

Building Research & Information >

Volume 33, 2005 - [Issue 3](#)

625 | 15 | 0  
Views | CrossRef citations to date | Altmetric

Original Articles

# Trust factor in construction alliances

A. B. Ngowi & E. Pienaar

Pages 267-278 | Published online: 03 Feb 2007

 Cite this article  <https://doi.org/10.1080/09613210500042895>

Sample our  
Urban Studies  
Journals

>> [Sign in here](#) to start your access  
to the latest two volumes for 14 days



 Full Article  Figures & data  References  Citations  Metrics

 Reprints & Permissions

[Read this article](#)

[Share](#)

## Abstract

In any strategic alliance, there are cooperation and competition aspects between the parties involved. The propensity to pursue vigorously either of them depends on the confidence each party has that the partner(s) will not act opportunistically. A study in Botswana was undertaken to determine the role of trust on the propensity to pursue the competition aspect of the alliance. Using structured interviews on five construction alliances, it was found that the firms tended to pursue the competition aspect when trust between the partners was low, but strengthened the cooperation aspect when trust was high. It was concluded that if construction alliances are to achieve their principal aims, then the partners need to nurture a high level of trust between themselves. A framework for doing this is proposed and tested on a case study.

Dans toute alliance stratégique, les parties concernées entretiennent des relations de coopération et de concurrence. La propension à favoriser l'une ou l'autre de ces facettes dépend de la confiance que chaque partie accorde à l'autre qu'il n'agira pas de

manière opportuniste. Une étude a été menée au Botswana pour définir le rôle de la confiance dans la propension à poursuivre l'aspect compétitif de l'alliance. Il ressort d'interviews conduites dans le cadre de cinq alliances dans le secteur de la construction que les entreprises ont tendance à favoriser l'aspect compétitif lorsque le niveau de confiance entre les partenaires est peu élevé; au contraire, l'aspect coopératif se trouve renforcé lorsque la confiance règne entre les partenaires. On en a conclu que pour atteindre leurs principaux objectifs, les partenaires d'alliances signées dans le secteur de la construction devaient favoriser la création d'un climat de confiance réciproque. Un cadre proposé à cet effet est mis à l'épreuve dans une étude de cas.

Keywords:

construction alliance construction firm opportunism partnering strategic alliance trust Botswana

Mots clés:

Alliance dans le secteur de la construction entreprise de construction opportunisme partenariat alliance stratégique confiance Botswana

#### Related Research Data

##### [TRUST: THE CONNECTING LINK BETWEEN ORGANIZATIONAL THEORY AND PHILOSOPHICAL ETHICS](#)

Source: Academy of Management Review

##### [Structuring cooperative relationships between organizations](#)

Source: Strategic Management Journal

##### [Trustworthiness as a Source of Competitive Advantage](#)

Source: Strategic Management Journal

##### [A transaction costs theory of equity joint ventures](#)

Source: Strategic Management Journal

##### [Price, Authority, and Trust: From Ideal Types to Plural Forms](#)

Source: Annual Review of Sociology

## Developing and Maintaining Trust in Work Relationships

Source: Unknown Repository

Studied Trust: Building New Forms of Cooperation in a Volatile Economy

### Related research

People also read

Recommended articles

Cited by  
15

[Interpersonal trust and inter-firm trust in construction projects >](#)

Ellen Lau et al.

Construction Management and Economics

Published online: 30 Sep 2010

## Information for

[Authors](#)

[R&D professionals](#)

[Editors](#)

[Librarians](#)

[Societies](#)

## Opportunities

[Reprints and e-prints](#)

[Advertising solutions](#)

[Accelerated publication](#)

[Corporate access solutions](#)

## Open access

[Overview](#)

[Open journals](#)

[Open Select](#)

[Dove Medical Press](#)

[F1000Research](#)

## Help and information

[Help and contact](#)

[Newsroom](#)

[All journals](#)

[Books](#)

## Keep up to date

Register to receive personalised research and resources by email



Sign me up



Copyright © 2026 Informa UK Limited [Privacy policy](#)

[Cookies](#) [Terms & conditions](#) [Accessibility](#)

Registered in England & Wales No. 01072954  
5 Howick Place | London | SW1P 1WG



**Taylor & Francis**  
by informa