

**Research Article**

## **INVESTIGATING THE ROLES OF INTERPERSONAL AND INTER-ORGANIZATIONAL TRUST IN IT OUTSOURCING SUCCESS**

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### **ABSTRACT**

The purpose of this study was to evaluate the effect of interpersonal and inter-organizational trust in IT outsourcing success according to the mediating role of knowledge sharing in the credit Samen institute. Method in term of purpose is applied in term of nature is descriptive and survey and in term of branch is a field. The study sample consisted of 80 individuals who are associated with the field staff that due to the limited number of samples from the entire sample has been taken. In this study, to collect data a standard questionnaire to measure interpersonal and inter-organizational trust of Zahir *et al.*, (1998), knowledge sharing, Lee and Kim (1999), the success of outsourcing Lee *et al.*, (2008), is used. To analyze the data simple linear regression test and structural equation modeling techniques with the help of SPSS, Amos is used. The findings show that interpersonal and inter-organizational trust by sharing knowledge affect IT outsourcing success. Increase interpersonal knowledge, creating trust inter employees and feedback from others affect interpersonal trust. Exchange of ideas in the organization, group activities affects inter-organizational trust. Sharing of knowledge and flexible organizational structure based on the sharing of knowledge is effective. Fair division of labor, honesty and process- based trust affect IT outsourcing success.

**Keywords:** *Interpersonal Trust, Inter-Organizational Trust, Knowledge Sharing, IT Outsourcing Success*

### **INTRODUCTION**

Early human based on experience with the environment found that alone cannot provide the necessities of life; therefore the needs and limitations of team and shared life become inevitable and at the same time strength organization formation.

Today, business organizations, administrative, educational, etc. have been developed to the extent that other boundary between the organizations and the environment is not specified and one of the most important factors in this issue is the use of information technology in organizations. The invention of the computer provide quickly process and store massive amounts of data; and future developments in the relationship between computers and allow data exchange between them and exchange and transfer of information and made it possible to communicate on a wide scale. These events, along with other developments in the field of information and communication technology revolution in the field of collecting, processing, storing, call and provide information that led to the development of information technology of this event (Mortazavi, 2004).

But naturally the use of such systems for organizations has major cost and if an organization due to high costs of the system will not use the existing development is doomed therefore; the best solution is information technology outsourcing (Lacity, 2009). In fact, outsourcing is a good solution for organizations that need to reduce IT function costs and increase the competitiveness, but selecting the right outsourcing provider to the scientific method and the reaction of the inter-organization employees is critical for organizations and should consider whether operation outsourcing from the perspective of employees and managers is reliable or not? In other words, trust is a fundamental concept at individual and organizational level, which determines the IT outsourcing success. The purpose of this study was to evaluate the effect of interpersonal and inter-organizational trust in IT outsourcing success in the credit Samen institute that in this chapter, a generalization of statement of problem, the importance and necessity of research, research objectives, research hypotheses, and the scope of research, conceptual and operational definitions of key words presented.

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### **Statement of Problem**

Today information technology to facilitate the further integration of customers with business processes and provide service or appropriate products to meet their needs will be considered. Most important systems and approaches in this area could be developed to project management, workflow management and customer relationship management with customer pointed out (Mohamad, 2006). The use of information technology as a new technology in the early 90's entered the market and was developed quickly. It is popular because it is fundamentally different from other technologies, this means that not only affect the scope of its activities, but in general economic and non-economic organizations doing important role in facilitating and enhancing the efficiency and effectiveness (Pezeshki and Rezaei, 2005).

In general, information technology as an enabler tool for the development of required information and communication systems and to meet the needs of business processes significantly and dramatically increased its importance for organizations (Kagan, 1994). But other studies have shown the reverse results (Mahmood and Mann, 1993). "Devan" and "Kraemer" found that investment in information technology has a positive effect on gross domestic product (GDP) in the developed countries, while it is not in developing countries (Devan and Kraemer, 2000) Weston in the research showed that investment on information technology as a cost, organizations has led to the outsourcing of work processes because most small organizations cannot afford the massive investment and as far as possible the use of common technologies (Weston, 1993).

Therefore, can be said IT outsourcing occur when an organization to IT work with an IT service provider, signed a contract and the main reason for this is decrease organizational costs. In other words, IT services outsourcing for large advantages for organizations with a strategic choice for organizations has become using IT services and one of the IT services strategies used in the literature as a way to reduce IT costs is known, IT services contractors say IT service costs can be reduced from 10 to 50 percent. However, in practice, the actual figures may not acknowledge. However, even in real case operating costs of IT outsourcing reduced in the short term (Ellahi *et al.*, 2011).

With all the significant benefits that IT outsourcing have for organizations in is notable that now business environment facing challenge such as the expansion of internal and external interactions, the need for more communication and other organizational units and the need for constant monitoring of progress. Organization's daily interactions and exchange size of information and multilateral communications in terms of business volume compact size increased and the monitoring and follow-up manually and traditionally has been out of the workforce's ability and may be associated with many problems (Mousavi and Nourouzi, 2007).

Wang and Yang (2007) in their study found that only 33% of managers were satisfied with the service outsourcing and one of the most important reasons for outsourcing IT projects fail to complete lack of analysis of interactions with staff organizations to introduce their new system. In fact, if a detailed analysis of the interactions of human resources and information technology outsourcing is not done individuals within the organization will not trust the new system as a result of outsourcing will lead to failure.

More precisely, the success of IT outsourcing in alignment with various factors is one of the most important factors in individual and organizational trust is based on the relationship level between the two organizations and how people in the organization were left to trust their IT systems is determined (Ackerson & Magazine, 2003). In our country, financial institutions and banks as part of the economic system that have an active role in the country's development programs, during the past few years with many challenges faced in outsourcing the most important expansion of credit and increased competition among banks and financial institutions and shared knowledge and distrust due to lack of consistent systems have been delegated by changing expectations and needs of customers.

In fact, in recent years, banks and financial institutions are subject to change and many changes development and according to the conditions for survival and profitability, we must do our best to eliminate the obstacles and deficiencies and to follow new methods to apply (Yonggui, 2003). One of the

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most important changes is the use of new information technologies and their investment if they individually face increased costs and inefficiency therefore, the sharing of knowledge (including network acceleration) and information technology outsourcing are in movement. In addition to the rapid changes it is important to trust in the technology information outsourcing is best than capitalize. This concern has been raised as a problem for researcher's interpersonal and inter-organizational trust through knowledge sharing effect the success of IT outsourcing in the branches of a Samen credit institute across the country?

#### **The Importance and Necessity of Research**

Today, IT organizations are critical to organization and different methods for the successful implementation used. When the required skills not available within the organization, using outsourcing in question can be accessed to technical services (Ellahi *et al.*, 2011). Smith *et al.*, have suggested five fundamental reasons for considering IT outsourcing in organizations that including reduced costs, focus on core competencies, needs money, enhance quality and information systems and environmental factors (Smith *et al.*, 1998).

Also, one of the most important issues in recent years in various studies has considered outsourcing information technology. Gottschalk and Sollisether suggest that the number of studies about the outsourcing of information technology in recent years has increased more than doubled compared to previous years (Gottschalk and Sollisether, 2006). In reviewing the literature in our country can be concluded that the majority of studies in the field IT outsourcing in the recent years is concerned so pay attention to this issue in recent years it has doubled and conducting research on the formation of the rich literature of different organizations and it will be applied in the field.

#### **Research Hypotheses**

##### *The Main Hypothesis*

- Interpersonal and inter-organizational trust through knowledge sharing affect the success of IT outsourcing.

##### *Secondary Hypotheses*

1. Interpersonal trust has an impact on knowledge sharing.
2. Inter-organizational trust has an impact on knowledge sharing.
3. Sharing knowledge has an impact on outsourcing success.
4. Interpersonal trust has an impact on IT.
5. Inter-organizational trust has an impact on the success of outsourcing.

#### **Review of Literature**

- Khavandkar and Rahnevard (2008) in his study entitled the impact of knowledge sharing in the success of IT outsourcing examine the issue and concluded that the sharing of knowledge in the light of situational variables, it affects the success of outsourcing. IT outsourcing will be successful when the relationship between the share of each of the parties to share their knowledge and by enhancing its organizational capabilities to apply their knowledge efforts in their organization.

- Nahavandi *et al.*, (2008) in a study entitled determining the IT outsourcing strategy in ran's bank has concluded outsourcing of information technology in high performance failed so established banking firms were recommended by the bank.

- Khatamian and Mehri (2007), a research on the situation and context of knowledge sharing in libraries organization Astan Quds Razavi in accordance with Uchiha Nonaka model study the ground situation and the sharing of knowledge focused libraries of Astan Quds Razavi. The results showed that the use of these librarians of mechanisms, the two stages socialization and combination of the use of existing mechanisms in the outsourcing is more.

- Simar (2007) in a study titled evaluation of the gap between existing knowledge and knowledge needed Petrochemical Company of Iran and ways to eliminate the gap found Iranian petrochemical companies away from favorable conditions and finally recommendations for the elimination of this gap has to offer.

- Brored (2004) in his research study how knowledge management in the West Regional Power Co. and the results showed that the culture and the transfer of knowledge and experience to others in the organization have a good suggestion to achieve efficiency of human resources, empowerment of

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employees, employee satisfaction, as well as creativity and innovation should be institutionalized knowledge management in the organization.

- Doulati (2006) in a study entitled the role of knowledge management in Parsian Bank. Investigating the manager awareness of knowledge management in comparison with current knowledge management in Parsian Bank, the results show that the Parsian Bank's directors and senior management are aware of the concept of knowledge management but knowledge management processes is not apply in Parsian Bank, they have no knowledge-based performance and information technology for knowledge management is not used.

- Kandoloal and Gosh (2003) conducted a study among 500 Australian law firm concluded that there is a direct relationship between the use of technology and information and communication and the sharing of knowledge.

It also plays an important role in the motivation and reward, employees as a result of sharing knowledge and information will be encouraged to do more as a result, job satisfaction will be based on the sharing of knowledge.

- Grover (1996), Lee and Kim (1999) and Golis (2001) showed that trust (partner organizations), as one of the elements inter-organizational relationship, has a significant effect on the success of outsourcing.

- Sabheroal (1999) in a series of case studies showed that trust among stakeholders (business partners) key success factor in outsourcing development is information system.

- Sirnavakaraso (2004) to respond to the question of what will cause outsourced? A dynamic model was provided. The model presented in three levels to the model as follows: organizational level with the sub-criteria of cost, strategic factors (including organizational trust) and scale considerations.

Industrial level by the standards of technological change (technological) and competition and market structure and the level of countries, including emerging multinationals markets, institutional restructuring, global competition, inflation, global population, people and culture, environment, infrastructure, and feedback loops are from outsourcing to investors. Country's criteria for foreign outsourcing presented.

- De Hont *et al.*, (2008) factors affecting the success of outsourcing include cost savings expected, cost of the transfer and management, and the possible and legal consequences, acceptance of customers, systematic knowledge of the organization, reducing the confidence of employees, cultural adaptation and the skills of its target personnel have been considered. They two main key of success of outsourcing know to achieve a flexible and organization receptive to outsourcing.

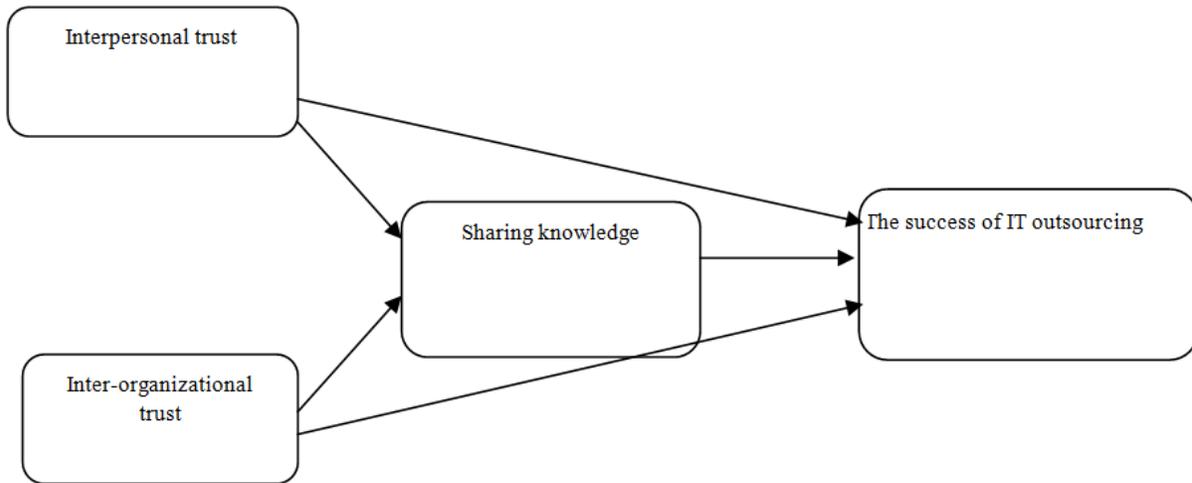
- Denhlm (2002), in a study in a public school examine the relationship between organizational citizenship behavior, trust in colleagues, clients confidence and trust in sharing knowledge with the school principal.

The results show a relatively high correlation between organizational citizenship behavior and trust in employees, the average relationship between organizational citizenship behaviors and trust in clients, organizational citizenship behavior and high confidence in the manager and trust to colleagues and trust in knowledge sharing with the school principal.

### **Conceptual Model**

In this study we sought to answer the question of whether interpersonal and inter-organizational trust based on knowledge sharing effect on the success of IT outsourcing that the current research model in Figure 1 presented.

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**Figure 1: Conceptual model**

**MATERIALS AND METHODS**

**Methodology**

The research methodology based on purpose is applied because purpose of applied research is practical application of knowledge. The study in term of the nature is descriptive / survey because descript real phenomena are explored. And since the researchers seek to measure the attitudes of the people, study is a survey. Finally, the study in term of data collection methods is field, such as questionnaires used for data collection.

**The Study Sample**

Since this study was conducted in the branches of Samen credit institutes in the country so the population consisted of 80 employees of IT departments, system owners, system owner’s assistance of branches of Samen credit institutes in the country.

**The Size of the Sample**

In this study, given that the total population of 80 people, so all researcher for the generalizability more staff of IT departments, system owners and system owner’s assistance areas in branches of Samen credit institutes in the country in 2014 selected as samples. It is noteworthy that the sampling method for distributing and collecting questionnaires and after eliminating flawed questionnaires 76 correct questionnaire was the analysis base.

**Data Collection Methods**

In this study, in order to collect the information needed for the development of theoretical research and knowledge of the history of research and to study the literature of books, journals, theses and databases such as the Internet is used.

The survey method was used to prepare the questionnaire. In this study, a standard questionnaire was used to measure the variables of the theoretical model.

**Table 1: The questions posed to each of the variables in the questionnaire**

Variable	No question questionnaire
Interpersonal trust (Zahir <i>et al.</i> , 1998)	1to 13
Inter-organizational trust (Zahir <i>et al.</i> , 1998)	14to18
Sharing knowledge (Lee and Kim, 1999)	19to21
Successful outsourcing (Grover <i>et al.</i> , 1996; Glz, 2001), Lee <i>et al.</i> , (2008)	22to30

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**Test the Research Hypothesis**

In this study, to analyze research hypotheses with regard to the assessment and tests of each variable is used. After collecting the questionnaires, the data in both descriptive and inferential statistics were analyzed.

In this study, according to research objectives and hypotheses study the interaction of variables. Structural Equation Modeling method based on regression analysis and Amos software used. In structural equation modeling method to confirm several parameters of the model applied. As a result of the approval of the whole chi fitness indicators RMR and NFI model is used.

**The Analysis of Data**

*Test Research Hypotheses*

*- The First Sub-research Hypothesis*

As can be seen in Table 2 Regression analysis is equal to 0.316 and the value of t is greater than 1.96.

**Table 2: Assessment of the impact of interpersonal trust on knowledge sharing**

Independent Value	Regression coefficient	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
2.037	0.316	0.308	0.095	11.328	14.25	0.002
				2.76		

Structural equation modeling results indicated that the regression coefficient is 0.35. And because chi value two models 154.002 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.975) and NFI (0.972) greater than 0.95, so the model is approved.

*- The Second Sub Hypothesis*

As can be seen in Table 3 regression analysis is equal to 0.682 and the value of t is greater than 1.96.

**Table 3: Measuring the impact of trust inter organizational on share knowledge**

Independent Value	Regression coefficient	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
1.658	0.682	0.664	0.441	16.228	22.38	0.000
				3.41		

Structural equation modeling results indicated that the regression coefficient is 0.79. And because chi value two models 220.747 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.988) is greater than 0.95, so is approved and NFI amount equal to 0.945, which represents the utility model is not complete.

*- The Third Sub-Study Hypothesis*

As can be seen in Table 4 regression coefficient analysis is equal to 0.274 and the value of t is greater than 1.96.

**Table 4: Measuring the impact of knowledge sharing in the success of IT outsourcing**

Independent Value	Regression coefficient	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
1.038	0.274	0.253	0.064	14.865	19.04	0.001
				3.71		

Structural equation modeling results indicated that the regression coefficient is 0.23. And because chi value two models 254.776 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.995) and NFI (0.979) greater than 0.95, so the model is approved.

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*- The Forth Sub Hypothesis*

As can be seen in Table 5 regression analysis is equal to 0.186 and the value of t is greater than 1.96.

**Table 5: Measuring the impact of interpersonal trust on the success of IT outsourcing**

Independent Value	Regression coefficient	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
1.884	0.186	0.167	0.028	17.228 3.04	21.36	0.000

Structural equation modeling results indicated that the regression coefficient is 0.12. And because chi value two models 235.628 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.991) is greater than 0.95, so is approved however, due to lower NFI (0.924) than 0.95 or more than 0.9, it can be said that the utility model is not complete.

*- Fifth Sub Hypothesis*

As can be seen in Table 6 regression coefficient analysis is equal to 0.942 and the value of t is greater than 1.96.

**Table 6: Measuring the effects of inter-organizational trust in the success of IT outsourcing**

Independent Value	Regression coefficient	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
1.917	0.942	0.882	0.778	14.285 3.11	17.22	0.001

Structural equation modeling results indicated that the regression coefficient is 0.81. And because chi value two models 235.218 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.967) and NFI (0.994) greater than 0.95, so the model is approved.

*- The Second Sub Hypothesis*

As can be seen in Table 3 regression analysis is equal to 0.682 and the value of t is greater than 1.96.

Table 3: Measuring the impact of trust inter organizational on share knowledge

*- The Main Hypothesis of this Study*

As can be seen in Table 7 regression coefficient analysis of interpersonal trust and inter organizational trust variables were equal to 0.324 and 0.627, and because of organizational t values is greater than 1.96.

**Table 7: Measuring the impact of interpersonal and inter-organizational trust in the success of IT outsourcing**

Independent Value	Regression coefficient of interpersonal trust	Regression coefficient of inter-organizational trust	Correlation coefficient	Coefficient of determination	T value	F value	Significance level
2.358	0.324	0.627	0.476	0.227	14.02 5 4.26 3.57	18.5 7	0.000

Structural equation modeling results indicated that the regression coefficient of trust on IT outsourcing is 0.35. And because chi value two models 548.47 with significance level 0.000 (less than 0.05) and the fitness index of RMR (0.999) and NFI (0.989) greater than 0.95, so the model is approved.

**Conclusion**

- The first sub-hypothesis suggests that interpersonal trust has an impact on knowledge sharing.

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This hypothesis is based on inferential statistics (linear regression) and based on structural equation modeling was confirmed. In fact, the results of this thesis show that if employees evaluate their relationships with colleagues concluded that their approach is fair and equitable to do work tasks, specific standards offered by them, listening to the problems of their colleagues as possible will help and are encouraged to interact constructively with each other, and this will lead to the knowledge and experience to share with others. By studying history we can say that the results of research are consistent with Dihont *et al.*, (2008) and Denhlm (2002).

- Sub-second hypothesis suggests that inter-organizational trust effect on sharing knowledge. This hypothesis is based on inferential statistics and structural equation modeling was confirmed. In fact, the results of this thesis showed that if the contractor providing IT services; in his dealings with Samen Institute consistently observe justice and fair, and seek to profit at the expense of the institution, then be based on past experiences, the company provides IT services special account opened and thus reliable company known and the positive interaction between the staff, therefore, employees, partners will share their knowledge and personal experience. By studying history we can say that the results of research are consistent with Dihont *et al.*, (2008) and Denhlm (2002).

- Third sub hypotheses suggested that the sharing of knowledge effect on information technology outsourcing. This hypothesis is based on statistical analysis and structural equation modeling was confirmed. In fact, the results of this thesis showed that if the contractor providing IT services; in his dealings with Samen Institute, knowledge of a business process, if necessary with the contractor supplier of IT services to share information and always contributing to the process of business planning, trade, or effective environmental data (such as legal, political, economic information, etc.) on business with contractor companies share information technology services, which makes it out of the deposit has been more successful. By studying history we can say that the results of research is consistent with Khanvandkar and Rahnevard (2008) and Kandoloal and Gosh (2003) is not consistent with Doulati (2006) research.

- Fourth sub hypotheses suggest that interpersonal trust has an impact on IT outsourcing. This hypothesis is based on statistical analysis and structural equation modeling was confirmed. In fact, the results showed the assumption that if people interact with their partners to create a stable and strong relationship, trust the knowledge and the skills and capabilities of each for the person input brought to the institute (including knowledge, skills, experience, expertise, physical strength, accuracy, culture, etc.) are valued, compared with the same sense of loyalty and the duty, to act his covenant and participate in decision-making and provide comments and new ideas, leads to positive engagement in the organization and by strengthening their capacities to the success of IT outsourcing.

The study of background indicated that the results of this study is consistent with the Gravure research (1996), Lee and Kim (1999), Golis (2001), Sabheroal (1999), Sirnavakaraso *et al.*, (2004) and De Hont (2008).

- Fifth sub hypothesis suggests that inter-organizational trust effects on the IT outsourcing. This hypothesis is based on statistical analysis and structural equation modeling was confirmed. In fact, the results of this thesis showed that the two organizations shared information technology services, everything is clear and transparent, and the continuation of cooperation with the contractor services is welcomed and try to have our sincere behavior, and for the rational demands and expectations of the other values and rational in their behavior, trust outsourcing success can be achieved. And try to have trust behavior, and for the rational demands and expectations of the other values and rational in their behavior, trust outsourcing success can be achieved.

The study of background indicated that the results of this study is consistent with the Gravure research (1996), Lee and Kim (1999), Golis (2001), Sabheroal (1999), Sirnavakaraso *et al.*, (2004) and De Hont (2008).

- The main hypothesis of this study indicates that interpersonal trust and the sharing of knowledge through information technology affects the success of outsourcing. This hypothesis is based on statistical analysis and structural equation modeling was confirmed. The assumption show that if the inter

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organizational trust expand and there is a strong relationship between supplier of services, with the trust makes staff's knowledge and experience to share with others and outsourced services is successful.

The study of background indicated that the results of this study is consistent with the Gravure research (1996), Lee and Kim (1999), Golis (2001), Sabherwal (1999), Sirnavakaraso *et al.*, (2004) and De Hont (2008).

### **Research Proposals**

- Recommended the establishment of trust between employees and managers to have the necessary planning conditions personal emotions. The feedback of others is an important source to support such actions. Therefore, managers must organizational conditions for people to feedback their behavior is prepared.

- Recommended for managers to exchange ideas on the organization of special attention because the exchange of views, management allows the organization to better determine and adopt appropriate tactics to achieve them provide facilities.

- Managers of common goals and individual goals to organizational priorities, because when employees feel the organization through group activities and working together can achieve a common vision, in which the trust is created.

- Managers can share knowledge through outsourcing are successful in this regard has been suggested that environmental data (such as information on legal, political, economic, etc.) that affect the business contractor companies shared.

- To build trust between the people trying to talk with employees based on trust rather than on the basis of suspicion, is also planning to support the organization's values and maps and things are fairly divided between individuals.

- Honesty is the foundation for building trust between individuals in each organization. Therefore, it is suggested that honest behavior from senior levels starts to go down. Although honesty means that in all circumstances must be told the truth and was committed to its promise.

- Recommended that governs the process rather than rely on documentary features created through frequent exchanges and be encouraged in a way that it becomes difficult to eliminate.

- Trust as an institutionalized collective behavior and social realities of the organization will be accepted.

- Possession time and time to participate in activities, sharing knowledge is a very important factor. It may, structures and strategies for sharing knowledge, but to use the tools provided and participation in these activities, the staff did not have enough time therefore it is better to share the activities planned at the proper time.

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