

## Examining Trust and Commitment in the Supply Chain.

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**Abstract:** Trust is an important factor in promoting commitment among partners in the supply chain. Presence of trust increases chances of supply chain success. Considering present literature, few studies have been carried out in this regard. The aim of this article is to examine the correlation between trust and commitment in the supply chain. For this purpose, different trust-related structures were examined including characteristics, information sharing, potential partners, partner credit and partner relations, which is stated in the social transaction theory. Finally, this article strives to explore the relation between trust and commitment in the supply chain. In this course, opinions of experts and managers of a number of companies in the Golestan province of Iran were collected using a questionnaire, and relation and correlation between variables were measured using correlation coefficient statistical tool. Results show that the highest correlation exists between trust and commitment. In the end, it is suggested that commitment is a key factor in success in obtaining supply chain integration, trust is the root of such a commitment, and required investments should be made in the supply chain in this regard.

**Keywords:** Trust, Commitment, Supply Chain Management, Information Sharing

### 1. Introduction

Perhaps the most important part of scm1 is supply chain relationships, which has great influence on its performance. Many of the failures in the supply chain are caused by poor transmission of expectations and behaviors that occur between parties involved in the chain. The most important factors for a successful supply chain management are secure communications between the partners in the chain So that the partners trust each other and capabilities and operation of each other and in the development of each chain, the integrated supply chain of development partners and trust among the partners are the most important guarantee of success.

It argues the importance of trust and commitment as the key drivers of long-term relationship and suggests that business managers need to develop high levels of trust and commitment for developing long-term relationship for achieving sustainable competitive advantage [24].

Trust has become an important issue in supply chain integration because effective planning is based on information shared among partners that is an essential element for the successful integration making. Sharing information in certain circumstances requires the disclosure of financial information protected and other operational partners who maybe competitors in the market or in the future to become a competitor, with the expectation that supply chain partners do not misuse confidential information. Such

binding (disclosure and information sharing) is something that a high degree of trust among supply chain partners require [20].

Successful performance of the supply chain is based on the high level of trust and collaboration among supply chain partners. Supply chain planning is based on information sharing and trust between partners that is essential for the successful management of the supply chain. According to one study, one third of strategic alliances have failed due to a lack of trust between partners [10].Morgan and Hunt argues that "when both partnerships and trust - not just one or the other - are present, they produce an outcome that promotes performance, efficiency and effectiveness." [15].

Researchers on trust have repeatedly confirmed that trust is a multifaceted and context dependent concept. However the business context may not remain the same in the dynamic business environment, therefore this conceptual framework can be used as generalized trust measurement tool [23].

Lack of trust among trading partners often will cause each transaction will be scrutinized and approved, the transaction costs would rise to unacceptable levels of productivity, efficiency and effectiveness will be lost and the goal of supply chain risk will be. Create value-added activities and ultimately impossible with such partners such as supply chain management and sales tools, inventory

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<sup>1</sup> Supply Chain Management

(VMI)<sup>2</sup> and forecasting, collaborative planning and placement (CFPR)<sup>3</sup> will be ineffective [5].

A number of studies have found a positive relationship between trust and commitment [11]. Trust is a major determinant of relationship commitment [15] will not commit unless the partners feel that the trust has been established. Indicate that the trust level is highly dependent on the level of commitment [11].

The purpose of this paper is to provide a clearer understanding of the role of trust and relationship commitment in a supply chain, in seeking answers to these questions are essential whether the increased level of confidence in the chain increases the level of commitment to our partners. In this paper, in addition to items such as trust and commitment related concepts such as relationships, funding partners, potential partners and share information has also been studied. Finally, this study shows a good correlation with confidence all items associated with confidence As a result of this relationship, increasing confidence and demonstrate the highest correlation between trust and commitment in supply chain will lead to increased commitment.

## 2. Theoretical Framework

Supply chain relationships play a significant role in supply chain management to respond to dynamic export market changes. If the dyadic exporter-producer relationships are still weak, they impede the emergence of a high performance supply chain within an export market [25].

Won and Soo [10], study entitled "Factors influencing the level of trust and commitment in supply chain relationships" have done. Researchers are beginning to define the concepts of trust and commitment. Researcher's mutual confidence, willingness to take risks (co) is defined when there is trust and believe that one of the parties to ensure the integrity of the chain. Commitment to a relationship that is defined by the parties in their efforts to maintain working relationships are. The researchers then classified the factors influencing the level of trust and commitment to the transaction costs (including asset specificity, uncertainty (behavioral uncertainty) and sharing information) and social exchanges (including perceived satisfaction and perceived credibility of partner conflict) in the model conceptual categories, and assumptions are made about them. Information collected through the questionnaire survey and the four supply chain including production control of American Society,

<sup>2</sup> Vendor managed inventory

<sup>3</sup> collaborative forecasting, planning and replenishment

American Society of Quality, Council of Logistics Management and Supply Management Institute, shows that all assumptions made by researchers to be approved .

Chen and others [8], research on "above factors on trust and commitment in supply chain relationships" have done. Researcher's variables to test the impact of information sharing, information quality and availability of information and uncertainty, trying to develop the conceptual model of trust and commitment have. Information needed by researchers in Taiwan and Canada have obtained using a questionnaire. The results suggest a direct impact variable on information sharing, information quality and availability of information on trust and then commit. The results showed that the behavioral uncertainty variables as moderating variables have an impact on trust and commitment.

Favkt and others [19], research on "trust and commitment in supply chain: scientific perspectives for long-term success," have done.

Researchers four-factor authentication, reliability, sincerity and their reluctance to make the necessary trust and commitment in supply chain more confidence in discussion focuses on five areas of discussion:

- 1) The trust is created when both parties feel they have it.
- 2) Behavior is important partners in building trust,
- 3) information Sharing
- 4) what should be done (explicitly)
- 5) Private enterprise is not to be trusted.

In addition, Mcallister [12], showed that cognitive and affective dimensions of trust. Confidence based on knowledge of technical skills or commitment to do some shows some ways. It is based on rationality, reason, logic. Alternatively, the effective dimensions of trust based more on emotional aspects, such as friendship, caring, and genuine interest in the welfare of others. Cognitive dimensions of trust and understanding of the diverse and complex spatial relationships that make up an integrated supply chain are crucial. Confidence in the supply chain, according to the central importance of trust in supply chain operations, it is essential to understand the creation of the trust [12].

### 2.1. Trust

Means are relying on another person or entity, having faith in others and believing them. Trust exists when one party to the other exchange partner can be trusted and reliable [15]. "Trust exists when a company believes honest and good partner" [16]. Indeed, faith can be trusted as a business partner to the other partner who will deal with the moral, and

trying not to make undue advantage of the situation, can be defined [3].

In fact, it can be trusted as a business partner to share his faith that he would have a moral, and not a case of trying to exploit the situation, can be defined [3]. Trust is often defined as a willingness to take risks. Trust comes when each of the parties are partners reliability and integrity [15]. So therefore, I trust the company that other companies take the necessary steps to do things that will lead to positive results do and unexpected actions that result in a negative outcome is not doing [1].

Establish a high level of trust and a strong commitment among all stakeholders in the supply chain to achieve efficiency in the supply chain is essential. Just trust has been established to share information that is the key to successful implementation of SCM, makes possible. The majority of the existing literature shows that strategic alliances are faced with problems, the lack of trust between members of the supply chain at the break [17]. information sharing is a crucial issue, because sometimes companies need specific information and strategic partners in the future may become competitors, to share. Today, the importance of trust in organizations is well known that communication and collaboration between people need to realize there is trusted [22].

## 2.2. Commitment

Commitment is defined as "the belief that a business partner has an ongoing relationship with each other" and continuous relationship, it is important to guarantee high and trying to maintain its commitment to a lasting relationship of limited help. All transactions related to the company's commitment to the center and its many partners.

In this study, the concept of commitment from Morgan and Hunt [15], has been borrowed, to the belief that a commitment to an ongoing relationship with another trading partner, and maximal effort in maintaining it defines. That, he believes committed partner relationship will continue indefinitely, and commitment to core concepts in various transactions between the company and its partners are considered. To develop a lasting relationship, commitment and action in support of the transactions involved parties is required [6]. Refer to the tendency of buyers and suppliers of commitment between partners to exert effort for a relationship [18], [14].

Important variable for long-term success is the commitment of supply chain partners willing to invest resources to achieve long-term success is sacrificing short-term interests [13]. Organizations to establish and maintain long-term relationships if such

an obligation are mutual interest income [15]. Vlisky Wilson [21], as a variable between relationship commitment and those who continued to eat it, a distinction will have identified. kwon and Su [11], suggests that "any business transactions between supply chain partners will require sustained commitment from both sides to achieve their common goals of the supply chain." commitment to a partner in relation to play is key to achieving favorable results for both companies, and has a direct impact on performance and positive [2].

## 2.3. Behavioral Uncertainty

Behavioral uncertainty is defined as the inability to predict the behavior of the partner [9]. It is reasonable to believe that high levels of behavioral uncertainty may have a negative impact on the confidence level and the positive effects of information sharing, information quality, and reduce the availability of information; uncertainty makes it difficult to predict the behavior of a partner will behave in a way that is honest and benevolent. Won and Soo [11], found the uncertainty relation are behavioral and trust. High behavioral uncertainty is associated with lower levels of trust and low behavioral uncertainty is associated with higher levels of trust. Predictable behavior of a partner can help to reduce uncertainty, which is related to the reduction of transaction costs.

By examining the overall experience we realized that in most existing literature, the relationship between trust and commitment in supply chain and its effect has been confirmed, but although most of this literature have emphasized a relationship between trust and commitment. Empirical tests of the supply chain and there is a lack of research in this area.

## 2.4. A Conceptual Model

According to our research context for this study is that the success of supply chain relationships require commitment and trust among supply chain partners to maintain this commitment is an essential element. Conceptually, this study will investigate the variables share the information, concerning the validity of partners and potential partners can increase the level of trust. Finally, this study demonstrates that the level of engagement has an effect directly on the surface. Figure 1 summarizes the relationship between (different structures and trust) and (trust and commitment) shows.

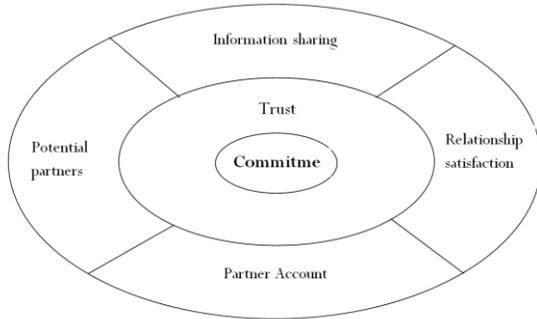


Figure 1: Factors influencing the level of trust and commitment in supply chain relationships

## 2.5. Assumptions

### 2.5.1. The main hypothesis

The main objective of this paper is to provide a clearer understanding of the role of trust and relationship commitment in a supply chain. Thus, the first hypothesis of this study is:

**H1: Levels of trust in supply chain partners to increase the level of commitment.**

### 2.5.2. Information Sharing

Sharing information is a very valuable bridge for supply chain success. Confidence level based on the objectives and competencies established consistent and open communication, frequent and honest support. Sharing information about new products to market and other strategic initiatives can strengthen the ability of the alliance to achieve exemplary results [7]. Thus, the second hypothesis is thus:

**H2: Increased level of information sharing between partners in the supply chain, increase the level of trust.**

### 2.5.3. Potential Partners

In the process of creating and forming the alliance partners and potential partners is an important step and selecting a potential partner in the supply chain has a significant role in enhancing trust. Thus, the third hypothesis of this study is:

**H3: There are potential partners, the level of trust in the supply chain increases.**

### 2.5.4. Relationship Satisfaction

Trust is a concept based on the relationship of a series of activities in the bilateral relations in economic transactions created, enhanced or reduced. The appreciation of this relationship can be effective in increasing and decreasing reliability. Huge impact is on all areas of relationship management, supply chain and its performance [4].the fourth research hypothesis is thus:

**H4: The level of satisfaction between partners increases, the confidence level increases.**

### 2.5.5. Partner Account

Credit Analysis and partners can play a role in the supply chain should be trusted. In this study the impact on confidence in the validity of the measurement chain. Thus, the fifth hypothesis of this study is:

**H5: Increased levels of partner credibility, the confidence level increases.**

## 3. The research model

Study in terms of objectives, description and field studies are the branches. Information-sharing component, there is a potential partner, relationship satisfaction and reputation as a trusted partner as independent variables and the mediator variable and the dependent variable are considered as commitment. The population consists of experts from various companies in Golestan Province. . Randomly selected from among experts will increase interoperability. The sample size was calculated based on the total number of 40 questionnaires between manufacturer and supplier, distributor and collected.

Primary means of data collection. A total of 16 questions is set regarding the variables in the conceptual model based on a five-item Likert range of 1 means disagree and 5 means very much agree.

Item scale designed to measure [11], is used and used items are derived primarily from previous studies and measurement items based on opinions of 40 experts from different companies in the supply chain was conducted in Golestan Province. Questionnaire, the internal consistency instrument (questionnaire) was assessed using Cronbach's alpha coefficient and test reliability was acceptable. It also questions the validity of the opinions of experts, professors and experts were used. At this stage of the interview and obtaining their comments above, necessary amendments are done to ensure that the questionnaire was the same trait measures scholars. Data analysis included descriptive and inferential statistics.

Structure of the questionnaire is to agree to any option 5, 4 agree, neither agree nor disagree, 3 disagree, totally disagree 1 point 2 are considered, the total scores for each dimension of the questionnaire items and the tables are presented. Questions and items listed in the attachments.

This study seeks to answer the questionnaire respondents were expected to choose the best knowledge about the operations and supply chain management in their organizations.

To test the hypothesis, the Pearson rank correlation test using SPSS software was used to assess correlations between variables. Statistical analysis of the correlation test is used to determine the type and degree of relationship between variables, the correlation between the severity and type of relationship (direct or inverse) shows. Pearson correlation coefficients between the 1 - and 1 will change. If  $r = 1$  indicates perfect direct relationship between the two variables is positive or direct relationship means that if one variable increases (decreases) increases, the other increases (decreases) increases.  $R = -1$  shows that there is a perfect inverse relationship between the two variables.

#### 4. Data Analysis

The results of the questionnaire have been studied in the respondents of the two groups of suppliers and corporate managers separately. Commitment is up in the supply chain. Points 55 to 30 show the relationships in the supply chain to some extent with the confidence, trust and commitment is a commitment, and a score below 30 indicates a very low level of confidence and trust in the supply chain

Frequency response to questions from analysts and corporate managers are shown in Table 1.

**Table 1:** Descriptive statistics of the questions (the company's supplier)

Average (1-5)	Completely agree (5)	Agree (4)	Neither agree or disagree (3)	Disagree (2)	Completely disagree (1)	Questions
3/1	2	5	8	3	2	1
3/35	3	6	7	3	1	2
3	3	4	6	4	3	3
2/95	1	6	6	5	2	4
3/05	2	5	7	4	2	5
3	3	4	6	4	3	6
3/3	4	5	6	3	2	7
3/05	3	4	7	3	3	8
3/25	4	5	5	4	2	9
3/95	2	5	6	4	3	10
2/85	1	4	6	5	4	11
2/8	2	3	7	5	3	12
3/05	2	5	7	4	2	13
2/95	2	4	8	3	3	14
3/2	3	5	7	3	2	15
3	3	4	6	4	3	16

Table 1 shows the results of Question 2 and 7, and the highest average of items 12 and 11 are devoted to Lowest Avg.

Frequency response to questions by the suppliers is listed in Table 2.

**Table 2:** Descriptive statistics related to the questions (supplier Liability Company)

Average (1-5)	Completely agree (5)	Agree (4)	Neither agree or disagree (3)	Disagree (2)	Completely disagree (1)	Questions
3/05	3	5	5	4	3	1
2/9	2	5	6	3	4	2
3/1	3	5	6	3	3	3
2/9	2	5	5	5	3	4
3/15	3	4	8	3	2	5
3/2	4	5	5	3	3	6
3/3	3	6	7	2	2	7
3/05	2	5	7	4	2	8
3/15	4	4	6	3	3	9
3/1	2	6	6	4	2	10
2/95	1	4	7	5	3	11

2/9	2	3	6	6	3	12
3/15	3	4	8	3	2	13
2/9	3	3	7	3	4	14
3/35	5	4	6	3	2	15
3/1	3	5	6	3	3	16

Table 2 shows the results of the queries and questions 7 and 15 have the highest rates of 2, 4, 12 and 14 are devoted to Lowest Avg.

between variables is used. Correlation results in Table 3 are the company's suppliers.

In this study, the Pearson correlation coefficient, to determine the type and direction of the relationship

**Table 3:** Results of the Pearson correlation coefficient between the desired items from any supplier

Information sharing	Potential partners	Partner Account	Relationship satisfaction	Commitment	Trust	Questions
**0/42	**0/59	**0/67	**0/64	**0/73	1	Trust
**0/39	**0/49	**0/60	**0/51	**1	**0/73	Commitment
**0/51	**0/47	**0/57	**1	**0/51	**0/64	Relationship satisfaction
**0/43	**0/46	**1	**0/57	**0/60	**0/67	Partner Account
**0/52	**1	**0/46	**0/47	**0/49	**0/59	Potential partners
**1	**0/52	**0/43	**0/51	**0/39	**0/42	Information sharing

\*\*\* Correlation is rejected with 99 percent confidence.

The results show that the highest correlation between trust and commitment, and the lowest is the relationship between information sharing and

commitment. Correlation results in Table 4 are the company's suppliers.

**Table 4:** Results of the Pearson correlation coefficient between the desired items from the company's supplier

Information sharing	Potential partners	Partner Account	Relationship satisfaction	Commitment	Trust	Questions
**0/47	**0/53	**0/46	**0/54	**0/59	1	Trust
**0/38	**0/49	**0/53	**0/49	**1	**0/59	Commitment
**0/42	**0/51	**0/43	**1	**0/49	**0/54	Relationship satisfaction
**0/52	**0/39	**1	**0/43	**0/53	**0/46	Partner Account
**0/46	**1	**0/39	**0/51	**0/49	**0/53	Potential partners
**1	**0/46	**0/52	**0/42	**0/38	**0/47	Information sharing

\*\*\* Correlation is rejected with 99 percent confidence.

The results listed in Table 4 show that all of the items have a high correlation with each other and have a direct, this means that with each of the items from the company's suppliers, and other items have been increased.

The results also show that the highest correlation between trust and commitment, and the lowest is the relationship between information sharing and commitment.

**Table 5:** Mean of items in the supply chain

supplier Liability Company	the company's supplier	Questions
3/02	3/09	Trust
3/18	3/12	Commitment

3/12	3/10	Relationship satisfaction
2/92	2/82	Partner Account
3/13	3/07	Potential partners
3/10	3	Information sharing

The results of Table 5 shows that the highest average of the items from the company's commitment to providing equal 3.12 and the lowest share of credit for the 2.82 is. The average is obtained by the supplier that the company's commitment to the highest average of 18/3 and the lowest share of credit for 2.92.

As the results suggest ever trust a positive relationship with our main hypothesis H1 is therefore committed to increasing the level of trust in supply chain partners to increase the commitment to be confirmed. Components of the conceptual model of cohesion, trust increases and the results obtained from the highest correlation between trust and commitment, the commitment of the entire supply chain is increasing. There is a positive relationship between information sharing and trust, as well as the second hypothesis H2 is supported.

There is also a positive relationship and trust with potential partners. The third hypothesis H3 is confirmed. As is clear from Tables 3 and 4, the positive relationship between the level of satisfaction and trust between partners is also confirmed that the fourth hypothesis H4 is supported. Although it has the lowest average credit share components but has a positive relationship with trust and hypothesis H5 is confirmed.

### 5. Limitations of the Study

Validity and reliability may be adversely affected by several limitations in this study should be. Small sample size for this study is one of the limitations. Access to corporate executives is another limitation of this study.

### 6. Conclusion

Studies have shown that trust acts as a mediating variable between numbers of variables and committed substantial. technology showed that all independent variables have a direct effect on the dependent variable trust and are highly correlated with increased levels of funding partners, the potential partners, sharing information about the satisfaction level increases as the independent variables and the outcome The main hypothesis of

the study was to confirm the level of trust and commitment that leads to the highest correlation.

Partha P. Chowdhury [24], study entitled "Antecedents and Consequences of Trust and Commitment in B2B Relationship: A Review of Literature" has done. "Key Antecedents and Consequences of Trust and Commitment in B2B Relationship" model shows that Focus on higher levels of interdependence, shared values, relational norm, relationship specific investment (RSIs), seller expertise, communication, market orientation, bonding strategies and lower levels of opportunism to achieve higher levels of trust also Focus on higher levels of company reputation, cultural sensitivity, relationship benefits, relationship termination costs, interdependence, emotional intensity, shared values, relational norm, relationship specific investment (RSIs), and seller[24].

In most previous research on the relationship between trusts as a variable chain is recognized. However, a small number of authors have acknowledged the investigation into the reliability of the supply chain. Even those studies that rely on the supply chain have been analyzed, Different conceptual models presented and the results of its analysis to the strong relationship of trust and commitment have achieved. This study suggests that information sharing, funding partners, and relationship satisfaction through the mediating variable "trust" the obligation to impress. Because today's modern competition is not between companies in the supply chain, the importance of is high for managers to consider ways by which to improve their internal supply chain relationships. Trust and commitment of both suppliers and customers to ensure a connection between the implant facilitates the establishment of productive partnerships. Thus, managers are looking for ways to get through them increase their confidence and commitment to supply chain partners.

Given that the study examined only a few items with confidence, based on design models and also due to the lack of literature and empirical research in this area, it is recommended the researchers designed various models of trust and commitment to empirical tests

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