has many forms. Companies in Saudi Arabia would be encouraged to expand their business if provided with a better environment. However, Christopher *et al.* (1995) argue that business relationships should be refined, not just with regards to the future consumers of a company’s products and services, but also with regards to a whole range of other stakeholder’s who could influence the company’s ability to reach and serve its customers more effectively.

During the research, it was interesting to note that the provision of security is not only important for organisational trust but can also be helpful for the improvement of trust at the

national level. Johnson and Grayson (2005) argue that trust is a feeling of security in a relationship. One respondent in this research stated that trust could be improved through the provision of proper security and safety. Another respondent agreed, stating that the government needed to grant companies the freedom to conduct their business operations smoothly. Additionally, Mayer *et al.* (1995) describe business relationships as contractual national trust, based on written and oral agreements. Experience is a factor that is often considered to be more important than trust (Harridge-March, 2006), as a customer's experience may affect their trust when it comes to purchasing products or services within business relationship at organisational and national level. According to some respondents in questions (7) and (8) Chapter 4 believes that trust does not affect relationships in Saudi Arabia at the national level. The researcher noted that one respondent did not subscribe to the idea that trust could be present at either the national or the organisational level. However, for most, trust is seen as being supported by governments at the national level. It was also commented that some foreign companies may have problems doing business in Saudi Arabia. As several studies have shown, the way in which individuals perceive their social environment is directly related to their cultural background (Hong and Chiu, 2002). It is therefore expected that the values and standards in a society may affect organisations and customers at national level of the country. Williamson and Ouchi (1981) referred to good business relationships as containing high levels of personal trust, which produces greater support and greater adaptability can affect trust at organisational and national level of relationship.

5.4.2 Indicators of Trust at the National Level in Saudi Companies

According to Garbarino and Johnson (1999), business relationships are important for any country. Thus, Saudi Arabia is working to establish successful and strong long-term business relationships through its companies. Saudi companies have close relationships with each other, which can be seen from the rate of trade in Saudi Arabia, as discussed in the literature review. Henning-Thurau (2002) regards customer satisfaction and customer commitment as elements by which the quality of a relationship can be determined. Some respondents believed trust to be an insignificant factor but nevertheless confirmed that the security of relationships at the national level between companies was satisfactory in Saudi. Other respondents demonstrated different levels of satisfaction towards business relationships in Saudi Arabia at the national level and some certainly indicated that business relationships in

Saudi Arabia were not very satisfactory in whole country. However, a few respondents felt that the relationships were satisfactory, although the government could still play a fundamental role in further enhancing and strengthening the relationships. According to one respondent, trust at the national level means a relationship of integrity, communication commitment and mutual benefits between countries or governments. The Saudi Arabian government needs to build higher levels of trust and communication in order to create strong business relationships with other countries so as to continue working with them in the long run.

5.5 Development and Improvement of the Sub-Factors of Trust

In the above section, trust is seen as having an essential role in the establishment of relationships at the individual level. A number of factors are needed for the development of personal trust. Churchill (1979) suggests the importance of commitment and integrity in improving trust at the individual level. Other factors which can improve trust at the individual level are the presence of benevolent behaviour, the fulfilment of commitments and being helpful. Sako (1992) and Sirdeshmukh *et al.* (2002) consider the three components of trust to be benevolence, credibility and integrity. Honesty is necessary for the improvement of social connections and interactions. Furthermore, Kumar (2005) asserts that reliability and credibility stem from a partner's honesty on the personal level, which is demonstrated by the reliability of a partner's "word", the keeping of promises and the fulfilment of obligations. Politeness is another factor which can develop a better level of trust in a relationship at the individual level, according to the findings of this research. Coulter and Coulter (2003) too found that factors such as empathy and politeness have a greater an impact on trust when the parties are unfamiliar with each other. Trust can also be established by listening attentively to others.

Anderson and Narus (1990) consider communication to be both an antecedent and an outcome of trust, for the reason that communication and trust building are iterative processes. Communication was also accorded much importance by the respondents in this research, with regards the development of trust at the individual level, whether between colleagues or managers and their subordinates. Beneficial communications are the result of a satisfactory level of trust. Communication plays a positive role in the development of trust at both the individual and the organisational level. Speed of response is critical in the development of

trust (Mukherjee and Nath, 2003). This is supported by one respondent who claims that trust is positively influenced by good communication at both levels and can lead to the development of a good relationship.

Commitment and abiding by rules and principles can help in the development of a good relationship. Moorman *et al.* (1992) defines commitment as an enduring desire to maintain a valued business relationship.

Cooperation is thought to be a useful factor and is seen as being essential for the development of trust and thus for a good relationship at the individual level. By helping co-workers and assisting them with their own goals, the development of a good relationship with one's colleagues is possible. Cooperation has been defined as similar or complementary coordinated actions taken by firms in interdependent business relationships to achieve mutual outcomes or singular outcomes with expected reciprocation over time (Anderson and Narus, 1990). Cooperation makes it possible to establish work teams that consist of experts in different functional fields and adaptable structures that encourage decentralised decision-making (Bstieler, 2006).

Trust at the individual level can be improved by maintaining friendly relationships in the social life of people. Stronger trust will exist when parties share a set of values, principles and standards. Personal social bonds develop through subjective social interaction. Mummalaneni and Wilson (1991) propose that friendly relationships, where individuals work together with cooperation and with mutual goals are recognised as being good relationships. The respondents assert that trust is significantly affected by the behaviour of individuals at the individual level. For example, a good relationship can be established by maintaining polite behaviour with co-workers.

At the organisational level, individuals interact in order to achieve organisational goals and the development of trust is possible if the individuals work together for the achievement of mutual goals. Cannon and William (1999) supports this theory, stating that the characteristics of personality which are conducive to trust include friendship between parties, a willingness to make sacrifices for the other and a desire to achieve mutual goals. Furthermore, Dumond (1995) asserts that culture affects individuals' behaviour and the way they interact with each other. Respect and acknowledgment of each other's rights are important factors affecting trust at the individual level. According to Brashear *et al.*, (2003), the basic element of trust is

the perception of respect, which is directly related to effective trust. This means that what is important is not necessarily the amount of interaction but the quality of relations.

5.6 Discussion of Trust at the Individual Level within Organisations in Saudi Arabia

In this section, levels of individual trust in companies in Saudi Arabia will be investigated. Also, the factors that might affect trusting relationships at the personal level are discussed. Mutual cooperation, acknowledgment of each other's abilities, respect towards each other, sharing, politeness and flexibility are factors that can enhance individual trust and this was backed up by the literature review (Dwyer *et al.*, 1987; Gronroos, 2002).

Saudi companies following basic business values should be able to develop business relationships with foreign companies. These are customs and social duties which influence Saudi Arabian business and affect the ways in which Arabs often handle business dealings (Gorrill, 2004a). Dealing fairly with people, cooperation, mutual respect and the sharing of expertise are recommended as ways for Saudi companies to establish better trust at the individual level to improve the level of business relationship (Styles *et al.*, 2008).

The relationships between Saudi companies can be further improved by implementing elements which can create strong, long-term business relationships. Trust at the individual level between employees of Saudi companies can be strengthened through friendly and sincere behaviour. Han and Wilson (1993) consider sharing in business and sincere behaviour to be similar investments which enhance trust levels. Confidence is an important outcome of trust; Zaltman and Moorman (1998) suggest that trust requires a willingness to rely on an exchange partner in whom one has confidence. Saudi companies are advised to include persons of different nationalities in their management hierarchies, in order to improve trust between colleagues. Furthermore, communication can improve relationships between Saudi employees at the individual level. This will help build trust between parties, which is also supported by Fritz and Fischer (2007) who suggest that personal trust is very much affected by communication.

Individual trust entails social connections and interactions with different types of people. The individual level of trust involves trust in the working environment and consideration between partners. Trust occurs when people deal correctly with co-workers and express their feelings

with honesty and respect. Working independently demonstrates trustworthiness, as does showing other people or companies that you have the capability to communicate. Furthermore, trust can help individuals to manage their time, experience and skills, and contributes towards good communications. People will find it difficult to work together in companies if they cannot trust each other. Furthermore, there are positive relationship in the companies which can ensure good communications and empathy derived from individual trust within the business relationship. Saudi companies need to understand each other's cultures and be motivated in their business objectives, with communication, commitment and honesty as factors which can enhance individual trust between people.

In this section, issues concerning trust at the personal level will be investigated. Qualities of individual trust as a basis for affective trust are important in creating an emotional bond, which builds up, strengthens and reinforces economic and structural bonds (Svensson, 2004). Individual trust is defined, according to Churchill (1979), as the perception at the personal level of commitment, integrity, credibility and cooperation; this is something which greatly affects relationships among people working in the same place. Trust at the individual level is related to social connections and interactions with different types of people living in a similar environment. A trusting personality, according to some of the responses in this study, highlights the capabilities and skills of people. In addition, Walter and Shyan (1999) believe that it is necessary to consider cultural differences, as these are partly responsible for the marketing environment in any market. Dumond (1995) supports the theory that culture has a significant effect, as it can affect the orientation of managers towards customer focus and satisfaction; thus, trust develops when culture is taken into consideration and as a consequence, the actions of the other party are perceived as being honest. Trust at the personal level is crucial to the way in which manager's deal with employees.

Individual trust can be seen as having an effect on every environment, whether organisational or of the market, and consequently is crucial in developing good relationships. In order to establish individual trust, one respondent stated that partners in an exchange may need to consider the background of their suppliers or customers. This is an important factor since the existence of common social and cultural norms can make a satisfactory exchange easier to achieve (Ali and Birley, 1998). All the responses showed the importance of trust at an individual level and, similarly, good communication with one's colleagues can be considered an indicator of a satisfactory level of trust.

5.7 Chapter Summary

The majority of the responses obtained in this research indicate that the individual level of trust is based on equal and fair treatment in Saudi Arabian companies. Trust factors of business relationship in Saudi companies can be enhanced and develop the level of individual, organisational and national in the context of Saudi Arabia. The literature supports the view that fair treatment creates trust at the organisational and individual levels (Brooks, 2008). Moreover, Watson and Papamarcos (2002) suggest that culture can affect the relationships between managers and their assistants. Trust at the organisational level is how organisations can achieve their goals through good relationships. Corporate governance is fundamental to the efficient and successful long-term operations of any organisation and, indeed, of any society or economy. The development of trust in Saudi companies involves building relationships and working together so as to have good experiences with each other. Companies have different aims and objectives. Therefore, when they collaborate, trust is required in order for them to be successful. Moreover, Saudi companies benefit from their government and from the people working with them to increase the profitability of the companies and develop trust factors in business relationship. The next chapter will draw conclusions and recommendations and summarise the previous chapters.

Chapter Six

Conclusion and Recommendations

6.0 Introduction

In this chapter, the author will firstly summarise the outcomes of the research study, which was conducted to investigate how individual trust constitutes a strategic factor in business relationships. The author will then make recommendations to assist Saudi companies.

6.1 Conclusion

The researcher concluded from the literature review that trust determines how business relationships will develop and plays a tactical role in actual organisational outcomes. In this study, it has been highlighted that Saudi Arabian companies lack experience, skills and knowledge in business relationships, and therefore development is needed to encourage the implementation of appropriate relationships.

In order to build effective trust, loyalty and cooperation are required at every level, and all employees must be aware of their business organisation's objectives and be offered learning opportunities. There must be sufficient management skills in the organisation to analyse what is needed to build trust and to ensure that business activities are carried out appropriately and offer value.

This research investigating how trust affects business relationships in Saudi Arabian companies will be irrelevant without an understanding on the part of the executive management of the value of individual trust to their organisations or businesses. The executive management should be willing to invest in high-quality managerial staff, to trust them, and to require of them that they develop their abilities and personal knowledge of the business. Senior management commitment is necessary to promote trust between employees and management regarding the involvement of employees in decision-making, the development of business relationships, and their own self-development. For example, if a business management has an experiencing for economic problems; it may mean that they are unable to contribute to the long-term development of their business.

Perhaps the most significant barrier from the perspective of the government is an unwillingness to commit to a strategy of promoting high skill levels nationwide. In this century, with all of the available technological innovations, governments may be attracted to the idea of promoting national-level trust as a means to fast-track the business development of their countries. This research study has highlighted that Saudi companies lack skills in business relationship development including the building of trust. There is an absence of any legal requirement for honesty and trust between partners and companies in the context of Saudi Arabia.

In addition, the social dimension of relationships between workers affects the relationships among managers in Saudi organisations and these personal considerations have contributed to inappropriate selection of companies with which to begin business relationships. Furthermore, the perception of women and their role in society has created barriers to their development within business.

The aims and objectives of this study were to collect both primary and secondary data by conducting a review of the literature and undertaking a piece of empirical work in Saudi Arabia to collect information about how trust factors can influence business relationships in Saudi companies through understanding managerial and employee attitudes. Face-to-face semi-structured interviews were conducted with 25 employees of Saudi companies. This study was carried out using a research strategy based on the interpretivist paradigm using an inductive approach. First, an intensive literature review was conducted in order to understand the various issues relating to trust and to develop the concept of “Business Relationship Development” as the conceptual context for this research. Secondly, an empirical study was undertaken in Saudi Arabia in order to collect information regarding managerial and employee attitudes in Saudi companies. The data collected were of a high quality and open-ended interview questions were used in the context of Saudi companies.

The interviewees were senior managers, managers and staff members from 25 different companies. This provided an in-depth understanding of the three levels of trust (national, organisational and individual), with the main focus on the individual level. To obtain in-depth information and collect the necessary data, the researcher made an effort to make the interviewees feel secure and protected before conducting each interview, by explaining the importance and the purpose of the research, so as to emphasise the researcher’s credibility

and enhance the reliability of the study. The validity of the content of the interview questions was assured through two pilot studies, carried out by the researcher and the supervisor. A qualitative approach was used so as to understand the data in depth. The researcher used primary and secondary data of the literature to increase the validity of the results. The interviews were conducted with all levels of employees to provide in-depth information and verify the data collected.

The goal of this study was to investigate the individual trust factors that influence “Business Relationship Development” in Saudi companies. Trust is crucial for cooperation and collaboration in interpersonal and intergroup relationships in organisations. Performance benefits associated with high levels of trust have been documented in traditional face-to-face work groups. Trust is not only vital among team members but also across different hierarchical levels of an organisation. Trust improves relationships between companies, making cooperation more likely.

6.2 Findings Related to the Research Questions

This section briefly answers the research questions, which are considered them in earlier chapters:

- 1. How does trust impact on the business relationship process from a Saudi Arabian perspective?*

Various factors were identified during the research study and these included different perspectives on BRD in the context of Saudi companies.

- A few people did not agree that trust is a key element in business relationships. However, most of participants did believe that trust is needed in order to do business; without trust, relationships could be damaged or risky in the short or the long run. Also, the literature states that weak trust in the government may affect the policies of companies (Braithwaite and Levi, 1998).
- The impact of business relationship process, it is essential that businesses provide commitment, high-quality services and satisfaction; thus, trust can be proven by the credibility built within a given market scenario (Brooks, 2008).

2. *How can trust be developed in business relationships for the mutual benefit of Saudi companies?*

Trust factors are emerging from the field study in business relationship for mutual benefit and the sharing of expertise some techniques identified in the field study as helpful for improving trust include the government helping Saudi companies to work together and improving trust factors (national, organisational and individual) in business relationships in the context of Saudi. Sharing and sincere behaviour in business are considered to be investments and demonstrate a significant factor that enhance trust levels and develop relationships (Styles *et al.*, 2008; Wilson and Charles, 2000; Han and Wilson, 1993).

3. *Why should trust be taken into account by Saudi Arabian companies when embarking on business activities?*

Trust is one of the most important factors in business relationships according to the existing literature (Morgan and Hunt, 1994). The overall results of this research study showed the reasons, ‘why’ trust is important in Saudi Arabian companies when embarking on business activities. Factors of trust can lead to be the top level of business relationship in the company and sharing the information with the benefits of the relation and the enhancement of collaboration, which is in line with the literature (Frazier *et al.*, 2009; Pimentel-Claro and Oliveira-Claro, 2010). The researcher collected data from 25 Saudi companies, where every person has different view to answer the interview questions with each respondent have different knowledge, experience and skills based on their cultural and political backgrounds and these experiences could influence profitable relationship in the context of Saudi Arabia.

6.3 Contribution to Knowledge

This research seeks to bridge the existing gap in the literature and develop a better understanding of how to develop successful business relationships within Saudi companies. There is the potential to discover unique types of behaviour that could influence profitable business relationships. This study has made significant contributions to the body of knowledge on trust factors affecting “Business Relationship Development” in Saudi Arabian companies. There is a dearth of literature on trust factors with regards to implementing them in business relationships, and of those studies that do exist, the majority focus on the private sector, with only a few addressing the issue of business relationships within the specific

context of Saudi companies. There is a shortage of empirical studies on business relationships, which this study helps to address. Soltani and Lai (2007) recommend that empirical research on “Business Relationship Development” is needed in order to gather critical information regarding the pursuit of continuous improvement of the value of business activities by modifying the value system to context-specific organisational requirements. However, the lack of empirical studies outside of developed economies is a problem given the growing awareness of the importance of business development around the world. This study will provide benefits to academics and practitioners regarding the development of business relationship in developing economies, where there is a shortage of data relating to the effect of individual trust. The systematic approach adopted in this study could also be enhanced and applied to different cultural contexts.

On the other hand, Wallace and Wilkinson (2004) identified a gap in the knowledge and understanding of the implementation of BRD practices in various regions of the world, including Africa, the Middle East and South America. There is a lack of empirical studies relating to business relationships outside developed economies (Thiagaragan *et al.*, 2001). This study contributes to knowledge in the field of business relationships. In particular, this research study makes an original contribution to knowledge by providing insights relating to trust factors that affect business relationships in Saudi companies. The researcher looked at whether national-level trust, organisational-level trust and individual-level trust are critical factors affecting business relationships in the long term. The research was conducted using a multiple-interview approach, which has provided an in-depth understanding of this research. As far as the researcher is aware, this is the first study using this approach and thus provides a richer appreciation of the three levels of trust (Individual, National and Organisational) factors affecting business relationship in Saudi companies. As little empirical literature exists in the context of Saudi Arabia, this research makes a contribution to the literature on business relationships in developing countries, namely the identification of influencing factors within the Saudi context.

6.4 Limitations

During this research, efforts were made to ensure that high-quality data were collected so as to answer the research questions and achieve the research aim and objectives. Most research studies are limited by the constraints placed upon the researcher (Yin, 2003), and this study is no exception. In this research work, these limitations included the following:

- This research was restricted to just 25 Saudi companies, limiting the generalisation of the findings to the selected cases. The researcher could not conduct more than 25 interviews, because, first of all, the answers started to be repeated (replication) after 18 interviews, implying data saturation, and secondly, the visa obtained from the Saudi Arabian embassy was only valid for one month, with a single entrance. This limitation was minimised by ensuring that the interviewees varied in terms of their experience and age.
- There was a lack of literature on how trust (at the national, organisational and individual levels) influences BRD within the Saudi context.
- The research could be influenced by the personal views of the scholar (Miles and Huberman, 1994; Yin 2003), so any potential shortcomings in this study may be associated with these views (Easterby-Smith *et al.*, 2008). However, this limitation was identified in advance and considered during data collection and analysis by the researcher, who used a multiple-interview approach as explained in Chapter 3.
- During interviews, a researcher may give out indirect signals/clues that guide the respondents to give the answers he/she expects (Miles and Huberman, 1994). This was avoided as much as possible by the researcher keeping himself neutral and giving the interviewees the confidence to answer the questions truthfully (Saunders *et al.*, 2007).
- While interviewing respondents, researchers may find it difficult to determine whether or not they are being truthful. Respondents may not consciously conceal information, but may have imperfect recall. This could be one of the limitations of this research as the interviewees were asked questions about experiences that had occurred. This, however, is a problem with all interviews.

6.5 Implications

The implications of this research study are important and substantial for BRD, practitioners, developers, vendors, businesses and academics with an interest in studying or building successful business relations in Saudi Arabia. There is a shortage of research in trust factors and BRD in the context of Saudi companies. Thus, this research can be used as a potential base for further research. The findings of this research study are related specifically to Saudi companies. Therefore, this research can provide recommendations to Saudi Arabian companies and foreign companies wanting to build sustainable relationships with them.

Furthermore, Saudi Arabian companies have little experience of BRD, because this phenomenon has occurred relatively few times during collected data, the decision makers in firms considering this study as a reference, which could enhance their decisions. The decision makers can now gain some idea of the circumstances of how trust factors affect business relationship in Saudi companies, since the study explains the benefits and disadvantages of the level of trust. If the decision is used legitimately, it would solve many problems that Saudi companies has. This decision would help to improve a firm's performance, since the position would make the firm more competitive, decrease borrowing costs, increase trust, and help it enter new markets and businesses in Saudi.

There are certain trust factors that may impact negatively on the exchange of knowledge, though, for example miscommunication, loss of information and assumptions about available expertise. Companies operating in Saudi can adopt some suggestions which might help them in going business relationship. Decision makers in firms can improve their position when:

- Separating management from ownership who could not lead very well and hiring professional personnel to lead the company.
- Reshaping the company's organisational structure.
- Disclosing more information about the company's activities and financial status.
- Enrolling in training programmes for employees to increase their knowledge and skills of any issues can delay the management system in the company.
- Allowing non-Saudi investors to participate freely in the country.
- Easing the regulations for firms and persons willing to be sponsors.
- It should allow foreign companies to join with Saudi companies.

Finally, the study provides important information about how trust factor can influence Saudi companies that are more likely to be successful. Trust factors can strengthen data sharing between partners, which can positively impact on team performance and job satisfaction. The government could now focus on these kinds of firms and adopt regulations which would encourage them to be more equity.

6.6 Recommendations for Further Research

This study has prompted many interesting areas that could be explored in further research; with the current changing business relationship process in Saudi Arabian companies, this research represents a beginning rather than an end to an opportunity of exploring further trust levels factors in BRD in Saudi companies. This research has not been entirely conclusive and further study is recommended. Studies need to be conducted into several types of Saudi companies in order to extend this research and thereby help to improve the relationships in Saudi companies. The author recommends that additional research be conducted to identify variables that could affect the results of this study, such as new foreign companies entering the Saudi market to invest and do well business. Differences in organisational culture between companies, and different management styles within business development might have a detrimental effect on the Saudi culture and society as a whole. The researcher feels that there are a number of recommendations should be developed further research in the future:

- The researcher recommends a further study on how trust factors can affect the BR and enhance trust at national, organisational, and individual levels within Saudi companies amongst the various people and regions with the view to explore the BRD in countries.
- Specific research should also investigate and understand more about the impact of informal organisations that influence trust levels factors in the context of Saudi and developing countries.
- Create a suitable framework with good methods and techniques to overcome issues to trust factors (national, organisational and individual); this could affect the structure of Saudi companies.
- Undertake further research to investigate how individual trust factors affect BRD to assist and support organisational practices in Saudi Arabia.
- The levels of trust factors identified by this research could be used by other researchers who are interested in investigating and implementing how trust factors involve in BRD.

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Appendix (1)

Mr. Almetni Ben Mansur
PhD Student ID @00042686

Dr. Jonathan Swift
PhD Supervisor
School of Business

The Cover Letter of Semi-structured Interview



Dear Sir/Madam

This semi-structure interview has been designed to find out the opinions and attitudes that the seniors, manager, and staff members have an experience to what is going about their work. Specifically, interviews questions deals with trust in business relationship and discover how it works, and where the important factors can satisfy the relationship into Saudi companies. It will not take you more than 45 minutes to answer the questions. There is no need to write your name or address. The researcher ensures that the information you provide will be treated confidentially and only used for the research proposes.

You have been chosen to test interview questions and your response is very important to response the form of interview questions. The researcher will be grateful to hear the answer or the feedback from you and also the comments and the suggestions from the interviewee will provide the researcher to carry on finding and analysis the data of my research.

Yours Faithfully

University of Salford
United Kingdom

Semi-Structure Interviews Questions

There are some questions to be used for the semi-structure interviews with senior managers, managers and staff members at Saudi Arabian companies in Riyadh and Jeddah. Please read through the questions carefully and the interview itself should take up no more than 45 minutes of your valuable time.

1.0 Demographics Data;

Name

Current Job Title.....

Male Female

Sex

Age

Highest Qualification

2.0 General questions about Trust;

1. What does trust mean to you?
2. How can you tell whether you can trust somebody or not?
3. How does trust affect your business relationships with other companies?
4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?
5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

3.0 Trust at the National Level;

6. What does trust mean at the national level?
7. Does trust at national level affect the business of Saudi companies?
8. In your opinion how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

4.0 Trust at the Organisational Level;

1. What is trust at the organisational level?

2. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

3. Do you think that the Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

4. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

5.0 Trust at the Individual Level

1. What is individual trust?

2. How does trust affect business relationship at the individual level?

3. What steps can you take to improve trust at the individual level between you and your colleagues at work?

4. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

5. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Appendix (2)

Academic Audit and Governance Committee

Research Ethics Panel
(REP)

To Almetni Ben Mansur
cc: Dr Jonathan Swift, Ms J Mulhall
From Jayne Hunter, Contracts Administrator
Date 16th September 2011



MEMORANDUM

Subject: Approval of your Project by REP
Project Title: The extent to which trust marks the development of Business Relationship between UK and Saudi Arabia.
REP Reference: REP11/104

Following your responses to the Panel's queries, based on the information you provided, I can confirm that they have no objections on ethical grounds to your project.

If there are any changes to the project and/or its methodology, please inform the Panel as soon as possible.

Regards,

Jayne Hunter
Contracts Administrator

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Appendix (3)

Transcripts of Interviews

Interview (Number 1)

1. What does trust mean to you?

Trust means how much someone believes in one to another. Trust can develop over time with the mutual interactions of two people or organisations. Thus, trust can be earned with commitment, cooperation and sincerity because it is one of the characteristic that workers have to acquire alongside their abilities.

2. How can you tell whether you can trust somebody or not?

By looking at his/her manners and the way of he/she speaks and behaving with others.

3. How does trust affect your business relationships with other companies?

Trust can affect business relationship with other companies in various ways, For example, if the company does not trust someone, then it will not accept their bids or contracts. Likewise, if somebody thinks that the company is not to be trusted, then they will not build up a relation or create a contract with the company.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Yes, trust is a necessary factor not only with Saudi companies, but also with any other organisation. People invest a large amount of money in business; companies spend a big chunk to do business with others. However, they only do business with those companies which are trustworthy and fulfil their commitments honestly. Therefore, if there is a lack of trust there would be no business.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

It can be difficult for foreign companies to build up business relationships with Saudi companies, and this is due to their cultural, political and management differences.

6. What does trust mean at the national level?

Trust at national level is the cultural, political and economic similarities between any two countries; such as the skills and comparative advantages of both nations can benefit each other. Moreover, credibility and integrity can required to build up trust at national level between any two nations of the world.

7. Does trust at national level affect the business of Saudi companies?

Trust at national level can strongly affect the relationships between companies. For instance; when someone talks about trust in Saudi Arabia in particular, they will say that trust will affect business relationship. Besides, foreign companies will not readily invest in Saudi Arabia unless they have a secure socio-political and economic environment. Hence, the government of Saudi Arabia is making efforts to develop their business relationship in the markets with companies.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

In order to achieve this, efforts should be made at the governmental level as well as the individual level. Moreover, governments should make policies to launch mutual business ventures between two nations, and individuals should respect each other's values. In Saudi Arabic, however, these efforts are still very nominal and much is required in this regard.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The current business activities of Saudi companies are relatively good, since they provide considerable number of projects with national company to do more investment in some places within the country. Nowadays, Saudi businesses activities show a real improvement than they were in previous years and have been developed with services provided with sustainable strategic management.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabian government should facilitate the entrepreneurs of many Saudi companies by offering flexible trading terms. Furthermore, foreigners think that doing business in Saudi Arabia is not a straightforward process due to language and other differences in lifestyle. This approach can only be changed if the Saudi Arabian government gives relief to foreign companies or other investors. Thus, communication should be increased between countries to conceal misunderstandings.

11. What is trust at the organisational level?

Trust between organisations is a form of sharing technologies and expertise. For example, if one organisation is efficient at supplying raw materials and the other is efficient at

providing manpower, they should both initiate a fair exchange between each other in order to build up trust.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

The level of commitment, integrity, mutual cooperation, and equality are very important and the level of trust cannot be maintained without equality. Trust depends upon a formula of give and take. For example; if companies build up a business relation or mutual relationship and then trust will automatically grow between companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Many foreign companies might misunderstand the culture and religion of the country. For example, there are some companies which misunderstand business; where they might give false reports about the Saudi Arabian people.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Objectives can only be achieved when companies trust each other. Thus, for instance, if a Saudi company thinks that a foreign company is not conducting business fairly in their exchange, it will not start a joint venture with them. Moreover, profit earning is the primary objective of all companies and cannot be achieved if companies cheat on each other.

15. What is individual trust?

Individual trust is a one-to-one relation of commitment, integrity, credibility and cooperation between people.

16. How does trust affect business relationship at the individual level?

Individual trust can reduce transactions costs, and enforce contracts at the level of individual investors. There is no much difference, between the effects of trust at individual and organisational levels.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Try to fulfil commitments, be kind and courteous with them and always remember to follow the rule of integrity.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

There are many factors of business relationship to enhance and support the companies in Saudi Arabia. This can be achieved by mutual cooperation, acknowledgment of each other's ability, giving due respect to each other, sharing, politeness and flexibility.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi companies should follow Islamic business law, because they have different policies that are essential to build up good business relationships.

Appendix (4)

Interview (Number 2)

1. What does trust mean to you?

Trust is one of the best mankind factors upon which their entire structure is based; furthermore trust is the opposite of risk. When it develops, risks evaporate. Although trust may be created in uncertain circumstances, by the time it develops, risks begin dissolving. Moreover, trust is all about honesty and the fulfilment of honesty.

2. How can you tell whether you can trust somebody or not?

By communicating, talking with him/her, and keep a close on their behaviours, words and commitments. This will allow you to see whether this person sticks to his/her word or they just back off at some point of time after leaving the person at a halfway point.

3. How does trust affect your business relationships with other companies?

The more one trusts a company, the stronger business relationship between them will be. Trust is an intangible factor that is why this question can be difficult to answer. Trust can directly affects the business relationship with companies for instance, if the company is credible and committed, trust will increase and people can develop more mutual business venture together in the future. Certainly, if there is no trust between two companies, the credibility of further business activities will diminish.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Yes, trust is a necessary factor for building up business with Saudi companies, because trust is the key objective of Saudi companies along with earning profit. Trust, however, cannot be earned when the other party split you off even for once. Decision-making pertaining to investments depends on trust. I think that Saudi companies will trust an individual or an organisation that has a reputation for broken or corruption.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any foreign companies. Foreign companies sometimes will find it difficult to communicate and form business because Saudi Arabians are a very religious people which mean they are very honest, loyal, committed and have strict roles and

conditions. Saudi Arabians engage in fair dealing with partners and the Saudi German hospitals group is one of the successful examples. This hospital shows that foreigners trust Saudi organisations for their business ventures.

6. What does trust mean at the national level?

At the national level, trust is a construct of three key factors which are honesty, credibility and integrity. In general national level trust can affect the nations that compromise their integrity for the sake of security deserve neither integrity nor security. I agree with that statement, because without integrity there is no sense of trust at the national level.

7. Does trust at national level affects the business of Saudi companies?

I think that trust is an important ingredient in starting joint business ventures. There is a direct relation of trust between nations and their business relationships, which means increasing trust levels on behalf of businesses will allow companies to grow rapidly.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust between companies can be developed by facilitating the business of companies and there are many factors that can help in this regard. Companies should be flexible enough to pursue their activities according to the religious and cultural environment of each other's countries. Moreover, companies should respect the organisational goals and fulfil each other's commitments.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Currently, companies' activities show better services and communication. There are hopes that they will improve in this respect. As far as evaluation is concerned, the respondent thinks that the improvement will be done by looking at the exporting and importing partners of Saudi Arabia. If they have good trade terms, then it is good that business activities are growing in Saudi Arabia.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

From my point of view, business relationships are entirely based on trust. Country needs to work on developing business relationship at national level of trust. However, Saudi government should conduct more events, such as business seminars and exhibitions at the national level there is a gap between business communities which should be bridged.

11. What is trust at the organisational level?

There is no drastic difference between trust at the individual level and the organisational level.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

The important element has to be considered when developing trust is the ability of companies to adapt according to the environment, which is one of the most crucial factors in developing trust, because there are great societal, political and cultural differences between companies. By showing adaptability, they will acknowledge and respect each other's difference that's how to develop trust, which further accelerates business activities between companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Saudi Arabian culture is very social and convenient, therefore any foreign company could begin building up business in Saudi. The law and order situation in Saudi is well, which is one of the key points for any investor before starting a business. Many foreign companies like to invest and doing business in the Middle-East to have successful business. Saudi Arabia needs to testify the fact that Saudi culture is not impossible to do business, but it is contributing and facilitating the factors of business in Saudi companies.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The factors of trust affect companies in Saudi Arabia as the business cannot be developed in an environment where uncertainty prevails. Business only thrives in a

secure and trusted environment; therefore, large numbers of companies are at stake. So, these factors affect the objectives of business organisations to a great extent. Saudi business companies will only be able to satisfy their customers when they know that business characters are credible enough and the markets secure enough to make investments.

15. What is the individual trust?

Individual trust means social connections and interactions with different types of people living in a similar environment. People seek trust to strengthen their social bonds. Trust is a tool for living in society.

16. How does trust affect business relationship at the individual level?

Trust affects the individual level positively and it depends upon the person that can communicate with others. If a person is trustworthy, then everyone would trust them and would engage in all kinds of their activities; on the other hand, if they do not trust them, then would soon be isolated as no one will like deal with them, having examined their previous bad record of dishonesty and broken commitments.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Many steps should be taking in order to develop a personal level of human. The first step is amending shortcoming by completing commitment to colleagues, as well as being honest and sincere. Moreover, honour the capabilities, expertise and skills in every possible way so as to improve the individual level of trust.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

From my point of view, the factors of fair dealing, cooperation, mutual respect and expertise sharing are pre-requisites for building up trust at the individual level. For example, sharing expertise would not only value the others; it can develop contribution by respecting their values and interests.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Companies should communicate with each other by planning mutual seminars, exhibitions and other business activities, so that they can get an idea about the comparative advantages of one another. In this way, not only trust would be developed between them, but they would realise in what areas they have to be adaptive, in order to have long-term business relations with each other.

Appendix (5)

Interview (Number 3)

1. What does trust mean to you?

Trust is a very complicated factor and defining it is very difficult, because trust is something immeasurable, an unseen factor. Trust is the name of a relationship involving believing in someone. It is an acceptance of the loyalty of the other person and a giving of confidence to him/her in return. Simply, trust is mutual respect and sincerity.

2. How can you tell whether you can trust somebody or not?

Trust is an extended phenomenon. However, I believe that if someone wanted to know whether someone can be trusted or not, then they have to engage themselves in a talk with that person. This talking is not like having a conversation with someone for a few hours or days; instead, it involves keeping in touch or interacting with a person for a longer period of time. Therefore the respondent would say that whether a person is trustworthy or not, it can be known precisely by interacting people.

3. How does trust affect your business relationships with other companies?

I believe that trust affects business relationship by developing understanding between two parties. By trusting each other, people would learn to exchange their capabilities and skills. Moreover, they would learn how the mutual goals can be satisfied by coordinating with each other. Additionally, they learn to make commitments according to the available time and resources to accomplish these commitments on time.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Yes, I think that trust is a necessary factor, because without trust business matters cannot be concluded. The Kingdom of Saudi Arabia is a type of state that prefers to do business only with friendly and trustworthy companies. For example: the Saudi companies always recruit manpower and labour from its friendly states. Furthermore, in the case of unfriendly bilateral economic or political relations, they immediately stop engaging in further business activities.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company; however I think that doing business in Saudi Arabia would be prohibited for alcohol manufacturing. This is because of religion, and they face various legal barriers to installing plants alongside many other cultural and societal obstacles. Although these companies are trustworthy, they would never earn the trust of Saudi customers due to the factors the respondent mentioned earlier.

6. What does trust mean at the national level?

Trust at the national level is made by combining many factors, like mutual cooperation, honest, integrity and dedication.

7. Does trust at national level affect the business of Saudi companies?

Yes, it does, because if there is no trust between companies at the national level, then joint business ventures cannot be initiated. Trust between governments will facilitate and encourage the investors of each state to come forward and take the initiative in both countries.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level between Saudi Arabian companies?

Many steps are required for this, for example: more investments should be made by Saudi companies. This will raise the level of trust between companies. In addition, this communication should be developed properly between them in order to bring their individuals closer.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

I do not have much to say, as this kind of evaluation can only be done by checking out economic stats, whether current or past. As far as the respondent's knowledge is concerned, the business activities between countries are in a transitional phase. In the future, there are many bright possibilities, but currently, these activities are growing slowly.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Nations are very prestigious and trust factors can be helpful in this regard, for example uprightness and commitments. For some people, the national interest should be the first priority of companies before starting any business activities. I presume that the national interest comes later on and that mutual interest comes first if any company wants to develop a good business relationship with their partner.

11. What is trust at the organisational level?

Basically, the definition of trust remains the same at all levels, but it gets complex in relation to the environment and the context. The more complicated its context, the more complicated becomes its definition. Business is all about timely and measured decisions which are only possible in the presence of trust. In this way, trust at the organisational level is all about the alteration of the business process in order to facilitate exchanges between organisations.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider various factors, like the level of cooperation, attitudes towards commitments, behaviour towards labour and management. Moreover, the respondent believes that the developing of business relationship can influence the level of trust factors and the other factors that the result of Saudi companies should be improved the business activities on organisational goals.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing a business?

Yes, without doubt, foreign companies should consider cultural factors before starting any business venture in the country. That's because Saudi Arabia is a very religiously dominated society. Religion does not just dominate culturally, but also economically and politically as well. This is why this type of understanding will help and facilitate them in making correct and timely business decisions.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The objectives of the companies of nations can be greatly affected by the factors of trust because nations are royal and very prestigious. Their objectives are more or less the same,

such as conducting business activities smoothly and without getting into any kind of trouble. In this way, trust factors like coordination, genuineness, honesty and mutual cooperation will facilitate the business environment.

15. What is individual trust?

Individually, trust means that you believe in the capabilities and skills of the other part. Similarly, individual trust is the beginning of trust. Moreover, individual trust develops when a person learn how to satisfy the preferences of each other. In addition to this, trust at the individual level is created when people grant rights to each other and accept our liabilities. From my point of view, trust is like a double-entry book of rights and liabilities.

16. How does trust affect business relationship at the individual level?

At the individual level it has an affect via relations and bonding. An individual who is sincere is also reliable in all social segments. People would like to create relations with others, which will not only benefit them, but also would increase the social circle.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

There are some steps can develop the individual level of trust between colleagues at work which make their behaviour trustworthy for them. Also, for the development of trust, it is necessary that risky action such as; personal embarrassing should be completely removed out of a particular workplace. Furthermore, the capacity to fulfil commitments; which should keep one thing in mind, namely that no matter what happens, if someone make commitment then this person have to accomplish it at any cost.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

There are many factors that can enhance individual trust between them. For example, technology sharing can contribute to a stronger relationship when technology benefits a partner. Similarly, their friendly and sincere behaviour will also strengthen trust between them, both at the micro and macro levels. Cooperation and respect for mutual goals will also accelerate the trust factors holding between companies.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I think that Saudi companies are capable of developing good relations with any foreign companies, as Saudi entrepreneurs are very fair in their business activities and relationships. I also believe that they should make every effort to establish their good reputation, because negative reputations not only cause the loss the old business relations but also create obstacles for future relationships.

Appendix (6)

Interview (Number 4)

1. What does trust mean to you?

Trust is an important factor for believing in someone. I believe that it takes years to gain trust and it takes a minute to lose it. In business, trust is very factor to continue healthy business relationships.

2. How can you tell whether you can trust somebody or not?

I believe that trust depends on the way the person responses. For example, the Prophet Muhammad believed in honesty and the participant also thinks that an honest person can only be trusted.

3. How does trust affect your business relationships with other companies?

I believe that any business either a small or a medium-sized business cannot continue without trust. However, if the company defrauds a trustworthy person, it will be a big loss as trust is an important factor for any business relationships.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary factor, especially in Saudi Arabia as it is a Muslim country and people there are mostly honest and in fear of Allah (God).So, I believe that trust is very necessary in building up any relationships.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company; however I think that Saudi culture and religion are different than any other foreign company, so it might be difficult to understand their religion and social differences.

6. What does trust mean at the national level?

At the national level trust means the relationship between two countries at a national level of how the governments behave with the others country. Thus, affects trade and business.

7. Does trust at national level affect the business of Saudi companies?

Yes, it does. The relationships between Saudi companies involve trading with each other. For example, foreign companies have been investing in Saudi Arabia and have many industries with joint ventures with Saudi companies, and also many foreign people have been working in a comfortable environment in KSA.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level between Saudi Arabian companies?

There is already a good relationship between companies which can be further improved by investments, developing better services and communication. It could be by providing more facilities to the people in Saudi Arabia and a better working environment.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

I am not sure of the exact level of the relationship. As I often hear the news about the visits of high level officials to these companies.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabians should be aware of the culture and they should allow foreign and international firms to invest and form joint ventures with them to develop better communication.

11. What is trust at the organisational level?

Trust at the organisational level is when someone has confidence at the business level in the company.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Saudi companies should be provided with a comfortable work environment. The expectation from companies is that they should be provided with facilities for comfortable services and technology.

13. Do you think that the Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I do not think so, because multinational companies in Saudi Arabia have a different environment of organisations. The companies based on foreign organisations usually have more professional working style.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factors can affect the business objectives of Saudi Arabia, but not to a large extent. Saudi Arabian market is a big market and companies are willing to work there, nevertheless there are many other factors that trust can make more attractive to develop a better understanding of business.

15. What is individual trust?

Individual trust can be considered as trust between two partners, managers, people, family, employees, subordinates and workers in the work place.

16. How does trust affect business relationship at the individual level?

The working environment is affected individual level when the trust is high.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

The time arrangement of work is very important in the management hierarchy and promises at work can improve trust between any two colleagues to improve a strong relationship between each other.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

There are some factors which the Saudi companies need to consider, these elements are: time, commitment, good communication between the employees, respect, behaviour and good attention to each other.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Improvements in the working environment, such as:

- Saudi owner's interfering less in every administrative task.
- Effective work on procedures to avoid administrative delays.
- A friendly working environment.

Appendix (7)

Interview (5)

1. What does trust mean to you?

Trust means faith. If one trusts somebody, they have faith in them.

2. How can you tell whether you can trust somebody or not?

If the person is trustworthy, ones can trust him/her otherwise not. It can be hard to define how someone should be trusted, but it's an instinct. If someone feels comfortable with someone, he/she can trust that person.

3. How does trust affect your business relationships with other companies?

Trust is the main factor for any relation, including business relations. People cannot do any kind of business if they do not believe in trust.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Think that trust is a necessary factor for building up business with any company in the world. Moreover, in Saudi Arabia, all business dealings require a good trust relationship.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not think that there is any company that found it difficult to form a business relation with Saudi companies. The privatisation facilities in Saudi companies provide many facilities to international companies. International and national companies are welcome with open hearts in Saudi Arabia. Saudi Arabia needs to and expects to work with Saudi nationals, who are considered to be hard working but lack abilities in boosting the economy of the country.

6. What does trust mean at the national level?

The whole nation is trustworthy and anyone dealing with this nation feels safe.

7. Does trust at national level affect the business of Saudi companies?

The relationships between Saudi companies are very good and they have ties at all levels of business, which positively affects business in relation to each other.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level between Saudi Arabian companies?

Trust building between Saudi companies should be good at all levels, including at government level. It will benefit companies at the national level. At the national level, there should be more frequent visits so that policies are cleared and improved more.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

I do not have any idea about the current activities; however I know many organisations who are dealing in business with Saudi companies.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

There are many steps which can be required to develop business relationship at national level of Saudi Arabian companies; that need to have a good communication between labours, employees, managers and leaders. Furthermore, trust can be developed for the benefit of business relationship in Saudi companies by good communication, commitment, honest, and work experience to drive the business in the right place at national trust level. Finally, determine the time management that how long the businesses would take to build up a good business in the Saudi companies.

11. What is trust at the organisational level?

Trustworthiness in the business relationship between organisations can help them to engage in good business without any conflict. If there is diminutive trust at the organisational level people cannot work together.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider that trust in business relationship is just one of the key elements of business between two parties or over. Indeed, Saudi Arabian companies would have stronger relationship between each other. Specially, with organisational, individual and national levels of trust, once the development of business are increase then the relationship would improve and gain a high income with high profit and the brand name too. However, there is a lack of education in Saudi Arabia, which can be a problem. The Saudi government should educate and direct better national citizens and create more jobs to improve their work experience.

13. Do you think that the Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Yes, Saudi Arabian culture is totally different from foreign cultures. The differences could affect foreign companies while starting business in Saudi Arabia. In Saudi culture, if a relative or a friend comes to the office, the person is warmly welcome and offered tea or coffee. Also, guests take up much of the company's time. Even urgent procedures are halted for no reason and the process slows down.

In Saudi Arabia, much of time is wasted in the name of religious reasons, which may delay any process where people are much more efficient and tend to finish their work first. There was one company who wanted to invest in our bank, who sent a representative to see our manager.

a. *“The person came several times. Once the manger had a guest and so took him for tea. The man could not wait so he left without a meeting. The second time when the person came it was prayer time. The manager was expected to come after the prayer. The man again waited till the prayer had finished. The administrators called the manager to know where he had been. The man was angry and much of his time was wasted but what could be done.”*

b. *“The second day that the manager came, he said that he did not feel like working so went home from Mosque and slept. He turned his mobile phone off so that no one could disturb him. So you see, many Saudi people are not very responsible in their work. They want an easy job and work according to how they like. When they are not in the mood, they delay the process for no reason. They might waste time, drinking coffee, chatting on the phone or entertaining a guest. If none of the above, some Saudi people might just go home and sleep.”*

On the other hand, foreign people are known for their responsible behaviour. When there is work, they want to do it with full responsibility. They will ensure that managers are available for important meetings. During the work, there is no culture of chatting and wasting time.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factors at the organisational level can affect the objectives of Saudi companies in all ways, including companies closing down businesses. However, it depends upon the mutual relationship between these companies.

15. What is individual trust?

Individual trust is the trust placed by the personal in his/her place in systems work or life and institutions of relationship or the individual's trust emanating from structural arrangements by two parties or other.

16. How does trust affect business relationship at the individual level?

Trust at the individual level can affect goals at the organisational level, because individual trust is not always the main level of trust factors. Individuals will not be always as efficient in the work if they can't trust the people surrounding them.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

There are many steps that could be taken to improve trust at the individual level. Communication with colleagues at work place can develop a good relationship to build up the process of trust.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Saudi Arabians as individuals should work in a close environment that eliminates cultural differences and helps in building trust.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

The recommendation is to build trust between Saudi companies and to further build trust between the individuals of companies. Furthermore, the Saudi company needs to do the following steps:

- Develop close ties at the national level that can support trust building between companies.
- Develop business practices that minimise cultural differences.
- Develop a working environment that can provide for close interaction between business entities and individuals, which will help with trust building between staff members and managers.

Appendix (8)

Interview (6)

1. What does trust mean to you?

In business and in real life trust can have more than one meaning, but it depends upon the person itself. This is how the respondent thinks that trust is. I cannot even talk to a person if they do not trust him/her. I also think that trust is a very important factor at the general level.

2. How can you tell whether you can trust somebody or not?

It poses a number of challenges, especially the first time people might deal or meet, so it could be risky to rely on someone and trust him/her from the first meeting. It all depends on past experiences.

3. How does trust affect your business relationships with other companies?

There is no effect of trust on a business relationship. For example, if someone forms a proper agreement while starting a business, no one can be defrauded with those agreements. The agreements are a legal relationship and it makes me comfortable.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is not that important for a business relationship, no matter which person they are or which country they come from. The legal agreements are helpful and supportive for a good business relationship. They are made according to the legal conditions of countries and, if the other country does not play properly, then it can always be claimed against later on.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company that have difficulty in forming a business in Saudi Arabia. Saudi Arabia is the largest oil producer in the world and it is rich country; moreover, the taxation system is excellent for companies doing business in this country. There are many countries that want to do business with Saudi Arabia.

6. What does trust mean at the national level?

Trust at the national level can be between two countries or two states. The company builds up business with other party when it feels safe, secure and comfortable. Safety and security are the main issues in any other country such as Saudi Arabia has strict laws and policy.

7. Does trust at national level affect the business of Saudi companies?

Saudi Arabia has provided more safety and security than before and been more realistic to work. I also think that trust does affect the business relationship at national level in Saudi companies that can build a good relationship with develop strategic management, so that can direct the business activities in better condition from before.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust is not important at a national level, but legal agreements and safety are very important. Companies are required to make strict and careful business policies in order to do business smoothly in Saudi Arabia.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The business activities of companies are very good in Saudi Arabia as many of them are doing a good business and making good investments in Saudi. Also, there are international companies who are investing and establishing themselves in Saudi, such as: Americans, British, Turkish, Chinese, Japanese, Germans, Russians, and many more at the higher levels of administration.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabian people are living and working with good facilities and services so that they can work comfortably. The policies at the national level for doing business in Saudi Arabia should not be too strict and they should be very reliable.

11. What is trust at the organisational level?

The organisational level of trust is the level of the relationship on the business level. The level of the comfort zone involves the policy agreements where people can work together and trust each other. They can take orders from each other and work as a team.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Safety is a big issue in Saudi Arabia for developing or building up relations between employees and making good business in the short and long-term.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing a business?

Saudi Arabian culture can affect the foreign companies at business relationship, because they have a different style of working. Similarly, Saudi people do not show responsibility towards work and delay working for various reasons, or even sometimes without any reason, which may be annoying to foreign people.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factors at the organisational level include the business relationship and legal agreements and policies. Saudi Arabia has received very good benefits from international companies and an ability to work but, 'yes', if changed this can affect the trust factors and then the business relationship too.

15. What is individual trust?

Trust believes in people who are on faith and grants the ability to carry on the relationship. Individual trust is based on race and colour in Saudi Arabia. Saudi consider themselves superior to every nation outside of Saudi Arabia; many of them feel they can work under American, European or Japanese nationals, but cannot take orders from other nationals, especially from developed countries. Such issues arise for different nationality in Saudi Arabia, especially in the working environment.

16. How does trust affect business relationship at the individual level?

Trust affects the individual level in different ways. For example, people cannot work together if they cannot trust each other. Teamwork is an important factor for a good professional environment.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Being polite to everyone is a very important element to build up a trust. Also, listening to everyone's point of view is essential build trust and respect.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabia companies, especially between those working with each other? Why?

I think that individual level trust factor can be enhanced by providing the worker with enough facilities and treating them equally, therefore to communicate with each other at work.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi Arabia is a country with huge oil reserves. The taxation system is quite attractive, so no Saudi company needs to put great effort into attracting western companies. They themselves are very much willing to do business with Saudi Arabia, especially in the oil and gas industries. That is why there are so many companies investing in Saudi Arabia. The participant would recommend that Saudi companies open up more shareholders from western companies and be flexible to do the business activity.

Appendix (9)

Interview (7)

1. What does trust mean to you?

Trust is believes in someone, when people do not fear a person to be a custodian of their valuables. If there is fear towards a person that means that this person would defraud with someone and then no one will trust him/her. From the respondent point of view, nobody can give their valuables to a person that cannot be trusted.

2. How can you tell whether you can trust somebody or not?

The level of trust can be noticed from the personality of people, their behaviour with others can also give a clue of whether a person is able to be trusted or not. I trust someone if I have been communicating regally with him/her. Likewise, I try to spend a little time with people before deciding whether they deserve to be trusted or not.

3. How does trust affect your business relationships with other companies?

At the business level, there are agreements and laws which bind the parties involved to deliver. The basic idea of these agreements or laws is to protect the interests of the parties involved. However, if one party tries to defraud another company, it cannot avoid legal system. There are severe penalties people can see this at the business level. The participant thinks that trust does not matter much in affecting the business relationship.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Many Saudis are known to keep their word. Many people honour their commitments and do not breach trust, as their faith prohibits cheating or fraud. The respondent does not think that trust is a necessary factor in doing business with Saudi companies. The work agreements begin before the business commences with Saudi companies. The company's reputation is also good. Most people in Saudi Arabia are honest people as they fear Allah (God) Almighty and do not think of playing with the trust of other people.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

The Saudi Kingdom is like the homeland to many foreign companies. Also, Saudi Arabia is the largest oil producer in the world. Countries want to have close relationship with Saudis.

For example, British and American companies are doing very good business in Saudi Arabia. They have a well relationship with the government, which is why they invest in good business in the country, especially in the oil and gas sectors, communications, construction, roads and many other facilities and services.

6. What does trust mean at the national level?

National level trust is faith of two countries in relation to the business of each other. The officials of the two countries meet to discuss matters important for the progress of country. With trust, they facilitate trade routes and engage the local businesses of countries. Trust at the national level solves many problems between countries, and those which have trust between them at the national level can help each other in troubled times.

7. Does trust at national level affects the business of Saudi companies?

I believe that Saudi Arabia is a country which has decent rules and regulations related to every aspect of life and business. The Islamic religion teaches us faith; discipline and honesty are the most things in life. For instance, Americans, Chinese and British companies are our major trade partners and they have quite a lot of their offices in Saudi Arabia. People are safe from threats which can hurt them or their business. Also, Saudi companies have already established company trust with each other to reflect the trade links between them.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust between Saudi companies already exists. It can be strengthened through dialogue and friendly relationships. If the people in companies trust each other, then they will encourage the people and businesses of our country to cooperate with the process of work.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Saudi companies have fair national levels for retail outlets, offices and people working as business leaders. Furthermore, Saudi companies are satisfied with many international companies who are invest and making a business with Saudi and public sector, such as: oil, gas, construction, banks, airports, hospitals, schools, hotels, foods, cars and many other things. Therefore, the business activities are evaluating the national level in the good value of companies in Saudi Arabia.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The policies and legal framework for doing business in Saudi Arabia should be made convenient for companies. This could develop business relationships at the national level between Saudi companies.

11. What is trust at the organisational level?

Trust at the organisational level is trust between businesses and all their dependents. Without trust, it is difficult to carry on business between two parties, but when the trust is strong then the businesses are profitable and everyone is successful and the companies will flourish. There are no company can succeed today, especially when its external and internal stakeholders are not satisfied with it.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust exists when there is respect; then companies need understand and start making business to be able to trust each other.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Yes Saudi Arabian culture can affect foreign companies and their business relationships. Saudi Arabia has a different culture. Foreigners mostly misunderstand our culture. It creates problems and businesses cannot work without understanding culture. Many foreign companies should know enough about Saudi culture before starting their business.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The trust of companies depends upon the business commitments between two companies. For example, delivering and work on time, fulfilling commitments and following policies can increases trust. If it is not present, it can affect the objectives of Saudi companies.

15. What is individual trust?

Individual trust is the trust between two people. Such as person is cooperative, gives respect to other person, remains honest to this person and then people can trust that person.

16. How does trust affect business relationship at the individual level?

Trust has a significant effect on the individual level. For example, if there is no trust, it is not possible to work together. People only work with those who they think of as trustworthy. In the workplace, the only people who succeed are those who are trusted by their superiors and colleagues. People who are not honest are not given any responsibility.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

To improve individual level of trust between parties at work need to try to listen to people and their point of view. It creates a comfortable relationship between each one. They should to feel free to discuss important matters of work.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Trust between the Saudi companies can be enhanced by improving their working conditions and facilitating their business activities in Saudi Arabia.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi companies should to give information to companies about their culture and how to be cooperative with them. This can improve the business relationship between the companies and country.

Appendix (10)

Interview (8)

1. What does trust mean to you?

Trust is when two or more people share their ideas without any hesitation and treat each other equally. Trust builds up with time. The more people spend time with each other, the more they get a chance to know about each other and then trust each other.

2. How can you tell whether you can trust somebody or not?

If a person deals fairly and does not lie, people could trust him/her. This is because when somebody cannot speak the truth and deals in an unfair manner, so in this case he/she is not good enough to trust. It can only be decided after few meetings/conversations as to whether a person can be trustworthy or not.

3. How does trust affect your business relationships with other companies?

Trust is very important in a business relationship. If the business does not involve legalities and paperwork, then it means that people have to trust the other person for a fair and successful business deal. If legal protection is present, then trust is not necessary. Even in the presence of legal protection, generally people should trust each other in the business world; it ensures success on the companies.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is necessary to do business; the participant also believes that trust is a significant point for doing business with Saudi companies. Saudi companies are trustworthy and they prefer to work with companies that are operated by good and trustworthy people. Saudi companies always try to be fair that's why they also want other companies to deal fairly. When other companies try to take unfair advantage of it, Saudis prefer to discontinue the business and part ways.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know and have not ever heard anything about a foreign company that found it difficult to build up a relationship with Saudi companies. However, miscommunication can happen because of differences in language and culture but, by nature, Saudi companies are

very welcoming and friendly. Generally, the only problem Saudi companies face is due to foreign languages.

6. What does trust mean at the national level?

Trust forms at the national level when the governments of country enter into agreements for helping each other in areas where the country is require assistance. This agreement helps the companies of country if they want to develop business relations with each other; this is the way to develop trust at the national level and to help companies/businesses to grow.

7. Does trust at national level affect the business of Saudi companies?

I think that trust at national level effects business relationship with companies, the respondent also thinks that trust at the national level makes it easier for companies/businesses to interact with each other. Saudi companies have the funds to invest and skills and basic technology to run the business better and successfully.

8. In your opinion, how could trust be developed for the benefit of good business relationships at a national level and for Saudi Arabian companies?

Trust can be developed by looking at the past working experience and efforts that governments made to facilitate companies. Saudi companies are working to do business that can take to bring forward the hand for the friendship and a good business relationship at national level. Companies that are already working should set a good working example by keeping their trust and dealing fairly.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

There are many companies who want to start their business in Saudi Arabia. It is because government and companies are already working and setting up a strong base for a mutual working relationship. Saudi management wants to transfer technology into companies here and provide training to staff for improving their performance. It shows the trust that has developed between Saudi Arabian companies at the national level.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The steps required to carry out smooth business operations can receive a good boost from government. Saudi Arabian companies who are already working with each other should help new companies and especially those who are starting their businesses in Saudi Arabia. Fairness of business terms would be helpful in developing strong business relations and strengthening existing relationships.

11. What is trust at the organisational level?

The level of investment in Saudi Arabian companies from investors shows trust at the organisational level. Investors know that when people from the same country can work together, business would give good returns and feedback, which is why they show interest in investing their money in business. This is because of the efforts of companies which have developed a good business image. Organisations share their personal experiences with each other and struggle to achieve combined success when they have organisational level trust.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

All the factors of trust which are involved in developing business relationships between Saudi Arabian companies are important; they need more technology with high quality service and good communications, as well as relationships with national and local companies that can help to direct their management better and run the business in better shape too.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The respondent stated that Saudi Arabian culture can affect the foreign companies while developing business relationships at the organisational level. Because people of Saudi Arabia behave in their business dealings as they behave in their normal daily life, they lack professional attitudes, which initially troubles foreign companies in communicating their point of view and understanding the people of Saudi Arabia and its companies.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

I do not think that trust factors affect the objectives of companies from Saudi Arabia to a great extent. This is because when people want to do business, they can do it. Problems and

miscommunication are a part of business, but once they have trust then there is nothing that can affect the business relationship at the organisational level.

15. What is individual trust?

Trust at the individual level is the first step towards trust at the organisational and national levels. In particular, when a person trusts and likes the other person, then only he/she can approach and start communicating for business purposes.

16. How does trust affect business relationship at the individual level?

Trust is an important key factor in business relationship and it does affect all the levels of any business individual, organisational or national. However, individual level of trust is the significant element and it does influence the personal level at work, which it takes time to promote the people who are working with the company. Therefore, work experience from his/her and evaluate the individual level of trust. Also, to keep the trust continuous, they should to understand each other with the promises and respect their different opinions at work.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Trust between colleagues is the key measure and is not only affects individual performance but also affects the overall performance of departments and companies. Listening to the ideas of colleagues carefully and understanding his/her point of view could help in improving trust at the individual level.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Meetings in which ideas are discussed and welcomed openly can help companies to enhance trust to communicate and share their mutual benefits between each other.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I recommend that Saudi Arabian companies understand the working environment and its requirements so as to develop and have a strong business relationship with each other.

Appendix (11)

Interview (9)

1. What does trust mean to you?

Trust means when two people can enter into a business relationship with understanding. Trust is cooperation with dedication and commitment; it is about being honest and truthful to one another.

2. How can you tell whether you can trust somebody or not?

If I talk to a person, I try to evaluate his/her words honesty and commitment to the discussion and doing business with him/her means that I start to trust them. I do not enter into a business relationship with any person whom I do not trust. However, the terms are protected by law, which means I can do business otherwise it is difficult and no one accepts it. When they train and provide assistance to companies in Saudi Arabia, the first thing to teach them is to develop trust among them. In my opinion, trust is the foundation of any business dealings.

3. How does trust affect your business relationships with other companies?

Trust affects business relationships in a great deal with other companies. To do business with people is not easy, and need to have a good plan strategic in business with people who are going to deal with. First of all, need to have a contract between each other under the conditions of anything happen. Secondly, need to look at any history business that could done with other company to check how good they are and how long they continue in business activities. Thirdly, trust is coming by the time to spend between two parties with the good communication and commitment. Trust does affect the capability of business relationship with any company who are dealing in the short or long-term. For example, to start a business with a new company or a person, then people need to be very careful and give importance to any legalities and the law.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is a very important factor for doing business with any company and in any country too, especially in Saudi Arabia. Once, people know that the background of a company is good and it begins to be successful, then they will stick by their word and will not

withdraw from agreements. Because people should be fair, commitment and communicate each other to creates a balance and makes the business successful.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

There are some companies who would like to do a business with foreign companies, but they have difficulty to start. Moreover, foreign companies face a difficulty in the beginning, some of them have problems with understanding, because of the cultural and language differences, as wells as the work conditions, brand name, and history background might be affect the other part of the company who would like to start a business with Saudi Arabian companies. So, that's why trust is very important part of business, and it can be formed when people spend time and talk about their ideas.

6. What does trust mean at the national level?

Trust at the national level is supported by the governments. When countries want to develop a good relationship with other countries, they sign contracts and help each other when required. Saudi Arabia has a good relationship with many countries as it sells oil and gas and it is important for every country that they produce energy through oil.

7. Does trust at national level affect the business of Saudi companies?

Trust affects all levels of business. For example, Saudi companies should trust each other and their approaches to motivate the business relationships management. The Saudi Arabian government encourages companies to do business with the knowledge that businessmen who are able to work hard and have good experience can roll companies towards the right business relationship.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can be developed at the national level between Saudi Arabian companies through smoother and easier procedures for building up business. This is because Saudi Arabian companies find it difficult to form a company and face many problems in completing legal requirements, it discourages them. Furthermore, business can be formed more easily by trust and developing better business dealings.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The business activities in Saudi Arabian companies are getting better than before and the respondent does evaluate it very well as they increase the profit and the investment of companies and the Gross Domestic Product (GDP) of country at the national level.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Trust is an important step in building up a business relationship with Saudi Arabian companies through which they can develop a good relationship with foreign or international companies in increasing the level of investment and in learning how actual business running. Similarly, the communication, commitment, respect, behaviour, time delivering, promises, safety and secure all those factors can make development of business activities between Saudi Arabian companies.

11. What is trust at the organisational level?

Trust at the organisational level means when Saudi Arabian organisations are willing to work together and invest funds in joint ventures. It shows that companies from Saudi Arabia have confidence in each other and trust each other for business.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust develops when companies work together for a long time and have a good experience in working with each other. It creates trust between managers and the staff members of Saudi Arabian companies, which helps enhance overall trust.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing a business?

I think that Saudi Arabian culture is different from foreign companies; they find that their culture is unique. Sometimes, they enjoy misunderstandings. Foreign people should be taught Saudi Arabian culture and its ways of doing business. Also, Saudis should learn more about their partner's culture to gain a better relationship.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

It depends on how much Saudi Arabian companies are involved with each organisation's department and how it affects their business. If something wrong happens with management,

it becomes difficult to solve and usually the results will see the breaking up of business partnerships. However, misunderstandings can always be solved by discussing the reasons and more careful behaviour in the future.

15. What is individual trust?

Individual trust means when two people trust each other. People trust each other when they know that the other person respects and understands him/her. Respect automatically brings trust. That is why a person's behaviour is very important for building up trust.

16. How does trust affect business relationship at the individual level?

Trust is very important at all levels, but it is critically significant at the individual level. For example, if a person trusts other person, then only he/she thinks about doing business and working together.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

My colleagues are trusted people into each other and are satisfied with doing business. Normally they communicate a daily basis; if they face any problems the respondent tries to solve them. Sometimes, our staff members extend their deadline for payment and offer them gifts from time to another. I have also developed trust with all of colleagues at an individual level, which helps encouraging the business.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

With Saudi companies, it is important that they understand a person background. Companies should understand each staff member and the ways by which they communicate and then it can be easy to start trusting each other. Trust is important in doing business in order that people have confidence in working together.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi Arabian companies should learn more than one language and need to have a good business management who can develop better business activities in individual, organisational, and national level of trust and the factors of other business relationship. Moreover it needs to communicate with international foreign companies to develop the business activities in the context of Saudi Arabia.

Appendix (12)

Interview (10)

1. What does trust mean to you?

Trust means to inherent ability of a person to rely on others and be comfortable with them. People who can trust each other will make a strong relationship which will help them to solve any issues in the future.

2. How can you tell whether you can trust somebody or not?

People can tell if they can trust someone by examining them. That can be developed by talking or meeting those people.

3. How does trust affect your business relationships with other companies?

Trust affects business relationship with other companies in various ways. By having trust, people can count on the other company and do not have to worry about being down. Trust between companies allows smooth business transactions for companies to do well; also, when they are in a difficult situation they are willing to help each other.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is a necessary factor to do a business. Trust is one of the core factors for doing business with Saudi Arabian companies, because it is necessary to make a business with trustworthy person, for example when the customers know that Saudi companies can have a good quality of service and satisfy with their job then the company would keep the relation and the communication of trust in very good position of business.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any foreign companies that have found it difficult to form a business relationship with Saudi Arabian companies, In fact, many of Saudi Arabians do not have difficulty with foreign companies a part from language and culture. I noticed that foreign companies only lack in cultural knowledge and habits when they are struggling somehow to understand the Saudi Arabian lifestyle. Communication barriers hinder trust with foreign

clients usually keeps interpreters with them and find it difficult to communicate and develop the trust which they say exists between two partners or companies.

6. What does trust mean at the national level?

When two nations have good business ties and share/exchange business relationships while trusting each other, the leaders of the nations have regard for each other and are always on the same level of understanding.

7. Does trust at national level affect the business of Saudi companies?

I do not think that the national trust between Saudi Arabian companies will have an effect business between each other. If the companies are large enough and it is vital for them to do business, then they can get over issues of national trust but even then a little national trust is still advisable between companies and motivates businesses to work hard and invest more in the country.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can be developed at the national level, with efforts from Saudi companies who share routine conversation with each other which can have a progressive approach in establishing trade ties and being development for the benefit of a good business relationship. A policy needs to be developed that indicates a favourable image or attitude towards each nation, which is also a good sign of national trust. If companies have good trade and a good relationship, then trust could be easily developed.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Currently, business activities in Saudi Arabia are really good and investments are high too. As companies are making substantial investments into Saudi Arabia, at the same time Saudi companies and its government have a strong relationship.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Companies need to be more visible about their linking for each other. In this case, the media should be effectively utilised, showing programs and cross-cultural activities that bring nations closer to each other; also positive news and avoiding confrontations will help. The media today is the most powerful tool to change minds and perceptions of people. Positive

news will be reflected by market interest in the investment. Trust will be developed and will help increasing business relationships on a national level. People can gain experience and gain an understanding of the nature of countries, which would help developing business.

11. What is trust at the organisational level?

Trust at the organisational level is the reliability of an organisation to deliver committed results. How effectively words or deals are translated into reality constitutes trust level. Moreover, organisational trust is when companies are willing to share critical information for combined success.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

When developing trust with other companies, people look at the other companies' histories, namely how they have been with other companies. People also look at their relationship with their consumers and suppliers. Saudi Arabian companies are evaluated by looking at their reputation in the Middle-East and how they have worked in different scenarios as well as how respectful they are to Saudi business.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I think that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level. Every culture has its own way of doing work and communicates with people in their job. Therefore, Saudi Arabian have different culture from others who have a lot of women staffs, which is not the case with Saudi companies who have a number of women who are working with them. The actual approaches towards day-to-day working are extremely different from foreign companies, as well as Arabs have a more relaxed and slower approach towards business. Organisational hierarchy is based more upon trust rather than the ability of employees.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

If there is no trust inside a company, then it will not be able to attain its objectives due to its failure to satisfy its partners and stakeholders. It is important to establish trust or else objectives might be overlooked or undone, which could cause a lot of economic and financial problems for the company.

15. What is individual trust?

Individual trust can be defined as dealing with employees. Trust can express our feelings and promise for their honesty; when they believe that it is truth. Also, it is how people deal correctly with employees and express their feelings with honesty and respect.

16. How does trust affect business relationship at the individual level?

Trust at the individual level is when people are confident in their dealings; they have faith in that person or group of people around company who have the loyalty to each other. They look after the interests and provides for beneficial working environment where creativity flourishes.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Trust can be greatly enhanced by showing commitment, abiding by rules and principles, being on time and being honest, showing support and care between each other. Saudi lifestyle is based on Islam as a perfect guideline to improve trust by being honest, devoted and committed.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Saudi Arabian companies have different levels which willing to give away their individual status. In particular, when they start to respect each other in this case trust will develop such as their cultures irrespective of their likes and dislikes. Business relationships have nothing to do with the personal and show our corporate commitment to gaining trust and loyalty from each other.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I would recommend that Saudi Arabian companies need to:

- Develop equal and fair treatment of employees, irrespective of nationality,
- Show respect for each other in their work,
- Avoid judging people based on religion alone and to have regard for other cultures.

Appendix (13)

Interview (11)

1. What does trust mean to you?

Trust is the confidence and belief in relation from one person to another. Furthermore, it's what allows people to rely on one another. Without trust, a person can do nothing in business, especially if a person cannot trust the other person, as the business simply does not work or will be risky.

2. How can you tell whether you can trust somebody or not?

People can tell whether they can trust somebody or not by first getting to know them. A person's nature can tell others a lot about another person and whether he/she can be trusted or not. However, this alone is not enough to judge if a person can be trusted or not. At times, situations arise when people can test the other person. If the person success the test, then he/she knows that people can trust them. If they do not, then they cannot be trusted.

3. How does trust affect your business relationships with other companies?

Trust greatly affects the relationships with Saudi Arabian companies. This companies who have mutual trust, and the business will get on a better relation than before. People believe that trust is affecting the relationship continues for long process of trust which will get stronger in the future. However, if people do not trust any company who are dealing with them, then they can expect their situation and business propositions to become more difficult and risky.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is necessary factor to do business with Saudi Arabian companies. Trust is fundamental factor in business relationship with any company not just with Saudi Arabian companies. Trust is extremely important in the case of Saudi Arabia. Saudi Companies hold prestige and trust factors very highly in their dealings with customers and partners, and they are reluctant to work with some companies that have a bad reputation.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I am not aware of any foreign company that has found it difficult to do business with Saudi Arabian companies, but that is not an impossible notion. Multinational and international organisations have their own methods of conducting business and people have their own, hence it could be possible. There are wide differences in culture between companies, who find it is difficult to maintain their foreign workforces due to cultural, language and religious barriers, but they can communicate and deal in business together.

6. What does trust mean at the national level?

Trust at the national level considers the trust from country or government to another. For example, if two countries enjoy the business relationship, then trust will be high and no risk. This sort of trust is also very important, as it motivates people in national level can cause a strong business relationship.

7. Does trust at national level affect the business of Saudi companies?

I think that trust can effects business relationship with companies, as trust is important in the country, to communicate with organisation and other parties.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can be developed when a country show good faith and allow each other to trust one another; they must exhibit and develop friendly relationships with related departments and organise activities that represent good relationships between companies, such as investor conferences or exhibitions. This increase trust at the national level will cause businesses to build relations in the companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The business between companies is going quite well. There has been a fundamental investment made in the education sector and manufacturing too in the context of Saudi Arabia, while Saudis have entered into joint ventures such as oil and gas industry. Private and

public sector level of business activities have improved, recently with several projects which worth billions of dollars than ever before.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

People can request the Saudi government to invest more in terms of technology and to provide consultancy in areas of the health sector in Saudi Arabia. As this will utilise their labour and increase revenue and the income of budget, this would increase the level of trust between companies; also, they can send people to conduct seminars and do the same as they would in reducing the communication gap and increasing business relationships. Saudi government should work through their local representative to develop the business relationship at national level.

11. What is trust at the organisational level?

Trust at the organisational level is trust between companies, and it's essential for business performance and for earning revenue to have good competition in the company.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider the aims, rules and goals of the corporations, and representing a group which has a presence in companies and as far as his/her beliefs upon personal experience; the following factors should be considered:

- Understanding culture
- Learning some other Language to make it easier to communicate with other partners, such as English, Spanish, French and Chinese or Hindu.
- Adjusting to the Saudi climate for foreign nationals.
- Improving communicating trust and commitment.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I think that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level. The nature and the way in which people conduct business are quite different from the situation in foreign countries. For example, Western countries only have lunch breaks and they usually communicate, whereas Saudi people have prayer breaks and lunch breaks. As well as some other breaks, these kinds of breaks make foreign staff feel a different kind of work style.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust at the organisational level can greatly affect the business of Saudi Arabian companies. Therefore, if there is no trust at the organisational level, this means there is no trust between companies.

15. What is individual trust?

Individual trust is trust between persons, showing how they communicate their reliability and honesty.

16. How does trust affect business relationship at the individual level?

If there is no trust between people, then that means people will not work properly or efficiently, as they will not trust each other and they will not be coordinated or united; thus, no work will be done.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

To improve trust at the individual level between colleagues, being friendly, social and nice behaviour also need to be honest and hardworking to increase the level of individual trust inside the company especially between colleagues at work. The development of individual level can build up friendship by trusting each other and do better work.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Firstly, managers should not discriminate between Saudi workers, and everyone should be rewarded according to his/her input. Similarly, Saudi managers and owners must run their businesses professionally and not like a family affair. Apart from this, Saudi Arabian companies could be sent to each other's countries, which would help them to understand the environment and get more experience.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

The recommendations of Saudi Arabian companies are a necessary to build up trust between the employees and the managers of the company in Saudi Arabia. Also Saudi companies need to have a good relationship with foreign or international companies so that they can have high quality of business relationship and getting an experience with skills and the value of business activities.

Appendix (14)

Interview (12)

1. What does trust mean to you?

Trust is belief between two parties.

2. How can you tell whether you can trust somebody or not?

From a business perspective, the history of their work in the business market that can help with attaining trust, but in the real world it is experience and also can help to understand how to trust someone from a different country or a different company.

3. How does trust affect your business relationships with other companies?

Trust is the core aspect of business relationship in the companies and affects them in any kind of business activities that without trust the company will be in hard position and the relationships between people will be difficult to start building up.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary factor to do business with Saudi Arabian companies because if someone cannot trust a company then he/she is naturally not going to do business with them or with any other companies; this applies to every Saudi Arabian company. “*Why would you invest or combine your resources with a business that you do not trust*”. Indeed, trust is a very important factor when deciding to do business with another company. This becomes more important when working with Saudi companies, because Saudi Arabia is an Islamic country and Muslims rank honesty and truthfulness; therefore, in Saudi companies trust is blessed and foreign companies doing business with them should be fully aware of it.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why

A considerably number of small and medium-sized of business companies found it difficult to work in Saudi Arabia. There have been consultancy firms and some fast food companies, while some companies have closed their retail outlets in the last few years. Just like any other nation that Saudi Arabians have their own ways of doing work and their own principles, which might sometimes push away countries.

6. What does trust mean at the national level?

As in any business or personal relationship, trust on the national level is trust between nations and their leaders, and their people too. It does not matter what nationality of person that belongs too, they must deliver on their promises when they get the trust of other nations.

7. Does trust at national level affect the business of Saudi companies?

Trust in Saudi Arabia at national level effects business relationship with many companies. Trust is essential in every business activity that needs to be done for example; to trust Saudi Arabian workers, employees, managers and customers, between national partners who are important of Saudi Arabian companies at national level; it means to increase the value of business activities.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

In order to establish and improve trust in companies, the development of a good business relationship at the national level will affect Saudi Arabian companies in the short and long-term. Also, government should allow being flexible and portraying the real image of Saudi Arabian companies through good media.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The business activities in Saudi Arabian companies at national level is evaluate the relationship at work specially people who are working in the organisations. The national level can help to develop Saudi Arabian companies labour and create good business activities.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The same steps are needed in any relationship; honesty and keeping your word on time, delivering more than you promise, as well as having good communication with the Saudi Arabian people who are working in companies and who can make good business propositions.

11. What is trust at the organisational level?

Keeping one's word, delivering on his/her promises and remaining loyal and ensuring fair dealings, even with their fellow competitors and suppliers, customers and all those associated with their business, can cause shareholders and stakeholders.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

One must consider several factors when developing trust in Saudi companies; by looking at their view of development and seeing if they are considered trustworthy by companies in Saudi Arabia. Also, by looking at how they treat their employees and customers and those in the upper and lower levels of work and how they build trust with local Saudi companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The Saudi Arabian people are Muslims and have their own way of doing things. Also, in their culture they try to lie back and do work but at their own pace, in line with their prayers and other duties; as Muslims in Saudi Arabia observe Friday as a holiday while Sunday is a non-working day in western countries by law. Foreign employees work all day but some of Saudis employees give time to friends, family and west time, which caused Saudi companies work slower than foreigners. Language barriers also pose a small problem for foreign companies in Saudi Arabia.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust is an essential part in a corporate relationship and it plays a major role. Companies have different objectives and aims when they collaborate and they need to trust the other company to help each other and be successful in business. For example, if their partnership had a deal with another company and introduced a product in another local area, then their objective could be to survive against competitors. Trust is important for any level of business and it is necessary for both labour and management in Saudi companies.

15. What is individual trust?

Individual trust is an able to trust people with their secrets and can share with them. If one's work is honest, then one will meet trustworthy based on people who will carry on business with others. A trust in individual level is gaining someone's confidence, values, honesty, and believes on them.

16. How does trust affect business relationship at the individual level?

Trust is the basis of any relationship and can help to grow business and make a good connection with other factors in business relationship. One lie can break everything in the relationship trust and that could take years to build up and just minutes to split.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

This can be achieved by helping co-workers and by assisting them in their own goals. Also, if someone is stuck with a problem, then they should be there to help them, and this increases trust between colleagues too.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

The factors of business relationships influence the Saudi Arabian companies especially at individual level such as; being open to ideas and sharing their strategies or plans, and to treating employees equally so that they can help to improve trust between Saudi Arabian companies. Furthermore, teamwork is significant and a successful which is productive can assist with making the organisation a success. A good team is beneficial for companies as good business management can ensure colleagues are supported during their career and develop their skill sets over time.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

The member suggest that Saudi Arabian companies show satisfaction and an acceptability of culture and work with people who they are more positive in approaching. Similarly, employees must be given equal treatment regardless of society, and rules and regulations for foreigners should be adjusted to allow them to have more freedom in daily affairs and have security with a lower taxation policy and more investment in the Saudi Arabian market.

Appendix (15)

Interview (13)

1. What does trust mean to you?

I believe that trust is reliability and that it is the confidence by which a person has belief in another person. People can rely upon one another due to trust, and so trust is very important. It creates a sense of accountability and instils responsibility onto a person to deliver as per the requirement.

2. How can you tell whether you can trust somebody or not?

A person can tell whether you can trust somebody or not by how they act and talk; a person needs to know the other person for a while to understand him/her. I suggested that do not trust a person easily to judge by making them involved in a situation where they are tested. Thus, trust is not an overnight concept and it develops with the passage of time unless a person has an experience with another person related to trust.

3. How does trust affect your business relationships with other companies?

Trust can affect businesses both in positive and negative ways. Any kind of business that does not have a type of trust cannot work or it will be very risky, and this leads to losses and, ultimately, disbanding of the business. However, if there is trust between those conducting businesses, then this means profit and future partnerships and prosperity. Working on trust only reduces the aggressive side of the business and a person tends to be reluctant to work with new people.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think trust is not that important factor, since business is not done between two people. It involves guarantees and transparent business transactions, where one party gives in writing what they will do and have done so far. For example, if someone works professionally and is bound to have an agreement, in that case trust is whether exists or not.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

Foreign companies have found it a bit difficult to do business in Saudi Arabia, as both of the countries have different cultures, religions and rules. This is because foreign companies are experts in legal agreements and systems which secure their trade terms in Saudi Arabia.

6. What does trust mean at the national level?

Trust at national level is that trust shared between two countries and their level of confidence in each other; how cooperative they have been to each other in times of need and how much they support each other in the country.

7. Does trust at national level affect the business of Saudi companies?

I think that trust in Saudi Arabian at national level effects business relationship with companies. If companies are satisfied and have good relationships with each other, then their citizens would be satisfied as well. Successful relationships at a national level can go easily transcend into valuable business opportunities to turn good investments into sizeable businesses with partnerships.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust could be developed if companies were supportive of each other as to a positive relationship with Saudi Arabia. This gives a positive signal for their citizens to conduct business and to develop a better relationship with the encouragement of a national level of trust between Saudi Arabian companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

A person can evaluate the current business activities of Saudi Arabian companies based on the level of mutual trust. Currently, the level of trust is quite good with Saudi Arabian companies who are investing in Saudi Arabia and doing good business in the market.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabian companies should evaluate and develop programs that attract investment in all of the country, make special share arrangements where certain levels of income can be relieved of taxes. Saudi Arabian companies need to review the firm policies and expectation, furthermore need to define long-term of successful goal with people who spend time on business development every day.

11. What is trust at the organisational level?

Trust at the organisational level is the level of trust between companies, it is simply an overview of the past performance of companies; how they are dealing in the market? How they have failed in their commitments? Or any reports of fraudulent activities.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

There are many differences companies who consider religious and cultural. Saudi people have their own way of doing business and tend to trust more if people belong to their religion or are males. Religion is the core around which Saudi life revolves; no business deal or life routine is usually pursued by Saudis which is against religion. For example, foreign companies have to understand and analyse the traits of Saudi culture and religion so as to make easy to communicate and deal with each other successfully.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I think that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level. The differences in culture can cause a gap between companies, as every culture has its own notions and the way of doing business. Saudi Arabian people tend to work together and they do it at their own, which then causes problems, especially when business activities start. A good example is that in Saudi Arabia Friday is observed as a holiday while it is a working day in western countries. Correspondingly, breaks for prayers and lunches, reduced times during Ramadan and social dealings are all very different so much that even the style of greeting of Saudis is very different from foreign companies.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

At the organisational level a number of legalities and agreements are involved. Every aspect is covered regarding non-performance and failure to deliver; therefore, trust does not have that much significance in Saudi Arabian companies.

15. What is individual trust?

Individual trust is trust where people believe each other and how they perceive him/her as a person and how reliable they are according to them. Trustworthy is a person or someone who is honest and has been with others for a long time relationship.

16. How does trust affect business relationship at the individual level?

When people trust someone they open their hearts and they want to help and support them. The daily routine and working together is an enjoyable experience and they do extremely well in such an environment. Trust affects individual trust by spending time, experience, skills and by dealing with communication too.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

People should first be respect nicely to their colleagues and helping them through difficult times. Apart from this, people can help them as Allah (God) asked people to help each other's no matters where he/she comes from.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Individual trust grows quickly when Saudi workers are inside companies and have regard to each other for their jobs and business relationships. The element of bias should be significantly reduced and equal treatment and should be given to nationals in business and in our social lives that have to be treated with respect and dignity.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi Arabian companies should make sure there is a good corporate and individual trust between the managers of the companies and develop the business relationships between each other.

Appendix (16)

Interview (14)

1. What does trust mean to you?

Without trust a person can do nothing, and so trust is the nature and backbone of mankind; it is belief in a person and their ability to give their faith in him. If people cannot trust someone in business, then they cannot do business with anyone else.

2. How can you tell whether you can trust somebody or not?

You cannot tell immediately as many people have to spend time with that person and get to know one another. People tested the person several times, and if they find him/her trustworthy then they can start to trust. Time tells the truth, and they can also judge them by using their feelings and how they act and deal with others too.

3. How does trust affect your business relationships with other companies?

Trust affects the business greatly. People cannot do business with companies which they do not have the ability to trust, as it's a waste of time and resources; not only that but they even can suffer a great loss and have a bad reaction. Those who are not trustworthy end up lying and stealing, so Allah (God) forbid this treachery and also force everyone to be in a position where they have to act badly.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is a necessary factor to do business with Saudi Arabian companies who have a very good relation at work. Saudi Arabia is a Muslim country that has strict roles. Honesty can be thought of as a basic characteristic of a Muslim in Islam. For Saudi people, trust is very important and those companies that want to work with Saudi companies should be willing to be open and honest with us.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I think that it is not easy to do business with Saudi Arabian companies, as they have a lot of regulations which many of foreign companies do not agree with it. Moreover, on this company the best example is when people opened their office in (Jeddah), they had been supplying products. However, the top management which was found from another foreign country it is very difficult to establish a sales network in Saudi. Shortly afterwards, they had

to bring someone from the Middle-East who had work experience with Arabs so as to stabilise the business with them.

6. What does trust mean at the national level?

Trust between countries will bring about national trust, as the relationships of the country can get to the national level. Different countries have different relationships and policies are made according to it.

7. Does trust at national level affect the business of Saudi companies?

I think that trust at national level in Saudi Arabia affects business relationship with companies. If the companies cannot trust each other, then there will be too many obstacles for the country based to do business regarding import and export laws, taxes and duties. So, it's always profitable for companies if their countries share trust in business relationship. Investors and entrepreneurs are always reluctant if ties between companies are not good.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can be developed if the country joins their hands to increase business. Leaders can increase prosperity by motivating us towards a country which it would be appropriate to be friendship and will increase business prospects from not only our own side but from theirs too.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Current business activities are good enough and those companies are investing in Saudi Arabia and buying goods 'imports' from Europe, Africa and Asia. As well as support from their machinery and technology, people are also getting a lot of education and public sector support from many nationals.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabian companies should send employees to achieve a decent work experience and to understand how to manage their work and help in building trust in business relationships.

11. What is trust at the organisational level?

Trust at the organisational level is trust between two or more companies, and how they do business with each other reflects trust. If their relationship goes beyond the daily transactions

to sharing key information, this has benefits in work performance and strategy, such as how companies are always planning to have good organisational trust in each other.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider that the value of trust factors can help in evaluating loyalty to work and how committed the company is. Furthermore, trust can improve the business management in the company so that they can have a good relationship between buyers and sellers, as well as employees and managers in the Saudi Arabian companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I think that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level. Some companies often do not agree on aspects of business due to differences in culture and values. Saudi Arabian culture can be different from other foreign companies, and that could affect the business relationship at the organisational level between companies. Many foreign companies wanting to invest or deal with Saudi Arabian companies which needs to follow the rules and connect with those sponsors, who are in charge of the company that makes, it easy to see what kinds of requirements they have to process before they start doing business between each other.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust will affect the business on an extreme level considering business objectives, as they need to be combined and understood by the companies.

15. What is individual trust?

Trust between people around is called individual trust, and the trust of the business relationship between workers and managers is called co-worker trust.

16. How does trust affect business relationship at the individual level?

Trust affects the individual level in many ways, such as work and thinking of how people regard each other in companies. A worker or employee that can trust his/her manager is motivated as aware that their efforts will be awarded. Especially, when Co-workers trust each other then they can have better coordination and work effectively as a team.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

It can build trust by working in groups and as a team too, especially when people work in a close contact, then it is easy to understand each other of their abilities and weaknesses too. While working as a team, based on test relation on each other as many times to perform the level of trust is to increase the level of strengthens.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Communication, commitment and honesty can be the factors which can enhance the individual trust in relationship between companies. All these factors are necessary for the improvement of one's reputation. When the individuals of companies work with motivation, they will automatically be committed and develop better coordination as a team. Honesty is an important factor for the development of trust in any relationship; individual, organisational or national.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

The identification of the validity of the cultures is the key to get a successful business relationship. Many of Saudi Arabian employees are good and honest and have started profitable with strong businesses. Although, Saudi Arabians do not have a very professional approach as in the long-term vision of business, they are honest and have a very good reputation globally. Thus, my recommendation would be for the development of a trust relationship and understand in the future as Saudi Arabian company's needs to deal more with foreign or international companies who can roll the business very well.

Appendix (17)

Interview (15)

1. What does trust mean to you?

Trust is belief and without trust people cannot live or be successful in their everyday business. These days, trust does not have much value as people feel that worldly things such as money are more important and the whole idea and prospect of trust has been lost in translation. Trust, is the key element or the main prospects of human life.

2. How can you tell whether you can trust somebody or not?

Trust can be maintained by looking at a person and judge him/her by the way how they talk and act with each other.

3. How does trust affect your business relationships with other companies?

Trust is the core for business and trade, without trust people cannot believe that they will prosper a business. Thus, people have customers and they trade with them (i.e., my section of the business) while they trust us with their money and want everybody to deliver good results for them; it is trust that keeps us going. People do not know if each of them will pay back the debt they owe or run away in the end, but they put their trust in them. It's the same situation with other companies too. People have suppliers, buyers, and also many companies who need us to finance them for survival as without trust the business will be in risk position.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is very important and it needs to be implied. Saudi Arabia companies follows the rules of the national and the organisational levels which is quite successful and important factor of trust in business relationship.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

Gradually, several companies have shown aversion to the Saudi company as they feel that they are not very trustworthy or effective as far as performance is concerned, but I do not personally know any company that has found it difficult to invest in this country. Saudi Arabia is a worthy market and with technology and the population prospering, demand is increasing and developing rapidly for all types of services and business.

6. What does trust mean at the national level?

Trust between the national levels means the relationship and level of trust can be between two countries and their governments too. Trust at the national level is defined by how sections of countries work with each other.

7. Does trust at national level affect the business of Saudi companies?

I believe that Saudi Arabian at national level effects business relationship with companies. The national level of trust effects Saudi Arabian companies and people are the main aspect to consider as the value of the relationship inside companies.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Developing a business relationship with trust is difficult, and it takes long time to become mutual and reflect loyalty. Communication, commitment and work experience are important and should be used to the optimal advantage of Saudi Arabian companies. Also, communication should be done all the time and, as people interact, it will be not hard to build up trust.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The current business situation with Saudi Arabian companies is good and they are working quite well in the country, as there are many different kinds of businesses in the context of Saudi Arabia. Also, people like to work in well-known companies and they have an image to maintain of good results with business activities.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Business relationships have to be developed between Saudi Arabian companies, whereby they need to trust each other more and understand their capabilities. However, culture and religion permits us to remain constrained, and this should be seen as an advantage rather than as a weakness. People have to develop effective technical strategies and promote Saudi Arabia as a valuable investment in a business relationship.

11. What is trust at the organisational level?

This is the level of organisations and is linked with business partners in the companies and management too.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust is a significant element of any kind of business or work and which need for everyday part of our life; without trust, everything will be risky and it will be difficult to communicate and process work, either at management, labour or work. The respondent considers that trust can build a strong relationship between two parties. Saudi Arabian management should be efficient and relate how companies expect to hire more employees who are able to do a very good work.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Saudi Arabian culture can affect the foreign companies at business relationship. Saudi Arabian culture is a little laid back. I am a Saudi employee but then our nature is filled with royalty. Time, for us, is important but not as important as to foreign people. They do not adopt this kind of nature, which causes a problem at the organisational level. They have a more professional attitude towards work and keep work as a first priority.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

They can affect their objectives very seriously, as the main business objective is to earn high revenues and expansion. If there is no trust between Saudi Arabian companies, then it will become a disorganised situation when it comes to meet these objectives and fulfilling commitments.

15. What is individual trust?

In my opinion, individual trust is the faith between two people and the way they deal with and respect each other.

16. How does trust affect business relationship at the individual level?

Trust is the basic key to human behaviour, and if there is trust the person who is going to work with cannot carry on business. People have to believe in each other and, if they do not want to do that, then soon will grow weary and hopeless. Working together as a team will consequence a strong relationship counts to a great extent and believing in each other.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

To improve the personal level of trust need to acknowledge one another for their efforts, which can be a good step towards the trust building process. People getting appreciation for their own work not only develops a good trust relationship but is also a motivation for being better than others. For example, if a colleague tells you something then you need to keep it with confidence and not tell anyone else. A comfortable working environment relaxes your mind and directs your efforts in positive areas.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Respect, patience and loyalty are the key factors which can enhance the trust relationship. When two of employees from different companies are working together, they need to understand their personal behaviour and regard them rather than judging each other, this can enhance individual trust.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi Arabian companies should be careful and act very professionally if they want to develop business relationships with other companies. Saudi companies lack a professional approach towards their management, about which they should be educated so as to develop a professional approach, and they should have explained to them the benefits of work. Also, they have to be more serious towards their work, which will help to develop a better relationship.

Appendix (18)

Interview (16)

1. What does trust mean to you?

Trust is a human believes and it's the reliability and belief in social life.

2. How can you tell whether you can trust somebody or not?

People can look at a person and judge them regarding trust. Allah (God) has given humans an inherent ability to develop judgement based on the perception, and by looking at someone and their personality, as well as how to treat others, I think it is only the way that you can trust people.

3. How does trust affect your business relationships with other companies?

If there is no trust, then there is no business between partners and, without that belief, there would be no business; it is the same with business relationships, if there is no trust then there is no business relationship either.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

I think that trust is a necessary factor to do business with Saudi Arabian companies. It is necessary factor and not only with Saudi companies but with any company. Due to many undesirable events recently around the world, the image of the Muslim has been shattered to a great extent. However, Muslims might be difficult to trust at this time but with business we can show the real and truth side of a Muslim and tell them that we are trustworthy and that they can understand and put their belief into us. The responsibility is more on us, as we have to deliver more efficiently and provide the maximum benefits to foreign companies to eliminate the bad reputation.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

When you start do a business, it is difficult to form relationships and not everything is easy or successful. Some companies do not have the ability to use all their resources and might find it difficult to form a business relationship with a foreign company. With my extensive experience in the industry, I have seen some companies that have had difficulty in working with Saudis people. Foreign companies are hard working and they are organised and use professional people in their work to be success.

6. What does trust mean at the national level?

National level means trust between countries and the political ties with the relationships from different countries at the national level via governments and citizens. Trust is important at any level between different countries and can be considered to be at national level.

7. Does trust at national level affect the business of Saudi companies?

I think that if companies do not have trust between staff members and managers, then it worthless to carry on the job and work together. However, it is a common aspect of human nature that they develop a relationship with only those whom they like, which proves that trust affects business relationships inside the company.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust is just one of the key important factors of business relationship at national level in Saudi Arabian companies which is affect the organisational and national inside the country too. However, not only trust can benefit a good business in the company, the other factors should be connecting with the agreement and policy regulation between two parties of business. All those sectors seeking to invest they should be well-publicized. All the advertising and communication mediums should be used to project a good image of the company. The leaders of government departments must also display cordial and positive relationships with each other. If people and their leaders respect each other for what they are doing, then there will be good trust between companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

In my own view, Saudi Arabian people used to have a small amount who are working in their companies such as; labours and employees but not many managers as nowadays. However, recently there are big amount of Saudi people who are working in their companies and the business activities is improved than before such as; labours, engineering, accounted, media, managers, and leaders.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Business relationships need to identify and prioritise opportunities for change and the need to support ourselves to develop the business in better form. Also, people of Saudi need to have a plan to implement the organisations to develop the performance of business and improve the customer satisfaction in Saudi Arabian companies. Furthermore, they need to be efficient and

utilise the best resources in Saudi Arabia or the businesses at a national level will be difficult to develop.

11. What is trust at the organisational level?

This is the most important type of trust, and it is between companies and those who are doing business. If there is no organisational level of trust, then people of Saudi Arabian will savages in business. Joint ventures are a good example of organisational trust, as companies with a good relationship to start joint ventures with each other, thus sharing their resources, markets and profits.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust in Saudi Arabian companies can be developed at the organisational level. Investment can process knowledge about their work inside the company and develop trust as the main value of a business relationship.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I believe that Saudi Arabian culture affects foreign companies at the organisational level, for example, the people of Saudi Arabia do not have many women employees in their businesses, and they can do whatever they like so long as we all follow the Sharia-Law. As well as he/she knows it is not good enough, but as culture can cause certain difficulties in the beginning, which takes time to adapt to each other's ways.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

It is very important in Saudi Arabian companies at organisational level that trust factor affect the business activities. Because, trust is one of the core elements of business value which is influence the relationship in people who are working in the companies.

15. What is individual trust?

Individual level of trust is when people trust each other and also have been taught between friends, families and acquaintances.

16. How does trust affect business relationship at the individual level?

Trust affects individual relationships and thus their behaviour for people cannot develop a friendly relationship with a person that cannot be trusted so they will never feel comfortable with that person if he/she was not trustworthy.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

People can help each other but not only for their own benefits; it is also for theirs who understand each other's problems and be there when they need help. For example, Allah asked people to help each other when they are in trouble no matter where he/she comes from, therefore everyone should help each other, so that's a religious benefit to people as well as a progressing down the journey of trust.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Understanding and respect are important for the development of trust factors at any level. The more capability and cultures are respected, the better the trust relationship that may be developed. If people understand each other and believe each other, then trust can be more easily built up between Saudi Arabian companies, as will develop stronger individual trust.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

- Saudi companies should seek to be in a successful business relationship in most of the time and work hard and learn to be professional in work,
- They have to be close with western countries such as USA, Germany, Japan, India, China and UK, and with international companies who have a professional attitude and a successful structure and plan for quality levels of work,
- People have to learn more skills and work experience by improving their health and education structures and by producing quality talent that can be a match as to expertise and professionalism.

Appendix (19)

Interview (17)

1. What does trust mean to you?

Trust is Allah's gift to humans. Trusting Allah means that people have faith in him, people as a believer, by worship and praying to him, gives them strength and the ability to carry on working. It is the same with every relationship when people trust someone, believe in him/her and accept whatever they say and how act with each other.

2. How can you tell whether you can trust somebody or not?

I believe that people can trust anyone, but before that they need to know who they are and spend some time with them. Rushing into trusting someone can be dangerous, for both sides and for the company too. When people are interacting with each other, they can have a better understand their behaviour and trustworthy.

3. How does trust affect your business relationships with other companies?

Trust is very important element in the companies. For example, customers believe and trust that the company provide them the best service and less risk on business.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary factor to do business with Saudi Arabian companies. Trust is significant type of business because, if people do not trust someone, that means they do not have faith on themselves. Also, if someone wants to do business with a Saudi Arabian company, then he/she needs to understand the religious and the culture beliefs of Arabs, which are based on the foundations of Islam. Only then he/she will be able to realise the nature and personal traits of Saudi Arabian people.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

If someone is belong to another country, religion or culture then any business might be difficult to do, as there are many companies with different regulations, nations and cultures that find it difficult to start.

6. What does trust mean at the national level?

National level is the trust between the level at which the countries' leaders coordinate with each other. The higher officials of a company are responsible for developing policies for trade, which are greatly affected by the relationship level.

7. Does trust at national level affect the business of Saudi companies?

I believe that trust in Saudi Arabian at national level effects business relationship with companies, but not substantially. If companies do not get along and trust each other, then why would work together in their business. The national policy for trade is not developed positively if the national level of trust is not good. However, trust in Saudi Arabian companies is affecting the national policy of the country, and the good connection with each other.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust is an important factor in business relationship at national levels, so it is necessary to have a good communication and trust with the commitment in Saudi companies such as; leaders, managers and labourers should have a good connection and relationship, which involves working hard, respecting each other, being on time, how to talk, dressing, having a good behaviour and honesty with each other. The media should represent good news about companies such as; TV, radio, internet and newspapers to manage the business activities in Saudi companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Saudi Arabia is a good country to do business and the national level which is affecting companies with many resources, to invest and doing good business activities in the country.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The most important that people who are working inside the company such as; leaders, managers and employees should to make sure that they have to trust each other at work and they have to provide the good behaviour with validity of work. Thus, the business relationship will develop in better condition of Saudi companies, however if that does not happen, then it could cause a problem with many companies and people. Saudi companies should seek to have good empathy, communications, honesty, a commitment at work, and have a good value in relation to trust in the business relationship.

11. What is trust at the organisational level?

The level of trust identifies the amount of businesses being done from one company to other. A good relationship will enhance trade and business sharing; on the other hand, a low trust in the relationship at the organisational level may destroy trading.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust needs to be developed in a better condition for people who are working in the companies such as; employees and owners need to adapt to each other and respect themselves by letting them make decisions which are best for their company regarding their culture and market.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing a business?

The Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, but not significantly. Professional working is based on projects and deadlines, and if companies are working in line with others objectives and principles, then the impact of culture can be greatly minimised. For example, two different countries will always have slight different regulations, and business roles and culture cannot be considered as a barrier to starting a business relationship.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The achievement of business objectives depends upon the trust relationship. If there is no trust between companies and management, then the business objectives cannot be achieved and it will be difficult to deal together and the business might be declined. Without trust, there can be no benefit or long-term profits for Saudi Arabian companies.

15. What is individual trust?

Individual trust can be understand between any two persons, whether friends, workers, or anyone else. Individuals act with each other according to their beliefs. A friendly relationship can develop when two persons trust each other. It is all about meeting and getting people to know each other and developing a mind set about them.

16. How does trust affect business relationship at the individual level?

If people trust someone, then they will care about him/her and might be close to having a friendship. Belief is very important to anyone, and if there is no trust then it is difficult to carry on dealing with the other person. The level of the individual relationship depends upon the trust level.

17. What steps can you take to improve trust at individual level between you and your colleagues at work?

People in Saudi Arabia can help their colleagues and do business projects together. I think that giving responsibility for doing business and delegation which can help to build trust. It is mostly seen that if a person trust someone, then he/she tries not to disappoint each other.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

The factors that can assist Saudi companies at individual trust especially at work which the company needs to provide a better business value of their work.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I recommend that Saudi Arabian companies should to understand clearly about how to do a good business in the country and provide more skills with work experience and higher job quality. Furthermore, Saudi companies need to understand and respond more about the Saudi approach to work and the way they operate. Also, Saudi employees should be trained as professionals and have experience of what they do and how to be successful on their work.

Appendix (20)

Interview (18)

1. What does trust mean to you?

Trust is the confidence as to whether two people can work with each other or not. It is the key to start a business or any kind of relationship with a particular person or organisation.

2. How can you tell whether you can trust somebody or not?

I believe that trust is a very important subject. Also, he/she can recognise if someone can actually trust that particular person or not.

3. How does trust affect your business relationships with other companies?

Trust is a part of business and they are related to each other. Companies with a bad reputation in the market can never earn the trust and confidence of suppliers or consumers. This is because business activities are based on rationality, calculated and appropriate decision making pertaining to production, consumption and distribution.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a very significant factor in this context, because no-one could think of doing business with someone whom it is hard to trust.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company. The means of doing business can change with the cultural and circumstantial differences of countries. In this way, each company has its own way of performing business activities. So, there might be many foreign companies that have found it problematic to build up a business relationship with Saudi companies.

6. What does trust mean at the national level?

Trust at the national level means which country or nation is suitable and trustworthy for building up a business or other types of relationship. Nations will always prefer to create a relationship with friendly states.

7. Does trust at national level affect the business of Saudi companies?

Trust in Saudi Arabian at national level affects business relationship with companies, as it might affect a good or a bad way, but some Saudi companies they do not trust each other too much. Therefore, it might be one of them has bad history or reputation with other national companies. However, to do business with each other might be possible, because there are not many trade barriers, like high rates of tariffs, and competition.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

At the national level, people can develop trust between Saudi companies by following these steps:

- Arranging business seminars in each other's states,
- Offering a suitable tax to importers,
- Conducting workshops and other business festivals to attract people to be closer to each other,
- Offering subsidies to Saudi companies that want to start joint business ventures with companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

To evaluate the current business activities in Saudi companies at national level is getting much better. As well as, many private sectors have been developed in Saudi Arabia recently. Furthermore, people in Saudi are friendly and social too where you can easy to talk and to make a deal with them and also you can get a good reaction such as by inviting each other for lunch or dinner, which is a part of the culture that makes the relationships getting well in various sectors.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The national section of Saudi Arabia should take concrete and immediate steps in this regard development business relationship to increase the value of business and economy in the country and provide more investment and business in private sectors, such as ;

- There should be flexible terms and conditions of trade for Saudi companies,
- There need to be certain benefits for importers and exporters.

11. What is trust at the organisational level?

Trust at the organisational level is trust between companies that can affect friendliness, honesty and a long-term business relationship between two organisations.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I do consider the followings points:

- They need to check the history and background of Saudi companies and how they are working locally by the development of trust in business relationships,
- They need to have a suitable relationship with their stakeholders,
- They need to have a proper and fair way of doing business with each other.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, because their religion, culture and beliefs are different from them. Saudi Arabians are very religious and professional. Also, some of them are conservative and try to work which is unacceptable for us. So, I strongly believe that our cultural differences can greatly affect the business relationship at organisational level between Saudi Arabian companies.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The trust factor at the organisational level can affect the objectives of Saudi companies because one of the objectives of the corporation is to create a friendly relationship between different types of employees. If Saudi employees do not trust each other, then how can the objective of a peaceful working environment are achieved?

15. What is individual trust?

Trust between people is called individual trust. People trust their friends, staff members and managers, and that is called individual trust.

16. How does trust affect business relationships at the individual level?

Without trust people cannot make associations or friendships at work and it is hard to do any kind of business.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

The followings steps can be beneficial in this context:

- To help each other at work,
- To communicate with each other so that misunderstandings will disappear automatically,
- Need to have a good believing to each other,
- To organise more events for the encouragement of an interactive environment.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Saudi Arabian companies should consider the following factors to enhance trust at the individual level:

- Cooperation,
- Mutual interests,
- Acknowledgment of the talent and expertise of each other,
- The organisation of business activities to create an interactive environment in Saudi companies.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I would recommend the followings:

- Saudi companies should show a professional attitude,
- All Saudi workers and managers should learn more than one language, such as English, French, Spanish, and Chinese for the sake of easy communication and to make deals with any foreign companies.
- Saudi companies need to have more technologically advanced and modernised,
- Saudi companies should arrange mutual business fairs and workshops to bridge the gap inside Saudi management.

Appendix (21)

Interview (19)

1. What does trust mean to you?

Trust is believes between people each other, because every relationship, whether official or non-official, depends upon the level of trust. If people trust someone, which they like to create a relationship with him/her and, in the case of a trust deficit; no relationship can be retained for a long period of time.

2. How can you tell whether you can trust somebody or not?

Usually, by looking and talking to people about particular person and inquire as to his/her reputation which is a good way to start trust them. If people give someone a good opinion about that person, then that person will initiate a relationship with him/her.

3. How does trust affect your business relationships with other companies?

Trust is not that important in business activities but, along with other factors, it can affect my business relationship with other companies. All business activities, from the small to the large size, are legally documented by business partners. It does not matter if we trust anyone or not because they are already protected by the law agreement. However, the factor of trust is an additional factor in business relationship.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is an additional factor which is not necessary in business activities. Any company belonging to any country can do business with Saudi companies. This is because business rules and regulations are legally protected and well-defined by defensive laws.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

The respondent does not think that any foreign company would face difficulty in building up business relations with Saudi companies. Economically Saudi Arabia have plenty of resources, which mean can solve many issues relating to resources of which they have a shortage in the country.

6. What does trust mean at the national level?

At the national level, trust is the name of the safe and congenial atmosphere between countries for conducting business activities smoothly. When the country trusts each other,

then they can trade well with each other. Currently, there is panic everywhere due to decreasing economic activity around the world. Also, nations are reluctant to develop business and trade relationships with the other nations due to increasing extremism all over the world.

7. Does trust at national level affect the business of Saudi companies?

I do consider that trust in Saudi Arabia at national level effects business relationship with companies. He/she believes it will play a significant level as to the trust in business relationships, because business activities at the national level are subject to a secure environment. Saudi companies do business in a safe and legal way to feel secure in their working environment and in the country too.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

In the respondent point of view, policies should be made at the national level to create a good business environment between Saudi companies. This policy should be flexible and in favour of Saudi businessmen who are working in the country.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

According to the respondent knowledge, many business activities are carried out successfully between Saudi companies. According to the respondent's evaluation, which is based on current business activities the development in Saudi companies are gradually been successful.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

In fact, it would not be inappropriate to say that these Saudi companies are opposed to each other. Therefore, the Saudi government should take measures to offer a comfortable and free environment for all these companies. Employees and employers should have limited freedom to support and respect each other in their own ways. No restrictions should be made at the national level for Saudi companies regarding developing business relationships.

11. What is trust at the organisational level?

It means the realisation of the rights of people who are working in the companies. The organisational trust can fulfil the duties assigned by the management and can be friendly attitude towards colleagues to make the right working environment smoother.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

The respondent will consider that trust has many different aspects between people who are working in Saudi Arabian companies which need time to develop the factors of trust that can affect the companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The respondent thinks that that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level. It can affect companies because the culture of Saudi Arabia is different from foreign countries and international companies need to be flexible and understanding of the culture of Saudi Arabia. Moreover, people of Saudi Arabia have to communicate smoothly and honesty with foreign companies because respect, communication, commitment, cooperation and trust are the key factors of business relationships in bridging, linking up and developing a better level of relationship.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

The respondent does not think that trust factors can affect the objectives of Saudi Arabian companies because the business dealing is protected by the business-law in Saudi Arabia. Every business activity is documented well in order to avoid any misconduct or any other trouble that might happen.

15. What is individual trust?

Trust between two people is called individual trust. The relationship between two persons begins with trust. For example, if I believe you then I will respond to you with a good treatment.

16. How does trust affect business relationship at the individual level?

Trust at the individual level matters a lot because I do not like to form any kind of relationship with someone. Individuals can feel their matters by themselves because national or organisational will not interfere in the matters of every living individual.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

People should be polite, friendly and easily accessible so that their colleagues can easily to communicate with each other. Communication is the best tool for improving trust at the

individual level because silent behaviour widens the gap between two individuals. In addition, the respondent would also take a full interest in all their social activities to keep in touch with everyone in the workplace.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

The factors that can enhance Saudi Arabian companies in relation to individual trust are sincerity, regard, honesty and a committed attitude. The companies should understand the marketing research of the country and how to roll it in the right way so as avoid any mistakes or illegal actions and to make the working environment friendly and smooth alongside with hard work and a strategic plan to maintain a good relationship between employees and employers.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

As to my recommendations, Saudi Arabian companies need to make more effort in building up trust at the government and individual levels so as to increase the interaction between companies. The communication with each company needs to understand how a successful working environment grows between Saudi companies.

Appendix (22)

Interview (20)

1. What does trust mean to you?

Trust is relying upon someone, that is what trust means. Trust is very important at the individual level.

2. How can you tell whether you can trust somebody or not?

It all depends upon past experiences. I tested a person that if he/she passes, then it can be trusted and that test goes on and the trust gets better; it might take longer, but I will eventually find out.

3. How does trust affect your business relationships with other companies?

There is no effect of trust on the business relationship. Making good agreements while starting a business and no-one can fake those agreements. The agreements are legal business and it makes me comfortable.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is not important for the business relationship, no matter which person is or which country they are come from. The legal agreements are useful for a good business relationship. Depending upon the legal conditions of each country and whether the other country commits deception, it can always be claimed and appeal for it.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company which has had difficulty to starting a business in Saudi Arabia. Saudi Arabia has a lot of oil and gas companies and the taxation system is suitable for businessmen who are dealing with them. There are many countries that want to do business with Saudi Arabia in many different sectors.

6. What does trust mean at the national level?

The national level trust is trust between two countries or more. The companies start doing business in a safe and comfortable situation, so that will be good for the country. Safety is the main issue and Saudi Arabia has strict laws, that there are almost no bad activities in this country.

7. Does trust at national level affect the business of Saudi companies?

The trust between Saudi Arabian companies does affect every kind of business relationship and without trust it will be difficult to carry on a job with your partners or workers; also, trust can keep the relationship for long-term.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust is an important type at the national levels. Also, safety and secure are necessary parts of the country that help to develop the benefit of a good business relationship at national level between Saudi Arabian companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

According to the experience and the information that the I do have, the business activities of Saudi Arabian companies have been very good compared to previous years, as people can see there are many successful private and public sector companies, who are doing business in Saudi Arabia. The evaluation of their relationships can also be judged by the people's activities.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi companies should be more safety and paying less tax to the government. Saudi Arabians should be given more facilities and work harder so that they can develop business at the national levels into the companies. Also, the policies and regulations at the national level for doing business in Saudi Arabia should be less strict and more benefit.

11. What is trust at the organisational level?

Organisational level trust is the level of the relationship at the business level, which is the level of the comfort zone due to agreements. When people can work together happily, they can take orders from each other and work as a team to be successful.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

The respondent consider that trust at work comes from the action of people and the background of the person which is involve the development of trust factor in Saudi Arabian companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, because they have different styles of working and do not know much about the culture or how they should communicate and process work inside the country.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Organisational trust is the trust where people can find it in the companies or business to business (B2B). Also, trust factor is affecting the business activities in Saudi Arabian companies. Therefore, without trust the business will become risky and it might even decline.

15. What is individual trust?

Individual level of trust is where the person believes other person and that it takes time to notice during the relationship of social work between two parties. For example, in Saudi Arabia people have a social life with each other, so it is a bit easier to communicate and keep the relationship together in a good level, as it is a part of the culture, especially when they are from the same nation.

16. How does trust affect business relationship at the individual level?

Trust affects much on the individual level and people cannot work together if they cannot trust each other. Teamwork is an important factor for a good professional environment. Individual trust is the hardest level of trust because people do not know the person very well the first time that they meet up or at beginning of the relationship, and that it takes a while to know each other very well.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

Being polite to everyone and building up trust can improve the individual level. As well as listening to everyone's point of view within the one team so that they can trust each other and have a good working environment. In particular, when people are clear and can discuss their problems with their boss or manager, they can have a better trust on each other.

18. In your opinion, what are the factors that can individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Individual trust can be enhanced by providing Saudi Arabian workers which need to manage the right person who is able to work hard and be good with the teamwork and need to have a

good behaviour with honest. Also, managers, and employees need to have a good relationship with each other, so that they can provide good value for the brand and business activities.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

The recommendation that I would like to give to people is that Saudi Arabia is a country with huge oil reserves and it is an exporter. I would recommend that Saudi Arabian companies should seek to have a stronger business relationship with foreign companies and develop a good reputation with other international companies so as to increase business activities and the economy of the country. They should also be professional in their work.

Appendix (23)

Interview (21)

1. What does trust mean to you?

Trust means faith. If person trust someone, then she/he has faith.

2. How can you tell whether you can trust somebody or not?

If the person is trustworthy then people can trust each other, otherwise they cannot.

3. How does trust affect your business relationships with other companies?

Trust is the main factor for any relationship, including business relationships. Respondent believes that a person cannot do any kind of business if he/she cannot trust the other person who is going to be involved in the business.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary factor in engaging in proper business with any company in Saudi Arabia or in the world.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any company that has found it difficult to form a business relationship with a Saudi Arabian company. The privatisation facilities in Saudi companies provide many facilities for international companies. International companies are welcome to invest in the context of Saudi Arabia.

6. What does trust mean at the national level?

It means whether the whole nation is trustworthy and whether anybody dealing with this nation feels safe in doing business in the country.

7. Does trust at the national level affect the business of Saudi companies?

The business relationships in Saudi Arabia are very good in some companies but not all of them, as some companies are hardly to trust people who are working with them which positively affect the relationship at national level in Saudi companies.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust building in Saudi Arabia companies should be at the highest levels of relationships, including the government level and private businesses. It will benefit companies at the national level and there should be more frequent visits so that policy will be cleared and in order to improve the structure of business management with the benefit of business value.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The evaluation of current activities can be made empirical by the amount of business in Saudi Arabia. There are many foreign companies working as joint ventures in Saudi Arabia. For example, there are many USA and EU companies who are working in Saudi Arabia such as; MacDonald's, Debenhams, Costa, Starbucks, BP, Shell, Bhs, Boss, KFC, Barclays Bank, Pizza Hut, H&M, Clarks and many more.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The first step to develop business relationship is that Saudi Arabian companies have to follow all the proper legal requirements to start their own business and choose the right place which is not too far away from the capital or city, as well as consider what kind of quality product they are selling and how they promote their business activities in Saudi Arabia.

11. What is trust at the organisational level?

A trustworthy relationship between organisations can help each of them to do business without any conflict. If there is less trust at the organisational level then will be difficult to communicate with people.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Saudi Arabian companies can be considered as a factor while building trust. Also, they need to develop such as; education, health, construction, banks, roads and technology with quality services in Saudi Arabia. However, people who are working in companies need to learn more than one language such as; English, French and Spanish to have an easily communicate with other foreign people who are arriving from abroad and who want to do business or invest in Saudi Arabia.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, as Saudi Arabian culture is totally different from foreign cultures. The difference could affect foreign companies when starting doing business in Saudi Arabia. Sometimes a relative or a friend comes into the office and the guest takes up much of the company's time, which is a waste. Even urgent procedures are paused for no reason and the communication process will slow down too. In Saudi Arabia, sometime is wasted for habit reasons, which may delay the process, while foreign people are much more efficient and tend to finish their work first and adopt responsible behaviour during work.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factors at the organisational level can affect the objectives of Saudi Arabian companies. If there is no trust in the work between companies, then the business might decline and be lost.

15. What is individual trust?

Individual trust is how people can believe or trust each other, but it takes time to recognise the level of honesty between the two parties.

16. How does trust affect business relationship at the individual level?

Trust at the individual level can affect the goals at the individual level because it will not put his/her trust unless they have known them for quite a long time and have a good relationship.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

There are few steps can improve the individual level of trust; positive regard, solve problem, right attitude, well behaviour and honest with good communicate with other colleague at work. Those elements are improving the individual level of trust.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Individual level of trust in Saudi Arabian companies should work in a close environment which eliminates different business activities and helping to build up trust.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I recommended that trust should be used to build stronger business relationship between Saudi companies. Furthermore, to build trust between the individual levels of companies and develop business relationships, there are certain points which the respondent would recommend for the Saudi Arabian to do, which are:

- Close bonds at government levels which should support trust building between companies,
- develop business practices to increase the value of business activities in the companies,
- Working in a business environment should provide close interactions between business relationships and individuals which will help to build up trust in the companies.

Appendix (24)

Interview (22)

1. What does trust mean to you?

Trust is mutual understanding between two parties and individuals so that they can start a relationship between themselves with confidence. It is a bond between two parties that develops with cooperation, interaction and commitment. People cannot trust a person who is not honest, reliable or committed.

2. How can you tell whether you can trust somebody or not?

It is one of the most indirect questions because trust is something intangible. There is no criterion to measure the level or the existence of trust. However, people judge it by examining the behaviour of each other. If the person is honest, committed and respectable, then you can say that he/she is trustworthy. The existence of trust is the development of a long-term relationship.

3. How does trust affect your business relationships with other companies?

Trust does affect business relationship with other companies, but not to a great extent, because business activities are mostly documented. Especially, when all documents agreements are certify and protected by the business-law, then there is no fear to be in the risk side. However, people do consider the reputation of the company before starting a business relationship with it, because being rational entrepreneurs; in this case, is not like to get into any kind of trouble in the future.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is not a necessary factor because the business between two or more companies will be done according to the stated rules and regulations relating to the business. Secondly, companies don't check the reputation of other companies too much as they know that Saudi laws are very strict and have serious penalties.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

Foreign companies have found it difficult to form relationship with Saudi companies, because foreign companies have different organisational structure which is contrary to Saudi culture.

The language also can cause a barrier between people, which restricts the development of business relationships with Saudi Arabian companies.

6. What does trust mean at the national level?

Trust at the national level means the relationship of integrity, commitment and confidence between two countries or more starts doing business and keeping each other in a good relationship with the mutual benefits between each other. Alternatively, if their interests are conflicting, then they will not want to develop any kind of relationship.

7. Does trust at national level affect the business of Saudi companies?

Saudi companies would not start doing business unless they have a plan and all legal documents with a clear structure of the company in which they have trusting relations at the national level. The government of Saudi Arabia should take concrete steps to facilitate businessmen and support investors to invest in the context of Saudi Arabia.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

To develop trust at the national level between Saudi Arabian companies, the following steps should be considered:

- Facilitate the traders of Saudi Arabian companies,
- Government support for each Saudi company which is interested in forming joint business ventures,
- Hiring more professional people who are able to work hard and be satisfied with work.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

For this kind of evaluation I would consult television, newspapers, online, journals, articles, government policy, reports and other publications. According to the knowledge of the respondent, the relationship between companies at the national level is should be better than before as the business activities started its development very well in Saudi companies.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The governments of Saudi Arabia are already doing well in this context, but if people are asking for a suggestion, then the respondent suggest the following steps in this regard:

- Allowances the investors and companies, especially for those which are interested in joint business ventures.

- Multinationals of Saudi companies should be encouraged to work with foreign companies.
- Concrete the relationship between companies can provide social security to invest in Saudi Arabia so that companies feel secure in doing business.
- To use media especially electronic media from the internet, TV, newspapers, magazines, journals and articles and to get closer to each other by using technology facilities.

11. What is trust at the organisational level?

Trust at the organisational level means the level of confidence between companies. Trust at the organisational level is related to trust in business relationships, because corporation will start performing projects, when they have a trustworthy relationship with companies.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider the following factors;

- How much are corporations committed to achieving the aims and objectives of each other?
- For how long are companies making investments in joint projects?
- What is the level of exchange between the companies of Saudi Arabia?
- Do companies arrange mutual workshops and programmes to share technologies and skills with each other?

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

The Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, but not to a great extent because Saudi Arabian people have different cultures between companies and this can be diminished by increasing the interaction between parties. For example, foreign companies were reluctant doing business in Saudi Arabia after 9/11 for short time but after a bit of time and with the efforts of the government level, the business relationships is back to normal between parties.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factor can affect the objectives of companies, because if one of them is misunderstood then business law will solve the issues. In this way, there is no significant role of trust to play in this context. However, if trust exists between organisations then they will be successful in building up more business activities between Saudi companies in the future.

15. What is individual trust?

At the individual trust is when two partners believe in each other. Therefore, he/she can be believing and confidence with other part. Furthermore, this confidence can only be given when people fulfil their commitments and give due respect to the other.

16. How does trust affect business relationship at the individual level?

At the individual level it can affect the relationship with other persons as positive way, because without trust people might not fulfil their commitments and then they will have a bad reputation and a broken relationship.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

I would like to focus on a few steps, such as:

- Helping each other in every possible way,
- Trying to be positive so that people can bring all of their colleagues closer to each other within peaceful work environment,
- Do not lie for the sake of little favours.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

From my point of view, the following factors can be useful to use in this context, such as: integrity, mutual understanding, benevolent behaviour, a flexible approach and, above all, the sharing of technologies and skills between each other. These can enhance Saudi companies to better level of performance on their work.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I recommend the following:

- Try to be professional and determined in your work so that you can provide a good job and will be able to increase the income of the company,
- Learn how to be satisfied and successful with your teamwork and be ready to have a competition with another company, such as in relation to the quality and price of the goods,
- Learn more than two languages, as it makes it easier to communicate with other partners.

Appendix (25)

Interview (23)

1. What does trust mean to you?

Trust is the believing in someone who has the right capability on his/her talks and behaviour, without trust there is no successful plan or business.

2. How can you tell whether you can trust somebody or not?

It depends upon the partners' positions in the market. Company needs a successful partner, for example, people need trusted partners who have a good reputation in the market, because that means they can create successes when their partner is trusted by others.

3. How does trust affect your business relationships with other companies?

Trust means successful dealing with the other partner no matter where they come from. If there is trust, that means there is a good business relationship, because if the trust is not present with our partner, that means there is no successful business. As trust is one of the most important factors in business relationship.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary element for all companies, in any part of the world.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

I do not know any foreign companies that have found it difficult to form a business relationship with Saudi companies; however people will not establish any business with partners unless trust is present or they have a feeling that they can build sustainable business relationships.

6. What does trust mean at the national level?

Trust at national level is how the government or country can trust others by dealing with or work together then you will have the feedback such as attitude, commitment, communication, and honesty.

7. Does trust at national level affect the business of Saudi companies?

Trust at national level effects business relationship with Saudi Arabian companies. Also, trust is an important factor influencing business inside companies, thus as long as trust is present and built up in a sustainable manner, business will getting better and improve.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can develop by many factors relating to the business relationship at the national level in Saudi companies, for example, if a partner has a good reputation in the market, which means they can increase the level of business relationship in the company. Therefore, trust is the core aspect and communication which is the main relevant factor to increase the trust level with Saudi Arabian companies.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

Business activities in Saudi Arabia is getting better than before, as many foreign companies want to invest and engage business with the Saudi government. It is more likely that there are good business relationships between companies, as trust and other factors can make business relationships successful and profitable.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi Arabian companies should have a strong polices and be good and flexible at the same time they have the ability to increase the profit of business relationship and trust at the national level.

11. What is trust at the organisational level?

Trust at the organisational level is when a person finds a partner who has good qualities, any partner in which people can trust that they can build good business relationships.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

I consider that Saudi companies will have a better value of business activities and increase the level of trust between each other and will have a solid relationship in the market. Therefore, by considering communication, culture and commitment, all those factors can build up the trust level of a business relationship.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

I believe that the Saudi Arabian culture can affect the foreign companies at business relationship in the organisational level, as Saudi culture affects the business relationship, because they have a different style of working, religion and lifestyle.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust can make an objective successful, depending upon the level of trust that is present between the parties or companies, as without trust and good communications, there is no sustainable relationship in addition that could lead companies to unsuccessful results.

15. What is individual trust?

Individual trust created from one person to another. Personal trust can be used by wealthy or middle-class beneficiaries to accomplish a variety of financial objectives.

16. How does trust affect business relationship at the individual level?

Trust in relation to individual experiences and community characteristics influence how much people trust each other. Furthermore, when people trust each, other transaction costs in economic activities are reduced large organisations function, governments are more efficient and financial developments are faster; more trust may raise economic success between two parties.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

- People should build trust between each other,
- Communicate positively and openly,
- They should expect the best from their staff,
- People should create team together and give recognition and appreciation, as well as giving credit and taking responsibility,
- Provide a positive physical environment and at the same time make staff evaluations a positive experience.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

Saudi companies should build good, sustainable trust which can affect good communications, and trust factors of the list for keeping good relationships with partners.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

People should seek to have very good knowledge about their new partners, such as; culture, relationships and business with other partners, as well as their reputation in the market. Also, they should communicate regularly, positively and openly plan to be successful in their business activities and increase the income of what is profitable with a good commitment from Saudi companies. In addition, they should to open their market to have more international companies to invest and engage in business with their country to improve the economy of Saudi Arabia.

Appendix (26)

Interview (24)

1. What does trust mean to you?

Trust is considered a fundamental aspect in our life. Without trust in our social life, study, and work, it will be particularly difficult to carry on.

2. How can you tell whether you can trust somebody or not?

Trust between Business-to-Business (B2B) or Business-to-Consumer (B2C) is not an easy job, therefore knowing how people trust each other, would be difficult at the beginning, as any company has got its own regulations and roles, consequently once people understand these roles, automatically they will begin to trust each other, as well as good communications with others would help to carry on business.

3. How does trust affect your business relationships with other companies?

Trust is the core aspect for any business relationship, therefore it is known as one of the main aspect in building up any business. Lack of trust between companies may result in poor business quality.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Trust is a necessary factor for building up business with Saudi Arabian companies. Therefore, Saudi companies should have a very good communications with other companies in order to build up trust and commitment.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

Yes, there are a few companies that cannot form business relationship with Saudi Arabian companies, this is because the Saudi government placed restrictions for foreign companies, and as a result of these constraints it is difficult to start business with other companies.

6. What does trust mean at the national level?

Trust at national level is not only confidence between companies, but also trust between countries.

7. Does trust at national level affect the business of Saudi companies?

Yes, trust affects the business relationship at the national level between Saudi companies, which is one of the main sub-factors in the short or long-term. However, companies are increasing the level of national trust compared to previous years between Saudi companies; therefore, the development of business activities includes better organisation and plan structures with high value business management.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

The relevant trust factor could be developed for the benefit of a good business relationship when there is communication and a commitment to the business's value.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The business activities recently are much better than before, so that many Saudi Arabian companies started with a good technology and the value of business activities are increased in the market. Furthermore, there are many international companies who invest and doing good deal and sign contract to do business in Saudi and develop the value of business activities.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

The investor needs to know about the history of the company and how they deal with others, therefore the repetition is one of the important aspect in building up a successful business. Secondly, the conditions and rules that have been applied when making agreements with Saudi Arabian companies is very important step. Thirdly, companies need to have a good communication and relationship with their workers which will result on a strong business relationship.

11. What is trust at the organisational level?

The organisational level of trust is an autonomous association of persons who cooperate for their mutual social, economic and cultural benefit.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Saudi companies have good relationships between each other, as a trust organisation does not own all the developing assets; however it may assume some legal obligation to take care of assets on behalf of other parties of the company.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Saudi Arabia has a different culture which can affect foreign companies in business relationship. Moreover, culture is very important in Saudi Arabia, so any international companies need to understand how they can communicate with people and make a good business with each other. Additionally, they believe that people from different parts of the world are respectful to other cultures.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust can affect the business in Saudi companies as trust factor is essential in business activities and influence the value of organisational level. However, it depends on the level of trust and without trust it will be very difficult to carry on business activities with Saudi companies.

15. What is individual trust?

Trust is a legal arrangement in which someone can place people in trust for the benefit of beneficiaries.

16. How does trust affect business relationship at the individual level?

Trust can affect individual level from one person to another and it is fundamental to any advancement, because it is influence the level of social and communicates of people.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

It is very important to build up individual trust and it is all about learning to build strong trust between two parties and to start with sincerity, communication and competence. All these steps include empathy, an ability to listen and knowledge and expertise in the field.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

The best factor that can improve Saudi Arabian companies is that they need to have good communication, empathy, and commitment.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

I would recommend Saudi companies who are seeking to develop a business relationship with foreign or international companies, to learn how to increase the level of business value with premium work experience, to develop business activities, as they have a strong business value with high quality of service and business management.

Appendix (27)

Interview (25)

1. What does trust mean to you?

It is building a confidence relationship between two people.

2. How can you tell whether you can trust somebody or not?

People instincts and feelings can reflect on their attitude, as people can be testified from their behaviours.

3. How does trust affect your business relationships with other companies?

Goodwill and early signs of a relationship can be recognised from the beginning.

4. Do you think trust is a necessary factor in doing business with Saudi Arabian companies? Why/why not?

Of course, as trust is one of the important cultural elements in any business, for example: if people do not trust the company they will never build a business with it.

5. Do you know any foreign companies that have found it difficult to form business relationships with Saudi Arabian companies? How/Why?

Cultural differences are one of the difficulties that some foreign companies faced in forming a business relationship.

6. What does trust mean at the national level?

It is when people trust the nation or state.

7. Does trust at national level affect the business of Saudi companies?

The business relationship with Saudi Arabian companies at the national level has been affected for long time, since they have a good connection with people who are working for an organisations and government sector.

8. In your opinion, how could trust be developed for the benefit of good business relationships at the national level and for Saudi Arabian companies?

Trust can play an important role in business relationship at national level, as lake of trust will affect the communication between national department parties, consequently building up any business or contract with Saudi Arabian companies will be affected.

9. How do you evaluate current business activities in Saudi Arabian companies at the national level?

The evaluations of Saudi companies showed a better improvements comparing to its level of development few years ago, as there is a rapid progresses regarding to the communication and business activities of Saudi companies.

10. In your opinion, what steps are required at the national level to develop business relationships in Saudi Arabian companies?

Saudi government should create more free trade agreements, in addition to hold more business fairs and provide easy access to companies.

11. What is trust at the organisational level?

It is the credibility among organisations or companies that lead to building up a business.

12. What do you consider to be important aspects of developing trust in Saudi Arabian companies?

Trust is a fundamental factor that can enhance the business to develop in a better standing. Also, communication, commitment, behaviour, respect, honest, teamwork, and experience can evaluate the trust promotion in Saudi Arabian companies.

13. Do you think that Saudi Arabian culture may affect business relationships with foreign companies at the organisational level, and should this be taken into account when firms start doing business?

Saudi Arabian culture is totally different from foreign culture. Thus, foreign companies or international companies need to understand the business regulations and culture in Saudi companies before they come and involve in business or invest in the context of Saudi Arabia.

14. In your opinion, to what extent can trust at the organisational level affect the objectives of Saudi Arabian companies? Why?

Trust factors at the organisational level can have a positive effect on the objectives of Saudi Arabian companies.

15. What is individual trust?

Individual trust is the ability to work and communicate with others genuinely. As well as being trustworthy is a very important aspect when working with others.

16. How does trust affect business relationship at the individual level?

Trust can affect the individual level in numerous ways, such as: behaviour, respect, honest,

commitment, communication, personality, educated, bonding, and empathy, all those aspects are affecting individual trust between parties.

17. What steps can you take to improve trust at the individual level between you and your colleagues at work?

The steps that can be taken to improve the individual level of trust include the need to have goodwill, good relationships with others, politeness and a good ability communicate with colleagues.

18. In your opinion, what are the factors that can enhance individual trust in Saudi Arabian companies, especially between those working with each other? Why?

The factors that can help Saudi companies to enhance their personalities are respect for regulations and the values of work, as well as Saudi companies must provide a good communication with others.

19. What recommendations would you give to Saudi Arabian companies seeking to develop business relationships?

Saudi companies need to have a good relationship with foreign and international companies, to gain a good quality of work and to develop the factors of business activities.