



TRƯỜNG ĐẠI HỌC FPT

Social-psychology mechanism of trust that drives sustainable outsourcing relationships among manufacturing companies in Vietnam.

Bachelor of International Business Thesis

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EXECUTIVE SUMMARY

Outsourcing development has become an indispensable part of the global manufacturing landscape, particularly in rapidly developing and globally integrated economies such as Vietnam. This is a significant trend in the supply chain management sector, enabling manufacturing companies to leverage external resources to enhance efficiency and gain competitive advantages.

Researchers in the field of supply chain management and outsourcing relationships have shown interest in this topic for many years. However, a few studies have clearly identified the social psychological mechanisms of trust that contribute to the sustainability of outsourcing relationships among manufacturing companies in Vietnam. Thus, in this study, we delve into analyzing the social psychological mechanisms that form the basis for establishing and maintaining trust in outsourcing relationships. The specific objective is to investigate how trust contributes to sustainability in manufacturing outsourcing relationships in Vietnam. We apply quantitative methods, utilizing SPSS, including survey sampling and data collection from various manufacturing companies and outsourcing partners operating in Vietnam. With 220 responses from business representatives, the study is shaped by factors such as social psychological mechanisms influencing trust activities, including relational communication and relationship atmosphere.

Our findings indicate about the multidimensional trust framework in this study provides valuable insights for those seeking to establish and maintain successful sustainable outsourcing partnerships. Trust not only enhances performance and operational efficiency but also promotes long-term sustainability in outsourcing relationships, facilitating cooperative behaviors and minimizing non-cooperative behaviors. Furthermore, the results of this research reveal the impact of trust on sustainable outsourcing relationships, leading to both cooperative and non-cooperative behaviors among manufacturing companies in Vietnam. Therefore, this study contributes to a deeper understanding of the social psychological mechanisms of trust that drive sustainable outsourcing relationships in the context of Vietnamese manufacturing companies.

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ABBREVIATIONS AND ACRONYMS LIST

FDI	Foreign Direct Investment
VA	Value-Added
GDP	Gross domestic product
VLA	Vietnam Logistics Business Association
IMF	International Monetary Fund
LNG	Liquefied Natural Gas
SPSS	Statistical Package for Social Sciences
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis
CMC	Computer-Mediated Communication
FTF	Face-To-Face
IMP	Industrial Marketing and Purchasing
B2B	Business-to-Business
AMOS	Analysis of Moment Structures

3PL	Third Party Logistics
RCS	Relationship Communication Scale
QR	Quick Response
KMO	Kaiser-Meyer-Olkin
CR	Composite Reliability
IT	Information Technology
WTO	World Trade Organization

CHAPTER 1: INTRODUCTION

1.1. Research background

1.1.1. Practical issues

The manufacturing industry plays a pivotal role in Vietnam's economy and is a key factor determining the country's sustainable development. Currently, Vietnam is recognized as an emerging manufacturing center, owing to factors such as its strategic location in the middle of Southeast Asia, low labor costs, and various policies aimed at attracting foreign direct investment (FDI). In 2020, Vietnam stood out as a significant destination for FDI capital flows, marking the first time the country entered the top 20 leading nations worldwide in attracting FDI (Long, L. 2023). Experiencing impressive growth in recent years, the manufacturing industry not only contributes to national economic development but also has a positive impact on exports, job creation, and the overall improvement of the quality of life. Some of the most valuable made-in-Vietnam products in recent years include mobile phones, electronics, machinery, textiles, and footwear. Vietnamese facilities have played a crucial role in the production of many globally renowned brands. The projection is that by 2025, Vietnam will have evolved into a developing country with a modernized industry (Industry and Trade magazine 2022).

In recent years, from 2016 to 2020, the industrial production sector faced numerous challenges but still achieved positive growth. The added value of the industry as a whole increased from 810,438 trillion VND in 2015 to 1,145,437 trillion VND in 2020 (Ministry of Trade, 2023). The average growth rate of value-added (VA) over the five years period from 2016 to 2020 is estimated to be 7.16%. The scale is continually expanding, with the infrastructure of industrial parks and clusters developing, contributing to attracting foreign investors. The industry's proportion to GDP increased continuously from 27.1% in 2016 to 28.5% in 2019. In 2020, due to the impact of the COVID-19 epidemic, the proportion of the industry in GDP was lower than in 2019, reaching 27.54% (Tuan, D. 2021). If we include the construction industry, the proportion of the industrial sector in GDP will increase from 32.7% in 2016 to 34.5% in 2019. The processing industry has become a significant growth driver, leading the growth of the economy in 2020. This industry group, during the period 2016-2020, consistently accounted for the highest proportion among industries, continuously increasing its contribution to GDP over the years, reaching 14.27%

in 2016 and 16.48% in 2019. Along with its contributions to GDP, this industry group has created more jobs for society, averaging about 300,000 additional jobs each year, thereby improving the competitiveness ranking of Vietnam's industry (Tuan, D. 2021; Long, N. 2021). The textile and garment industry, along with the leather and shoe industry, also stand as spearheads in industrial production. In 2016, Vietnam's textile and garment export turnover reached 28.1 billion USD, rising to 38.9 billion USD by 2019, with an average growth of 9.55%. Vietnam's textile and garment export turnover ranked 4th in the world in 2016, following China, Bangladesh, and India. By 2019, it had surpassed India, ranking 3rd globally. Similarly, Vietnam's footwear and handbag exports reached 22 billion USD, marking a 12% increase compared to 2018 (Thuy, D. 2023). According to data from the Foreign Investment Agency (Ministry of Planning and Investment), as of December 2020-2021, the total newly registered FDI investment capital, adjustments, and capital contributions, and share purchases by foreign investors reached 31.15 billion USD. Among them, the processing and manufacturing industry led with a total investment capital of over 18.1 billion USD, accounting for 58.2% of the total registered investment capital (An, B. 2022). Processed industrial products constitute a high proportion of total export turnover, including high-tech products (such as phones and components) present in many large markets, accounting for 16.1% of the country's total export turnover (General Statistics Office, 2021). According to a general report from the statistical website Statista, in 2021, despite the impact of the COVID-19 pandemic on the global economy, Vietnam recorded more than 248 billion USD of FDI capital in the manufacturing sector, equivalent to nearly 60% of the total investment capital in this field (Minh, N. 2023). In 2022, the estimated investment value in Vietnam's manufacturing sector is expected to reach about 801 trillion VND, representing an increase from approximately 688 trillion VND in the previous year (Statista Research Department, 2023a). The manufacturing sector's GDP accounts for 24.76% of the country's total GDP (Vietnam's GDP being approximately 9.5 trillion VND), reaching a value of over 2.3 trillion VND (Statista Research Department, 2023b). The employment rate in the manufacturing sector for 2022 is approximately 21.4%, solidifying its position as the sector with the second-highest employment rate in the country (Statista Research Department, 2023c).

Therefore, the manufacturing sector in Vietnam not only contributes significantly to economic growth but also leads to export diversification, infrastructure development, human capital enhancement, and reduced income inequality. It has positioned Vietnam as an attractive

destination for foreign investment and helped Vietnam become an indispensable part of the global value chain. As the manufacturing industry continues to grow and adapt to changing global trends, its importance to the Vietnamese economy remains paramount.

Outsourcing stands as an effective solution for Vietnamese manufacturing companies seeking to enhance production capacity, innovate technology, and improve product quality. Recognizing its significance, the outsourcing rate among companies has exhibited an upward trend in recent years. According to data from the Vietnam Logistics Business Association (VLA), the current outsourcing rate in the logistics service industry in Vietnam hovers around 35% - 40% (Son, N. 2018). Annually, the Vietnamese government heavily invests in improving transport infrastructure, encompassing seaports, roads, railways, and aviation, thereby fostering the growth of logistics outsourcing (Huong, L. 2023). The Vietnam Maritime Administration (Ministry of Transport) reports that between 2011 and 2020, the total investment capital for seaport infrastructure development reached approximately VND 202,000 billion, constituting around 20.6% of the total investment in transport infrastructure (Phan Trang 2021). Notably, a substantial portion of this investment, over VND 173,000 billion or roughly 86% of the total, was mobilized for the maritime industry outside the State budget (Vietnam Maritime Administration 2021).

When outsourcing production activities, Vietnamese enterprises can leverage the advanced technologies and techniques of their foreign counterparts. This collaboration enables Vietnamese businesses to improve productivity, enhance product quality, and reduce costs. Typically, foreign enterprises engaged in outsourcing activities in Vietnam are reputable global entities with teams of high-quality, experienced professionals. Consequently, when Vietnamese enterprises outsource production, they can attract these experts to work in Vietnam, addressing the country's shortage of skilled labor and limited expertise in various fields (Electronic information portal of the Ministry of Finance 2022). To counter this challenge, schools under the Ministry of Industry and Trade have adopted the Japanese Kosen model, collaborating with Japanese enterprises to train skilled, disciplined, and creative human resources (Ministry of Industry and Commerce Vietnam 2022). Foreign enterprises involved in outsourcing activities in Vietnam often employ systematic human resource training systems. These companies can train Vietnamese workers in the skills and expertise required for production activities. Through participation in training organized by foreign enterprises, Vietnamese workers gain access to advanced knowledge and skills on a global scale. This aids in enhancing their professional qualifications, aligning with the demands of both

domestic and international labor markets. In essence, outsourcing proves to be an effective strategy for bolstering Vietnam's manufacturing industry and facilitating improvements in production capacity, technological innovation, and product quality.

Additionally, outsourcing contributes to time savings in operating and managing internal resources for companies. By outsourcing non-core activities, manufacturing companies can direct their focus on essential functions. Therefore, outsourcing not only aids in cost optimization for manufacturing companies in Vietnam but also enables them to concentrate on operations, augment capacity and efficiency, and enhance flexibility, fostering robust competition in the international market (Ministry of Industry and Commerce Vietnam 2020). Outsourcing stands as a pivotal tool for businesses aiming to curtail costs (Sumari *et al.*, 2013a; Gilley *et al.*, 2004). Some researchers posit that these savings not only reach their lowest levels but also contribute to the wealth of investors (Bryce and Useem, 1998). Beyond the augmentation of profits, cost reduction through outsourcing also mitigates the cumbersome nature of organizational structures, particularly facilitating time and cost savings in administration (Sumari *et al.* 2013b). Studies on cost reduction through outsourcing consistently draw analogous conclusions. Statistics from Deloitte's survey revealed that, post outsourcing IT services, up to 58% of businesses witnessed an improvement in product and service quality, 44% achieved reductions in transportation costs, 38% saw enhancements in user experience, and 31% reported an increase in revenue. According to WTO sources, Director-General Roberto Azevêdo stated that Vietnam currently stands as one of the most open economies globally, leveraging international trade and foreign direct investment to propel its growth. The IMF forecasts that Vietnam will maintain its position among the ten fastest-growing economies in the forthcoming decades.

Moreover, Vietnam boasts abundant human resources, with the working-age population constituting more than 76% of the total, ranking third in ASEAN. This demographic advantage is a key asset for the development of outsourcing services. Notably, Vietnam is actively progressing towards cultivating high-quality human resources. The 2019 vocational training index witnessed a significant climb of 13 places in the global competitiveness report, positioning the country as one with a commendable index for enhancing the quality of vocational training. This achievement contributes significantly to elevating the national competitiveness index. Outsourcing transcends the formal confines of an organization, creating a new learning network and offering hands-on expertise for functions that are subsequently integrated by the client company. Moreover,

outsourcing serves as a means of converting knowledge from tacit to explicit. Vietnamese Ministry of Finance show that in 2020, Vietnam attracted significant foreign investment projects, exemplified by the Bac Lieu LNG Power Project led by investor Delta Offshore Energy (Singapore), in collaboration with strategic partners Bechtel Corporation, General Electric, and McDermott (USA), involving a total investment of USD 50 billion over 25 years. In initiatives supporting the diversification of overseas supply chains for Japanese enterprises investing in Vietnam, the majority are involved in the manufacturing of medical equipment, semiconductors, mobile phones and components, and air conditioners. Notable global corporations such as Google and Microsoft are among the prominent businesses entering Vietnam's business landscape. These industry giants are not only expanding their presence but are also strategically shifting the production of phones, laptops, and related components to Vietnam. The involvement of large businesses from countries around the world not only presents significant opportunities for the Vietnamese economy but also opens avenues to access advanced science and technology from abroad. Investments from Japanese businesses and international technology corporations such as Google and Microsoft will enable Vietnam to tap into the most cutting-edge technologies in healthcare, semiconductors, mobile devices, and other technological sectors. These collaborations establish symbiotic relationships, fostering the exchange of knowledge, expertise, and mutually beneficial technological advancements. In rapidly growing markets, the imperative to respond to new technologies, innovation, and provision by specialized businesses, along with diverse expertise, remains constant (Coffey and Bailly, 1992). Consequently, this contribution is poised to enhance Vietnam's production capacity and product quality. The presence of leading technology companies will catalyze research cooperation between Vietnam and international partners, creating opportunities for Vietnamese workers to engage with and learn from prominent experts in the technology field.

Considering the significance of outsourcing, our investigation delved into the factors influencing sustainable outsourcing among manufacturing companies in Vietnam. This aspect is crucial for the economic development of the manufacturing industry and the overall economy of the country, particularly in the context of deep integration into the global (Herr *et al.* 2016). However, challenges persist, particularly in the realm of outsourcing relationships between companies. Establishing and maintaining a comprehensive, healthy, and sustainable long-term partnership with partner companies poses difficulties for businesses (Aslaksen *et al.* 2021).

Moreover, Vietnamese companies encounter challenges in resolving conflicts during business cooperation. Conflicts may stem from various sources, including ambiguity about commitments, improper execution, or even unfair competition among outsourced (Lacity and Willcocks, 2017). According to the Ministry of Industry and Trade, nearly 400 complaints about unfair competition were registered by the end of 2018, with more than 200 investigated and resolved. Unfair competition manifests in diverse forms, necessitating flexible conflict resolution mechanisms and rules that protect common interests, fostering a sustainable relationship between them (Pager and Priest, 2019). However, it is crucial to view these challenges not solely as negatives but also as opportunities. Prospects abound in outsourcing activities in Vietnam, offering the manufacturing industry opportunities for knowledge sharing and advanced technology, thereby enhancing product quality and competitiveness in international markets. Collaboration with partner companies also provides local companies with opportunities to learn and develop management abilities, improve production processes, and broaden horizons. Therefore, to cultivate a sustainable partnership that generates mutual profits and extracts maximum value from the market, the focal company must carefully consider effective strategies to strengthen the relationship.

In summary, the manufacturing industry is a crucial driver of Vietnam's economy, attracting foreign investment and experiencing substantial growth. Key sectors such as textiles, garments, footwear, and electronics contribute significantly to GDP and exports. The industry's success is attributed to factors like strategic location, low labor costs, and favorable policies. Vietnamese facilities have played a crucial role in the production of many globally renowned brands. Outsourcing stands as an effective solution for Vietnamese manufacturing companies seeking to enhance production capacity, innovate technology, and improve product quality. Recognizing its significance, the outsourcing rate among companies has exhibited an upward trend in recent years.

1.1.2. Theoretical issues

Trust has been extensively examined as a fundamental element within inter-organizational connections (Ali Babar *et al.*, 2007; Lander *et al.*, 2004), particularly in the context of outsourcing relationships (Lee *et al.*, 2008; Oza *et al.*, 2006). Moreover, trust is recognized as a constituent of a firm's relational capital (Sambasivan *et al.* 2011). It serves as the cornerstone for fostering enduring relationships, ensuring business continuity, and enhancing operational efficiency (Kumar *et al.*

1995). Additionally, trust significantly shapes a buyer's expectations regarding future interactions with the supplier (Doney and Cannon, 1997). From a pragmatic perspective, the unequivocal significance of trust in ensuring the success of outsourcing relationships is evident (Mao *et al.*, 2008; Sue Greenberg *et al.*, 2008). In addition, various studies have elucidated several influencing factors contributing to the establishment of trust, such as: satisfaction with past interactions between parties engaged in an active relationship (Johnson and Grayson, 2005); commitment has been identified as a pivotal element for maintaining trust with customers (Oza *et al.* 2006); or partner reputation is recognized as a significant factor, signifying that a higher reputation implies greater reliability and trustworthiness (Kwon and Suh, 2004), and numerous other factors also play a crucial role in this regard.

However, up to now, few studies have focused on analyzing the role of trust on sustainable outsourcing relationships, and there are also limited studies that comprehensively analyze the mechanisms of the various socio-psychological aspects that the driver of trust in business. Therefore, this study aims to delve into the analysis of the socio-psychological factors that serve as the foundation for establishing and maintaining trust in outsourcing relationships. The primary objective of this research is to clarify how trust contributes to the sustainability of outsourced manufacturing partnerships in Vietnam.

Thus, to develop a comprehensive understanding of the research, we initially introduce the concept of sustainable outsourcing relationships. This concept involves a prolonged collaboration with the objective of ensuring sustainability and mutual benefits for all parties involved. Sustainable outsourcing relationships encompass two distinct categories of behaviors: cooperative behaviors, such as shared responsibility, joint planning, and flexibility in arrangements, which contribute to sustainability; and non-cooperative behaviors like opportunism and conflicts, that can harm the relationship. In this research, trust is identified as a pivotal element for establishing sustainable outsourcing relationships. It serves as the foundation for fostering collaboration, mitigating conflicts, and enabling efficient crisis management.

Trust encompasses two crucial dimensions: cognitive trust, rooted in evaluations of the partner's capabilities, skills, and reliability; and affective trust, which arises from the partner's demonstrated care and concern. Trust in outsourcing relationships is influenced by several key factors, such as the partner's reputation, quality of information sharing, communication effectiveness, adaptability, transparency, perceived privacy rights, satisfaction, and commitment.

These factors collectively underscore the significance of trust as a crucial element in sustaining relationships and ensuring long-term viability.

This research incorporates socio-psychological mechanisms, specifically focusing on relational communication and the relationship atmosphere, which are critical factors in forming and sustaining trust. Relational communication, encompassing both verbal and non-verbal signals, plays a pivotal role in shaping relationships by conveying attitudes and establishing connections. Key factors influencing trust encompass intimacy, similarity, self-disclosure, and receptiveness. Conversely, the relationship atmosphere significantly impacts the development of trust, mutual cooperation, and commitment. Crucial elements contributing to the relationship atmosphere include power balance, the availability of alternative options, psychological safety, and long-term orientation.

In summary, this study addresses a research gap by examining the contribution of trust to sustainability in outsourcing relationships in Vietnam through socio-psychological mechanisms such as relational communication and relationship atmosphere. The exploration of these two key factors in the study reveals that trust not only enhances performance and operational efficiency but also fosters long-term sustainability in outsourcing relationships. This, in turn, encourages cooperative behaviors and minimizes non-cooperative behaviors.

1.2. Research objectives

The main purpose of this study is to explore how the psychosocial mechanism of trust helps promote sustainable outsourcing relationships among manufacturing companies in Vietnam. The research was conducted to achieve the following objectives:

Objectives 1. To identify important factors contributing to develop and maintain trust in outsourcing relationships among Vietnamese manufacturing companies.

Objectives 2. To assess the impact of trust on the sustainable outsourcing relationships among Vietnamese manufacturing companies.

Objectives 3. To investigate the relationship between the social psychological mechanism of trust that helps promote sustainable outsourcing relationships among manufacturing companies in Vietnam.

1.3. Research questions

To achieve the above research objectives, the following research question was formulated:

1. What are the key social-psychological factors that influence trust in outsourcing relationships among Vietnamese manufacturing companies?
2. How does trust impact sustainable outsourcing relationships among Vietnamese manufacturing companies?
3. To what extent does trust mediate the relationship between outsourcing companies and their suppliers, and how does this influence sustainable outsourcing relationships among Vietnamese manufacturing companies?

1.4. Methodology

In this research paper, we use quantitative research methods to collect and process data. Use quantitative by directly and sending emails to survey subjects to evaluate the analyzed factors. We conducted data analysis using the SPSS regression model. This study aims to delve into the analysis of the psychosocial mechanisms underpinning the establishment and maintenance of trust in outsourcing relationships, with the specific aim of studying how trust contributes to the sustainability of manufacturing outsourcing partnerships in Vietnam. Quantitative research is executed through the following steps:

Step 1: Data is collected using questionnaires that survey employees working in manufacturing companies and outsourcing partners operating in Vietnam. The sample size is 220 (N=220) and is selected according to the convenient sampling method.

Step 2: Evaluate the reliability and value of the scale using the Cronbach Alpha confidence coefficient, discovery factor analysis (EFA, CFA), and correlation analysis to eliminate observational variables that do not explain the research concept, and restructure the remaining observed variables into appropriate factors (measurement components) as the basis for model modification research, research hypotheses and subsequent analyses.

Step 3: Conduct regression analysis, conditional process analysis through sample data collection by using scale measurement to test the proposed theoretical model.

1.5. Potential contributions

1.5.1. Theoretical contributions

This study addresses a gap in the literature by investigating the psychosocial mechanisms of trust that underpin sustainable outsourcing. In the era of globalization and intense competition, the relationship between manufacturing companies in Vietnam and outsourcing suppliers has assumed unprecedented importance. The contribution of this study to the existing literature is particularly significant, given the historical lack of detailed and in-depth information about how trust, from both psychological and social perspectives, plays a crucial role in establishing and maintaining sustainable outsourcing relationships. This research offers two major theoretical contributions. Firstly, it involves the collection and analysis of relevant document sources pertaining to further research on the impact of trust in communication relationships. The study scrutinizes small factors within the communication relationship to explore their positive or negative effects on trust. Secondly, the research delves into the social psychological mechanisms of trust in sustainable outsourcing relationships in Vietnam a critical area that previous research has not thoroughly explored. The findings of our paper contribute to bridging this research gap, enriching our understanding of how the psychosocial mechanism of trust can fortify outsourcing relationships, ensuring the sustainability of the outsourcing manufacturing industry in Vietnam.

1.5.2. Practical contributions

This research demonstrates that trust is not only a psychological factor but also a crucial foundation for establishing sustainable outsourcing relationships. Manufacturing companies in Vietnam have increasingly relied on outsourced partners, including raw material suppliers, processing plants, and support services. The business environment is growing more complex, necessitating businesses to comprehend this psychosocial mechanism and create conducive conditions for its development. Trustworthy relationships with partners play a pivotal role in ensuring a stable supply, product quality, and competitiveness in the global market.

The findings of this study will heighten companies awareness of the significance of trust in building sustainable outsourcing relationships. Manufacturing companies must invest time and resources in cultivating trust with their partners. Understanding your partner's needs, goals, and limitations, as well as delivering on commitments, is crucial. Moreover, manufacturing companies must recognize that their partners seek their benefits and development. To build trust,

manufacturers need to comprehend and manage the risks inherent in their relationships with partners. Establishing a trust-oriented environment is a long-term process involving the promotion of fairness, transparency, and social accountability. Emphasis should be placed on constructing a mutually beneficial model where both parties stand to gain, ensuring sustainable relations. Understanding the psychosocial mechanisms of trust and applying them is a critical step towards stability and success in manufacturing. It is anticipated that this study will provide valuable insights and encourage the sustainable development of the manufacturing industry in Vietnam by fostering strong and enduring outsourcing relationships.

1.6. Thesis outline

Our thesis comprises five chapters, excluding the abstract, appendices, references, list of tables, figures, and list of abbreviations:

Chapter 1: Introduction

This chapter provides an overview of the research topic, considerations, research objectives, research questions, and the methods employed. It also offers an overview of the collected data.

Chapter 2: Literature Review

This chapter presents relevant theories that serve as the foundation for formulating research questions. It includes defining terms and establishing a framework based on gaps identified in existing literature, encompassing both previous studies and published journals.

Chapter 3: Research Methods

This chapter describes the chosen research methodology, along with the approach taken towards investigating the topic. It covers the methods employed for data collection, analysis techniques utilized, and details on how data was processed.

Chapter 4: Results

This chapter utilizes the methods proposed in chapter 3 to analyze the collected data. Its aim is to identify and evaluate socio-factors that contribute to establishing and maintaining trust within outsourcing relationships.

Chapter 5: Conclusion

This chapter summarizes our research findings while also highlighting any limitations faced during our investigation. Additionally, it proposes solutions aimed at enhancing long-term sustainability within outsourcing relationships.

CHAPTER 2: LITERATURE REVIEW

2.1. Factor influencing trust

2.1.1. Define trust

Trust is considered an important aspect of successful business relationships (Morgan and Hunt, 1994; Child, 2001; Swan, Trawick, Rink, and Roberts, 1988; Zaheer, McEvily, and Perrone, 1998) and trust is an area that can be managed and developed. According to the definition of Moorman, Deshpande, and Zaltman (1993, p. 82): "Trust is defined as the willingness to rely on an exchange partner that one trusts.". Trust is the foundation, an important aspect of business-to-business relationships, but in many documents, it is described as a complex concept that is difficult to measure (Gulati 1995). Zieni, Chitchyan, and Heckel (2017) demonstrate that trust is the key concern that supports sustainability. Chen (2011) explored the different impacts of Guanxi activities on Chinese buyer-supplier relationships during the initiation and maintenance stages, Chen concluded after his study. Research says that for newcomers, there are better choices than Guanxi. Therefore, a newcomer should focus on gaining the trust of others when forming a Guanxi relationship (Chen 2011).

Trust facilitates cooperative behavior, promotes improved relationships, reduces harmful conflict, and enables effective crisis responses (Doney and Cannon, 1997; Gundlach and Murphy, 1993; Kumar, 1996; Mohr and Spekman, 1994). It can be a psychological state that includes the intention to accept vulnerability based on positive expectations about the other party's behavior. It can therefore be a substitute for more formal control methods (Kramer, 1999; Moorman *et al.*, 1992). With Bradach and Eccles (1989) trust is the expectation that the other party will not act opportunistically. But according to Luhmann (1988), if there is no other choice and the counterparty has more influence and power, the belief that the counterparty will not act opportunistically is simply a matter of hope, not trust. In this article, our definition of trust is similar to that of Moorman, Deshpande, and Zaltman (1993, p. 82), Kramer 1999; Moorman *et al.*, (1992), both of which emphasize the importance of trust. Trust can be continuously developed between two parties through communication and exchange of knowledge and information, both formal and informal (Kern and Willcocks, 2000). In addition, trust can be enhanced through factors that ensure trust, such as social and personal relationships (Kramer and Lewicki, 2010).

From 1990 to the 2000s, it was recognized that trust has cognitive and affective sizes (Jones, 1996; Rousseau, Sitkin, Burt, and Camerer, 1998; Young, 2006; Young and Daniel, 2003). According to Rousseau *et al.*, (1998), cognitive trust are established based on rational thought processes and empirical evidence, such as experience working with other parties. Cognitive trust is the partner's confidence or willingness based on the service provider's ability and reputation (Moorman *et al.*, 1992; Rempel *et al.*, 1985). Similar to the definition of Johnson and Grayson (2005), and McAllister (1995) cognitive trust is a personal assessment of whether the counterparty is competent, professional, and capable of handling problems during the cooperation process work or not. It allows people to predict based on a certain level of accumulated knowledge and confidence that the counterparty will fulfill its obligations. Concluding this definition of trust, Rempel *et al.* (1985) called it "predictability," and Johnson George and Swap (1982) called it "reliability".

According to Johnson-George and Swap, (1982); Rempel *et al.*, (1985) affective trust is the trust that a person places in a partner based on emotions established based on the level of care and concern that the partner has. Affective trust is based on interpersonal reciprocity, expressed care, and concern (McAllister, 1995). Affective trust is an attitude or motivation to trust others not influenced by cause (Becker, 1996). Dirks and Ferrin, (2002); McAllister, (1995); Wilson, Straus, and McEvily, (2006) further reinforce that affective trust implies a feeling of emotional security and the belief that one's care is given to others will be reciprocated. Unlike cognitive trust, affective trust is characterized by a sense of security and perceived strength of the relationship. Corporate reputation is also a factor that affects affective trust, and affective trust is limited to personal experiences with partners (Johnson-George and Swap, 1982; Rempel *et al.*, 1985). Because the nature of affective trust is trust in a partner based on emotions, as emotional connections become more severe and deeper, trust in a partner can go beyond what is proven by knowledge, available experience. Accordingly, experiential trust is developed through interactions with partners and changes over time, partly depending on the frequency of contact (Johnson and Grayson, 2005). Affective trust makes the relationship less transparent to the objective assessment of risk prescribed by economists (Rempel *et al.* 1985). Essentially, affective trust is the trust placed in another person created through the emotions, care, and concern shown by the partner (Johnson-George and Swap 1982). Affective trust can be simply understood as an emotional bond, feelings related to welfare, and concern (Lewis and Weigert 1985).

2.1.2. Determine of trust

In the process of learning to identify the psychosocial mechanism of trust that helps promote sustainable outsourcing relationships between manufacturing companies in Vietnam, we have studied related research.

Afzal *etal.* (2010), indicate that brand reputation, brand predictability, and brand competence are factors that influence consumer trust in the brand. According to (Kwon and Suh 2004), if a partner's reputation in the market is high, it means that the partner will be more trustworthy. Reputation is defined as an outsider's subjective assessment of the quality of an organization in terms of its past perceived performance (Bennett, R. and Gabriel, H. 2001). Reputation is built over time and is evaluated based on the ability to perform an activity repeatedly in the same manner (Herbig and Milewicz 1995). This is an especially important trust-building factor for new companies with no prior experience, providing predictability for situations (Maister *etal.* 2000). Additionally, Bennett, R. and Gabriel, H. (2001) assessed that in the early stages of relationships, reputation most strongly represents trust, especially when neither partner has any practical experience with each other's business activities or services. Trust from partners comes with the belief that partners are always honest, provide quality products and services, and comply with commitments (Maister *etal.* 2000). According to research by Kwon and Suh (2004), it has been confirmed that a partner's reputation in the market has a strong positive impact on the process of building trust. A good reputation creates initial trust, proves quality, and reduces risks during cooperation. It also makes the business attractive to potential investors and partners. However, trust also depends on maintaining commitment and taking positive action during cooperation.

A study has shown that when two companies are willing to share information with each other, it will have a positive impact on building trust between the two sides (Mao *etal.* 2008). Cited by Simatupang and Sridharan (2005), information sharing is defined as the timely collection and dissemination of relevant information for planning and controlling activities. Trust is the result of frequent communication regarding the scope and depth of information exchanged between partners to create more effective collaboration (Mao *etal.* 2008). Trust includes the exchange of information, quantified by the degree to which valuable or important information is conveyed (Mao *etal.* 2008). Kwon and Suh (2004) argues that simple information sharing is not enough to enhance the level of trust; it is necessary to share important information such as financial data and forecasts. The

quality of information sharing is also assessed through various criteria such as completeness, timeliness, regularity, and the means used between relevant parties (Mao *et al.* 2008). However, it should be pointed out that there is an argument that sharing information will reduce the level of behavioral uncertainty, thereby increasing the level of trust (Kwon and Suh 2004).

Recent research has argued that adaptation between companies will have a positive effect on building trust (Mao *et al.* 2008). Their willingness to adapt also serves as a clear indicator of a provider's reliability, devotion to nurturing the relationship, and their willingness to cooperate and make concessions (Ganesan, 1994; Lindsfold, 1978; Strub and Priest, 1976). Undoubtedly, the adaptation process significantly affects the level of trust and commitment in the partnership. According to research by Ford *et al.* (1998), adaptation demonstrates the company's ability to reliably meet the needs of its partners. More broadly, Zineldin and Jonsson (2000) affirm this adaptive readiness that underscores the company's unwavering commitment to fostering relationships and ensuring customer satisfaction. However, it should be pointed out that Mao *et al.* (2008) argue that trust-building involves adapting to make necessary modifications in the way partners cooperate, providing negotiating mechanisms, unifying common interests, and creating common goals. The effort to adapt to binding requirements from partners will show goodwill and commitment to them (Mao *et al.* 2008). Over time, these adaptations become key factors upon which both suppliers and distributors build mutual trust and confidence (Zineldin and Jonsson 2000). Thus, it asserts that adaptation is an important determinant of trust and commitment (Zineldin and Jonsson 2000).

Kwon and Suh (2004) argues that uncertain behavior in relationships with supply chain partners reduces the level of trust with other partners. Behavioral uncertainty is described by (Joshi and Stump 1999) as the inability to predict a partner's actions or changes in external circumstances. Additionally, Krishnan *et al.* (2016) have shown that high levels of uncertain behavior have a positive impact on trust in alliance activities. When a counterparty in the supply chain exhibits uncertain behavior, it erodes the trading partner's trust due to difficulties in evaluating performance (Kwon and Suh 2004).

Previous research has indicated that trust in outsourcing relationships is often grounded in deterrence, where both parties can be confident in each other's commitment to keeping promises (Lander *et al.* 2004). Kim *et al.* (2020) assert that deterrents play a significant role in influencing trust. Trust based on deterrence, as highlighted by Ring *et al.* (1994), involves practical

considerations that lead one party to believe the other will act reliably, as the potential penalties for breaching trust outweigh the benefits of opportunistic actions. However, it is essential to note that there is an argument suggesting that trust based on deterrence may not constitute genuine trust (Sitkin and Roth 1993). While sanctions can either encourage or hinder cooperation, and trust generally promotes cooperation, cooperation can also stem from coercion or fear of loss (Rousseau *et al.* 1998). At its most basic level, according to Sitkin *et al.* (1995), trust based on deterrence resembles a state of distrust, characterized by a breach of trust and limited interaction between parties. In essence, Rousseau *et al.* (1998) argue that trust is not merely a mechanism of control but a substitute for control, aimed at fostering positive cooperative behavior for both parties. It is evident that deterrent trust represents the lowest level of trust, where both parties rely on negative deterrents (such as the risk of relationship termination or the possibility of retaliation) to ensure commitment (Lander *et al.* 2004).

Prior research has established knowledge-based trust as reliable beliefs (Mayer *et al.*, 1995; McKnight *et al.*, 2002). Knowledge-based trust, defined by Shapiro *et al.* (1992), is built on predictability developed through a deep understanding of the other party, assuming that their behavior is foreseeable. According to Robert *et al.* (2009), knowledge-based trust involves assessing measurable behavior after previous exposure to predict future occurrences. When one party acquires personal knowledge of another party's behavior, they can effectively evaluate that member's ability, integrity, and benevolence, thereby determining the other party's trustworthiness (Mayer *et al.* 1995). Furthermore, McKnight *et al.* (2002) affirm knowledge-based belief as a trustworthy conviction, defining it as an individual belief in others trustworthiness based on perceived competence, benevolence, and integrity. Knowledge-based trust holds a higher level of credibility compared to trust grounded in fear of punishment or expectation of reward (Lander *et al.* 2004).

According to research by N.V. Oza *et al.* (2006), most suppliers emphasize the importance of transparency in maintaining trust with customers. Transparency is considered one of the fundamental conditions for establishing positive relationships between consumers and businesses (Reynolds and Yuthas 2008). Increased transparency has been shown to enhance the relationship between the two parties (Jiyun Kang and Gwendolyn Hustvedt 2014). Transparency is measured using a scale of consumer perception outlined in a previously published study on the subject (Hustvedt and Kang 2013). Specifically, N.V. Oza *et al.* (2006) cited the opinions of suppliers in

their research results, stating have a project office tool that allows customers to access each employee's daily timesheet information, track work progress and always ready to provide this information to customers. When you open up the whole system process tool to someone, it gives a lot of confidence, and they put their trust in you. From this, the importance of transparency throughout the project, in communicating with customers and demonstrating the results of the project, can be clearly seen (N.V. Oza *etal.* 2006). Thus, it can be affirmed that transparency positively affects trust (Jiyun Kang and Gwendolyn Hustvedt 2014).

Perceived privacy is defined as the ability of customers to control access to their information during market transactions or share their personal information with third parties (Goodwin 1991). In a commercial context, according to Wang *etal.* (1998), privacy violations occur when a consumer's information is collected and shared with third parties without their prior consent. Sharma and Lijuan (2014) conducted research on factors that affect customer trust and privacy, finding a positive relationship between ethics and privacy, which contributes to customer retention. Privacy is recognized as an essential factor in attracting new customers and retaining existing consumers (Park and Kim 2003). Thus, privacy is a crucial element that inherently drives customer trust in the service (Aslam *etal.* 2020). It is now the responsibility of service providers to enhance customer confidence and address customer concerns about privacy risks (Aslam *etal.* 2020). Accordingly, it can be asserted that privacy perceptions have a negative relationship with customer trust (Aslam *etal.* 2020).

Satisfaction with past interactions is also positively associated with customers' perceived trust and affection towards the service provider (Devon Johnsona and Kent Grayson 2005). Leninkumar, V. (2017) found a significant positive relationship between customer satisfaction and customer trust. Research by Westbrook and Oliver (1991) indicates that satisfaction arises from comparing customer expectations with the actual performance of the service and evaluating emotions during the consumer experience. Satisfaction is also associated with emotions such as joy, fear, and anger associated with the service experience (Devon Johnsona and Kent Grayson 2005). Consequently, customer satisfaction is one of the most significant predictors of customer trust, which is an indispensable factor in a successful long-term relationship (Rasheed and Abadi 2014). Satisfaction with past results creates confidence that the partner will continue to meet their obligations in the future (Ganesan 1994). As a result, Islam *etal.* (2021) found that customer satisfaction is positively related to customer trust.

Research by N.V. Oza *et al.* (2006) indicates that nearly half of the surveyed suppliers identified engagement as a crucial factor in maintaining trust with customers. Drawing on concepts from social exchange (Cook and Emerson 1978), marriage (Thompson and Spanier 1983), and institutions (Meyer and Allen 1984), the definition of relationship commitment is the exchange in which the partner believes that the ongoing relationship between the two parties is so significant that maximum efforts must be made to preserve it. In examining the non-binding relationship between the two, Syed Andaleeb (1996) emphasizes that buyer commitment is sensitive to varying degrees of trust in suppliers. According to Hashim *et al.* (2015), trust and commitment mediate a relational exchange by fostering a cooperative environment between parties involved in a relationship, resisting attractive short-term alternatives, and viewing potentially high-risk actions as prudent. Consequently, suppliers need to demonstrate their commitment through the resources and services they strive to provide to their partners (N.V. Oza *et al.* 2006). It is evident that trust is a pivotal factor in maintaining sustainability in relationships and can be influenced by various factors. Our research aims to clarify how relational communication affective trust, a facet that has not been extensively studied by many researchers.

2.1.3. Review relational communication

Communication is imperative in defining relationships with others, as relational messages are embedded in both verbal and nonverbal communication (Burgoon *et al.* 1984). According to Burgoon and Hale (1984), relational messages can be seen simultaneously as key themes for relational discourse and as aspects by which partners interpret and define the relationship between individuals. The importance of communication and its impact on trust is a critical aspect. Many previous studies have analyzed and demonstrated its influence on trust. According to Hemanta Doloi (2009), communication is an essential driver for achieving project goals in relationship agreements, especially when there are no clear contractual conditions outlining response times for each party. Specifically, communication has become more crucial than ever to ensure that projects and deals run smoothly and efficiently. A supervisor's communication with subordinates can directly impact employee satisfaction and the quality of their work (Mikkelsen *et al.*, 2015; Richmond and McCroskey, 2000). The expression and communication of information can create either a negative or positive work environment for employees.

Previous research in public relations has suggested that effective engagement in face-to-face communication plays a vital role in cultivating quality relationships between organizations and the public (Bruning *et al.*, 2008; Hon and J. E. Grunig, 1999). However, communication may lead to undesirable results such as disagreements and conflicts, stemming from differences in communication that can result in misunderstandings or deepening frustration (Leitch and Nelson 2001). Communication is the primary precursor of trust. According to Anderson and Narus (1990), communication can be broadly defined as the formal and informal sharing of meaningful and timely information between companies to promote understanding and sympathy between parties. The importance of communication, especially timely communication, plays a crucial role in building trust (Moorman *et al.* 1993), promoting trust by supporting dispute resolution, and adjusting perceptions and expectations (Etgar 1979). Anderson and Narus (1990, p. 45) note that past communication is a precursor to trust, but state, "In subsequent stages... the accumulation of this trust will lead to better communication". Similar to Anderson and Narus (1990); Morgan and Hunt, (1994) posit that a partner's perception of frequent and high-quality communication from another party that is, communication that is relevant, timely, and trustworthy will lead to greater trust. Despite the acknowledgment that "communication can be described as the glue that holds a distribution channel together, ... empirical research on channel communication is sparse" (Mohr and Nevin 1990, p. 36), both the manufacturer and the distributor perceive past communication as positively related to trust (Anderson and Narus 1990). Additionally, Anderson and Weitz (1989) found that communication has a positive impact on trust in distribution channels, contributing to increased trust in business relationships.

The link between communication behavior and trust has received considerable attention from organizational researchers (Anderson and Weitz, 1989; Mishra, 1996). It is generally believed that accurate and frequent communication is essential to building a level of trust in interfirm alliances (Shapiro *et al.*, 1992; Anderson *et al.*, 1987). Certainly, frequent and accurate communication between the company and the training provider will significantly reduce the opportunities for one party to take advantage of the other, leading to higher levels of self-interested trust. However, socially oriented trust may be most affected by accurate and frequent communication, and it should be noted that trust depends not only on communication but also on the quality of that information. For trust to develop into higher forms, the quality of information provided by each party must be preserved and reliable (Daft and Lengel, 1986; Devlin and

Bleackley, 1988). In cases where the customer and supplier have failed to establish a communication process that allows for the correct exchange of messages or have hidden any important information, this would, of course, be a valid reason for doubts about the trusting relationship. Additionally, when parties regularly communicate about their underlying processes, capabilities, and goals, this not only reduces the potential for misunderstandings and ambiguity but also begins to develop stronger, more trustworthy, and meaningful relationships. This insight and knowledge provide an important foundation for developing socially-oriented trust that ensures better understanding and trust in the relationship (McAllister 1995).

The concept of relational communication has undergone development and change over time. Relational communication theory traces its origins to the works of Bateson (1935, 1958). However, it was not until the publication of the book 'The Pragmatics of Human Communication' by Watzlawick *et al.* (1967) that these ideas gained widespread attention. The authors of this book integrated essential aspects of Bateson's major influences into their theory of systematic, interaction-based communication (Braithwaite and Schrodt 2021). However, in 1976, the meaning of this theory underwent a shift, with relational communication being considered a ubiquitous part of everyday life. Millar and Rogers (1976, p. 88) emphasized, "Functionally, the communication process is largely a negotiation process in which people define their relationships and themselves independently, in a reciprocal way".

At this juncture, it is noteworthy that there is no clear consensus on the specific content of relational communication. Instead, existing theories and research efforts have predominantly concentrated on categorizing the broader structure of interpersonal behavior, which is closely related to relational communication, or delving into specific facets of interpersonal behavior such as control messages. In the context of this study, relational communication is conventionally defined as a multidimensional activity. Drawing from diverse sources, including anthropological and psychotherapeutic analyses of human behavior, internal expression, measurement of meaning, emotional expression, interpersonal assessment (e.g., trustworthiness, attraction, similarity), relational definition and development of interactions between individuals and groups, nonverbal behavior, and aspects of interpersonal schemas, a conceptual framework with distinct dimensions has been proposed. These dimensions encompass dominance-submission, intimacy, affection-hostility, the intensity of participation, inclusion-exclusion, trust, deep appearance, emotional arousal, foreboding, static aspects, similarity, formality, and social-task orientation.

Intimacy is a pivotal aspect that underlies the communication of relational messages and the comprehension of interpersonal relationships (Burgoon and Hale 1984). According to Burgoon and Le Poire (1999), intimacy is a comprehensive concept encompassing emotional expression, involvement, receptivity, trust, similarity, and depth. Affection signifies the extent of positive affect a person experiences toward another individual (Burgoon and Hale 1984), implying that positive interactions, marked by friendliness, contribute to a more favorable relationship. Involvement denotes the level of interest or responsiveness to another person, a situation, or a specific topic. Receptivity manifests as a display of thoughtfulness, accessibility, and openness. Similarity is defined as the extent to which individuals share opinions, beliefs, personal characteristics, and experiences (Burgoon and Hale 1984, p. 201). Ultimately, depth serves as an indicator that relationship partners possess a substantial understanding of each other and that the relationship itself is profound.

Receptivity in relational communication is a crucial aspect associated with the expression of rapport, openness, and the desire to instill trust (Newton and Burgoon 1989). Receptivity necessitates the ability to accept and introduce a new but relevant topic in relational messages while still maintaining rapport. Regarding meaning, receptivity appears to mirror the observer's level of interest and openness to sensory stimulation, measured through scales such as 'interesting,' 'full of color,' 'sensitive,' and 'hot'. In the realm of relational communication, receptivity seems to invoke Cappella's (1983) concept of conversational participation and align with Mehrabian's (1971) principle of immediacy (discussed further in the subsequent section). It communicates the extent to which relationship partners exhibit mutual interest, concern, and accessibility, spanning from very casual to highly intense engagement. Its link to stimulating and calming aspects is established through the implied physiological and emotional arousal accompanying sensory stimulation and physical or psychological intimacy. When absorbing any topic or message from another person, it reflects our emotions and psychological state, creating a form of mental connection.

The similarity between a service provider and a customer implies the presence of common values and interests. Social psychology researchers have discovered that, in social relationships, individuals tend to exhibit higher levels of attraction to people they perceive to have similar attitudes. Byrne (1969) commented on this phenomenon and suggested that this association occurs because of the recognition of similarities (attitudes) in others, confirming an individual's understanding of their surroundings. He argues that this process stimulates positive interactions

associated with the individual in question through conditioning, fostering an environment conducive to the development of trust. Devon Johnson and Kent Grayson (2005) posit that when customers detect similar elements in a service provider, this can lead to positive emotional reactions, fostering attitudes of cooperation and adaptation towards service providers. This connection is likely to occur when customers feel that they share common values, interests, or even goals with the service provider. Therefore, they hypothesize a link between similarity and affective trust. In the research article by Manusov (2014, p. 127-136), it was demonstrated that similarities often emerge prominently in literary works characterized by high levels of social interaction and relationships. These works frequently delve into the nuances of intimacy within interpersonal relationships, general patterns of interpersonal behavior, and specific communication practices within group settings. Such similarities are evident in the literature exploring people's social orientation and communication toward each other in face-to-face contexts, underscoring their significance as recurring themes across interpersonal encounters. This facet of relational communication involves the extent to which the communicator underscores similarities and interests in a deeper relationship, as well as the level of familiarity and non-superficiality in the relationship. According to Knapp (1984), as relationships progress, communication between partners often becomes less awkward and tense, leading to smoother and more similar conversations. These changes reflect the development and adjustment of the relationship over time. The social penetration theory (Altman and Taylor 1973) addresses the depth aspect of the relationship, focusing on the level of knowledge that partners have about each other's personal information. This information is conveyed through self-disclosure, with the level of disclosure serving as an indicator of the depth of the relationship (Burgoon and Hale 1984). While some self-disclosure may occur between strangers, it is generally less common in the early stages of ongoing relationships compared to the later stages. A study examining this phenomenon in real-life scenarios involving computer-mediated communication (CMC) and face-to-face (FTF) interactions found “no main effects of conditions on self-disclosure” (Kiesler *et al.* 1985, p. 94). Overall, relationship depth is more likely to increase as conversations progress, and partners become more familiar with each other. Consider the possibility that communicators express attitudes through verbal/written cues irrespective of additional nonverbal cues (Byrne and Clore 1966), which may influence the progression of similarity/depth in the relationship. This dependence is contingent on two specific communication conditions.

Communication is not only the foundation of human relationships and interactions but also an indispensable part of everyday life. Communication, in all its forms whether face-to-face chatting, emailing, through text, or even gestures and body language plays a pivotal role in building or breaking trust. Many previous studies have demonstrated the intricate relationship between communication and trust, providing detailed insights for understanding this mechanism. Communication takes on various forms influenced by factors such as goals and context. It can manifest as verbal communication, non-verbal communication, visual communication, interpersonal communication, or written communication. In this study, our focus is on communication relationships, a crucial aspect of communication. While communication relationships play a significant role, the interaction between communication relationships and trust has not been thoroughly studied. Therefore, in this research article, we aim to collect and analyze relevant sources to further explore the interaction between communication relationships and trust. We will scrutinize small factors within the communication relationship to examine their impact on trust. The goal of the research is to determine the relationship between these factors and trust, aiding in a better understanding of the impact of communication relationships on trust, and proposing optimal strategies to build and maintain trust in communication relationships.

Therefore, from the above argument, the impacts of intimacy on trust will be hypothesized as below:

H1: Intimacy (receptivity) positively influences affective trust.

H2: Intimacy (depth) positively influences affective trust.

H3: Intimacy (receptivity) positively influences cognitive trust.

H4: Intimacy (depth) positively influences cognitive trust.

2.1.4. Review relationship atmosphere

In the manufacturing industry, one of the decisive factors for a business's success is the establishment of solid and long-term relationships with partners. However, in creating an environment of trust, cooperation, and mutual respect, the relationship atmosphere in buyer-supplier relations plays a pivotal role. This research article aims to delve into the role and factors contributing to the atmosphere of the relationship between the two partners. According to vocabulary, a relationship is the association, connection, or interaction between two or more entities, taking various forms and levels, such as personal, business, family, social, and others.

These relationships are often defined by interaction, communication, and engagement, reflecting connections, affection, and commitment between the involved entities.

The term 'atmosphere' refers to the surrounding environment or space and encompasses mentality, mood, and emotion. Various factors, including light, sound, color, scent, and social aspects like human interactions and events, contribute to creating this environment. A space or background can have a positive or negative atmosphere, influencing how participants feel and experience it. Lars-Erik Gadde (2004) reported that the relationship atmosphere between companies involved in distribution has evolved from being aggressive to cooperative; trust and commitment, are prerequisites for achieving desired benefits from partnerships. Based on the interaction methodology developed by the original IMP research group (Ford, 1997), it is assumed that relationship atmospheres are interactions in a business relationship that must have some 'emotional context' setting the stage for developing the relationship. As relationships between companies within a team become more complex, understanding how these changes affect the team's performance becomes essential. Additionally, understanding the perception of the atmosphere is crucial. For better comprehension, each individual in the relationship must organize the information gathered through interaction about the relationship from their point of view (McColl-Kennedy, 2000).

Factors as dependence, psychological safety contribute to the atmosphere of the group. These factors are closely interrelated and have significant implications in the current distribution reality. This research paper aims to explore and clarify these factors. Dependence in a buyer–supplier context is defined as the degree to which a firm needs the resources provided by its partner to achieve its goals (Frazier, 1983; Heide & John, 1988). Dependence on the supplier implies that the supplier's resources are valuable to the buyer's performance and the buyer has few alternatives to replace the supplier. Previous studies regarding the effect of the buyer's dependence on the buyer's commitment have seen mixed results. For example, some studies find that the buyer's dependence on the supplier are positively related to the buyer's long-term orientation or commitment (e.g., Ganesan, 1994; Lusch *et al.*, 1996) while others find a lack of trust may reduce a firm's intention of maintaining the relationship, even if its dependence is high (Izquierdo *et al.* 2004). We propose to solve this dilemma by testing the moderating effect of dependence on outsourcing relationship.

Establishing robust outsourcing relationships is imperative for manufacturing companies navigating the challenges of the global market. Trust stands out as a crucial factor in these relationships, with psychological safety playing a fundamental role in influencing the development and maintenance of trust. Our study delves into the significance of psychological safety in the psychosocial mechanism of trust in outsourcing cooperation among manufacturing enterprises in Vietnam. Psychological safety is a critical factor for continually enhancing an organization's performance. Achieving operational efficiency is contingent on collaboration among organizational members, where employees can freely express new ideas for improvement. Psychological safety refers to an individual's perception of the consequences of interpersonal risks in their work environment. This encompasses their beliefs about how others will react when they take risks, such as asking questions, seeking feedback, reporting mistakes, or proposing new ideas. According to Schein's concept of psychological safety Schein and Bennis (1965), members of the organization feel secure and alter their behavior to manage organizational change, as psychological safety fosters a work environment that encourages temporary efforts and tolerates without retaliation, surrender, or guilt. Research by Edmondson (1999) reveals a positive relationship between a team's psychological safety and team performance in terms of work quality and customer satisfaction at a manufacturing company. In the context of outsourcing, this translates to a willingness to explore new ideas, strengthening trust between partners. Edmondson's research (1999) also suggests that psychological safety promotes a culture of continuous learning and improvement-crucial in outsourcing relationships where partners must be adaptable to social and economic changes. A culture of learning plays a pivotal role in building trust in partners' ability to grow and navigate challenges. Moreover, leadership plays a key role in establishing psychological safety within the team (Edmondson 1999). Therefore, leaders of manufacturing companies in Vietnam need to create a safe environment for workers, forming the basis for building trust in outsourcing partnerships (Edmondson *etal.* 2004).

In conclusion, the atmosphere of buyer-supplier relations is not only the decisive factor for success but also the foundation for innovation and sustainability. Building and maintaining positive relations have become increasingly important in today's challenging competitive space. Facing a market that requires constant flexibility and innovation, the buyer-supplier relationship is not merely a transaction but an opportunity to share knowledge, increase access to resources, and face challenges together. Maintaining and improving this atmosphere of relations not only

creates business opportunities but also makes the manufacturing industry solid and flexible, ready to face any challenges in the future.

2.2. Sustainable outsourcing relationship

Outsourcing remains a popular approach for organizations and companies. Given the rise in international trade and globalization, many organizations have become cognizant of the challenges associated with developing and maintaining the requisite expertise and business operations. In the present context, achieving and sustaining competitiveness in the global market poses a challenging puzzle.

Various strategies to address this challenge include forming cooperative partnerships and alliances to access and exchange the necessary expertise for business operations (Das and Teng, 2001a; Nootboom *et al.*, 1997). Consequently, companies choose to leverage other firms through outsourcing, considering it a strategic tool to utilize resources for their business activities. Outsourcing involves the procurement of goods or services from external individuals or organizations rather than producing them internally with a firm's own workforce and management, extending beyond the firm's organizational boundaries (Brown and Wilson 2005). In simpler terms, outsourcing is the delegation of a service or task to an external third party (Drtina, 1994; McHugh *et al.*, 1995). Whether involving core or non-core activities, outsourcing can be viewed as a form of strategic alliance (Nootboom *et al.*, 1997; Van Der Meer-Kooistra and Vosselman, 2000; Das and Teng, 2001b), especially when these outsourced activities hold strategic significance for the organization. In outsourcing, two primary roles are recognized: “buyers and supplier”. The company opting to outsource specific goods or services is referred to as the “buyer” and essentially plays the role of the customer in this business arrangement. Conversely, the entity or organization offering outsourcing services is termed the “supplier”, and their responsibility lies in delivering goods or services as stipulated in the outsourcing agreement with the buyer. Companies engage in outsourcing for various reasons, including cost savings, resource optimization, creating growth opportunities, maintaining a leading position in the industry, focusing on core activities, and sharing risks with relevant parties. Through outsourcing activities, they can enhance their overall company operations. Therefore, outsourcing stands out as a strategic decision applied by organizations worldwide to maintain competitiveness. According to research by Mehta and Mehta (2017), there have been significant changes in the outsourcing model over the past decades. It has

evolved into a focal point in strategy, delivering mutual benefits and advantages through long-term relationships and helping parties achieve a stronger competitive position (Cannon *et al.* 2010).

Past research has highlighted that sustainable relationship encompass mutual trust, satisfaction, and commitment (Lages *et al.* 2005). Building upon these aspects, Palmatier *et al.* (2006) have similarly employed trust, satisfaction, and commitment as key factors in examining their interrelation. In the context of outsourcing and business relationships, satisfaction serves as an overarching evaluation metric derived from the outcomes of prior activities. Satisfaction does not necessarily imply that the intermediary transactions between the buyer and the supplier in the market are inherently relationship-oriented, but it is a pivotal factor in cultivating such relationships (Sashi 2012). In instances of dissatisfaction, the bond between both parties may fracture, but when the supplier succeeds in satisfying the buyer, the relationship becomes not only feasible but also more enduring. In such cases, the buyer's contentment with preceding transactions significantly heightens the likelihood of repeat purchases. Another study examining the relationship between buyers and suppliers indicates that satisfaction with past outcomes is correlated with the long-term orientation of both the buyer and their supplier (Ganesan 1994). Satisfaction has been demonstrated to positively impact the profitability of both parties (Anderson, Fornell, and Lehmann, 1994). Satisfied customers are more likely to make frequent purchases and tend to use more products and services from the same company. They are less price-sensitive and are willing to invest in ensuring their satisfaction. Companies with a high number of satisfied customers will need to invest less in attracting new customers, thanks to higher customer retention rates and potential benefits from positive word-of-mouth. A comprehensive analysis of satisfaction levels in marketing relationships reveals that satisfaction is crucial for building trust and contributing to commitment (Geyskens *et al.* 1999). Another study on the relationship between organizations found that communication promotes trust and enhances commitment (Morgan and Hunt 1994). Meanwhile, a study on the relationship between retailers and consumers considered satisfaction as an essential indicator of relationship quality and found that relationship quality impacts loyalty (De Wulf, Odekerken-Schröder, and Iacobucci 2001). Based on previous studies on satisfaction, it has been shown to have a significant impact on the relationships between the parties involved and contributes to the sustainability of these relationships. Another critical factor contributing to the sustainability of outsourcing relationships is commitment. Commitment plays a pivotal role in the success and development of long-term business relationships (Dwyer *et al.*,

1987; Morgan and Hunt, 1994; Sharma *et al.*, 2006). It encompasses the desire to cultivate and maintain a stable relationship, a willingness to forgo short-term benefits to sustain a long-term partnership, trust in the stability of the relationship, and investment in that relationship (Dwyer *et al.*, 1987; Anderson and Weitz, 1992; Gounaris, 2005; Stanko *et al.*, 2007). Simply put, commitment is the “long-term desire to maintain a valuable relationship” (Moorman, Zaltman, and Deshpande, 1992, p. 316). It signifies a company's trust or confidence in its current relationship with another company, which is significant and worthy of maximum efforts to sustain over an extended period (Moorman *et al.*, 1992; Morgan and Hunt, 1994). In addition, trust in relationships also adds significant value (Arrow 1974); it benefits both parties involved (Barber 1983). Trust enables parties to accept risks because they do not anticipate opportunistic behavior from the other party (Morgan and Hunt 1994). This implies that one party does not need to heavily engage in activities such as monitoring their partner or utilizing and enforcing protective measures (through contracts) in the relationship, which can be costly. Consequently, it fosters a sense of attachment and instills a desire to strengthen the relationship further, aiming for long-term sustainability. Backhaus and Büschken (1999) and Lai *et al.* (2005) conducted research and examined various aspects of dynamism, focusing on the development of interactions and repetitive transactions over time, delving into the historical experiences of partners. Therefore, more sustainable relationships necessitate a prolonged sequence of repeated transactions with a high frequency of interaction (Backhaus and Büschken, 1999; Lai *et al.*, 2005).

Therefore, when it comes to defining a sustainable outsourcing relationship, it may still appear novel and somewhat vague. However, drawing from research related to sustainability in relationships, particularly in the context of outsourcing between organizations, sheds light on the factors influencing the relationship between the two parties. In this research, we posit that a sustainable outsourcing relationship is a long-term collaboration between an organization and an external partner (typically another company or organization) in the execution of projects, business processes, or the provision of specific services. This relationship is established and maintained with the objective of ensuring sustainability and mutual benefit for both parties. It is founded on the principles of cooperation, mutual respect, and the creation of long-term value over an extended period, rather than solely focusing on short-term gains.

To attain sustainability, fostering interaction and coordination among the involved parties is paramount. Achieving this requires the identification of key factors that shape the characteristics

and performance of cooperation, commonly referred to as cooperative behavior. Cooperative behavior encompasses organizational traits featuring a set of significant elements aimed at fulfilling stakeholders' expectations for fostering high-quality collaboration (Dania *etal.* 2018). The concept of cooperation is highly diverse and applicable in various research fields and contexts (Smith *etal.* 1995). It can involve coordinated actions (Buckley and Casson 1997), interdependence relationships (Hake and Vukelich 1972), as well as goal-related linkages (Ouchi 1980) between different parties, including individuals (Axelrod 1981) or entities such as businesses (Contractor and Lorange 1998), families (Buckley and Casson 1997), or nations (Grieco 1990). Cooperation refers to situations in which parties collaborate to achieve common objectives, resulting in outcomes that surpass what any single entity could attain if acting solely in its own best interest (Anderson and Narus 1990). Cooperative relationships are characterized by a high level of trust (Dwyer *etal.*, 1987; Morgan and Hunt, 1994).

In this study, we will concentrate on three aspects of cooperative behavior such as: joint responsibility, shared planning, and flexibility in arrangement (Johnston *etal.* 2004). Our aim is to investigate the factors that may contribute to enhancing the sustainability of outsourcing relationships within our specific context. About joint responsibility, the central focus of joint responsibility lies in cooperative activities related to product design and modification, as well as shared operational tasks. Both parties engage in joint planning and foster flexibility to anticipate changes in the demands placed on the relationship (Johnston *etal.* 2004). The early involvement of both the supplier and the buyer in product design and process planning can enhance innovation opportunities (Bogdozan *etal.* 1998) while simultaneously minimizing post-production issues (Cusumano and Takeishi 1991). Another form of cooperative effort involves joint planning with active participation from both the buyer and the supplier (Johnston *etal.* 2004). A noteworthy aspect of this cooperative relationship is the mutual exchange of information regarding changes in plans, such as adjustments to operations or modifications in future product deliveries. In certain instances, one party may engage in the planning process of the other. Lastly, crucial is the flexibility to adjust the terms of fixed contracts or respond to changes in conditions. A contract cannot cover every possible situation that may arise. When a contract becomes overly detailed, it may lose flexibility, and compliance management becomes impractical (Poppo and Zenger 2002). Manufacturing flexibility is considered the most important aspect of dealing with uncertainty in development, demonstrating the ability to quickly and easily adapt to changes in market conditions

(He *et al.* 2014). Specifically, flexibility becomes crucial when there is pressure related to quantity or cost, when suppliers agree to provide services not specified in the contract, or when buyers are willing to accept alternative materials or specifications (Johnston *et al.* 2004). Therefore, these three cooperative behaviors associated with shared activities will bring benefits to the buyer in the relationship. Cooperative behavior involves joint responsibility in problem-solving (potentially including joint design work), shared planning, and flexibility in arrangements when dealing with unexpected situations.

According to Williamson (1985), opportunism is the act of seeking personal gain cunningly through opportunities to optimize individual benefits by concealing or selectively revealing information, particularly in calculated efforts to deceive, distort, or mislead. In business partner relationships, opportunism is described as the behavior of a partner firm with private motives to achieve its interests through actions that harm the other parties or members within an alliance (Das and Rahman 2010). In our view, opportunism is considered a non-cooperative, dishonest behavior in a relationship where one party prioritizes their self-interest and is willing to employ unreasonable tactics to achieve their goals, eroding trust and harming the collaborative relationship with the involved parties. It refers to actions or behaviors carried out by one party to seek unilateral benefits at the expense of the other party by breaking explicit or implicit contracts, abusing power, concealing or distorting information, retracting commitments or promises, evading obligations, or manipulating joint income (Luo, 2006, 2007a, c). Luo (2006) distinguishes between two forms of opportunism: strong and weak. Strong opportunism involves actions that violate the contract standards (terms, clauses, and conditions) specified in the main body of the contract, as well as in various addenda signed at later stages. In contrast, weak opportunism pertains to actions that violate the standards of the relationship not explicitly stated in the contract but are part of the common understanding of all members in a particular relationship, thus diminishing the other party's benefits (Luo 2006). The author highlights three key differences between these two types of opportunism (Luo 2006). First, strong opportunism is more observable because it reflects violations of terms explicitly specified in the contract, whereas weak opportunism reflects violations of implicit rules. Second, strong opportunism has a quicker but less sustainable impact on cooperative relationships because contracts include clear, formal remedies to address violations, while addressing violations of implicit relationship rules is subtler and less straightforward. Finally, strong opportunism is more repairable because contracts typically provide clear, formal remedies

to address issues, whereas repairing violations of implicit relationship standards is more nuanced and less clear-cut. In a sustainable outsourcing relationship, issues related to the quality of the relationship between the buyer and the service provider can give rise to conflicts. These significant concerns demand attention from the parties involved in the relationship (Zhuang, Herndon, and Chu 2014). Conflict in a relationship can be understood as the tension between two or more parties, stemming from a mismatch between their actual or desired actions (Rawwas *etal.* 1997). Issues causing conflict between the two parties often arise due to poor communication or a lack of trust between the supplier and the buyer. In the context of business dealings between parties, it is believed that conflict is inevitable when one of the parties perceives interference by the other in their activities to achieve specific goals (Prince *etal.*, 2016; Wang, 2017). This can result in the negative impact of conflict surpassing the cumulative impact of supportive channel behaviors (Bai, Sheng, and Li 2016). Conversely, some perspectives view conflict between buyers and suppliers as natural and constructive (Johnston *etal.* 2004). Conflict can be seen as a means to resolve issues between partners in achieving common goals, thereby promoting development in the buyer-supplier relationship (Stern *etal.*, 1996; Tjosvold, 1997). It is evident that conflict is not always a negative phenomenon in a relationship and can lead to positive outcomes. Thus, in a conflicted relationship, there tend to be both destructive and constructive tendencies (Rawwas *etal.*, 1997; Song, Dyer, and Thieme, 2006). Both types of conflicts have been shown to impact the relationship between the buyer and the supplier, yet they differ in how they affect and influence the organization's decision-making and actions to address the conflict (Song *etal.* 2006). Constructive conflict is defined as an evaluative process wherein the influences of efforts are leveraged to resolve differences and seek appropriate solutions. It typically manifests with low intensity and frequency and is characterized by objectivity (Rawwas *etal.* 1997). Constructive conflicts usually arise through activities such as discussion, negotiation, debate, or an approach that benefits both parties, fostering agreement on the optimal course of action to accomplish the task (Li *etal.*, 2011; Song *etal.*, 2006). The benefits of constructive conflict often outweigh the costs incurred when the conflict arises. Cultivating a constructive environment contributes to fostering a positive understanding of the relationship and promoting enhanced connections between companies, leading to positive changes in the collaborative relationship. On the contrary, destructive conflict stems from the imposition of powerful forces that drive parties into hostile behaviors, where all parties are engaged in a struggle to protect their own interests, resulting in conflict (Rawwas *etal.*

1997). Destructive conflict differs from constructive conflict in that it is characterized by higher intensity and frequency and is more personal (Rawwas *et al.* 1997). This type of conflict is often associated with a struggle for dominance and control, leading to detrimental consequences such as hostility or damage to the relationship (Li *et al.* 2011). The presence of opportunism in business relationships between partners reduces trust, leading to differences in the relationship and ultimately resulting in conflicts (Høgevold *et al.* 2020). In cases where conflicts are not resolved, or the management of the business relationship between the supplier and the buyer is inadequate, it can lead to functional disruption or the termination of the relationship (Kang and Jindal, 2015; Das and Rahman, 2010). Therefore, because opportunism damages the relationship, it does not bring any value to all parties, thereby creating conflict in the relationship (Zardkoohi, Harrison, and Josefy 2017). Thus, opportunism has a negative relationship with conflict (Høgevold *et al.* 2020). Considering this, we observe that, unlike cooperative behaviors that strengthen the relationship between parties, opportunism, and conflict are non-cooperative behaviors that are detrimental to a relationship.

As mentioned, trust, satisfaction, commitment, and dynamism contribute to fostering the relationship. Still, trust has not been widely and deeply studied, and no research explores how trust promotes sustainability in an outsourcing relationship between partners. In general, our research model will support and reinforce perspectives, thus demonstrating the impact of trust on sustainable outsourcing relationships, leading to cooperative and non-cooperative behaviors among manufacturing companies in Vietnam.

2.3. The impact of trust on a sustainable outsourcing relationship

This study systematically reviewed and synthesized recent studies that investigated the influence of beliefs on the various aspects and factors discussed in the article.

Bagozzi (1975) suggests that by applying activities based on the social exchange theory, the study posits that a supplier's B2B sustainability positioning positively influences buyer performance through trust. Research by Blau (1964) suggests that trust is vital to the development and quality of exchange relationships and that it reduces uncertainty and promotes a sense of obligation. In B2B relationships, trust is the fundamental foundation and central element of the exchange process (Brashear, Boles, Bellenger, and Brooks 2003). Previous studies have documented the positive effects of relational trust on company performance (Cai *et al.*, 2010; Chen,

Lin, and Chang, 2009; Dowell *et al.*, 2015). Trust is essential for successful reciprocity Molm *et al.* (2000) and is a key driver of viable long-term relationships in B2B marketing (e.g., Cai *et al.*, 2010; Ireland and Webb, 2007; Morgan and Hunt, 1994). Black *et al.*, (2000); Laan *et al.*, (2011) have confirmed that trust positively impacts cooperation in the construction supply chain. Therefore, Ke, H., Cui, Z., Govindan, K., and Zavadskas, E. K. (2015) hypothesized that trust positively affects cooperation. As mentioned about trust, trust is divided into two parts: cognitive trust and affective trust. According to Mumbi and McGill (2008), trust is based on knowledge and competence, meaning cognitive trust will facilitate cooperation. The conclusion that competence-based trust positively impacts cooperation is also from (Yin and Xu, 2012). Therefore, Ke, H., Cui, Z., Govindan, K., and Zavadskas, E. K. (2015) hypothesize that cognitive trust impacts cooperation. Trust based on affective makes both parties believe that the other side will not deceive them with personal benefits, thereby improving the ability to commit and the stability and long-term cooperation (Bakker *et al.*, 2006). Lu and Hao (2013) also suggest that trust based on emotions has a significant positive influence on cooperation, which they explain according to Chinese culture (Guanxi). Therefore, Ke, H *et al.*, (2015) hypothesize that emotion-based trust has a positive impact on cooperation. After Ke, H *et al.*, (2015) collected data and tested reliability and validity using SPSS and AMOS, it was concluded that the dimensions of different levels of trust have different impacts on cooperation. Specifically, cognitive-based trust and affective-based trust have a significant positive impact on cooperation. A distinguishing feature of many collaborative relationships is providing information to the other party about changes. In some cases, one party may be involved in the planning process. Cooperative behavior is participating in joint responsibility in solving problems, creating shared plans, and being flexible in arranging to solve unexpected situations (Johnston 2004).

By building trust, there will be confidence and shared goals between the two parties instead of focusing on the risks, complexities, and uncertainties that bring effective coordination between organizations can achieve long-term and stable cooperation (Kadefors 2004). When a buyer places trust in the supplier, it enhances overall responsibility through the level of communication between the buyer and the supplier can influence the level of trust and overall responsibility. Clear and prompt communication reduces risk and increases accountability. Moreover, if the buyer believes the supplier will provide a high-quality product or service, they will share responsibility with the supplier to ensure the maintained quality and meeting of expectations. The buyer's trust in the

supplier's ability to deliver on time or fulfill services as promised also fosters shared responsibility, as both parties have a mutual interest in adhering to time standards. This alignment minimizes motivation to engage in actions that could harm the buyer. Johnston (2014) emphasizes in his research article that trust positively influences shared responsibility in the relationship between buyers and suppliers. However, the study suggests that not all cooperative behaviors are significantly related to buyers' evaluations of outcomes (Johnston *et al.* 2004). Findings by Srouji *et al.* (2019) reveal that trust impacts customers' purchase intentions towards businesses. Notably, corporate responsibility activities exert a positive influence on customers, particularly when they are aware of these activities (Srouji 2019). Research by Eldin and Alhassan (2023) establishes that corporate social responsibility has a positive and significant impact on customer satisfaction. This is crucial not only for building trust but also for maintaining customer loyalty (Eldin *et al.* 2023). Perrini and colleagues (2010) research clarifies that corporate social responsibility has a positive impact on consumer trust. It demonstrates that Corporate Social Responsibility can enhance the quality of relationships between businesses and customers, benefiting stakeholders. Implementation of corporate social responsibility activities indicates a company's care for consumers and commitment to responsible actions, contributing to building trust (Perrini, F *et al.* 2010). Palacios Florencio *et al.* (2020), uncover a positive relationship between Corporate Social Responsibility and trust. This research sheds light on how corporate social responsibility contributes to increasing customer trust. When businesses and customers jointly shoulder responsibility for social and environmental issues, their relationship becomes stronger and more sustainable. This cooperation between businesses and customers fosters trust and loyalty from customers (Palacios Florencio *et al.* 2020). When the buyer places trust in the supplier, it tends to alleviate the overall responsibility on the buyer. Regular communication and information-sharing between buyers and suppliers foster a better understanding of challenges and opportunities. This understanding enables collaborative problem-solving during the cooperation process. Moreover, as the partners develop a deeper familiarity, the buyer can trust that the supplier will uphold its commitments. Furthermore, if the buyer perceives the supplier as highly capable with a reputable standing in the industry, it allows for a reduction in the overall liability pressure. This perception may be based on factors such as customer reviews, certifications, degrees, or the supplier's industry reputation. Consequently, the supplier is less motivated or likely to engage in actions that could harm the buyer. Supporting this perspective, the research findings of Fatmawati *et al.* (2021)

indicate that corporate social responsibility has a significant negative impact on customer trust. However, it is important to note that this hypothesis result is not supported, as the regression weight data does not meet the specified requirements for each value between probability and corporate responsibility. Additionally, this outcome aligns with the conclusions of Hong and Rim (2010), who emphasized a close connection between corporate social responsibility and trust (Hong 2010).

Cai *et al.* (2010) show that buyers' relational trust in their suppliers is positively related to information sharing and collaborative planning, which reduces relational risk (Ireland and Webb 2007). When there is trust, parties to an exchange are more likely to fulfill their commitments because they believe their efforts will be reciprocated (Colquitt *et al.* 2012). With a friendly atmosphere and easy-to-integrate atmosphere, trust will help both sides reach an agreement, contributing to the formation of cooperation (Ndubisi *et al.* 2011). The cooperation between the two sides is often long-term cooperation based on mutual trust. According to research by Cai *et al.* (2010), it is mentioned that trust affects two factors of information integration, which are information sharing and collaborative planning. When a business places trust in its partner, it increases the likelihood of the partner sharing information and plans with the business. This mechanism operates on the principle that more communication with the supplier fosters a deeper understanding. Trust in the buyer-supplier relationship is founded on the premise that trust cannot be considered in isolation, nor can the level of trust with one supplier be compared to another. The link between beliefs and outcomes is mediated by behaviors activities and processes believed to be facilitated by trust that, in turn, promote outcomes that encourage the willingness to share information (Smith and Barclay, 1997; Baker *et al.*, 1999). Research on the relationship between buyers and suppliers, such as that conducted by manufacturers and resellers, supports the notion that sufficient trust facilitates easier sharing of plans. In other words, trust has a positive impact on the sharing of plans between companies. Trust can also positively influence information sharing and collaborative planning (Heide and John, 1990; Zaheer *et al.*, 1998). The provision of material information exposes the supplying party to opportunistic behavior by the other party. However, with trust, trading partners believe that each party will use the information received appropriately. Trust, therefore, reduces inherent information asymmetry between trading partners by enabling more open and honest information sharing (McEvily and Marcus, 2005; Zaheer *et al.*, 1998). Additionally, the trust allows parties to relinquish some control over decision-making, a prerequisite for collaborative planning (Heide and John 1990).

Research by Johnston *et al.* (2004) demonstrated that trust significantly influences three key cooperative behaviors within the relationship between a buyer and its supplier: shared responsibility, shared planning, and flexibility in arrangements. When lower-level trust aspects exert a strong influence on each behavior within the cooperative relationship, there is a tendency for reduced willingness to share information and joint responsibility in problem-solving. Consequently, the performance of the relationship may decrease. The findings of their study once again affirmed that the evaluation of supplier relationship performance is positively correlated with the level of joint planning and supplier willingness. Good relationships and trust between companies are crucial for fostering information sharing among organizations (Joakim Kembro *et al.* 2017). Collaborative relationships between buyers and suppliers necessitate the sustained exchange of information over an extended period to uphold the relationship and enhance success for both parties in the exchange dyad (Whipple *et al.*, 2002; Mentzer *et al.*, 2000; Weitz and Jap, 1995). Information sharing is an extremely sensitive issue in the relationship between partners because it often involves disclosing financial information, sharing plans, strategies, and other activities that are protected, as partners may have been or will be competitors in the future. Therefore, effective information sharing depends heavily on trust (Bowersox *et al.* 2000). If information is available but partners cannot share it, its value will decrease exponentially. Morgan and Hunt (1994) argue that when both commitment and trust not just one or the other are present, they produce outcomes that promote efficiency, productivity, and effectiveness. The idea that risk information sharing improves financial performance is underpinned by relationship intimacy and supplier trust (Li *et al.* 2015). Some studies confirm that if supply chain partners share information openly and take a long-term view of the relationship, they may even try to reduce opportunistic behavior (Ellram and Cooper, 1990). Similarly, Ji-Ye Mao *et al.* (2008) studied the opposite effect, suggesting that the customer's willingness to share information with the supplier will have a positive impact on the trust provided to customers.

Research shows that trust is the result of consistent and frequent communication; exchanges between groups create trust and ultimately facilitate more effective interactions and better relationships. Therefore, perceiving the customer's willingness to be open and share domain and process information is expected to have a strong impact on the supplier's trust in a true partnership. For example, Japanese culture is a high-context culture that relies on nonverbal cues and subtle gestures in communication. It values indirect and comprehensive communication,

which can hinder the free flow of tasks and processes to suppliers. Overcoming such cross-cultural barriers requires more goodwill in communication, information sharing, and sincerity on the part of customers.

Previous research has unequivocally highlighted the significance of trust in positively influencing flexibility (Johnston *et al.*, 2004; He, Yuanqiong, *et al.*, 2014; Kabra *et al.*, 2016; Huo *et al.*, 2009; Jermstittiparsert *et al.*, 2019; Oláh *et al.*, 2017; Shi *et al.*, 2012; Wang *et al.*, 2022; Han *et al.*, 2022; Sharif *et al.*, 2005; Zur *et al.*, 2012; Song *et al.*, 2021; Dewobroto *et al.*, 2022; Wu *et al.*, 2018; Sezen *et al.*, 2007). The research articles also clearly demonstrate the mechanistic impacts of trust on flexibility, indicating a positive relationship between trust and flexibility. Trust exerts a positive influence on flexibility by enhancing strategic adaptability, enabling companies to respond effectively to evolving markets and maintain a competitive advantage (Shi *et al.* 2012). The positive correlation between flexibility and a supplier's trustworthiness in responding positively to adjustments in initially agreed-upon terms signals a strong indication that future opportunisms may be unlikely (Han *et al.* 2022). Furthermore, a supplier's willingness to demonstrate flexibility directly influences the purchasing manager's evaluation of the supplier; greater flexibility contributes to increased satisfaction for the individual tasked with managing the relationship and problem-solving directly (Johnston *et al.* 2004). Additionally, flexibility in production can strengthen trust in capabilities between manufacturers and their customers. This trust in capabilities creates favorable conditions for both the level and effectiveness of inter-organizational learning (He, Yuanqiong, *et al.* 2014). In the process of establishing a high level of trust, partners gain comprehensive knowledge of each other's operations and procedures. A detailed understanding of each other and timely information exchange provide a high degree of flexibility in the relationship (Oláh *et al.* 2017).

Thanks to mutual trust, companies have been able to further enhance their flexibility, achieving timeliness, accuracy, and adaptability-critical prerequisites for information sharing and collaborative requirements among organizations (Jermstittiparsert *et al.* 2019). In addition to cooperative acts of mutual development, creating common value for both sides. In a relationship, companies sometimes take an action that is not only beneficial to themselves but also harmful to the partner company. Such behavior is also known as opportunism in B2B relationships Hawkins *et al.*, (2009), which we refer to as noncooperation in this paper. Not every relationship will have opportunism, but it is not uncommon; it inherently plays an essential role in the exchange process

(Morgan and Hunt, 1994; Hawkins *etal.*, 2008). Proposed opportunism as a measure of trust (Dwyer *etal.* 1987). Morgan and Hunt, (1994); Smith and Barclay, (1997) research on opportunism suggests that opportunism has a negative relationship with trust in cooperative relationships. Another study on opportunism Partha P. Chowdhury (2012), highlighted the antecedents of trust in B2B relationships, in which the study concluded that trust and cooperation have a positive relationship, conflict and opportunism have a negative relationship to B2B relationships. The impact of trust on opportunism has been a subject of prior research. Studies such as Huo *etal.*, (2015); Mysen *etal.*, (2011); Lai *etal.*, (2012); Lu *etal.*, (2016); Gamage *etal.*, (2020) conducted within the last decade have delved into the intersection of trust and opportunism. Across these studies, a consistent finding emerges: opportunism diminishes trust in the relationships between parties, meaning that the impact of opportunism is negatively correlated with trust.

In the study by Huo *etal.* (2015) on opportunism in outsourcing logistics, the authors explored the influence of trust (as a relationship governance mechanism) and contracts (as a contract governance mechanism) on opportunism under conditions of uncertain demand. The findings revealed that trust and detailed contracts directly reduce opportunism. However, the application of contracts exacerbates the danger of opportunism. Nevertheless, trust not only enhances the ability to enforce contracts but also facilitates the creation of detailed contracts. Thus, indirect trust enhances opportunism through contract enforcement and indirectly mitigates opportunism through detailed contracts (Huo *etal.* 2015). This can be explained by the fact that when a detailed contract is established between two parties, coupled with the belief that both will diligently adhere to the contract with responsibility, opportunism tends to decrease. Research by Mysen *etal.* (2011) supports the argument that opportunism is not uncommon among parties and has the potential to erode long-term relationships due to its negative association with trust and commitment. Restraining the opportunistic behavior of suppliers can be crucial for manufacturers striving to build long-term relationships and create value with certain suppliers (Mysen *etal.* 2011).

According to Lai *etal.* (2012), increased communication, sharing more information, and expanding horizontal and vertical cooperative relationships contribute to tighter relationships where both parties benefit, and genuine friendship prevails over personal gain. This study demonstrated that uncertainty in a high environment, partners likelihood of opportunistic behavior, and shared norms in relationships (effective cooperation, flexibility, mutual benefit, information sharing) and trust become more effective in reducing opportunistic behavior (Lai *etal.* 2012).

Lu *et al.* (2016) established a connection between opportunism and trust, coexisting in most transactions. Opportunism reduces the level of trust among participants, with a tendency to have negative effects (Wang and Yang 2013). Trust and opportunism tend to counteract each other, where the positive impact of trust tends to neutralize the negative impact of opportunism on project success, and conversely, the negative impact of opportunism can diminish the positive impact of trust (Lu *et al.* 2016). The study identified the following arguments: opportunism and trust mutually influence each other, and both significantly affect project success - external uncertainty increases opportunism and decreases trust, while complexity has little significant impact. Another study on the business activities of gemstone agents in Sri Lanka showed that trust among individuals and gemstone agents has a significantly positive impact on their business performance. The study also indicated that trust among individuals and gemstone agents influences the reduction of opportunism in business, and opportunism has a negative impact on business efficiency, as demonstrated by Gamage *et al.* (2020). Furthermore, the research suggests that trust among individuals is reflected in reliability, benevolence, and capability, leading to higher effectiveness in promoting healthy investment decisions. It paves the way for effective decision-making by enhancing collaboration, proactive information sharing, communication, data sharing, and team performance, where these qualities have the power to eliminate risks and uncertainties in exchanges (Gamage *et al.* 2020).

Anderson and Narus (1984, 1990) describe trust as a determinant of conflict and point out that the relationship between trust and conflict is strong and negative. Trust between two partners helps develop an exchange relationship from the belief that they are open with each other because they know that neither party will use the shared information against the other and openness this will reduce conflict (Zaheer *et al.* 1998). On the other hand, conflict increases due to a lack of trust in the long-term orientation of the exchange partner (Anderson and Weitz 1992). Conflict is influenced by trust and commitment (Palmatier *et al.* 2007), conflict can be managed with trust (Creed and Miles 1996).

With the research articles summarized and reinforced above, we will delve into the effects of trust on promoting sustainable relationships between businesses and manufacturing companies in Vietnam.

Therefore, from the above argument, the impacts of trust on sustainable outsourcing relationship will be hypothesized as below:

- H5: Affective trust positively influences joint responsibility.
- H6: Cognitive trust positively influences joint responsibility.
- H7: Affective trust positively influences shared planning.
- H8: Cognitive trust positively influences shared planning.
- H9: Affective trust positively influences flexibility in arrangements.
- H10: Cognitive trust positively influences flexibility in arrangements.
- H11: Affective trust negative influences opportunism (weak form).
- H12: Cognitive trust negative influences opportunism (weak form).
- H13: Affective trust negative influences opportunism (strong form).
- H14: Cognitive trust negative influences opportunism (strong form).
- H15: Psychological safety strengthen the negative relationship between trust and opportunism.
- H16: Dependence weaken the positive relationship between trust and non-cooperative behaviors.

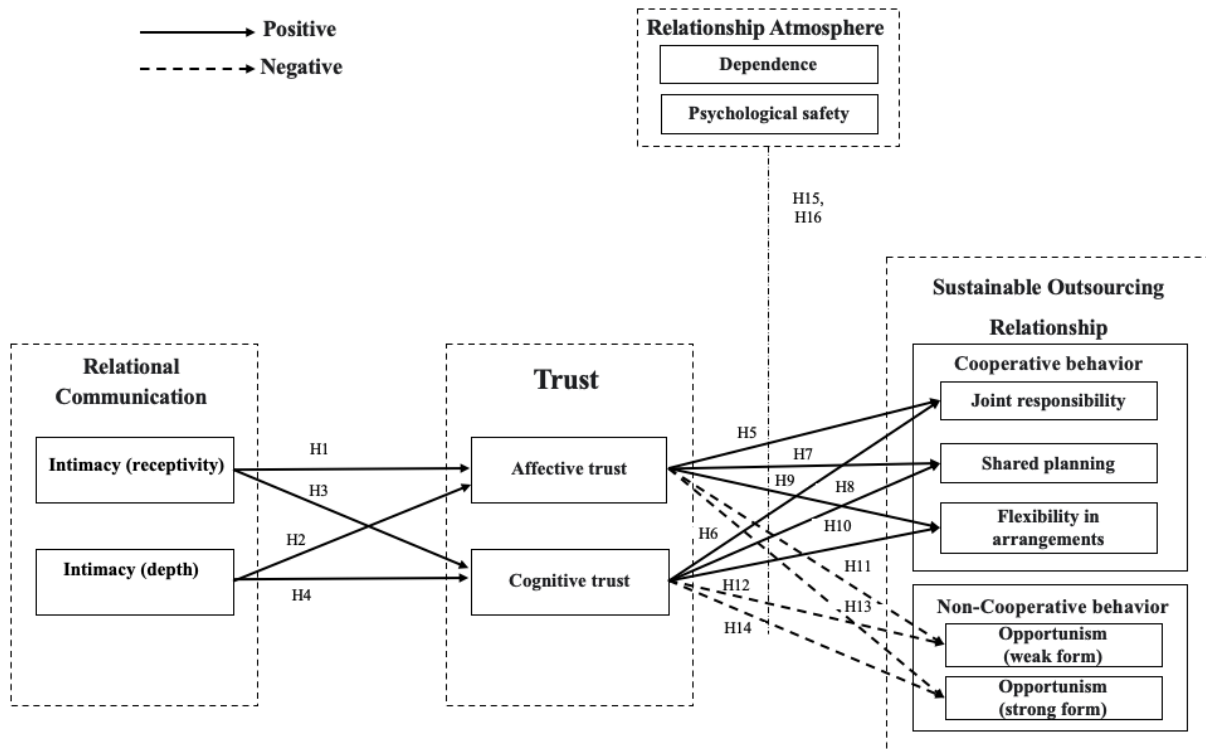


Figure 2.1: Conceptual model

CHAPTER 3: METHODOLOGY

3.1. Research philosophy and design

A research paradigm refers to a researcher's set of beliefs and perceptions, shaped by ontological, epistemological, and human nature assumptions (Bryman 1988). During the validation of research models, assumptions are made about the nature of the world, knowledge acquisition, and human behavior. The nature of these assumptions, in turn, defines the paradigm in the study and influences the choice of research methods to be applied (Bryman and Bell 2011). Burrell and Morgan (1979) proposed four research paradigms-radical humanism, radical structuralism, interpretivism, and functionalism-which have been widely utilized in business management research.

The functionalist paradigm holds that the world is tangible, truth is objective, and environmental factors influence human behavior and can be understood by inferring and testing hypotheses (Burrell and Morgan, 1979; Hassard, 1991). Because of the focus on deriving and testing hypotheses in this model, deductive quantitative methods are applied (Creswell and Clark, 2007; Davis, 2000). Although the functionalist paradigm is limited in the depth and richness that constructivist qualitative designs can produce (Beedles 2002), it was deemed most appropriate for this study for four reasons. First, given the sensitive nature of trust between partners, the anonymity provided through anonymous surveys provides a greater opportunity for honest responses. Trust is not a topic that is comfortably discussed in an interview because of its sensitive nature; no counterpart will be comfortable being asked if they trust their counterparts. Furthermore, it cannot be easily observed through observational techniques due to the fragmentary way in which it is done (Brown *et al.* 2000). Second, to collect many different opinions about a phenomenon, a survey will be easier and reach more respondents (Saunders, Lewis, and Thornhill 2009). This is important in studying the impact of trust because it occurs in many different contexts. Third, independence between researcher and respondent during data collection results in objective and consistent data (Parkhe 1993). Finally, because Vietnam is a developing country, studies on trust between partners in Vietnam are few and limited, so this is a reasonable starting point to understand opportunism in these countries. Such a context is to test hypotheses derived from the current literature (Saunders *et al.* 2009). While the functionalist paradigm may have limitations in capturing the depth and

richness achievable through constructivist qualitative designs (Beedles 2002), it was considered the most suitable for this study for four primary reasons. Firstly, due to the sensitive nature of trust between partners, the anonymity afforded by anonymous surveys offers a greater opportunity for candid responses. Discussing trust in an interview setting can be uncomfortable, given its sensitive nature, and posing direct questions about trust may not elicit genuine responses. Moreover, trust is challenging to observe through observational techniques, given its fragmentary nature (Brown *etal.* 2000). Secondly, using the functionalist model to gather diverse opinions on a phenomenon, surveys are more practical and can reach a larger number of respondents (Saunders *etal.* 2009). This is crucial for studying the impact of trust, as it manifests in various contexts. Thirdly, maintaining independence between the researcher and respondents during data collection ensures objective and consistent data (Parkhe 1993). Lastly, given that Vietnam is a developing country with limited studies on trust between partners, this serves as a reasonable starting point to comprehend opportunism in such countries. This contextual backdrop allows for testing hypotheses derived from existing literature (Saunders *etal.* 2009).

Data collection and hypothesis building need to be conducted and considered objectively to investigate how the social-psychology mechanism of trust can drive sustainable outsourcing relationships among manufacturing companies in Vietnam. Combined with the characteristics, our study is most consistent with the functionalist model.

3.2. Sample and sampling procedure

3.2.1. Context and population of the study

The paper examines the psychosocial mechanisms fostering enduring outsourcing relationships in the context of Vietnam's manufacturing companies. Vietnam, particularly in manufacturing, has become an attractive destination for investors, and our dual roles as researchers and Vietnamese citizens facilitate easier access to respondents (Ngo *etal.* 2019). The study specifically delves into the broader framework of purchasing agents involved in outsourcing activities.

The deliberate choice to investigate the manufacturing sector stems from its substantial contribution to Vietnam's economic growth and its pivotal role in export diversification, infrastructure development, human capital improvement, and the reduction of income inequality. The Vietnam-Australia strategy report of 2021 revealed that manufacturing constitutes around

one-third of Vietnam's GDP and is responsible for 85% of its goods export turnover. With the promising trajectory of the manufacturing industry, outsourcing emerges as a strategic tool for Vietnamese manufacturing companies to bolster production capacity, cut costs, introduce technological innovations, and enhance product quality.

The rationale for selecting purchasing agents for the comprehensive survey lies in their suitability as respondents for our questionnaire and their capacity to guide us in defining the research questionnaire's focus. Purchasing agents are actively involved in daily outsourcing activities within manufacturing companies, acting as the driving force behind these initiatives. Their direct engagement with supplier representatives underscores the vital importance of maintaining a robust relationship between buyers and sellers. This relationship, in turn, fosters trust, shaping long-term directions, encouraging cooperative behavior, and minimizing non-cooperative actions. Purchasing agents, being the primary communication interface with partners, substantiate the comprehensive focus on the purchasing agent selection survey.

3.2.2. Sample selection

In the context of this research, our goal is to investigate companies operating in the manufacturing sector in Vietnam. These sectors encompass machinery manufacturing, mechanical equipment, the textile industry, agriculture, and food processing, as well as wholesale and retail trade.

We believe that selecting companies from a diverse range of manufacturing industries will provide a varied and comprehensive perspective on how they execute their business strategies and confront specific challenges. In identifying the sample frame, we were particularly interested in engaging with individuals working in the purchasing departments of these companies. We determined that individuals with extensive experience and knowledge in the manufacturing industry would be reliable sources of information. To ensure the accuracy and reliability of the data, we apply the sample size determination rule according to (Roscoe, n.d.), which suggests that the sample size needs to be 10 times larger than the number of variables being studied. Next, we conducted 231 surveys, approaching 7-8 individuals from each company, including directors, managers, department heads, and employees related to the production department. We opted for simple random sampling to ensure fair selection opportunities and eliminate potential biases during the selection process. Despite the limitations of simple random sampling in terms of

representativeness, we employed systematic selection methods to guarantee a diverse and representative sample.

Through this approach, we ensured that the data collected from the companies was diverse and representative of the manufacturing industry in Vietnam. Following the sampling process, we identified a group of respondents. Their responses align with the objectives of the research, and details about this process will be presented in the next section of the research paper.

3.2.3. Respondent selection

Respondents in this study were expected to furnish pertinent information on the psychosocial mechanisms of trust that foster sustainable outsourcing relationships between manufacturing companies. Consequently, they needed to meet two criteria. Firstly, it was imperative for them to have direct involvement in managing procurement and marketing activities, as well as interacting with buyers and suppliers. Such participation ensures their ability to comprehensively comment on various aspects of the buyer-supplier relationship (Keysuk Kim, 1997; Skarmas, 2002; Eyaa, 2017). Respondents were advised to choose a specific exchange partner related to the largest supplier company and a purchasing representative from that company with whom they worked. Consequently, we required four groups of respondents from each company: directors, managers, department heads, and employees. These groups were chosen to provide their perceptions of supplier and buyer relationships. To prevent confusion in experiences with business partners and ensure consistency, survey participants were instructed to respond with reference to the selected exchange partner (buyer or supplier) (Moon, 2012). During the respondent selection process, we emphasized the use of diverse response channels to collect data. For online sampling, we posted the survey in production and logistics-related groups on the Facebook platform, which often have large and diverse communities, allowing us to reach a broad audience. Subsequently, we created a QR code containing the survey link and shared it with acquaintances working in purchasing at manufacturing companies. Survey respondents could scan this code with their mobile phones to access the survey directly. Through this process, we ensured a thorough selection of respondents and reliable feedback, contributing to the enhancement of our research.

Therefore, by gathering the opinions of research participants, our aim is not only to provide deeper insight into the social psychological mechanisms of trust but also to facilitate a better understanding of the determinants in building and maintaining outsourcing relationships between

manufacturing companies. The results of this study can significantly contribute to optimizing relationship management strategies with supplier partners and buyers, thereby promoting sustainability in business cooperation and forming long-term partnerships.

3.2.4. Response rate and sample profile

A total of 220 valid questionnaires were gathered from individuals fulfilling roles as purchasing representative in corporate settings and those engaged in B2B-related roles within manufacturing and logistics firms. Among these survey participants, a substantial majority were categorized as general employees (67%), as opposed to positions such as executives, managers, or unit managers. In terms of industry experience, the majority of respondents reported having 1 to 3 years of experience, comprising 38% of the total, while 34% had less than 1 year of experience. Regarding company size, a significant portion of the respondents worked for companies with a workforce ranging from 50 to 100 employees (40%). In terms of industry focus, the survey responses primarily centered around manufacturing and logistics, constituting a combined majority of over 50%. Specifically, manufacturing respondents comprised 33%, and those in the logistics sector constituted 19%. Furthermore, the predominant duration of partnerships between companies and their suppliers tended to fall within the 2 to 5-year range, representing 48% of the overall responses. Collaborative relationships lasting less than 1 year constituted 39% of the received survey data. The sample profile is shown in the Appendix 2.

3.3. Data collection

The data collection process involved both in-person and online surveys. The utilization of self-administered surveys was deemed appropriate, aligning with the functionalist model's advantages, including the confidentiality of collected information (Davis 2000), the ability to reach a broader audience at minimal cost (Saunders *et al.* 2009), unified data collection (Sutton and Griffin 2004), and the maintenance of independence between the researcher and respondents to ensure objective and uncompromised data (Parkhe 1993).

Conducting the survey online proved effective, leveraging platforms like Facebook to disseminate survey information within groups related to purchasing and B2B-related roles in production and logistics companies. To supplement the online approach, additional data were collected through direct surveys at FPT University, targeting students in semester 7 of the

international business program who had completed on-the-job training. A QR code was designed for easy access to the survey, addressing potential subjects possessing relevant knowledge and experience in purchasing and B2B-related roles. We designed that QR code to link with the survey, so people can request and take the survey through that QR code. However, challenges arose, such as a low response rate attributed to the online survey on Facebook lacking direct interaction. To mitigate this, four measures were implemented. Firstly, existing relationships were leveraged to make phone calls, explaining the study's purpose, gaining support, and increasing willingness to participate (Ting *etal.* 2007). A personal touch through phone calls aimed to convey respect and enhance their willingness to engage. Secondly, survey links were sent to company emails to ensure receipt. Thirdly, for in-person surveys, a comfortable and relaxed atmosphere was created to encourage participants to share their experiences. Lastly, participants were emphatically informed that the research was solely for academic purposes, and their involvement was voluntary, anonymous, and confidential.

3.4. Survey instrument

The survey tool consists of 72 items covering five constructs (trust, relational communication, relationship atmosphere, cooperative behavior, non-cooperative behavior), defining dependent variables as sustainable outsourcing relationships. Cooperative behavior was adapted from Yang *etal.* (2017), while non-cooperative behavior was adapted from Huo *etal.* (2015). The independent variables presented in the paper are as follows: relational communication was adapted from the book 'The Sourcebook of Nonverbal Measures', relationship atmosphere from Chen *etal.* (2011), and trust from Akrouf and Diallo (2017).

Responses to the items measuring the variables were all based on the five-point likert scale. The choice of a five-point scale was made because it is the most commonly used in studies, allowing for more reliable comparisons with previous research. Furthermore, midpoint scales are considered the most appropriate, although there are criticisms of mid-scores because they can be misinterpreted due to variations in the meaning of midpoint responses between individuals (Kulas *etal.* 2008) or can give respondents a choice in situations where they are unsure of their answer or feel it is not socially acceptable (Johns, 2005; Weems and Onwuegbuzie, 2001). Three factors were considered when applying the midpoint in the scale. According to Dawes (2001), the first factor is that the use of the midpoint does not affect the reliability and value of the scale. (Raaijmakers *etal.*

2000) have shown that the second element of applying the midpoint is to ensure that respondents do not feel forced to choose between agreeing or disagreeing in a situation where they truly do not have a clear opinion on a particular goal. Finally, Kulas and Stachowski (2009) emphasize that if the labels of the answers on the scale are specified, the likelihood that respondents will use the midpoint to express uncertainty or misunderstanding is reduced. This is exemplified by labeling the answer 'neither agree nor disagree' at the midpoint with the corresponding weight of '3' to remove any ambiguity.

3.5. Measurement of variables

Measurement scales for variables were identified through a review of relevant literature and adapted to the specific research context. This section elucidates the measurement scales employed for the variables in this study.

Relational communication, as conceptualized by the relational model of communication, has been applied to investigate relational messages across various communication contexts. Previous studies have demonstrated the reliability and validity of the RCS (Relationship Communication Scale) in measuring most of the message topics proposed by (Burgoon and Hale, 1984). In this research, the communication scale for observing participants will be bifurcated into two dimensions such as intimacy (receptivity); and intimacy (depth). Example items of intimacy (receptivity) is “He/she is open to my ideas”; “He/she appears honest and sincere when communicating with me”. Example items of intimacy (depth) is “He/she tries to move the conversation to a deeper level”; “He/she tries to build a more personal relationship with me”.

Trust cognitive beliefs are reflected in three items sourced from (Shou *etal.* 2011). Affective trust was operationalized using two dimensions, namely additional attachment and protective feelings, each measured with three items (Akrou *etal.* 2017). These specific items were deemed suitable for the context of this study as they encompass the primary facets of relationship quality, building upon the framework of cognitive trust and affective trust as utilized in a prior study-Fundamental Transformations of Trust and its Dynamics: A Multi-Phase Approach to Business-to-Business Relationships' by (Akrou and Diallo 2017). The essential elements covered by these items, for example, “When making important decisions, he/she is concerned about our welfare”; “In the future, we can trust that he/she will consider both of our interests as his/her own”; “I feel very comfortable in my relationship with him/her”.

Relationship atmosphere plays a crucial role in fostering cooperative and trusting relationships between buyers and suppliers. The interactive method developed by the original research team of IMP (Ford, n.d.) posits that the relationship atmosphere is integral, asserting that interactions within business relationships must possess a specific 'emotional context' that sets the stage for relationship development. The selected items were deemed appropriate as they encompass various mechanisms within the relationship climate. Drawing from the scale proposed by (Chen *et al.* 2011), our scale incorporates dependence, and a sense of psychological safety for those who are dependent, lack alternatives, and feel secure in the relationship. Example items of dependence, “If our relationship with this supplier were to be terminated, we would have difficulty increasing sales in our trading area”; “This supplier is important to our future operations”; “People are not penalized for ineffective new supply chain ideas”; “Our supply chain partners do not objectively discriminate.”

The items for cooperative behaviors were selected because they have been used previously in a supply chain context to determine customer satisfaction and loyalty through interaction and coordination. In the research paper by (Johnston *et al.* 2004) elements of cooperative behavior include shared responsibility, shared planning, and flexibility in arrangements. The measurement items of those factors are, for example, “In most aspects of this relationship, the parties are jointly responsible for ensuring that tasks are completed”; “It is expected that we will inform each other about events or changes that may affect the other party”; “The characteristic of this relationship is its flexibility to respond to changing requirements”.

The items for non-cooperative conduct encompasses actions taken by one party to pursue its own benefit at the expense of the other party, involving the violation of tacit or explicit contracts. This can manifest through abuses of power, information concealment or distortion, withdrawal of commitments or promises, avoidance of obligations, or the manipulation of income (Luo, 2006, 2007a,c). The selection of these items for measurement was deliberate, as they were specifically designed to assess the degree of noncooperation within relationships, particularly in the context of a supply chain. Luo *et al* (2006) distinguishes between opportunism strong form and opportunism weak form, for example, “Our partner deceived us by sharing important information as required by our contract”; “Our partner refuses to put in his best effort in our (Burgoon and Hale, 1984). The fundamental topoi of relational communication”.

3.6. Data analysis

This section outlines the data analysis methods, beginning with an explanation of the preliminary analyses, followed by the hypothesis testing process.

3.6.1. Preliminary analyses

In the initial phase of our analysis, our focus is on the variables associated with buyers to assess their correlation with the primary outcomes in our model. We employ the ANOVA test and analyses as Confirmatory Factor Analysis (CFA), Exploratory Factor Analysis (EFA), Linear Regression and Conditional Process Analysis to compare mean values of variables across different groups. The results from these tests will enable us to determine whether significant differences exist between buyer groups (French, 2008).

The examination of data from research cases requires an initial processing step to identify missing values and discrepancies arising from common methods, normalization, and multicollinearity. Following these tests, we assess the reliability and performance of the tool, and the impact of the research variables is scrutinized through descriptive analysis. This preliminary analysis aids in gauging the precision and reliability of the sample data, as well as understanding the relationship between buyer variables and model outcomes.

The conducted assessments lay the groundwork for a more comprehensive analysis, enabling us to draw definitive conclusions about the relationships and impacts of the factors within the model (Abdulwahab, 2011). This foundational analysis is crucial for cultivating a robust understanding and establishing the framework for delving into the nuanced intricacies of the examined outsourcing relationships.

3.6.2. Hypotheses testing

To investigate the hypotheses that influence psychosocial trust mechanisms contributing to the sustainability of outsourcing relationships in Vietnamese manufacturing companies, we employed regression and conditional process analysis run by SPSS and AMOS for the data analysis (Hayes 2017). This method facilitated the exploration of relationships between independent variables, such as trust levels among stakeholders, and a dependent variable associated with the durability of the outsourcing relationship. Our study emphasizes analysis across the entire sample to comprehend the overall correlation among crucial variables. Opting for the full sample size provides a more extensive dataset for analysis, ensuring heightened accuracy

compared to using only a small subset. Focusing on a small portion of the sample introduces the risk of result discrepancies, making the comprehensive analysis of the entire sample crucial for minimizing such risks. The outcomes of these analytical methods will contribute to a deeper understanding of the psychosocial mechanisms of trust and their impact on the sustainability of outsourcing relationships in manufacturing companies in Vietnam. The analysis procedure and research procedure is summarized in the Figure 3.1 and Figure 3.2.

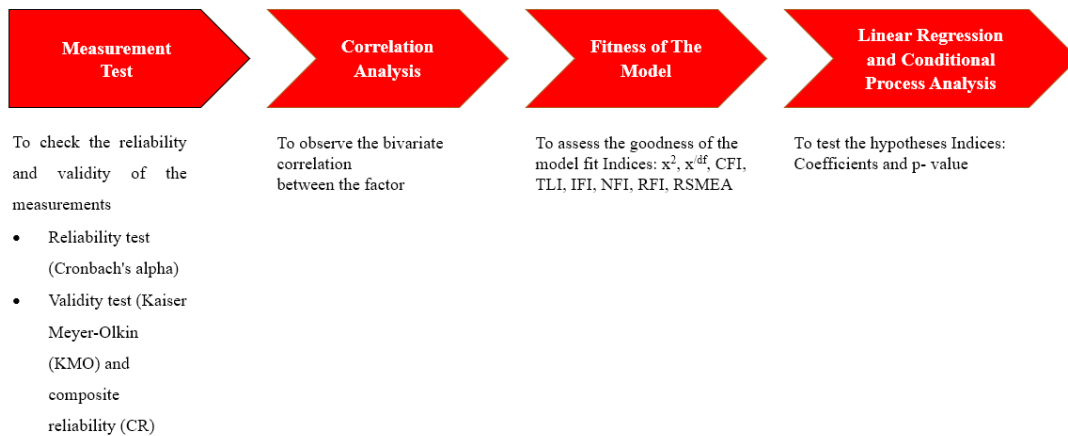


Figure 3.1: Data analysis procedure

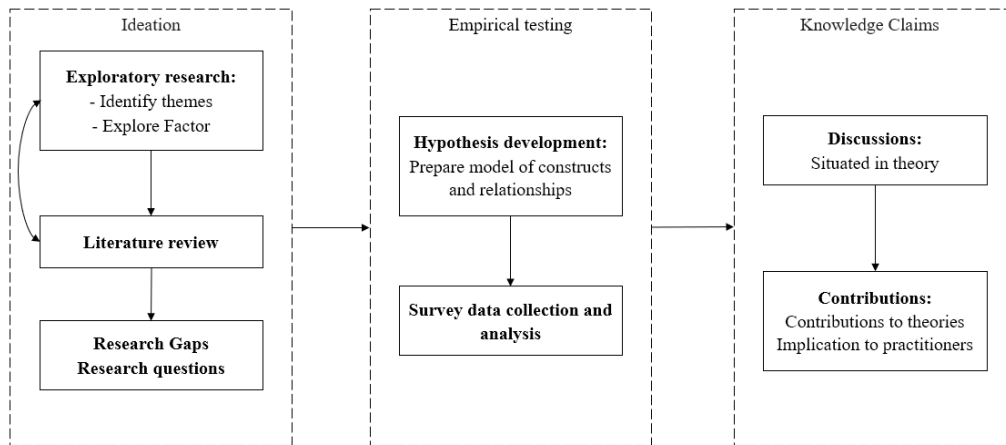


Figure 3.2: Research procedure: Mixed sequential explanatory

3.7. Ethical considerations

In the Cambridge dictionary, ethics is simply understood as the principles of right and wrong in moral conduct. In the field of research, it is defined as the appropriate principles of

conduct governing the research process and plays an important role in protecting and respecting the values, welfare, and rights of participants in various research fields, involving a variety of methods and participants (Abrar and Sidik, 2019; David, 2015). Ethical considerations must be integral to all research endeavors to ensure that no harm comes to individuals during data collection and the publication of results (Eyaa 2017). Therefore, ethical behavior must be demonstrated in the researcher's activities at every stage of the research process (Cavana *et al.* 2001). In this study, ethical issues, including volunteerism, privacy, and confidentiality, will be elucidated and applied. Respondent participation in a study must be entirely voluntary and not coercive (Bryman and Bell, 2011; Cavana *et al.*, 2001). Participation in this study is entirely voluntary, as clearly stated in the survey, which includes comprehensive information about the study along with a detailed description of voluntariness and participant involvement. Respondents have the right to choose whether to participate or not; this decision is entirely dependent on their willingness and personal choice.

Ensuring the privacy of research participants is of paramount importance and must be meticulously addressed throughout the instrument design, data collection, and results reporting phases (Bryman and Bell 2011). As previously indicated, the survey has furnished comprehensive details about the research project, enabling participants to assess and understand their privacy rights. Importantly, the research results will be devoid of any negative information. Any information obtained from individuals or organizations that have participated in the survey will be handled with utmost confidentiality. Confidentiality mandates the preservation of participants' identities and information pertaining to their companies, ensuring anonymity. Access to their data is restricted to authorized personnel for research purposes exclusively (Bryman and Bell, 2011; Creswell, 2009). Furthermore, project-related information dispatched to participants guarantees that their feedback will be aggregated, and the collected data will neither be disclosed to unauthorized individuals nor utilized for any purpose beyond the scope of the research.

CHAPTER 4: RESULTS

4.1. Reliability and validity

4.1.1. Reliability

We utilized SPSS software for data analysis, following the methodology proposed by Narasimhan and Jayaram (1998). Initially, we conducted confirmatory factor analyses (CFA) and exploratory factor analyses (EFA) to assess the reliability of the measured variables (Gorsuch 1983). Standard factor loadings were calculated for each measurement item, indicating the percentage of the variable explained by that item. With the condition that the standard loading factor must be greater than or equal to 0.3, serving as the minimum requirement for retaining the observed variable. Any item with a loading factor below 0.3 was excluded from the analysis.

Subsequently, we assessed the adequacy of sampling for each variable by calculating the Kaiser-Meyer-Olkin (KMO) value. To gauge the internal consistency of the scale items, Composite Reliability (CR), and Cronbach's alpha index were employed. The criterion for the KMO value to be deemed satisfactory is $0.5 \leq \text{KMO} \leq 1$. Notably, while the KMO values for all scales are predominantly above 0.6, the “flexibility in arrangements” scale registers a value of 0.5. In terms of CR, Jöreskog (1971) suggested that the composite reliability (CR) should be greater than or equal to 0.50. Bagozzi and Yi (1988) proposed a threshold of 0.60 as “desirable”, while Fornell and Larcker (1981) insisted on a threshold above 0.70. So, all scales exhibit values exceeding 0.8 very suitable. As a general rule, the values of KMO and CR will be 0.6 and 0.7 respectively, so sampling was adequate or the proportion of variance may have been caused high underlying factors (Nunnally 1978). Moreover, all scales demonstrate Cronbach's alpha coefficients greater than 0.6, affirming the internal consistency and reliability of the items and constructs (Hair *et al.* 1995). To complement these assessments, correlations for all pairs of variables were also calculated.

Construct	Relational communication		Trust		Cooperative behavior			Non-cooperative behavior		Relationship atmosphere	
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
1. Intimacy: Receptivity	1										
2. Intimacy: Depth	.426**	1									
3. Affective trust	.249**	.239**	1								
4. Cognitive trust	.032	.078	.049	1							
5. Joint responsibility	.055	.011	-.005	-.041	1						
6. Shared planning	.355**	.439**	.176**	.169*	.079	1					
7. Flexibility in arrangement	-.051	-.042	-.166*	.031	.011	.029	1				
8. Opportunism (weak form)	.078	.167*	-.125	-.028	-.041	-.001	.039	1			
9. Opportunism (strong form)	.159*	.202**	.031	.122	-.082	.136*	-.003	.82	1		
10. Dependence	.309**	.418**	.193**	.004	.012	.290**	.022	.039	.128	1	
11. Psychological safety	.118	.068	-.003	.049	-.072	.183**	.061	.070	.006	.125	1
Cronbach's α	.773	.809	.623	.6	.841	.835	.640	.787	.663	.663	.791
CR	.847	.843	.829	.873	.921	.900	.846	.814	.880	.864	.914
KMO	.860	.875	.654	.679	.610	.708	.500	.659	.779	.756	.738

Note: N=220; *p<0.1; **p < .010; ***p < .001; CR = Composite Reliability; KMO = Kaiser–Meyer–Olkin value.

Table 4.1: Correlations, reliability, validity

4.1.2. Validity

A model fit index was used to test the validity of the model, that is, the fits between the observed data and a particular probability distribution (Schumacker and Lomax 2010). First, the chi-square test with χ^2 and χ^2/df indicators was conducted to compare the observed data and expected results. The results showed that $\chi^2/df = 2.442$, which was above 2.0, indicating a good benchmark. Next, the overall fit indices for model evaluation were calculated, including the Comparative Fit Index (CFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), Tucker–Lewis Index (TLI), and Relative Fit Index (RFI). The results showed that CFI = 0.923, NFI = 0.858, IFI = 0.957, TLI = 0.915, and RFI = 0.945. Values above 0.8 indicate a good model fit (Hu and Bentler 1999); all indicators in this study ranged from 0 to 1. Finally, the Root Mean Square Error of

Approximation (RMSEA) and Standardised Root Mean Square Residual (SRMR) were used to assess how far from perfect our model was. The indicators should range from 0 to 1; higher values reflect poorer fits. Our data showed that RMSEA = 0.048 and SRMR = 0.060, both less than 0.07; thus, our model had an acceptable fit level (Cho *et al.* 2020).

Indices of fit	Model	Benchmark
χ^2	1708.598	> .05
χ^2/df	2.442	> 2.0
CFI	0.923	> .90
TLI	0.915	> .90
IFI	0.957	> .90
NFI	0.958	> .90
RFI	0.945	Close to 1
RMSEA	0.048	< .08
SRMR	0.060	< .08

Table 4.2: Model validity

4.2. Hypotheses testing

	Direct effect	Coefficient β	P-value	Evaluation
H1	Intimacy: Receptivity->Affective Trust	0.179**	0.013	Supported
H2	Intimacy: Depth->Affective Trust	0.163**	0.024	Supported
H3	Intimacy: Receptivity->Cognitive Trust	-0.001	0.987	Not Supported
H4	Intimacy: Depth->Cognitive Trust	0.078	0.296	Not Supported
H5	Affective Trust->Joint responsibility	-0.003	0.97	Not Supported
H6	Cognitive Trust->Joint responsibility	-0.041	0.547	Not Supported
H7	Affective Trust->Shared planning	0.168**	0.012	Supported
H8	Cognitive Trust->Shared planning	0.161**	0.016	Supported
H9	Affective Trust->Flexibility in arrangements	-0.168**	0.013	Not Supported
H10	Cognitive Trust->Flexibility in arrangements	0.039	0.562	Not Supported
H11	Affective Trust-> Opportunism (weak form)	-0.124*	0.067	Supported
H12	Cognitive Trust-> Opportunism (weak form)	-0.022	0.749	Not Supported
H13	Affective Trust-> Opportunism (strong form)	0.026	0.705	Not Supported
H14	Cognitive Trust-> Opportunism (strong form)	0.120*	0.076	Not Supported
	Moderating effects	Coefficient β	P-value	Evaluation
H15	Trust->Opportunism (Psychological safety moderator)	0.9691*	0.0688	Supported
H16	Trust->Non-cooperative behaviors (Dependence moderator)	-0.8586**	0.0178	Supported

Note: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$.

Table 4.3: Hypothesis testing

Regarding the hypothesis 1 specifically intimate receptivity positively impacts affective trust. This hypothesis states that when two partners have a communication relationship with each other, it will positively impact the trust of both parties, meaning when we interact with someone with friendliness, concern, and trust our relationship will tend to be more positive and trust each other. Our results also show a positive relationship ($\beta=0.179$, $p < 0.05$). This is easy to understand when we communicate with each other, the level of information exchanged as well as understanding more about the other person, it will enhance the feeling of emotional security, helping to strengthen trust.

Similarly, hypothesis 2 suggests that intimate depth positively impacts affective trust. Our findings and results strongly support this hypothesis ($\beta=0.163$, $p<0.05$). Intimacy depth refers to the depth aspect of the relationship; as relationships develop, partners tend to self-disclose more information to each other (Burgoon and Hale 1984). This is beneficial for building trust in the relationship, especially with the type of emotional trust in this hypothesis. As we share more information, the frequency of our contact will increase, which will develop affective trust because the nature of affective trust is trust in a partner based on emotions, so when partners the emotional connection grows deeper and deeper. Therefore, we can see the connection, support and involvement in the relationship between affective trust and intimate depth.

With the hypothesis 3 intimate receptivity positively impacts cognitive trust, but our results show that the relationship between intimate receptivity and cognitive trust is negative ($\beta=-0.001$, $p>0.1$), the results have shown that have no impact on each other. This can explain that cognitive trust is always based on rational thought processes and empirical evidence, such as work experience, built by the capabilities and reputation of the parties, while with intimacy receptivity, they are completely opposite. It can be understood that intimate receptivity is more about a psychological state, reflecting our emotions when absorbing any topic or message from another person, while cognitive trust is always based on reason and evidence experiments.

Hypothesis 4 intimate depth positively impacts cognitive trust. With this hypothesis, we have verified and found that intimate depth has no impact on cognitive trust ($\beta=0.078$, $p>0.1$). In this case, as explained above, intimacy depth depends on the information partners share with each other to bring the relationship deeper, that is when both parties create an atmosphere of familiarity and self-disclosure revealing information to each other thereby building a more familiar relationship through conversations. This is in contrast to cognitive trust where the relationship between the two parties will be based on a rational thought process, a personal assessment of whether the other party is competent, professional and capable of handling problems. issue in the cooperation process or not. Therefore, we can logically conclude that intimate depth and cognitive trust do not support or impact each other.

Regarding the main effect, hypothesis 5 suggests that affective trust positively impacts joint responsibility, but our results show that the relationship between affective trust and joint responsibility is negative ($\beta=-0.003$, $p<0.1$). Our findings indicate no impact on each other. Affective trust can help parties increase cooperation, share information, resolve conflicts and

improve operational efficiency. However, affective trust can also negatively impact the joint responsibility of the parties, if the parties do not have a balance between trust and control. Excessive affective trust will reduce transparency and fairness. This may lead to damage or affect the rights of the parties.

Similarly, hypothesis 6 suggests that cognitive trust positively impacts joint responsibility but our results show a negative relationship and no impact on each other ($\beta=-0.041$, $p<0.1$). Cognitive trust is the confidence or willingness of a partner based on the ability and reputation of the service provider (Moorman *et al.*, 1992; Rempel *et al.*, 1985). However, when cognitive trust is negatively affected, the mutual responsibility between the parties may be impaired. When there is not enough trust, parties may avoid cooperation and not share resources or knowledge, impairing the ability to achieve common goals.

Hypothesis 7 imply that affective trust positively impacts shared planning. Our findings strongly support hypotheses 7 ($\beta=0.168$, $p<0.1$). Affective trust can increase the participation and contribution of parties in shared planning. At the same time, it makes the parties in shared planning have more cohesion and consensus. When parties have affective trust with each other, they will receive care, respect, responsibility and commitment to common goals. This will encourage them to give positive opinions and feedback for shared planning.

Similarly, hypothesis 8 suggests that cognitive trust positively impacts joint planning. Our results strongly support hypotheses 8 ($\beta=0.161$, $p<0.01$). Cognitive trust helps parties in joint planning gain more motivation and cooperation. When parties have cognitive trust with each other, they will value their partner's capacity, reliability and ability to cooperate. Therefore, this will motivate them to share plans, giving positive feedback for shared planning.

Hypothesis 9 suggests that building affective trust has a positive effect on flexibility in arrangements ($\beta=-0.168$, $p<0.05$), but was not supported. Flexibility often requires a willingness to deal with risk. However, if emotional trust is too high, it can lead to impatience or willingness to face unpredictable challenges. This can lead to difficulties in adapting to variability and flexible adjustments in business plans or strategies.

With hypothesis 10, it is assumed that cognitive trust also has a positive effect on flexibility in arrangements , but our results show it is not supported ($\beta=0.039$, $p>0.1$). This effect may occur in some cases. For example, a group of employees is working on an important project in the company. One of them has experienced a string of failures and failures in the past, which has led

to a massive loss of faith in their own abilities. When faced with a difficult situation or sudden change in a project, they are prone to confusion, inflexible in finding solutions, and often tend to follow the familiar way of doing.

Hypothesis 11 implies that affective trust will reduce opportunistic behavior in a weak form. Our findings support hypothesis 11 ($\beta=-0.124$, $p<0.1$). This result is consistent with previous studies emphasizing that emotional beliefs have reduced opportunistic behavior in weak forms. For example, where two partners have emotional trust, when a new opportunity arises such as expanding into a new market, the two companies can cooperate more effectively based on that emotional trust. This emotional trust reduces the likelihood of performing opportunistic behavior in a weak form, as both partners trust each other's business ethics and commitment to quality. Long-term relationships and mutual respect become more priority than the search for short-term gains.

Hypothesis 12 implies that perceived partner trust between manufacturing firms reduces opportunism (weak form), but our results show that it increases opportunism (weak form) with ($\beta=-0.022$, $p>1$), this effect may occur in some cases. Example: an investor has a high perceived belief in the growth potential of a new company in the manufacturing industry, based on the investor's grasp of information about the company's innovation and development. decided to invest a large number of shares in this company. Although there are some risks associated with investing in new companies, the perceived belief in the company's growth potential and likelihood of success motivates investors to take advantage of opportunism and invest wisely. confident.

Similarly, hypothesis 13 it is shown that emotional trust reduces opportunism (strong form), but according to our results, this increases opportunism (strong form) ($\beta=0.026$, $p>1$). According to research by Johnson-George and Swap, (1982); Rempel *et al.*, (1985) emotional trust is limited to personal experiences with partners. Therefore, if in a business situation after many positive experiences together, an entrepreneur decides to invest in a new project based on strong emotional trust in the partner. However, after starting the project the entrepreneur discovers that the partner is not trustworthy, leading to project failure and financial loss due to not fully assessing the potential risks and business aspects. This is evidence that emotional trust can lead to increased opportunism.

Hypothesis 14, cognitive trust reduces opportunism (strong form) between partners, our results once again reinforce hypothesis 12 above that cognitive trust will increase opportunism ($\beta=0.120$, $p<0.1$) whether opportunism is strong or weak.

Hypothesis 15 and hypothesis 16 emphasize the moderating effect of psychological safety and dependence. Our data supports for the hypotheses 15 that: psychological safety strengthen the negative relationship between trust and opportunism. Our findings and results strongly support this hypothesis ($\beta=0.9691$, $p<0.1$). For example, when a supplier has a high level of psychological safety, trust is likely to function as a protective measure against opportunism behavior, making partners feel secure enough to address issues and collaborate openly. This psychological safety creates a conducive environment to maintain trust and minimize negative opportunism behaviors. Hypothesis 16, dependence weakens the positive relationship between trust and non-cooperative behaviors ($\beta=-0.8586$, $p<0.05$). This can be understood that, if one partner is too dependent on the other, there will be a difference in power between the two parties. If this happens in a partnership, either party will have fewer alternatives, which causes negativity in the trust relationship, where one party may be ready to leave, and one side is dependent.

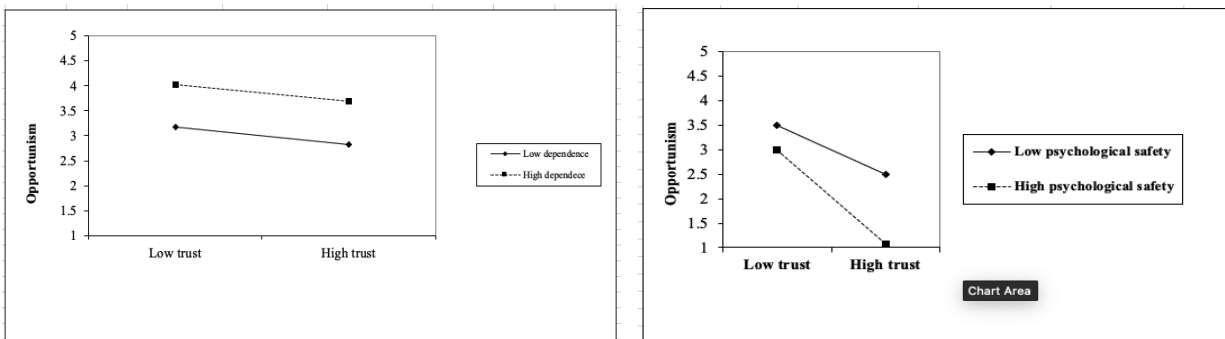


Figure 4.1: Moderating effect of Dependence and Psychological safety

In terms of the moderating effect of Dependence, at the same level of trust, high dependence leads to a higher level of opportunism, indicating that dependence weakens reducing the role of trust on opportunism. Regarding Psychological Safety, under the same level of trust, high psychological safety results in lower opportunism, highlighting that an increased sense of psychological safety stronger the reducing role of trust in opportunism behaviors.

4.3. Discussions

Previously, there have been studies conducted to demonstrate the impact of trust on factors related to it. For example, the existence of trust between two partners can help facilitate joint planning and problem-solving (Claro *et al.* 2003), and can help create rapport stable and committed relationships (Talay and Akdeniz 2014). Our results coincide with this study, our results show that when two partners trust each other, they will tend to care, communicate, and interact with each other and vice versa, which will enhance feelings of emotional security. The advantages of this help strengthen trust, creating a more stable and close relationship. In our research, we divided trust into affective trust and cognitive trust. Our research results show that affective trust tends to have a more positive influence on intimacy receptivity and intimacy depth. Research by Lu and Hao (2013) also found that trust based on emotions has a significantly greater positive influence on cooperation than trust based on cognition. Another study by Tian *et al.* (2008) examined and found that trust is a fundamental component in a logistics outsourcing relationship, and that information sharing and the duration of the relationship play a major role important role in building successful logistics outsourcing relationships. In our research, we seek to understand the influence of trust on outsourcing relationships of manufacturing companies in Vietnam.

Revealing more information to each other, and deepening the relationship, has a special relationship with emotional trust. Previously there have been studies on this issue such as research by Morgan & Hunt (1994) saying trust increases a partner's willingness to accept risks. Research by Ashnai, Henneberg *et al.*, (2016); Cannon & Homburg, (2001) believes that enhanced interpersonal trust will encourage customers to share useful information or information sharing deeper communication is an indicator of behavioral trust (Currall & Judge 1995). Exchange partners must therefore feel secure that their trust will not be broken and can be confident that the other party will not use that information for other purposes (Smith & Barclay 1997). In our research, the connection between intimacy depth and affective trust is clearly shown. Affective trust is trust in a partner based on emotions and feelings, an attitude or motivation to trust someone others without being influenced by the cause (Becker 1996), when they tend to reveal more information, they may be trusting their partner at a deeper level.

There is not much previous research on intimate receptivity, intimate depth and cognitive trust. Our research results also show that for intimate depth, intimate receptivity is more about emotions and feelings, revealing intimacy and a deep connection in the relationship, while for

cognitive trust, it is more about the ability energetic, professional and capable of solving problems in the collaborative process (Johnson and Grayson, 2005, McAllister, 1995). In our research, it can be clearly seen that for intimacy receptivity, intimate depth affects affective trust, giving positive and positive results, and then for intimacy receptivity, intimate depth affects cognitive trust. Being negative and not affecting each other is also understandable and logical because cognitive trust and affective trust are two opposing concepts. Ndubisi (2011), if the buyer perceives that the supplier is resolving potential conflicts constructively and trying to find mutually acceptable solutions, trust will develop. Conversely, if buyers perceive that the supplier uses pressure or coercion, they may be more defensive and cautious, hindering the development of trust (Schurr & Ozanne 1985). Several aspects of trust have been studied; for example, Ganeson (1994) examined the impact of two trust factors – trustworthiness and benevolence – on relationship performance. Similarly, Sirdeshmukh *etal.* (2002) used a quantitative approach to examine the effects of competence and benevolence on relationship performance. However, no previous research has been able to determine the impact of all three factors: intimacy receptivity, intimate depth and cognitive trust, which are related and impact each other. The development of a relationship is an important phenomenon for researchers and practitioners to understand because it may moderate the effects of relationship-building and performance outcomes (Jap & Ganesan 2000). In particular, some have argued that some elements of cognitive trust may be less salient in the early stages of a relationship (Terawatanavong *etal.* 2007), whereas affective trust is may be more prominent in the early stages (Jones and George, 1998, McAllister, 1995). However, these disputes have not been quantitatively examined. While the importance of trust is obvious (Morgan & Hunt 1994) and there have been many efforts to understand the changing role of trust over time (Dwyer et al., 1987, Ford, 1980, Jap and Ganesan, 2000, Terawatanavong *etal.*, 2007). Therefore, our research will clarify the importance of trust to the factors surrounding it, the different elements of trust throughout the life cycle of the relationship, and the influence of trust on performance outcome of the relationship.

According to Miao *etal.* (2014), affective trust plays a mediating role between the team leader's participative leadership style and the team members job performance. When emotional trust is established within the team, the work performance and efficiency of team members increase. This heightened efficiency occurs as the leader relies on each team member in decision-making and shared responsibility (Baker, 1999). In prior research by Johnston (2004), the trust dimension

was found to have significant differences in the levels of cooperative behaviors and positive outcomes. The findings of Johnston (2004) indicate a significant influence of trust on shared responsibility in the relationship between the buyer and supplier. The study shows a positive impact of trust on shared responsibility. Nevertheless, it suggests that not all cooperative behaviors are significantly related to buyers' evaluations of outcomes (Johnston *et al.* 2004). Contrary to these findings, our study presents a contradiction to hypothesis 5. Our research results reveal a negative relationship between affective trust and joint responsibility. This suggests that affective trust may not significantly contribute to the development of shared responsibility in outsourcing relationships. Trust is a determinant of conflict and illustrates a strong and negative relationship between trust and conflict (Anderson and Weitz 1992). Our findings contribute to a deeper understanding of the relationship between affective trust and joint responsibility in outsourcing relationships within the manufacturing sector. These studies can examine specific factors influencing the development of this relationship, thereby providing profound insights into the management and development of outsourcing relationships in organizations and manufacturing enterprises.

Trust is based on cognition, meaning we choose whom, in what areas, and under what circumstances to trust based on what we perceive to be good reasons. The supplier's perceived trust in the buyer's trustworthiness influences each behavior in the cooperative relationship between the buyer and supplier. These reasons can be qualities, behaviors, words, or experiences we have with that person (McAllister, 1995). There is a negative relationship between alliance-oriented cognitive trust and buyer-supplier support grants. However, this hypothesis result is not supported because the regression weight data does not meet the specified requirements for each value between probability and corporate responsibility (Fatmawati, 2021). Our research also reveals a negative relationship between cognitive trust and joint responsibility. Thus, our research results on this hypothesis align with previous research and contribute to existing studies. Consequently, cognitive trust emerges as an essential element in the relationship between buyers and suppliers. To establish trust between two partners, basic expectations of reliability must be met. When a certain level of cognitive trust exists, strong attributions regarding responsibility and behavior may occur. Epistemic trust forms the foundation of shared responsibility. However, when trust is compromised, parties may become less trusting of each other, leading to avoidance of

cooperation and failure to share resources or knowledge, resulting in a decline in the ability to achieve goals in general (Moorman, 1992).

In prior research Johnston *etal.* (2004), it is argued that the aspect of supplier trustworthiness significantly influences behavior in collaborative relationships between buyers and suppliers, specifically regarding shared planning, having a positive impact (Johnston *etal.* 2004). Johnston assessed that supplier relationship performance is positively related to the degree of shared planning and the supplier's willingness to be flexible. Overall, the conceptual model originally proposed by Johnston *etal.* (2004) received substantial support from the data. Supplier trustworthiness has been demonstrated to be strongly related to cooperative relationship behavior between buyers and suppliers. Shared planning behavior is significantly related to the buyer's evaluation of the outcome of the relationship (Johnston *etal.* 2004). However, the model in the study by Johnston *etal.* (2004) indicates that the supplier does not always assume overall responsibility for solving problems, addressing issues, and managing the relationship. This model is applicable to a variety of situations, regardless of the specific goals the buyer has for the supplier. This means that, regardless of the buyer's goals towards the supplier, the model remains flexible and widely applicable in many different contexts. To test the validity of the assumption that trust leads to cooperative behavior, the author has modified the aggregate cause-and-effect relationship in the model (Johnston *etal.* 2004). Simultaneously, our findings strongly support the hypothesis that affective trust positively impacts shared planning. This encourages individuals to express their opinions and provide positive feedback for joint planning. Therefore, our findings complement and strengthen the hypotheses of previous studies.

Similarly, in the previous research model, the two dimensions of trust explained significant differences in the level of these cooperative behaviors and the resulting value for positive outcomes. However, not all cooperative behaviors are significantly related to buyers' evaluations of outcomes (Johnston *etal.* 2004). Shared planning significantly affects performance, and scheduling flexibility loads significantly on both performance and satisfaction. Based on the test results, our findings strongly support this hypothesis. We argue that cognitive trust can increase parties' participation and contribution to shared planning. When parties have cognitive trust in each other, they will value their partner's capacity, reliability, and ability to cooperate. This motivation encourages them to share plans and provide positive feedback for shared planning. Previous discussions indicate that trust promotes trust between two partners. Additionally, our research

results found that cognitive trust also increases the participation and contribution of parties in shared planning, thereby reinforcing cognitive trust. Thus, the findings in our study align with previous studies and strongly complement this relationship.

Previous studies have shown that affective trust between both partners also helps exporters become flexible when buyers encounter unexpected situations (Doney and Cannon 1997). In addition, Zur *etal.* (2012), research on Australian exporters and their overseas buyers confirms the belief that sentiment promotes reciprocity and leads both parties to take steps to improve and sacrifice short-term profits to develop a sustainable relationship that benefits both in the long run long. The presence of affective trust may mean that the exporter is willing to be flexible and continue the relationship in the future (Zur *etal.* 2012). However, it must be pointed out that the results of our study show that affective trust negatively impacts flexibility in arrangement. The reason there is a difference in results is because of differences in context and industry. While Vietnam has experienced rapid development over the past decade, with a diversified economy ranging from agriculture to industry and services, Australia has been famous for its highly developed and diversified multidimensional economy for quite some time, in which mining and agriculture play an important role (Karim *etal.* 2022). Besides, the flexibility of the exchange partner facilitates the adaptation process to help one or both partners perform better in changing circumstances. The flexibility of exporters towards customers depends primarily on the level of trust built on perception and sentiment. In summary, in this study, we highlight how affective trust negatively impact flexibility in arrangement. Not all buyers and sellers are emotionally invested in the relationship (Zur *etal.* 2012). It can mean that when there is a strong emotional connection or trust between individuals, it can hinder their ability or willingness to be flexible in their plans or arrangements. This may refer to: due to a high level of emotional connection can lead to a desire to stabilize or resist change. However, depending on the context and industry, a strong emotional connection can enhance flexibility, as they are more willing to meet each other's needs. In other cases, it can actually reduce arrangement flexibility.

In previous research by Zur *etal.* (2012) suggested that cognitive trust helps facilitate exporters to be satisfied with performance rather than become more flexible. The result is probably due to cognitive trust based on the performance of the other party and resulting in both parties considering their own needs. Our study also shows that cognitive trust has no impact on flexibility in arrangements. However, unlike Zur *etal.* (2012), the context of our research is companies

manufacturing in Vietnam rather than in Australia like them. The development of perceived beliefs and reduced flexibility in arrangements also depend on cultural differences in the business sector, legal system, marketing infrastructure, customs and values that can increase the perceived risk of international business transactions. Cultural distance and reputation are seen as the only prerequisites for cognitive trust. In this study, it was shown that when cognitive trust between individuals or groups is low, flexibility in how they organize and perform work can be reduced. This may stem from concerns about the reliability or competence of partners, leading to a preference for more rigid or stable methods. For example, if team members don't trust each other's abilities or intentions, they may show difficulty accepting changes in project plans or inflexibility in adapting to new situations. However, the relationship between cognitive trust and flexibility can be influenced by many different factors, including organizational culture, communication patterns, and the specific context in which these dynamics take place. In some cases, the organization can actively build trust as a way to promote greater flexibility and adaptability in their agreements.

Previous research Doney and Cannon (1997) has shown that affective trust between partners can help exporters avoid opportunistic behavior. The results of our study also demonstrate a positive relationship between affective trust and opportunistic behaviour in weak form. This is not only compatible with previous studies but also complements them. Weak opportunism according to Zhang *etal.* (2022) consists of violating relationship norms that are not stated in the contract but originate from the consensus of all members in a particular relationship, thereby harming the interests of the other party. Affective trust is the trust that an individual places in a partner on the basis of emotions generated by the level of care and care shown by the partner (McAllister, 1995; Costigan *etal.*, 1998; Johnson and Grayson, 2005). In the context of this study, affective trust were considered as deterrents of interpersonal opportunistic behavior. When emotional trust is strengthened, individuals are often less likely to engage in opportunistic actions that may threaten relationships or take advantage of others for personal gain. Research by Yip and Schweitzer (2015) indicates that affective trust, based on trust and emotional connection, may play an important role in preventing individuals from engaging in opportunistic actions that are considered unethical. The link between emotion and trust, according to Caldwell and Karri (2005) can foster a sense of responsibility and ethical behavior. Overall, this study indicates that affective trust have an impact on reducing opportunistic behavior in the weak form. This implies that strong

emotional connections and interpersonal trust can act as a counterweight to opportunistic behavior, promoting ethical consideration and cooperation.

Previous research by Johnson and Grayson (2005) and McAllister (1995) has demonstrated that cognitive trust is a personal assessment of whether the other party is competent, professional, and capable of handling problems in the process of cooperation. It enables individuals to predict, based on a certain level of accumulated knowledge and confidence, that the counterparty will fulfill its obligations without resorting to opportunism related to norm violations. Relationship norms, while not explicitly outlined in the contract, are ingrained in the common understanding of all members in a particular relationship, undermining the interests of the other party (Luo 2006). Studies by Zaheer *et al.*, (1998); Morgan and Hunt, (1994) provide both theoretical support and empirical evidence for the role of cognitive trust in reducing opportunism, whether in its strong or weak form. Morgan and Hunt, (1994); Smith and Barclay, (1997) explored opportunism's negative relationship with trust in cooperative relationships. Trust, as defined by these authors, encompasses the expectation of a partner's fairness, anticipation, and proper performance all of which influence opportunism.

The relationship between a supplier and a long-term business partner serves as a compelling example of how cognitive trust mitigates weak forms of opportunism. Even in the absence of a specific commitment to maintaining stable prices in the contract, the supplier adheres to the practice of price stability. This adherence to an unspoken rule helps reduce the likelihood of taking advantage of opportunities to change prices unfairly. However, the main results of our study present a contrasting perspective to some previous research on the relationship between cognitive trust and weak-form opportunism. Instead of presupposing that cognitive trust diminishes opportunism, our proposition suggests that cognitive trust may, in fact, increase opportunism, particularly in business relationships. This viewpoint is grounded in the understanding that cognitive trust often accompanies a profound insight and detailed information about the partner. In a business relationship where partners trust and have a clear understanding of each other's commitments and values, there may be a heightened motivation to exploit opportunities. This inclination may arise from the perceived trust in the partner's ability and certainty to uphold fair commitments and behavior. Furthermore, our results indicate that cognitive trust is associated with an increase in strong-form opportunism. One primary reason for this observation is that cognitive trust fosters an environment conducive to cooperation; when partners feel secure and trust each

other, they are more inclined to share information and ideas. However, this can also have negative consequences, as partners might exploit the relationship to obtain confidential information, leading to significant losses for the partner company. For instance, a company might share its new product plans with trusted partners, expecting them to uphold the confidentiality of this information. Nevertheless, if the partner fails to adhere to the required level of security and information about product plans is leaked to competitors, it can result in substantial financial losses.

Previous studies have indicated that emotional trust reduces opportunism, fostering a foundation of strong trust within a relationship. Ganesan (1994) argues that a company is more likely to invest trust in a partner when there is already trust present in the transaction. In the study by Zaheer *et al.* (1998), affective trust is expected to ensure that, even in the face of potential opportunities for opportunistic behavior, a trustworthy party will consistently fulfill its service obligations in a predictable and fair manner. Moreover, the belief in an exchange relationship that one partner will not act against the interests of the other, even in the absence of detailed information about the partner's actions, is a key aspect of affective trust (Laaksonen *et al.* 2008). For example, in the context of one company supplying raw materials to another manufacturing company, trust is placed in the partner to maintain product quality, meet delivery times, and uphold the confidentiality of business information.

In instances where there is a potential for opportunism, such as price changes or the pursuit of short-term profit opportunities, the company exhibits confidence that the counterparty will not act against its interests. This trust is rooted in the belief that, even amid opportunities for personal gain, the partner will uphold their commitments and act in a manner consistent with the established trust in the relationship. Trust founded on emotions leads both parties to believe in the sincerity of the other, fostering enhanced commitment, stability, and the potential for long-term cooperation (Bakker *et al.* 2006). However, in the absence of trust and a commitment to building a lasting relationship, a supplier may exploit provided information opportunistically. This could involve tactics such as manipulating prices, exaggerating the value of a product, or overstating the supply capacity to meet buyer expectations. Additionally, the supplier may impose excessive demands on contract terms, even seeking changes that primarily benefit their own interests (General *et al.* 2006). In essence, the principal finding of this study suggests that emotional trust can lead to increased opportunism (strong form), encompassing actions that violate explicitly stated contractual norms, terms, clauses, and conditions in the main body of the contract. Nevertheless, emotional trust in

firms needs to be complemented by long-term orientation between buyer and supplier firms to establish an effective mechanism for controlling opportunistic behavior.

Previous research by Morgan and Hunt, (1994); Smith and Barclay, (1997) showed that opportunism and trust have a negative relationship. Our research results also found that psychological safety strengthens the negative relationship between trust and opportunism. Trust involves the anticipation that others will act in a way that benefits one's interests in the future, whereas psychological safety pertains to an environment where individuals feel at ease being authentic and expresses themselves (Edmondson *etal.* 2011). The impact of trust on opportunism is also highlighted in the research of Huo *etal.*, (2015); Mysen *etal.*, (2011); Lai *etal.*, (2012); Lu *etal.*, (2016); Gamage *etal.*, (2020) that meaning that the impact of opportunism is negatively correlated with trust. In conclusion, the hypothesis suggests that psychological safety acts as a catalyst in determining how trust influences opportunism. A psychologically safe environment empowers individuals to openly address praise of trust, potentially minimizing the negative impact of opportunistic behavior on trust within a group or organization.

From previous studies by Izquierdo *etal.*, (2004); Svensson, (2004); Zhang, M., & Huo, B. (2013); Huo *etal.*, (2017) studied the impact of dependence on trust. Existing literature suggests that dependence is what creates trust and facilitates exchange between two parties (Zhang and Huo, 2013). In the study Huo *etal.* (2017) developed and tested the dependency-trust-integration-integration performance model in the context of China's 3PL scene. The findings suggest that integration is a response to dependency situations, but the mechanism of integration development is different according to specific dependency situations. Trust mediates the relationship between dependence and inclusion (Huo *etal.* 2017). Understandably, dependence at first, it will bring good results for the parties. When trust has not been determined, partners will choose to depend on the belief that the other party will comply with what has been agreed; this may bring good results for establishing long-term, dependent cooperative relationships when they abandon defense mechanisms and choose trust. Research by Izquierdo *etal.* (2004) argue that there is not enough knowledge about the effects of interdependence in different trust contexts. The empirical results of Izquierdo *etal.* (2004) indicate that trust reduces the impact of interdependence. This can be explained by the fact that once trust has been established between the parties, the dependence will gradually decrease, because now the relationship between the two parties is trust each other both in terms of ability and emotion. Lusch *etal.* (1996) study found that the more dependent party

sought a long-term orientation. Similarly, Ganesan (1994) stated that asymmetry had a double effect on calculative commitment: When the firm is more dependent the calculative commitment increases and when the firm is less dependent the calculative commitment declines. Concluding the study of Izquierdo *etal.* (2004), when two parties depend significantly on each other, both the supplier and the manufacturer tend to maintain the relationship. In previous studies, there has never been any study that examined the impact of all three factors: weak dependence, trust, and non-cooperation. Therefore, in this research we want to learn about the impact of all three factors, how they interact with each other, and how they affect the sustainable outsourcing relationships of companies manufacturing in Vietnam.

CHAPTER 5: CONCLUSIONS

5.1. Theoretical contributions

This research makes significant contributions to the literature on trust. The study's primary contribution lies in providing a more profound understanding of the relational communication factors that influence trust within the context of manufacturing companies in Vietnam. At present, investigating how relational communication impacts trust in both personal and business relationships in Vietnam expands our knowledge base, laying the groundwork for practical and applied research in various fields, with a particular focus on the manufacturing sector.

Theoretical contributions in the field of confidence testing for sustainable outsourcing relationships are crucial for understanding and enhancing the sustainability of manufacturing partnerships. Scholars play a pivotal role in this pursuit by developing systems for systematically assessing and measuring trust, thereby contributing valuable insights into the foundational elements that underpin successful and sustainable outsourced collaborations. Theoretical models delve into multifaceted aspects of beliefs, encompassing cognitive trust and affective trust. Establishing connections between organizational trust, relationship atmosphere, and relational communication enriches theoretical perspectives. Furthermore, by incorporating concepts from the theory of social exchange psychological mechanisms, researchers shed light on the influence of trust in outsourcing. This emphasis on the interaction between trust-building mechanisms and sustained collaboration provides a nuanced understanding of the dynamics of trust in outsourced relationships. These theoretical foundations not only deepen our comprehension of trust dynamics but also offer a conceptual basis for developing practical strategies to foster and maintain trust for the long-term and sustainable success of these partnerships.

5.2. Practical implication

The impact of relational communication on trust has made significant contributions to collaborative relationships. This study aims to provide a deeper understanding of how relational communication influences trust in the context of outsourcing relationships among manufacturing companies in Vietnam. Additionally, it seeks to offer insights into the factors contributing to the increase or decrease of trust in the sustainable outsourcing relationships of these manufacturing companies in Vietnam. In the current landscape of the Vietnamese manufacturing industry, trust is

a crucial factor that leaders prioritize to develop their business relationships with partners. When relational communication is cultivated in project transactions, communication with partners becomes smoother and more effective. Regular communication about processes, capabilities, and goals helps reduce the likelihood of misunderstandings and ambiguity. As the partnership becomes more intimate, positive expressions of emotion, interaction, trust, and empathy tend to increase. Although this may seem simple, establishing trust among partners remains a challenge for manufacturing companies in Vietnam. It is not solely dependent on communication; gaining trust requires consideration of various aspects such as capability, willingness to collaborate, and the partner's abilities, for instance.

Trust plays a pivotal role in fostering sustainable outsourcing relationships, particularly in contexts where collaboration and shared objectives are paramount. In the realm of outsourcing, trust is fundamental to ensuring effective communication and seamless collaboration. When both parties have confidence in each other's capabilities, intentions, and commitment to common goals, the outsourcing relationship transforms into a robust and enduring alliance. Trust facilitates open communication, streamlines the resolution of challenges, and promotes a proactive approach to problem-solving. Moreover, in practical applications, trust minimizes the need for micromanagement, allowing each party to concentrate on its core competencies, thereby enhancing overall efficiency and productivity. Consequently, the bedrock of trust in outsourced relationships becomes a catalyst for innovation, continuous improvement, and sustained long-term cooperative success between the involved parties. Trust plays a pivotal role in establishing and developing sustainable outsourcing relationships. However, it is not always effective in this regard. A clear mutual understanding is foundational for building trust between two partners. When there is a lack of profound comprehension, trust becomes challenging to establish. For example, when a company outsources consulting services, a lack of clarity about each other's expertise and experience hinders the development and maintenance of trust. Moreover, when trust relies on intimacy, emotions, or personal relationships rather than professional competence or actual results, it may lead to a lack of transparency in managing and evaluating the effectiveness of the outsourcing relationship. Additionally, sustaining an outsourcing relationship requires compatibility in goals and interests between partners. Regardless of the level of trust, without alignment and harmony in objectives, maintaining the outsourcing relationship becomes challenging. For instance, conflicting goals, such as one partner aiming to reduce shipping costs while the other seeks to increase revenue

collection, make the relationship difficult to sustain. Furthermore, commitment is a crucial factor in maintaining trust. The lack of commitment renders trust vulnerable to breakdown and acts as a safeguard against the misuse of trust for personal gain by one party. Any breach leads to fairness issues, loss of trust, and damage to the violating party's reputation. Consequently, without commitment between partners, ensuring service quality becomes challenging, jeopardizing the sustainability of the relationship. In summary, in the partnership between two entities, the absence of crucial elements diminishes the effectiveness of trust in building a sustainable outsourcing relationship.

5.3. Limitations and future research directions

The research primarily relies on data collected through surveys, which may introduce some limitations to the objectivity and diversity of the results, potentially hindering a comprehensive and detailed understanding of the mechanisms governing trust, particularly in the psychology and evolution of outsourcing relationships within the context of manufacturing companies in Vietnam. The absence of direct observations at specific companies and businesses creates a potential gap between theoretical insights and practical realities. To address these limitations and enhance the robustness of future research, it is recommended to broaden the scope to encompass various dimensions of the social-psychological mechanisms of trust. This broader approach will contribute to a more comprehensive and accurate depiction of the influence of trust on outsourcing relationships. Subsequent research endeavors can aim for a more holistic understanding by incorporating a mix of qualitative, quantitative, and experimental methods, ensuring both objectivity and the application of theory to the real-world context of manufacturing enterprises. Next, this study aimed to elucidate and identify the most comprehensive mechanism governing the psychological evolution of trust and its profound impact on fostering sustainable outsourcing relationships. The objective was to complement and enrich data derived from various sources, ensuring both diversity and high accuracy. Additionally, integrating practical observations into the research process was considered essential to supplement information from specific business environments, thereby minimizing potential disparities between theory and reality. Future research directions should focus on clearly defining the socio-psychological mechanisms of trust in outsourcing relationships. This endeavor aims to establish a robust theoretical and practical

foundation, concurrently supporting manufacturing enterprises "Made in Vietnam" in effectively and sustainably managing their outsourcing relationships.

While our present study provides valuable insights into the sustainability of outsourcing relationships, the analysis predominantly adopts the viewpoint of the buyer, focusing on how buyers assess and appraise suppliers. This approach, however, poses a significant constraint in comprehending the factors influencing sustainable relationships between manufacturing companies in Vietnam and their suppliers. This limitation stems from the exclusive concentration on the buyer's standpoint, impeding a comprehensive understanding of the dynamics that contribute to the entirety of sustainable outsourcing relationships.

To address this limitation, it is crucial to embrace a more comprehensive perspective and attain a thorough understanding of the characteristics and determinants of sustainable outsourcing relationships. Future research direction should broaden its scope by adopting a holistic approach that takes into account the perspectives of both parties involved: buyers and suppliers. This approach can enhance future research by delving into additional challenges, motivations, and perceptions of both parties concerning outsourcing. Consequently, it will contribute to a deeper comprehension of the outsourcing relationship from both angles, enabling a clearer identification of the factors pivotal to a sustainable relationship and fostering trust in the enduring nature of the partnership.

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APPENDIX

1. Survey Questionnaire

SURVEY ABOUT SOCIAL-PSYCHOLOGY MECHANISM OF TRUST THAT DRIVES SUSTAINABLE OUTSOURCING RELATIONSHIPS AMONG MANUFACTURING COMPANIES IN VIETNAM.

GENERAL INFORMATION

Please tick on your chosen option.

All your personal information you provide is confidential and only uses for research purposes

1. What is your type and size of your business?

1.1. Type of business:

- | | |
|--|--|
| <input type="checkbox"/> Agriculture, Forestry and Fisheries | <input type="checkbox"/> Finance and insurance |
| <input type="checkbox"/> Mining and Quarrying | <input type="checkbox"/> Real estate |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Research, professional and technical services |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Accommodations, food and beverage services |
| <input type="checkbox"/> Electricity, gas, heat supply, water supply | <input type="checkbox"/> Education and training |
| <input type="checkbox"/> Telecommunications | <input type="checkbox"/> Import and export |
| <input type="checkbox"/> Transport and postal services | <input type="checkbox"/> Others ... |
| <input type="checkbox"/> Wholesale and retail trade | |

1.2. Number of employees

- Under 50 employees
- 50 - 100 employees
- 100 - 200 employees
- Over 200 employees

2. Your position and work experience?

2.1. Your work experience?

- Less than 1 year
- 1-3 years
- 4-8 years
- 8-10 years
- Over 10 years

2.2. Your position in the company?

- Executives
- Manager
- Unit manager
- General employee
- Other....

2.3. Your longest-standing cooperation partner

- Under 1 years
- 2-5 years
- 5-10 years
- More than 10 years

ASSESSMENT QUESTION

Evaluate the influence by factor

The statements below are designed to assess social-psychology mechanism of trust that drives sustainable outsourcing relationships among manufacturing companies in Vietnam. Please rate the following statements on a scale from 1 - 5, with 1 being strongly disagree and 5 being strongly agree.

Factors	Items	Code	Sources
Intimacy Receptivity	He/she was unreceptive to what I had to say.	IRe1	Book: The Sourcebook of Nonverbal Measures. Manusov, V. L. (Ed.). (2014) The Relational Communication Scale (pp 127-136) Jerold L. Hale University of Georgia Judee K. Burgoon University of Arizona
	He/she tried to win my trust.	IRe2	
	He/she was open to my ideas.	IRe3	
	He/she appeared honest and truthful when communicating with me.	IRe4	
	He/she was unwilling to listen to me.	IRe5	
	He/she was sincere in communicating with me.	IRe6	
	He/she didn't care what I thought.	IRe7	
	He/she tried to establish rapport with me.	IRe8	
Intimacy Depth	He/she tried to move the conversation to a deeper level.	IDe1	
	He/she showed no desire for further interaction with me.	IDe2	
	He/she created an air of familiarity between us.	IDe3	
	He/she tried to create a more personal relationship with me.	IDe4	
	He/she kept the conversation at an impersonal level.	IDe5	
	He/she acted like we were good friends.	IDe6	
	He/she made the conversation seem superficial.	IDe7	

Cognitive Trust	When making important decisions, he/she is concerned about our welfare.	Ben1	Fundamental transformations of trust and its drivers: A multi-stage approach of business-to-business relationships Akrou et al. (2017)
	When we share our problems with him/her, we know that it will respond with understanding.	Ben2	
	In the future, we can count on him/her to consider both our interests as its own.	Ben3	
	The seller usually keeps the promises that it makes to our firm.	Hon1	
	(R) It is necessary to be careful with this seller.	Hon2	
	Our firm can count on the seller to be sincere	Hon3	
	The seller is capable and competent in its work.	Comp1	
	The seller is knowledgeable about our business.	Comp2	
	The seller is able to adapt to specific and unforeseen situations	Comp3	
Affective trust	I am sure that it will always make me its best offer.	Secu1	
	I feel very at ease in my relationship with it.	Secu2	
	I have great respect for it and vice versa,	Secu3	
	I have strong emotional links with him.	Atta1	
	If I could no longer work with him, I would feel that I have lost a personal relationship.	Atta2	

	We have both made considerable emotional investments (Christmas, get-well cards..., dinners/lunches...) in our professional relationship	Atta3	
Dependence	If our relationship was discontinued with this supplier, we would have difficulty in making up the sales volume in our trading area.	D1	Zhengyi Chen, Ying Huang, Brenda Sternquist (2011)
	This supplier is crucial to our future performance.	D2	
	It would be difficult for us to replace this supplier.	D3	
	It would be difficult for our firm to replace the sales and profits generated from this supplier's line.	D4	
Psychological safety	The supplier does not discriminate but treats us impartially.	PS1	Brandon W. Lee, Lakshminarayana Nittala, Mark A. Jacobs & Wantao Yu (2021)
	The representatives from the supplier and people from my company respect each other.	PS2	
	The representatives from the supplier and people from my company are friendly to each other.	PS3	
Joint responsibility (buyer + supplier responses)	In most aspects of the relationship between me and him/her, he/she is jointly responsible for making sure that tasks are completed	JR1	David A. Johnston, David M. McCutcheon,

	Problems that arise in the course of relationship between me and him/her are treated as joint rather than individual responsibilities	JR2	F. Ian Stuart, Hazel Kerwood (2004)
	The responsibility for making sure that the relationship works for both him/her and me is shared jointly	JR3	
Shared planning (buyer + supplier responses)	In the relationship between me and him/her, it is expected that we keep each other informed about events or changes that may affect the other party	SP1	Authors: David A. Johnston, David M. McCutcheon, F. Ian Stuart, Hazel Kerwood (2004)
	In the relationship between me and him/her, we plan together the terms by which our future business relationship will be determined	SP2	
	In the relationship between me and him/her, we make joint decisions about the ways to improve: (1) cost efficiency, (2) order entry procedures, (3) delivery schedules, (4) product/service design and (5) quality monitoring/improvement	SP3	
Flexibility in arrangements (buyer + supplier responses)	In the relationship between me and him/her, when some unexpected situation arises, the parties would rather work out a new deal than to hold each other to the original terms	FA1	David A. Johnston, David M. McCutcheon, F. Ian Stuart, Hazel Kerwood (2004)
	In the relationship between me and him/her, it is expected that the parties will	FA2	

	be open to modifying their agreements of unexpected events occur		
Opportunism (strong form)	He/she is deceptive when sharing critical information required by our contract	SF1	Yadong Luo, Yi Liu, Qian Yang, Vladislav Maksimov, Jigang Hou (2015)
	He/she fails to invest in sales and human resources as required by our contract	SF2	
	He/she tries to increase their own gain by evading contractual obligations	SF3	
	He/she sometimes violates contractual terms and conditions	SF4	
Opportunism (weak form)	He/she withholds from expending full effort in our cooperative relationship	WF1	
	He/she may hide critical information in order to benefit at our expense	WF2	
	He/she refuses to make adjustments in response to our requirements	WF3	

2. Sample profiles

	Characteristics	Number	Percent
Respondents' gender	Men	108	49%
	Women	112	51%
	Total	220	100%
Respondents' job level	Executives	11	5%
	Manager	24	11%

	Unit manager	28	13%
	General employee	147	67%
	Other	10	5%
	Total	220	100%
Respondents' age (years)	20-24	104	47%
	25-29	65	30%
	30-34	28	13%
	35-40	17	8%
	Above 40	6	3%
	Total	220	100%
Respondents' years of experience in manufacturing sector	Under 1	74	34%
	1-3	84	38%
	4-8	43	20%
	8-10	10	5%
	More than 10	9	4%
	Total	220	100%
Size of companies (number of employees)	Under 50	56	25%
	50-100	88	40%
	100-200	30	14%
	More than 200	46	21%
	Total	220	100%
Respondent's longest-standing cooperation partner (years)	Under 1	86	39%
	2-5	105	48%
	5-10	21	10%
	More than 10	8	4%
	Total	220	100%

Manufacturing industry	Agriculture, Forestry and Fisheries	11	5%
	Mining and Quarrying	4	2%
	Construction	10	5%
	Manufacturing	73	33%
	Electricity, gas, heat supply, water supply	4	2%
	Telecommunications	3	1%
	Transport and postal services	24	11%
	Wholesale and retail trade	18	8%
	Finance and insurance	5	2%
	Real estate	6	3%
	Research, professional and technical services	4	2%
	Accommodations, food and beverage services	5	2%
	Education and training	5	2%
	Import and export	42	19%
	Others	6	3%
Total	220	100%	

3. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
IRe1R	220	1	5	3.88	.906
IRe2	220	1	5	3.88	.929
IRe3	220	1	5	3.92	.947
IRe4	220	1	5	3.90	.924
IRe5R	220	1	5	3.88	.901

IRe6	220	1	5	3.81	.925
IRe7R	220	1	5	3.90	.857
IRe8	220	1	5	3.85	.900
IDe1	220	1	5	3.80	1.102
IDe2R	220	1	5	3.73	1.015
IDe3	220	1	5	3.87	1.074
IDe4	220	1	5	3.89	1.003
IDe5R	220	1	5	3.79	1.003
IDe6	220	1	5	3.86	1.074
IDe7R	220	1	5	3.84	.989
Ben1	220	1	5	3.62	.964
Ben2	220	1	5	3.64	.883
Ben3	220	1	5	3.67	.914
Hon1	220	1	5	3.34	.983
Hon2R	220	1	5	3.35	1.073
Hon3	220	1	5	3.44	.993
Comp1	220	1	5	3.49	1.049
Comp2	220	1	5	3.51	1.066
Comp3	220	1	5	3.48	1.120
Secu1	220	1	5	3.56	1.043
Secu2	220	1	5	3.32	1.220
Secu3	220	1	5	3.49	1.075
Atta1	220	1	5	4.15	.917
Atta2	220	1	5	3.75	1.054
Atta3	220	1	5	3.89	1.105
JR1	220	2	5	3.64	.699
JR2	220	1	5	3.66	.659
JR3	220	1	5	3.74	.933
SP1	220	1	5	3.65	.969
SP2	220	1	5	3.48	.958

SP3	220	1	5	3.50	.986
FA1	220	1	5	3.80	.706
FA2	220	1	5	3.60	.723
SF1	220	1	22	3.65	1.680
SF2	220	1	5	3.46	1.108
SF3	220	1	5	3.59	1.125
SF4	220	1	5	3.62	1.122
WF1	220	2	5	3.71	.743
WF2	220	1	5	3.70	.856
WF3	220	2	5	3.78	.800
D1	220	1	5	3.56	1.239
D2	220	1	5	3.65	1.146
D3	220	1	5	3.70	1.136
D4	220	1	5	3.54	1.244
PS1	220	1	5	3.03	1.313
PS2	220	1	5	3.10	1.280
PS3	220	1	5	3.15	1.416
Valid N (listwise)	220				

4. Reliability Statistics

4.1. Intimacy Receptivity

Reliability Statistics	
Cronbach's Alpha	N of Items
.773	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IRe1R	27.15	16.159	.487	.746

IRe2	27.15	15.644	.547	.735
IRe3	27.11	15.946	.487	.746
IRe4	27.13	16.148	.474	.748
IRe5R	27.15	16.277	.473	.748
IRe6	27.22	16.044	.489	.746
IRe7R	27.13	17.262	.355	.767
IRe8	27.18	16.311	.468	.749

4.2. Intimacy Depth

Reliability Statistics	
Cronbach's Alpha	N of Items
.809	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IDe1	22.97	18.319	.537	.786
IDe2R	23.04	18.962	.521	.788
IDe3	22.90	17.774	.627	.769
IDe4	22.88	18.744	.559	.782
IDe5R	22.98	19.136	.508	.790
IDe6	22.91	17.745	.630	.768
IDe7R	22.93	19.854	.428	.803

4.3. Relational Communication

Reliability Statistics	
Cronbach's Alpha	N of Items
.835	15

4.4. Benevolence

Reliability Statistics	
Cronbach's Alpha	N of Items

.757	3
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Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Ben1	7.30	2.551	.537	.734
Ben2	7.29	2.646	.595	.666
Ben3	7.26	2.485	.631	.623

4.5. Honesty

Reliability Statistics	
Cronbach's Alpha	N of Items
.767	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Hon1	6.79	3.319	.577	.712
Hon2R	6.78	2.895	.631	.651
Hon3	6.69	3.237	.594	.693

4.6. Competence

Reliability Statistics	
Cronbach's Alpha	N of Items
.822	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Comp1	6.99	3.927	.648	.782
Comp2	6.97	3.647	.721	.708
Comp3	7.00	3.639	.661	.771

4.7. Cognitive Trust

Reliability Statistics	
Cronbach's Alpha	N of Items
.623	9

4.8. Security

Reliability Statistics	
Cronbach's Alpha	N of Items
.760	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Secu1	6.81	3.817	.654	.615
Secu2	7.05	3.646	.522	.770
Secu3	6.89	3.836	.612	.657

4.9. Attachment

Reliability Statistics	
Cronbach's Alpha	N of Items
.610	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Atta1	7.64	3.309	.358	.591
Atta2	8.04	2.642	.464	.440
Atta3	7.90	2.565	.440	.479

4.10. Affective trust

Reliability Statistics	
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Cronbach's	
Alpha	N of Items
.563	6

4.11. Joint responsibility

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.841	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JR1	7.40	1.958	.836	.667
JR2	7.37	2.107	.805	.710
JR3	7.30	1.809	.558	.980

4.12. Shared planning

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.835	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SP1	6.99	2.945	.752	.716
SP2	7.16	3.194	.665	.803
SP3	7.14	3.077	.675	.793

4.13. Flexibility in arrangements

Reliability Statistics	
Cronbach's Alpha	N of Items
.640	2

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FA1	3.60	.523	.470	.
FA2	3.80	.499	.470	.

4.14. Opportunism (strong form)

Reliability Statistics	
Cronbach's Alpha	N of Items
.885	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SF1	10.67	8.725	.743	.855
SF2	10.77	8.873	.742	.855
SF3	10.64	8.671	.764	.847
SF4	10.61	8.769	.748	.853

4.15. Opportunism (weak form)

Reliability Statistics	
Cronbach's Alpha	N of Items
.663	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WF1	7.47	1.931	.468	.578
WF2	7.49	1.630	.497	.537
WF3	7.41	1.814	.462	.582

4.16. Dependence

Reliability Statistics	
Cronbach's Alpha	N of Items
.791	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	10.89	7.928	.647	.715
D2	10.80	8.657	.594	.742
D3	10.75	8.515	.629	.726
D4	10.91	8.536	.536	.773

4.17. Psychological safety

Reliability Statistics	
Cronbach's Alpha	N of Items
.862	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

PS2	6.25	6.106	.739	.807
PS3	6.17	6.244	.743	.805
PS4	6.13	5.649	.739	.809

5. Exploratory Factor Analysis test results

5.1. Relational Communication

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	779.932
	df	105
	Sig.	.000

Communalities		
	Initial	Extraction
IRe1R	1.000	.401
IRe2	1.000	.484
IRe3	1.000	.415
IRe4	1.000	.397
IRe5R	1.000	.376
IRe6	1.000	.412
IRe7R	1.000	.247
IRe8	1.000	.412
IDe1	1.000	.459
IDe2R	1.000	.432
IDe3	1.000	.576
IDe4	1.000	.483
IDe5R	1.000	.424
IDe6	1.000	.592
IDe7R	1.000	.320

Extraction Method: Principal Component Analysis.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.570	30.464	30.464	4.570	30.464	30.464	3.336	22.243	22.243
2	1.858	12.388	42.852	1.858	12.388	42.852	3.091	20.609	42.852
3	0.911	6.072	48.924						
4	0.899	5.992	54.917						
5	0.820	5.467	60.383						
6	0.745	4.968	65.351						
7	0.735	4.901	70.252						
8	0.710	4.734	74.986						
9	0.646	4.306	79.292						
10	0.641	4.274	83.566						
11	0.571	3.805	87.371						
12	0.550	3.667	91.038						
13	0.480	3.198	94.236						
14	0.456	3.042	97.278						
15	0.408	2.722	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix ^a		
	Component	
	1	2
IDe6	.763	
IDe3	.748	
IDe1	.668	
IDe4	.657	
IDe5R	.637	
IDe2R	.617	
IDe7R	.560	
IRe2		.673

IRe8		.641
IRe3		.631
IRe6		.628
IRe4		.622
IRe5R		.573
IRe1R		.558
IRe7R		.493
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

5.1.2. Intimacy Receptivity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	313.508
	df	28
	Sig.	.000

5.1.2. Intimacy Depth

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.875
Bartlett's Test of Sphericity	Approx. Chi-Square	383.838
	df	21
	Sig.	.000

5.2. Cognitive Trust

KMO and Bartlett's Test		
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Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	582.902
	df	36
	Sig.	.000

Communalities		
	Initial	Extraction
Ben1	1.000	.617
Ben2	1.000	.687
Ben3	1.000	.726
Hon1	1.000	.656
Hon2R	1.000	.713
Hon3	1.000	.682
Comp1	1.000	.707
Comp2	1.000	.785
Comp3	1.000	.726
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.285	25.392	25.392	2.285	25.392	25.392	2.216	24.627	24.627
2	2.042	22.692	48.083	2.042	22.692	48.083	2.050	22.779	47.406
3	1.971	21.903	69.986	1.971	21.903	69.986	2.032	22.580	69.986
4	0.618	6.863	76.849						
5	0.506	5.619	82.468						
6	0.475	5.283	87.751						
7	0.422	4.685	92.436						
8	0.357	3.963	96.398						
9	0.324	3.602	100.000						
Extraction Method: Principal Component Analysis.									

Rotated Component Matrix^a			
	Component		
	1	2	3
Comp2	.884		
Comp3	.851		
Comp1	.839		
Hon2R		.844	
Hon3		.825	
Hon1		.807	
Ben3			.851
Ben2			.827
Ben1			.783
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

5.3. Affective trust

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.654
Bartlett's Test of Sphericity	Approx. Chi-Square	252.741
	df	15
	Sig.	.000

Communalities		
	Initial	Extraction
Secu1	1.000	.750
Secu2	1.000	.589

Secu3	1.000	.707
Atta1	1.000	.481
Atta2	1.000	.625
Atta3	1.000	.592
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.058	34.299	34.299	2.058	34.299	34.299	2.057	34.291	34.291
2	1.686	28.098	62.397	1.686	28.098	62.397	1.686	28.106	62.397
3	0.735	12.243	74.640						
4	0.595	9.921	84.561						
5	0.562	9.368	93.929						
6	0.364	6.071	100.000						
Extraction Method: Principal Component Analysis.									

Rotated Component Matrix ^a		
	Component	
	1	2
Secu1	.866	
Secu3	.841	
Secu2	.768	
Atta2		.788
Atta3		.769
Atta1		.689
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

a. Rotation converged in 3 iterations.

5.4. Cooperative behavior

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.630
Bartlett's Test of Sphericity	Approx. Chi-Square	987.215
	df	28
	Sig.	.000

Communalities		
	Initial	Extraction
JR1	1.000	.926
JR2	1.000	.899
JR3	1.000	.574
SP1	1.000	.819
SP2	1.000	.722
SP3	1.000	.736
FA1	1.000	.734
FA2	1.000	.743
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.544	31.803	31.803	2.544	31.803	31.803	2.412	30.147	30.147
2	2.135	26.694	58.497	2.135	26.694	58.497	2.264	28.294	58.441
3	1.473	18.407	76.904	1.473	18.407	76.904	1.477	18.462	76.904
4	0.574	7.171	84.075						
5	0.535	6.693	90.768						

6	0.422	5.280	96.048						
7	0.281	3.513	99.561						
8	0.035	0.439	100.000						
Extraction Method: Principal Component Analysis.									

Rotated Component Matrix^a			
	Component		
	1	2	3
JR1	.961		
JR2	.945		
JR3	.757		
SP1		.903	
SP2		.849	
SP3		.847	
FA2			.860
FA1			.854
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

5.4.1. Joint responsibility

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.610
Bartlett's Test of Sphericity	Approx. Chi-Square	657.377
	df	3
	Sig.	.000

5.4.2. Shared planning

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.708
Bartlett's Test of Sphericity	Approx. Chi-Square	262.268
	df	3
	Sig.	.000

5.4.3. Flexibility in arrangements

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	54.346
	df	1
	Sig.	.000

5.5. Non-cooperative behavior

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.793
Bartlett's Test of Sphericity	Approx. Chi-Square	569.868
	df	21
	Sig.	.000

Communalities		
	Initial	Extraction
SF1	1.000	.739
SF2	1.000	.740
SF3	1.000	.760
SF4	1.000	.742
WF1	1.000	.589
WF2	1.000	.631
WF3	1.000	.577
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.014	43.057	43.057	3.014	43.057	43.057	2.977	42.523	42.523
2	1.764	25.195	68.252	1.764	25.195	68.252	1.801	25.729	68.252
3	0.647	9.242	77.494						
4	0.585	8.363	85.857						
5	0.369	5.270	91.126						
6	0.330	4.718	95.844						
7	0.291	4.156	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a		
	Component	
	1	2
SF3	.871	
SF4	.861	
SF1	.859	
SF2	.854	
WF2		.794
WF1		.762
WF3		.760

Extraction Method:
Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

5.5.1. Opportunism (strong form)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	Approx. Chi-Square	343.024
	df	6
	Sig.	.000

5.5.2. Opportunism (weak form)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.659
Bartlett's Test of Sphericity	Approx. Chi-Square	93.280
	df	3
	Sig.	.000

5.6. Relationship atmosphere

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.749
Bartlett's Test of Sphericity	Approx. Chi-Square	581.106
	df	21
	Sig.	.000

Communalities		
	Initial	Extraction
PS2	1.000	.782
PS3	1.000	.784
PS4	1.000	.789
D1	1.000	.673
D2	1.000	.616
D3	1.000	.665
D4	1.000	.538

Extraction Method: Principal Component Analysis.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	Total	% of Variance	Cumulative %	% of Variance	Total
1	2.739	39.122	39.122	2.739	39.122	39.122	2.467	35.239	35.239
2	2.108	30.117	69.240	2.108	30.117	69.240	2.380	34.001	69.240
3	.690	9.850	79.090						
4	.451	6.443	85.532						
5	.393	5.607	91.140						
6	.318	4.550	95.690						
7	.302	4.310	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix ^a		
	Component	
	1	2
D1	.820	
D3	.793	
D2	.784	
D4	.733	
PS4		.888
PS2		.883
PS3		.880

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

5.6.1. Dependence

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	259.892
	df	6
	Sig.	.000

5.6.2. Psychological safety

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	306.427
	df	3
	Sig.	.000

6. Pearson correlation

Correlations												
		IRe	IDe	AT	CT	JR	SP	FA	WF	SF	D	PS
IRe	Pearson Correlation	1	.426**	.249**	.032	.055	.355**	-.051	.078	.159*	.309**	.118
	Sig. (2-tailed)		.000	.000	.636	.415	.000	.453	.249	.018	.000	.081
	N	220	220	220	220	220	220	220	220	220	220	220
IDe	Pearson Correlation	.426**	1	.239**	.078	.011	.439**	-.042	.167*	.202**	.418**	.068
	Sig. (2-tailed)	.000		.000	.251	.867	.000	.539	.013	.003	.000	.312
	N	220	220	220	220	220	220	220	220	220	220	220
AT	Pearson Correlation	.249**	.239**	1	.049	-.005	.176**	-.166*	-.125	.031	.193**	-.003
	Sig. (2-tailed)	.000	.000		.471	.946	.009	.014	.064	.643	.004	.967
	N	220	220	220	220	220	220	220	220	220	220	220
CT	Pearson Correlation	.032	.078	.049	1	-.041	.169*	.031	-.028	.122	.004	.049
	Sig. (2-tailed)	.636	.251	.471		.544	.012	.651	.683	.072	.953	.473
	N	220	220	220	220	220	220	220	220	220	220	220
JR	Pearson Correlation	.055	.011	-.005	-.041	1	.079	.011	-.041	-.082	.012	-.072
	Sig. (2-tailed)	.415	.867	.946	.544		.240	.875	.548	.225	.863	.288
	N	220	220	220	220	220	220	220	220	220	220	220

SP	Pearson Correlation	.355**	.439**	.176**	.169*	.079	1	.029	-.001	.136*	.290**	.183**
	Sig. (2-tailed)	.000	.000	.009	.012	.240		.664	.985	.043	.000	.006
	N	220	220	220	220	220	220	220	220	220	220	220
FA	Pearson Correlation	-.051	-.042	-.166*	.031	.011	.029	1	.039	-.003	.022	.061
	Sig. (2-tailed)	.453	.539	.014	.651	.875	.664		.566	.964	.747	.367
	N	220	220	220	220	220	220	220	220	220	220	220
WF	Pearson Correlation	.078	.167*	-.125	-.028	-.041	-.001	.039	1	.082	.039	.070
	Sig. (2-tailed)	.249	.013	.064	.683	.548	.985	.566		.224	.570	.299
	N	220	220	220	220	220	220	220	220	220	220	220
SF	Pearson Correlation	.159*	.202**	.031	.122	-.082	.136*	-.003	.082	1	.128	.006
	Sig. (2-tailed)	.018	.003	.643	.072	.225	.043	.964	.224		.059	.926
	N	220	220	220	220	220	220	220	220	220	220	220
D	Pearson Correlation	.309**	.418**	.193**	.004	.012	.290**	.022	.039	.128	1	.125
	Sig. (2-tailed)	.000	.000	.004	.953	.863	.000	.747	.570	.059		.065
	N	220	220	220	220	220	220	220	220	220	220	220
PS	Pearson Correlation	.118	.068	-.003	.049	-.072	.183**	.061	.070	.006	.125	1
	Sig. (2-tailed)	.081	.312	.967	.473	.288	.006	.367	.299	.926	.065	
	N	220	220	220	220	220	220	220	220	220	220	220

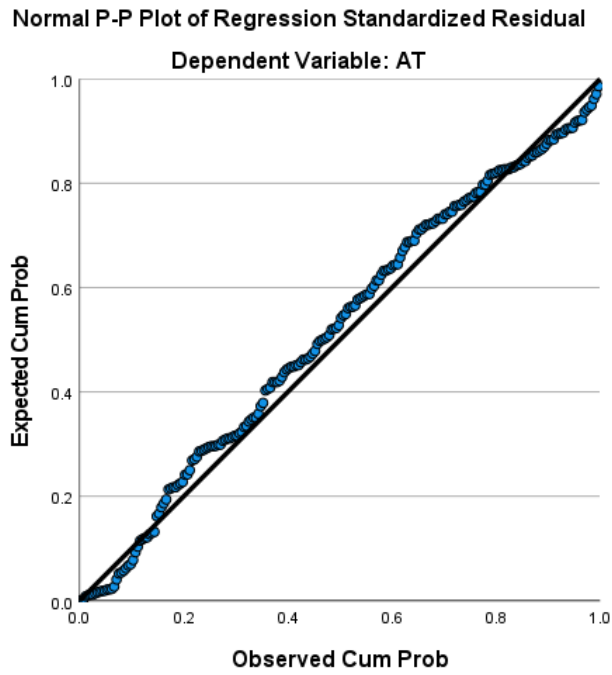
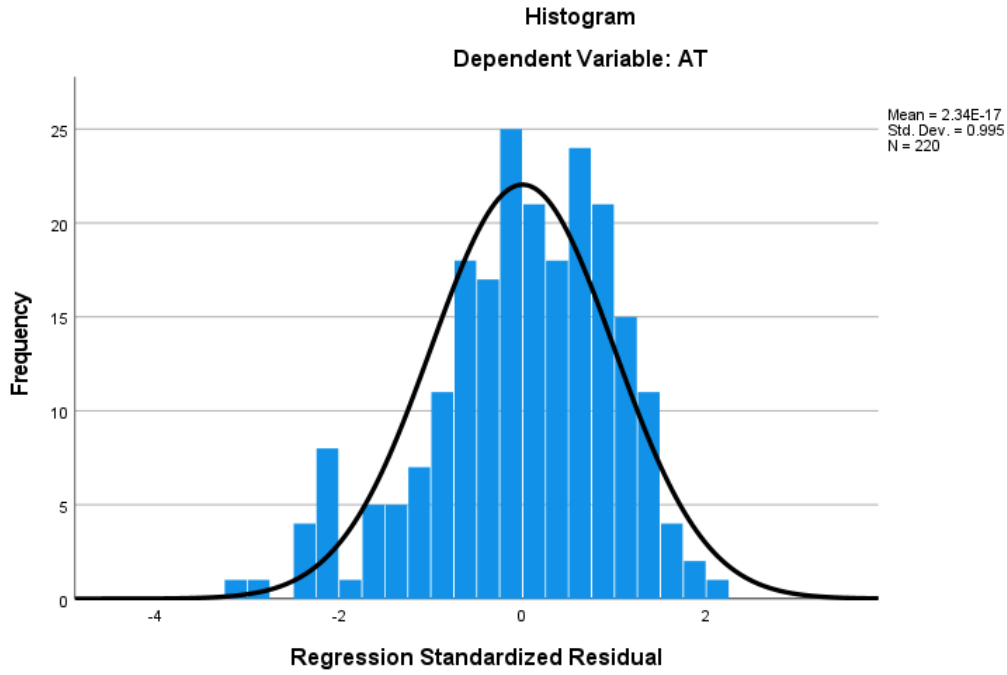
** . Correlation is significant at the 0.01 level (2-tailed).

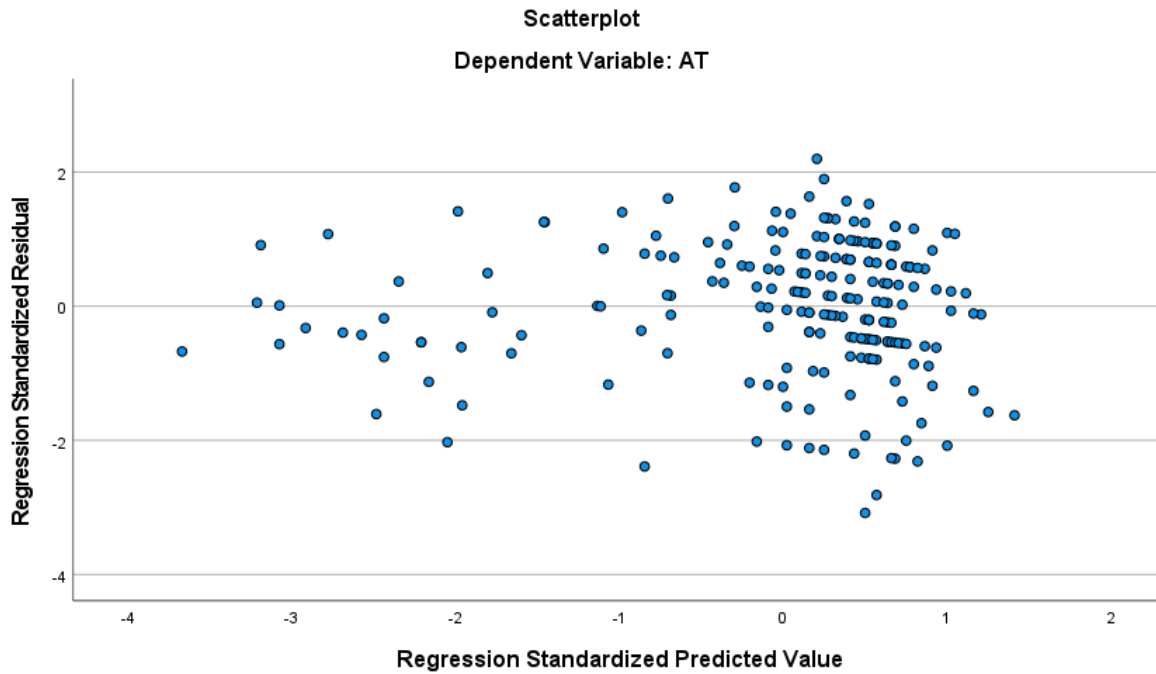
* . Correlation is significant at the 0.05 level (2-tailed).

7. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.427	0.291		8.347	0.000		
	IRe	0.190	0.076	0.179	2.497	0.013	0.819	1.222
	IDe	0.138	0.061	0.163	2.268	0.024	0.819	1.222

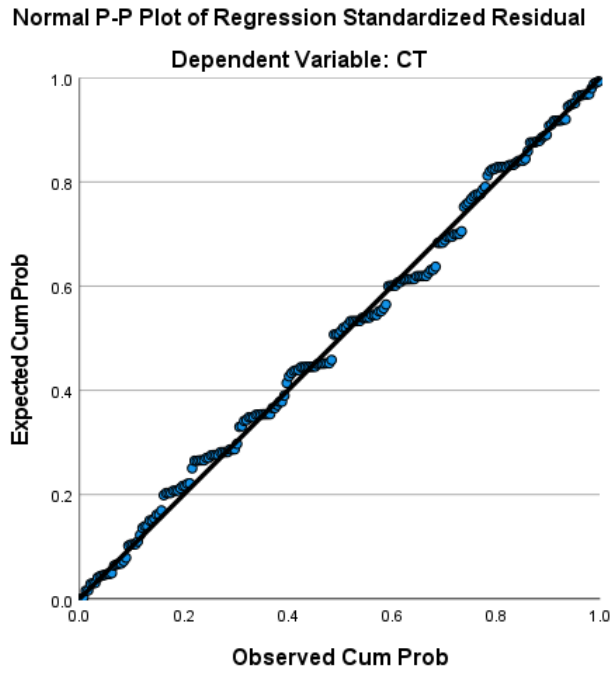
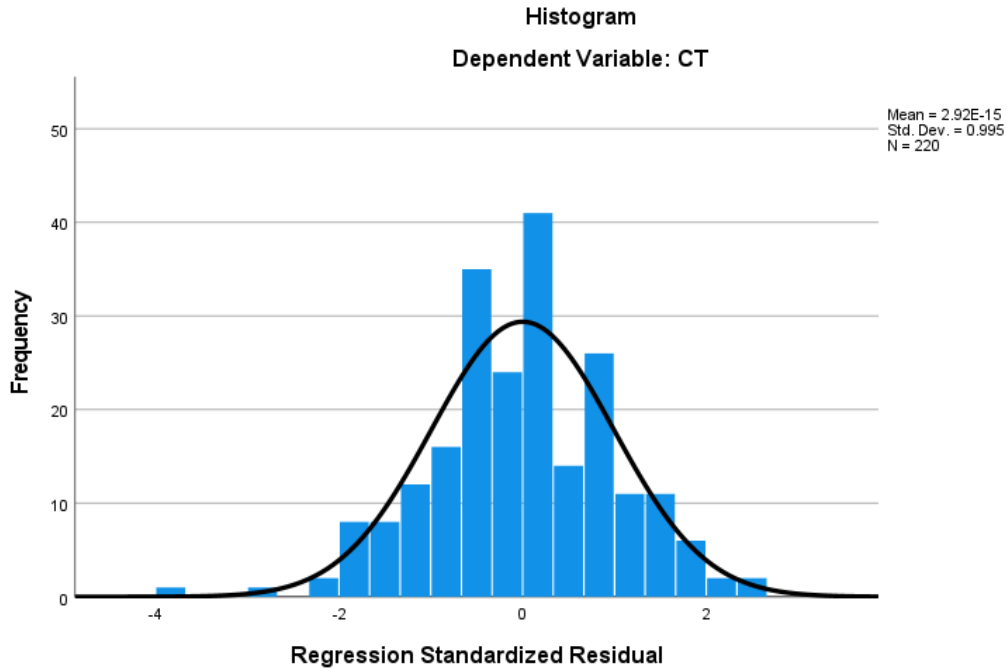
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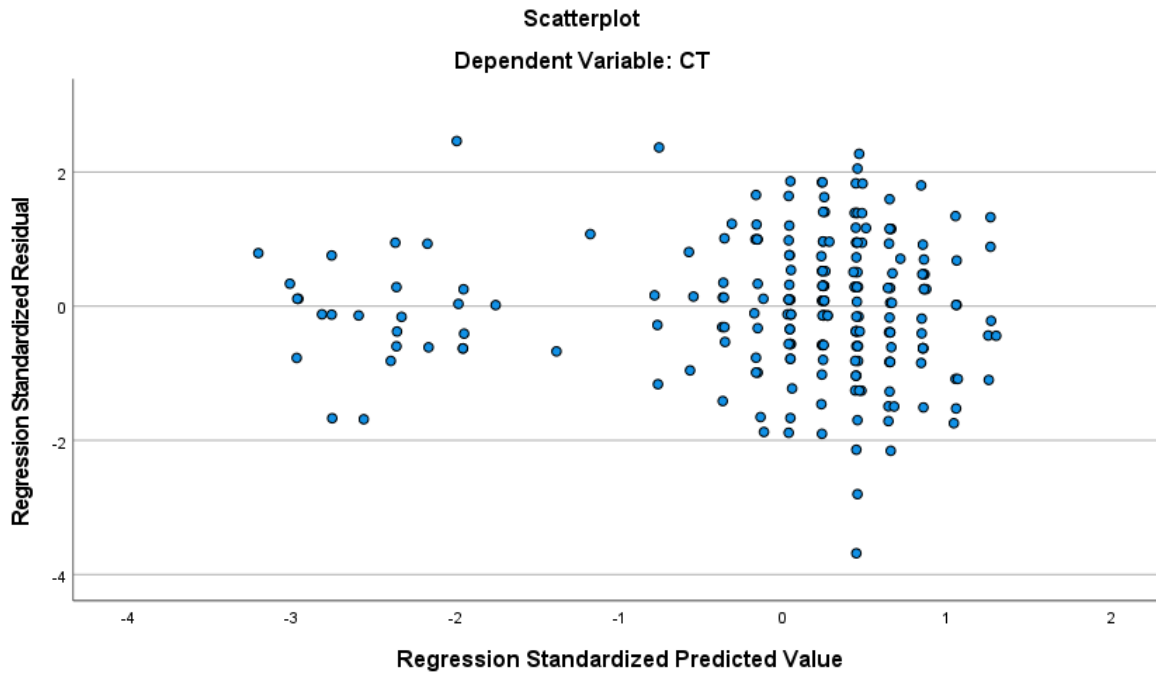




Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.296	0.253		13.006	0.000		
	IRe	-0.001	0.066	-0.001	-0.016	0.987	0.819	1.222
	IDe	0.056	0.053	0.078	1.047	0.296	0.819	1.222

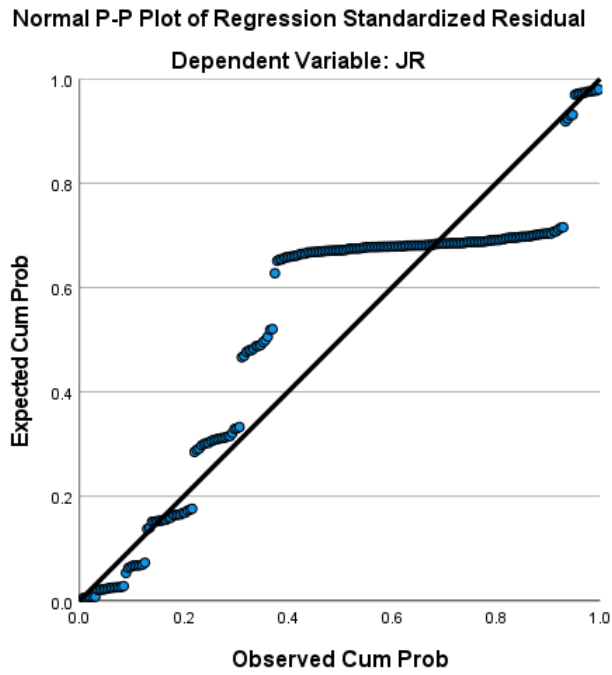
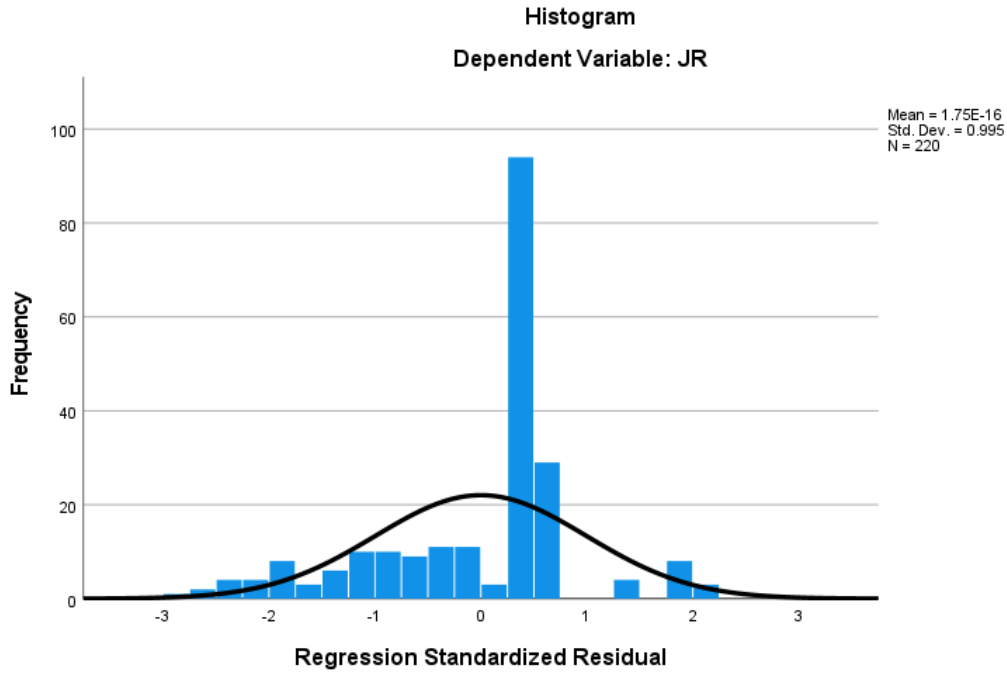
a. Dependent Variable: CT

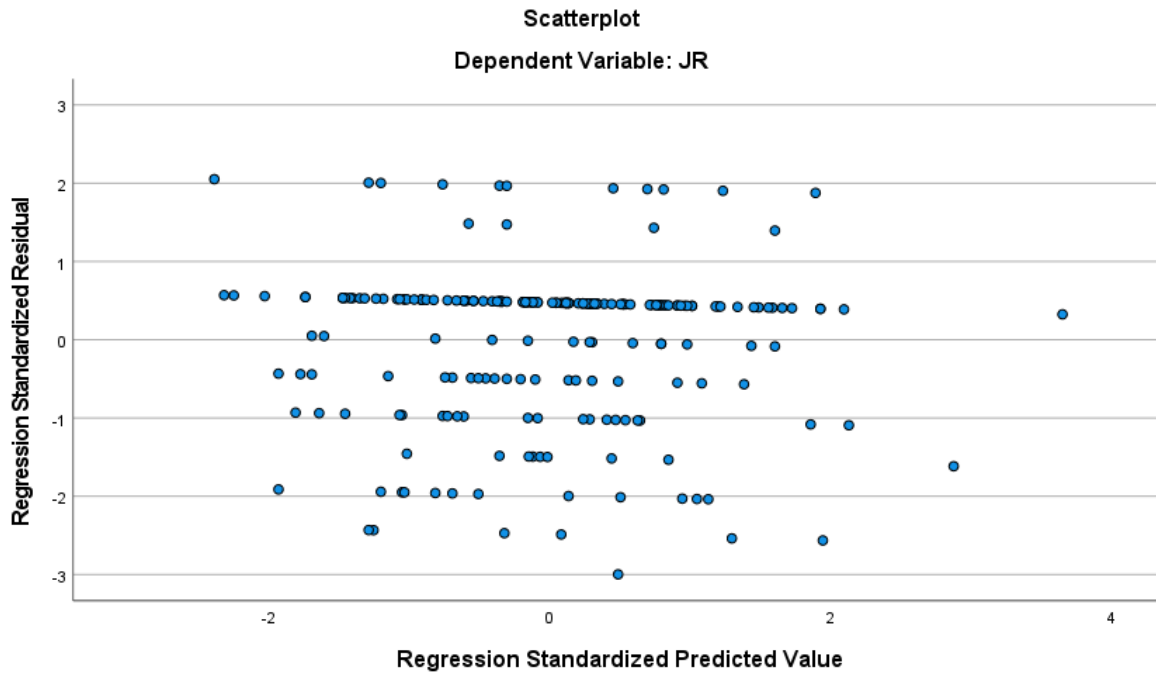




Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.882	0.417		9.311	0.000		
	AT	-0.003	0.076	-0.003	-0.038	0.970	0.998	1.002
	CT	-0.055	0.091	-0.041	-0.603	0.547	0.998	1.002

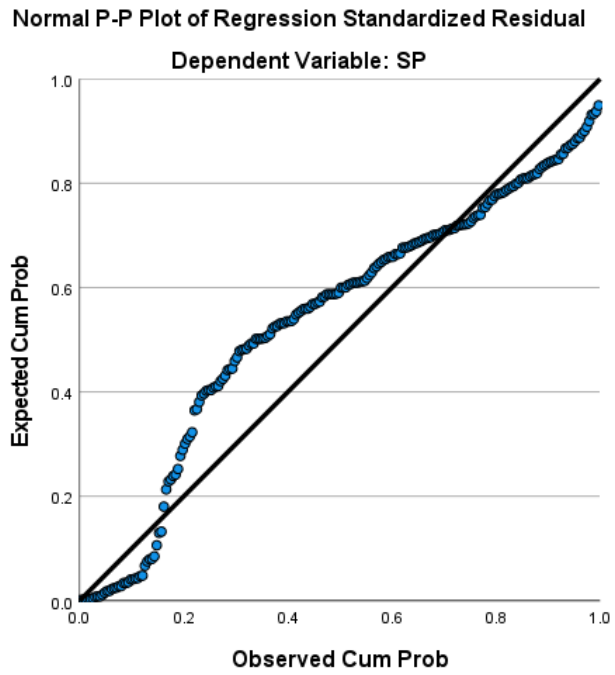
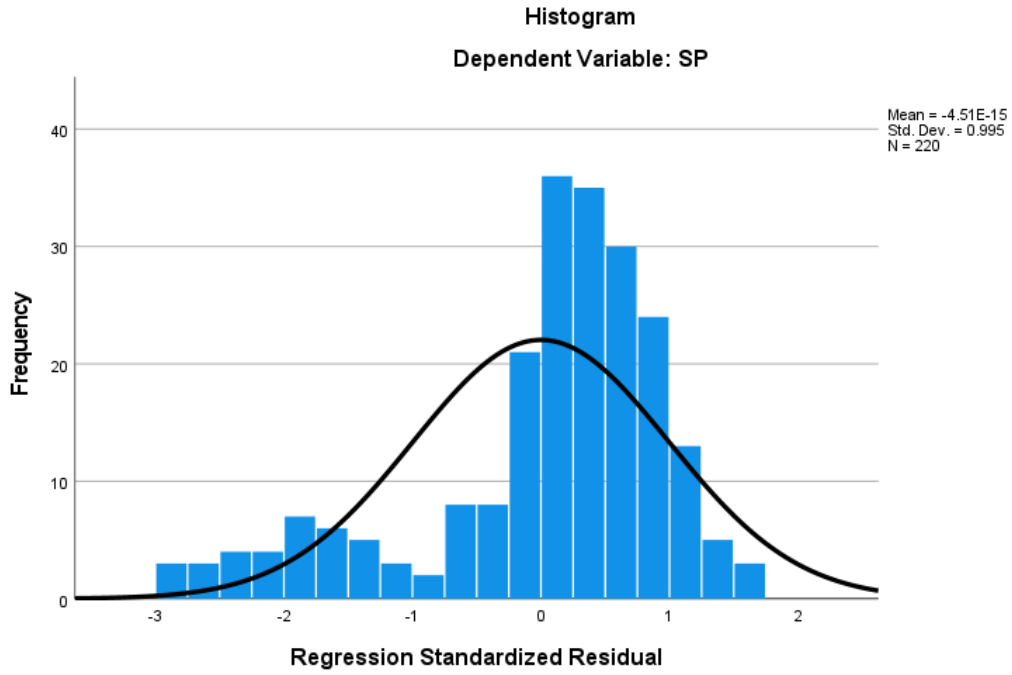
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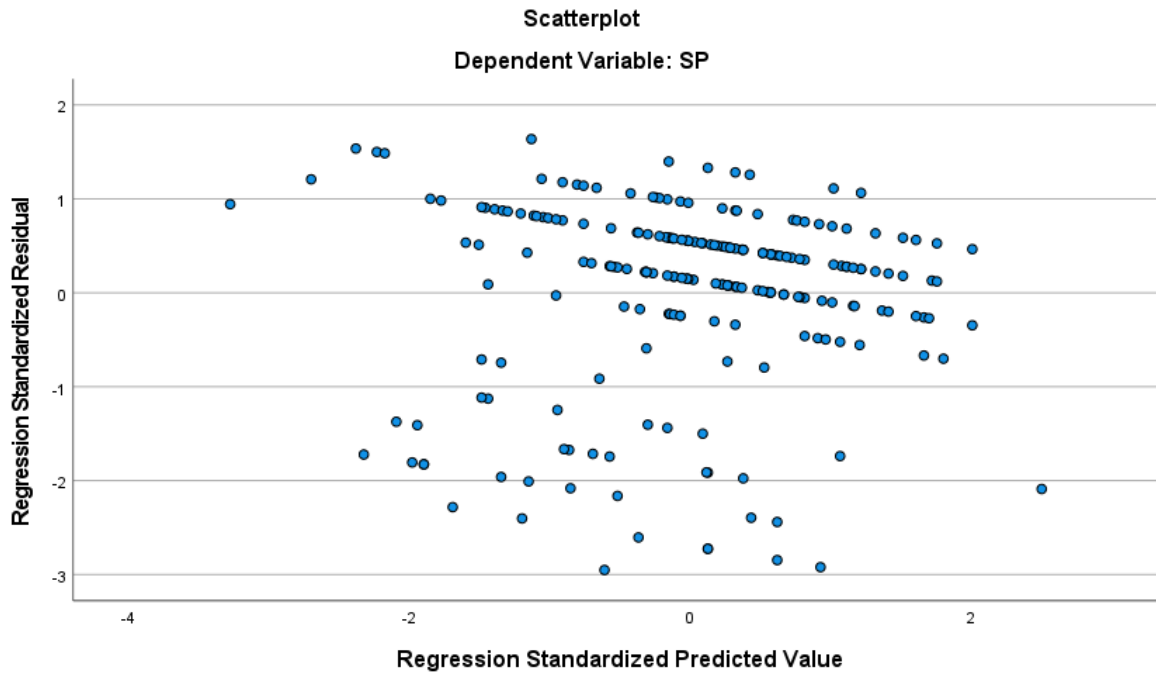




Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.734	0.507		3.420	0.001		
	AT	0.235	0.093	0.168	2.545	0.012	0.998	1.002
	CT	0.269	0.111	0.161	2.436	0.016	0.998	1.002

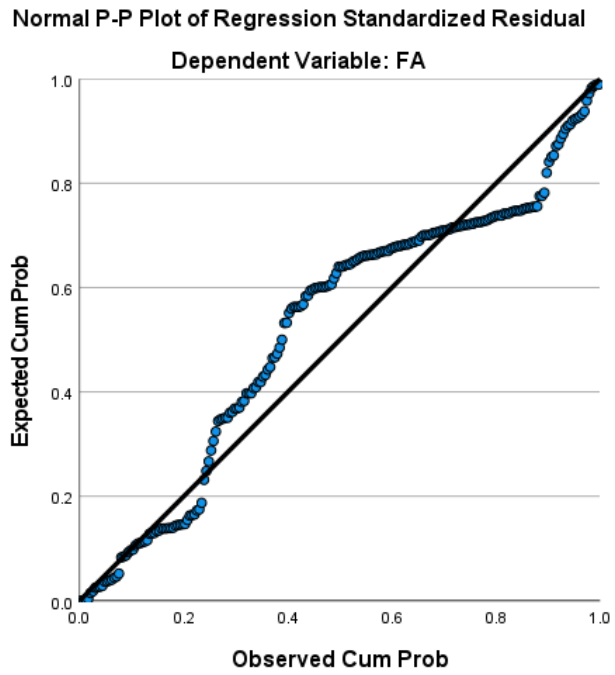
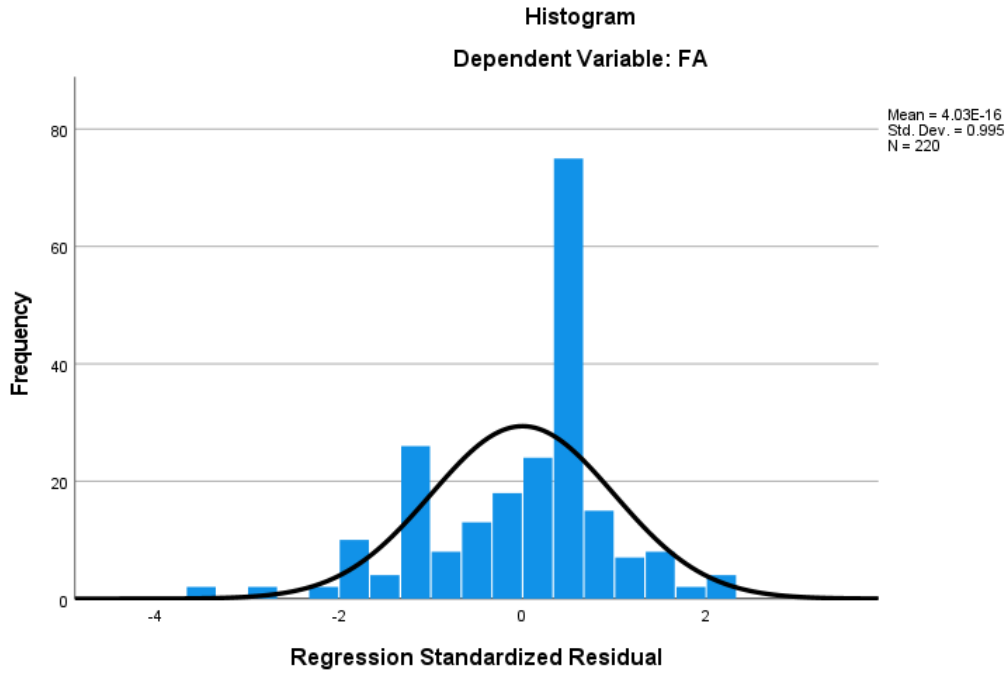
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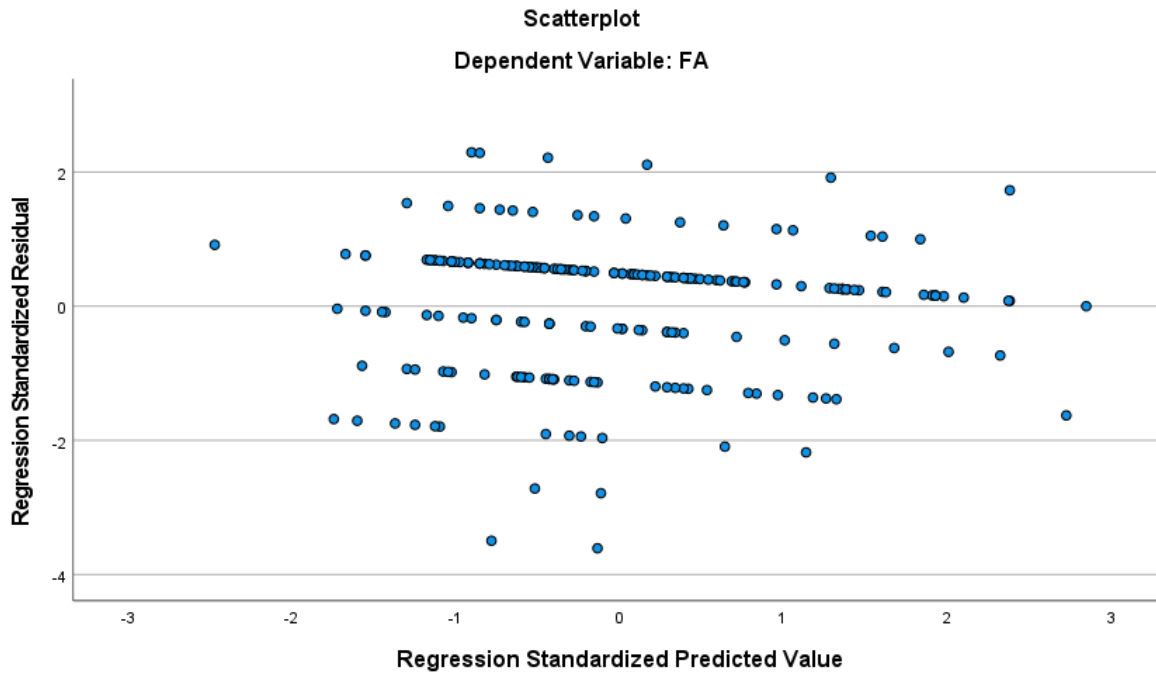




Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.168	0.374		11.139	0.000		
	AT	-0.171	0.068	-0.168	-2.505	0.013	0.998	1.002
	CT	0.047	0.082	0.039	0.580	0.562	0.998	1.002

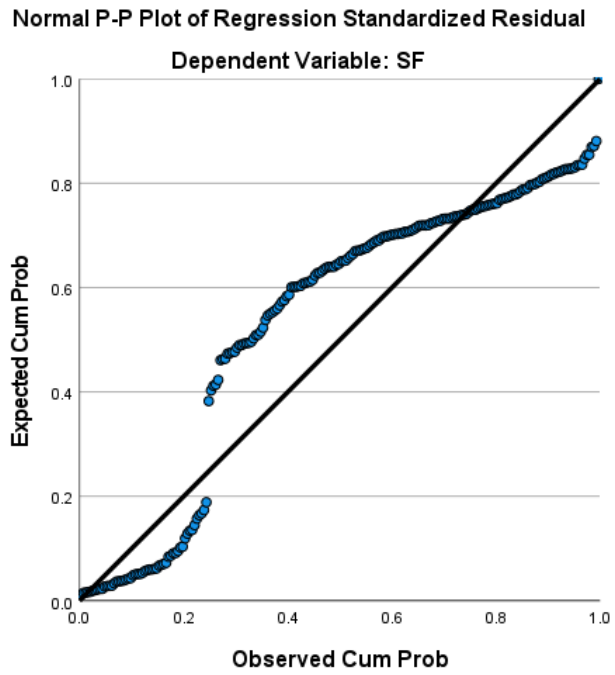
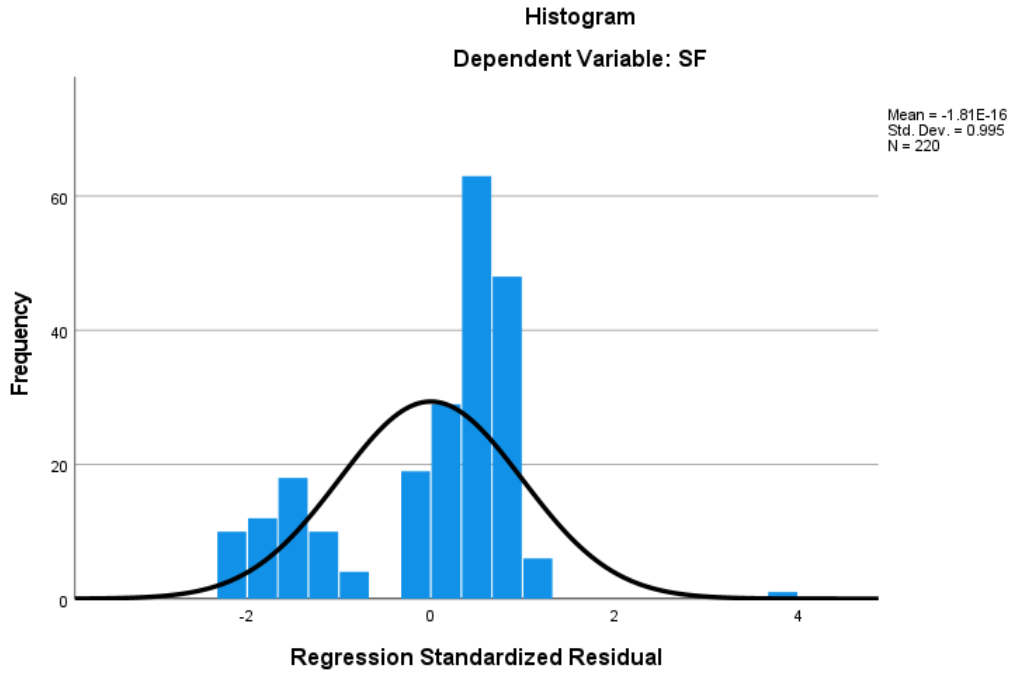
a. Dependent Variable: FA

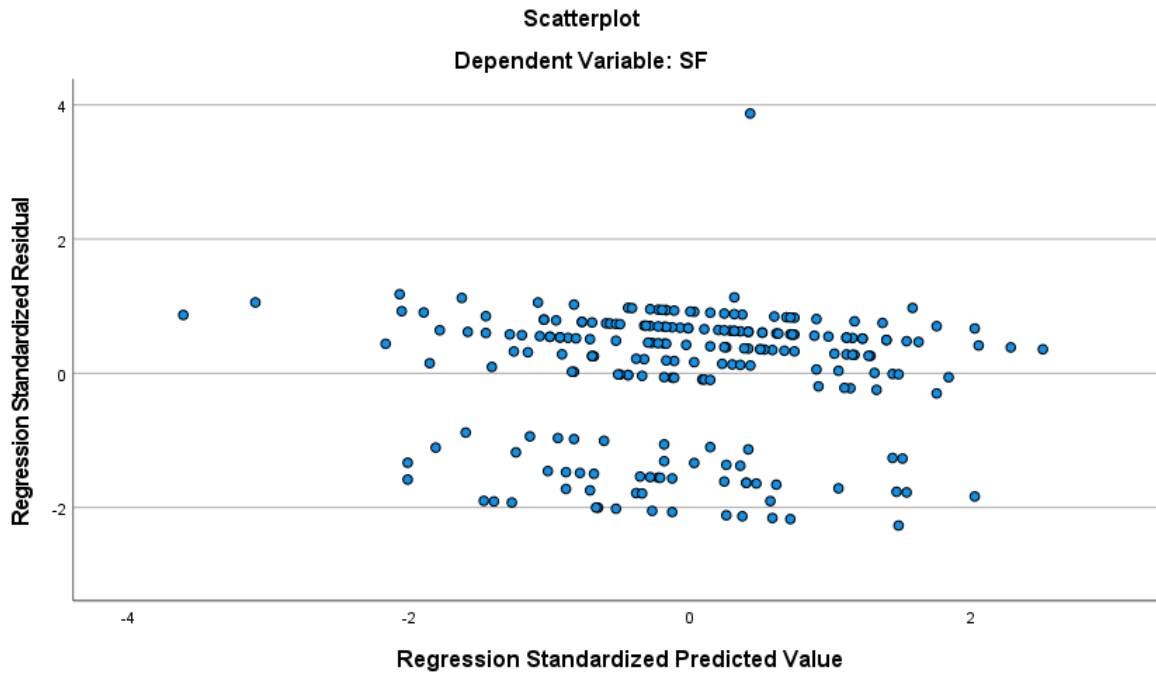




Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.583	0.616		4.195	0.000		
	AT	0.043	0.112	0.026	0.379	0.705	0.998	1.002
	CT	0.239	0.134	0.120	1.783	0.076	0.998	1.002

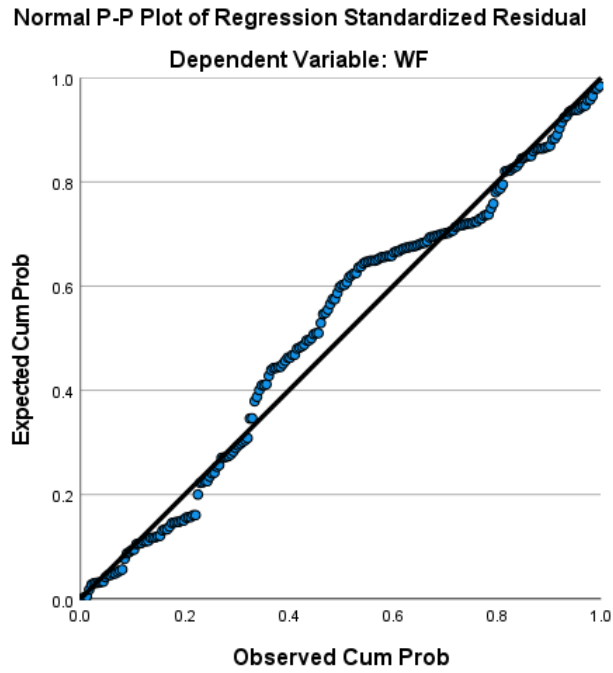
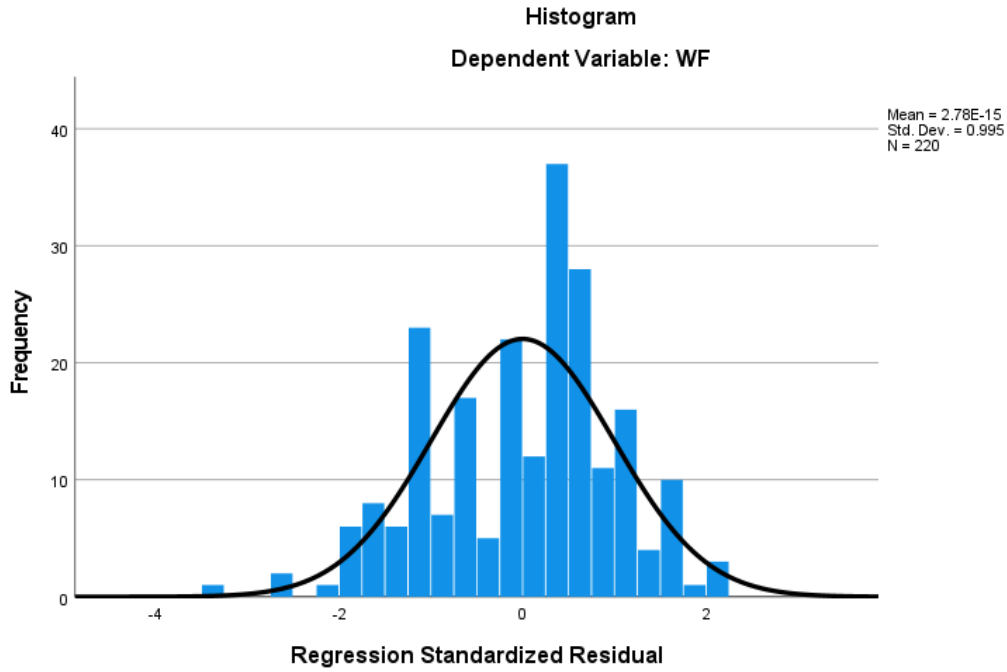
a. Dependent Variable: SF

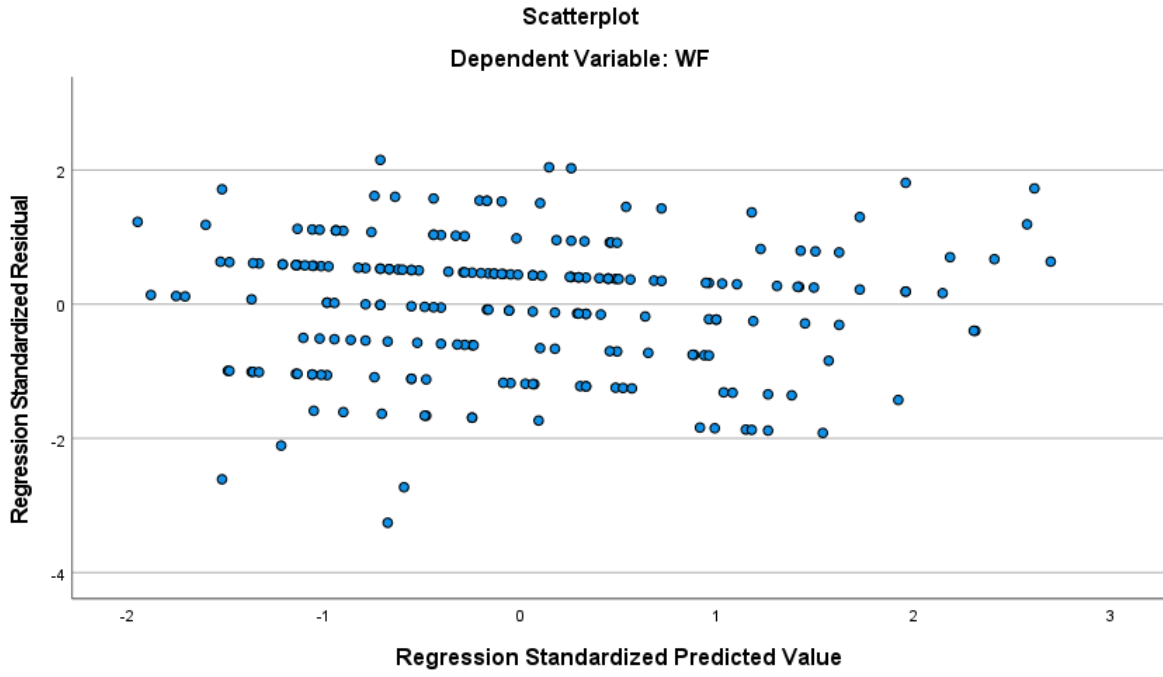




Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.295	0.380		11.287	0.000		
	AT	-0.128	0.069	-0.124	-1.842	0.067	0.998	1.002
	CT	-0.027	0.083	-0.022	-0.321	0.749	0.998	1.002

a. Dependent Variable: WF





8. Moderating effect

You **MUST** enter the coefficients into cells B16-B20.
 You must **EITHER** enter the means & SDs of the three IVs into cells B23-B26, **OR** enter values at which the slopes are to be plotted in cells B29-B32 (or both).
 If you want simple slope tests, you **MUST** enter the information into cells B43-B48.
 Note that simple slope tests are only recommended at specific hypothesized values of the moderator.
 For further information see www.jeremydawson.co.uk/slopes.htm

WARNING: Only type in yellow cells!

Variable names:			
Name of independent variable:	Trust		
Name of moderator:	Psychological safety		
Name of dependent variable:	Opportunism		
Unstandardised Regression Coefficients:			
Independent variable:	-0.4988		
Moderator:	-0.9691		
Interaction:	-0.4688		
Intercept / Constant:	3		
Means / SDs of variables:			
Mean of independent variable:	0		
SD of independent variable:	1		
Mean of moderator:	0		
SD of moderator:	1		
Values of variables at which to plot slopes*:			
Low value of IV:			
High value of IV:			
Low value of moderator:	0		
High value of moderator:	1		
(* If left blank, this will automatically be done at one standard deviation above and below mean)			
Optional alternative legend**:			
Low value of independent variable:	Low trust		
High value of independent variable:	High trust		
Low value of moderator:	Low psychological safety		
High value of moderator:	High psychological safety		
(** Leave these cells blank to get the normal "low/high" legend)			
SIMPLE SLOPE TESTS			
Variance of coefficient of IV:	0.002	Gradient of slope for Low psychological safety	-0.499
Variance of coefficient of interaction:	0.004	t-value of slope for Low psychological safety	-11.154
Covariance of coefficients of IV and interaction:	0.003	p-value of slope for Low psychological safety	0.000
Sample size:	150	Gradient of slope for High psychological safety	-0.969
Number of control variables:	3	t-value of slope for High psychological safety	-8.833
		p-value of slope for High psychological safety	0.000

Do NOT type below this line

This worksheet plots two-way linear interaction effects estimated via regression analysis

Enter information from your regression in the shaded cells.
 You **MUST** enter the coefficients into cells B16-B20.
 You must **EITHER** enter the means & SDs of the three IVs into cells B23-B26, **OR** enter values at which the slopes are to be plotted in cells B29-B32 (or both).
 If you want simple slope tests, you **MUST** enter the information into cells B43-B48.
 Note that simple slope tests are only recommended at specific hypothesized values of the moderator.
 For further information see www.jeremydawson.co.uk/slopes.htm

WARNING: Only type in yellow cells!

Variable names:			
Name of independent variable:	trust on supplier firm		
Name of moderator:	Job demands		
Name of dependent variable:	Opportunism		
Unstandardised Regression Coefficients:			
Independent variable:	-0.1774		
Moderator:	0.8596		
Interaction:	0.0176		
Intercept / Constant:	3		
Means / SDs of variables:			
Mean of independent variable:	0		
SD of independent variable:	1		
Mean of moderator:	0		
SD of moderator:	1		
Values of variables at which to plot slopes*:			
Low value of IV:			
High value of IV:			
Low value of moderator:	0		
High value of moderator:	1		
(* If left blank, this will automatically be done at one standard deviation above and below mean)			
Optional alternative legend**:			
Low value of independent variable:	Low trust		
High value of independent variable:	High trust		
Low value of moderator:	Low dependence		
High value of moderator:	High dependence		
(** Leave these cells blank to get the normal "low/high" legend)			
SIMPLE SLOPE TESTS			
Variance of coefficient of IV:	0.002	Gradient of slope for Low dependence	-0.177
Variance of coefficient of interaction:	0.004	t-value of slope for Low dependence	-3.967
Covariance of coefficients of IV and interaction:	0.003	p-value of slope for Low dependence	0.000
Sample size:	150	Gradient of slope for High dependence	-0.160
Number of control variables:	3	t-value of slope for High dependence	-1.457
		p-value of slope for High dependence	0.147

Do NOT type below this line

9. ACBSP CONFERENCE 2024

2024 ACBSP Region 10 Conference - Abstract Review Notice_Extended round Inbox x



ACBSP Region 10 Conference 2024

to me ▾

Thu, 2 Nov, 12:52 ☆ ↶ ⋮

Dear author(s),

In an extended review round, we conducted another review on your abstract titled "Social-psychology mechanism of trust that drives sustainable outsourcing relationships among manufacturing companies in Vietnam", and decided to offer you an opportunity to submit your full paper. Details of reviewer's comments could be found at the end of this email.

Please submit the full paper by December 15, 2023. After the deadline for full paper submission, another review round will be conducted to decide on the papers accepted to present at the conference.

If you have any questions in the meantime, feel free to contact us via this email.

Comments from reviewer:

1. Although the topic is not perfectly in line with the agenda of the 2024 ACBSP conference, it potentially provides an interesting and insightful perspective to look at outsourcing relationships among partners.
2. It is not very clear what quantitative techniques will be employed.
3. Expected results were not presented, either.
4. The expected contribution is significant, promising to provide deeper understanding and helpful suggestions for both academics and practitioners.

Best regards,

2024 ACBSP Region 10 Organizing Committee

ACBSP2024 Full research paper submission. Inbox x



(K15 HL), Nguyen Thi Kim Oanh <oanhntkhs150218@fpt.edu.vn>

to ACBSPconference2024, thoaptx, Nguyen, Luu, Nguyen, Pham ▾

15:09 (7 minutes ago) ☆ ↶ ⋮

Dear ACBSP2024 Organizing Committee,

First of all, we would like to thank you for allowing us to submit our full research paper. We would like to submit full research papers for the conference. Please find the file attached. We hope that the full research papers meet your conference requirements.

We are looking forward to hearing from you soon.

Sincerely yours,

Nguyen Thi Kim Oanh

One attachment • Scanned by Gmail ⓘ



ACBSP Region 10 Conference 2024

to me, Thoa, Nguyen, Luu, Nguyen, Pham ▾

15:11 (6 minutes ago) ☆ ↶ ⋮

Dear Ms Oanh

We have received your full paper. We will proceed with the review and get back to you by January 5, 2024.

Meanwhile, if you have any question regarding the conference, feel free to contact us.

Best regards,

2024 ACBSP Region 10 Organizing Committee

New Message

10. Intention for publication



Contents lists available at ScienceDirect

Int. J. Production Economics

journal homepage: www.elsevier.com/locate/ijpe



SOCIAL-PSYCHOLOGY MECHANISM OF TRUST THAT DRIVES SUSTAINABLE OUTSOURCING RELATIONSHIPS AMONG MANUFACTURING COMPANIES IN VIETNAM

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Nguyen Thi Nhu Anh^c, Pham Thu Phuong^d, Luu Hoang Chien^e, Pham Thi Xuan Thoa^f

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Abstract: Outsourcing development has become an indispensable part of the global manufacturing landscape, particularly in rapidly developing and globally integrated economies such as Vietnam. This is a significant trend in the supply chain management sector, enabling manufacturing companies to leverage external resources to enhance efficiency and gain competitive advantages. Researchers in the field of supply chain management and outsourcing relationships have shown interest in this topic for many years. However, a few studies have clearly identified the social psychological mechanisms of trust that contribute to the sustainability of outsourcing relationships among manufacturing companies in Vietnam. Thus, in this study, we delve into analyzing the social psychological mechanisms that form the basis for establishing and maintaining trust in outsourcing relationships. The specific objective is to investigate how trust contributes to sustainability in manufacturing outsourcing relationships in Vietnam. We apply quantitative methods, utilizing SPSS, including survey sampling and data collection from various manufacturing companies and outsourcing partners operating in Vietnam. With 220 responses from business representatives, the study is shaped by factors such as social psychological mechanisms influencing trust activities, including relational communication and relationship atmosphere. Our findings indicate about the multidimensional trust framework in this study provides valuable insights for those seeking to establish and maintain successful sustainable outsourcing partnerships. Trust not only enhances performance and operational efficiency but also promotes long-term sustainability in outsourcing relationships, facilitating cooperative behaviors and minimizing non-cooperative behaviors. Furthermore, the results of this research reveal the impact of trust on sustainable outsourcing relationships, leading to both cooperative and non-cooperative behaviors among manufacturing companies in Vietnam.

Key words: Social-psychology, Trust, Sustainable, Outsourcing, Manufacturing

1. Introduction

Practical background

Vietnam's manufacturing sector is pivotal for sustainable global development, attracting significant FDI in 2020. Aiming for developed status by 2025, it intensifies GDP contribution from 32.7% (2016) to 34.5% (2019). Government investments focus on improving production, technology, and transportation infrastructure, fostering logistics outsourcing for enhanced productivity, labor solutions, and international competitiveness. In outsourcing, Vietnam leverages its rich workforce and collaborates with industry giants for advanced technology. However, challenges include building sustainable relationships and resolving cooperation conflicts, necessitating clear measures for effective conflict resolution, common interest protection, and enduring company partnerships.

Objective

To identify important factors contributing to developing and maintaining trust in outsourcing relationships among Vietnamese manufacturing companies.

To assess the impact of trust on the sustainable outsourcing relationships among Vietnamese manufacturing companies.

To investigate the relationship between the social psychological mechanism of trust that helps promote sustainable outsourcing relationships among manufacturing companies in Vietnam.

2. Literature review

Trust

Trust is defined as the willingness to trust an exchange partner that one trusts. Trust facilitates cooperative behavior, promotes improved relationships, reduces toxic conflict, and facilitates effective responses in emergencies (Moorman *et al.* 1993, p. 82).

From 1990 to the 2000s, it was recognized that trust has cognitive and affective sizes (Young, 2006; Young and Daniel, 2003). According to Rousseau *et al.*, (1998), cognitive trust is established based on rational thought processes and empirical evidence, such as experience working with other parties. Cognitive trust is the partner's confidence or willingness based on the service provider's ability and reputation (Moorman *et al.*, 1992). Similar to the definition of Johnson and Grayson (2005), cognitive trust is a personal assessment of whether the counterparty