

The concept of organizational trust and its dimensions in the application of ESCM A survey study of Flytime company employees view sample.

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Abstract: This research provides theoretical and practical framework test for the relationship between organizational trust and the success of the electronic supply chains, in a way indicates the possibility of the required trust for the successful implementation of electronic supply chains. The researcher has experienced the relationship between the dimensions of trust (trust management and trust in the immediate supervisor and trust in colleagues work) as one of the factors that contribute to the success of the electronic supply chains through the collection of data for the sample (30) of workers in the concerned company. The researcher has tested research hypotheses by using multiple regression analysis and coefficient of simple correlation.

Most of the empirical results have proved the validity of the proposed hypotheses. The researcher accordingly suggests a number of recommendations which include a group of guideline practices that organization can follow in building and strengthening trust between the organizational levels.

I. Introduction

In last years, there has been great interest in “Trust” because of its importance as a factor in the success of the application of the electronic supply chains task and trust in a lot of areas that belong to the society of public life such as human beings society, social capital and many other fields.

“Trust” can be viewed from two wide perspectives the first is special and related to the human society; the other side is in economic areas. Scientists and practitioners recognize the importance of organizational trust widely.

It creates a broader cooperative endeavors. Currently organizations face many challenges in the middle of continuing environmental change; the organizational level of trust is an important factor to cope with this kind of change.

The success of the electronic supply chain management, which is a supply chain management electronically, depends on the local and global communication, Internet, intranet, extranet and software networks where this chain works to deal with the flow of information across the chain and exchanges those information electronically with all related parties.

II. Research Methodology

1. Research problem:

The problem comes from several aspects, including the modern literature doesn't refer to Trust as one of the success of the electronic supply chains factors.

In spite of the large number of applied research on this subject of organizational trust, but the degree of impact on the success of the electronic supply chains have not been measured by those previous studies. Therefore, the present study aims to measure the extent of effect of the trust in the success of the electronic supply chains according to the influence of dimensions mentioned in the search.

Hence, the research problem can be summarized as follows:

1. Do the workers in Flytime understand the concept of the electronic supply chain?
2. What is the extent of trust in the “Flytime Company” as a criterion in the success of the modern application of this concept?

2. Objectives of the Study

1. Measuring “trust” according to the level of its dimensions (the immediate supervisor, upper management trust and trust in co-workers) who are the informants in this study.
2. Realizing the effect of the organizational trust on the success of the study electronic supply chains.

3. Research Method

The study follows the descriptive and analytical approach which includes the use of the field method of data collection (questionnaire) . The data will be analyzed statistically to test the validity of hypotheses.

4. The Value of the Study

The value of this research lies in introducing the concept of trust and its relevant terms (theoretical and practical), which will contribute in continuing research efforts on this issue and providing the local and Arab library with news ideas as those libraries lack such topics .

The researcher hopes to provide solutions to build trust in the organization where the results of this study will positively reflect on the success of the electronic supply chains

5. Research Hypothesis

The main hypothesis of the research is: The dimensions of organizational trust affect positively on the success of the electronic supply chains

III. Theoretical Framework

Organizational Trust; The concept of trust:

Both (McKnight& Chervany, 2000, 8) refer to trust as the requirement for each individual in the organization to understand and trust each other; Organization's management need the trust in employees to share the power provided in the information about the organization. Everyone should obtain the trust of the workers. This kind of trust must be associated with the ability of the leaders to provide a safe working environment, which is one of the most fundamental priorities in the improvement process. Thus, such trust lead to an efficient and effective work without which the creativity of workers will be lost.

(Hardin, 2001,6) shows that there are many conflicting definitions about the concept of trust, one of them is that the trust "a firm belief in faithfulness . In other words, trust is personal property; some people are "trustworthy" and the others need to be trusted. Hardin presents another point of view in which he says, "Trust is the means by which all give a person a chance and be sure that this person would not act in a manner harms the personal interest .These people reveal themselves through this selfish behavior and those who did not have this behavior they are actually trustworthy.

(Cook et al., 2005, 5) states that trust is the exchange feeling between partners who can act positively towards the person who works with him , does not exploit him and gives him the trust. This process are named "Trust".

While (change et al., 2004, 14) pointed that trust at the individual level is correlated with similarity points between individuals. It here determines the exchanges between the individuals in the common cultural system with common core expectations.

(Serrat,2010,2) explained that trust "relies on: strength, power, security, etc. For example, trust motivate websites to have an imposed responsibility or commitment by the person who has the objective authority. In other words, the author explains that such definitions imply that trust must be supported in the relationship. He explains that in organizations, managers must trust in their employees according to the general level and the outlook assigned within individual units of work.

(James, et al., 2008, 182-183) refer that the mutual trust between members of the group has become an important aspect for effective teamwork; Trust makes individual behaviors easy and helps to set standards to create value among the group like openness and competition knowledge. Trust also allows members arguing divergent ideas which are important for creativity. Business world dramatically asserts the need for cooperation and teamwork; the role of trust- especially at the group level- becomes an increasingly important factor in the performance and efficiency of the work.

The Importance of Trust:

(Alshukrgi, 2008.72-75) describes the importance of trust between individuals and groups in the organization element as a very important factor in achieving long-term stability in the interests of its members, but the relationship of trust is one of the most effective administrative tools; it creates necessary conditions for the success of organizations and exchanges information, opinions and creative ideas. It can contribute to achieve solidarity between individuals to achieve common goals. i.e. Trust has a strong relationship with a prediction of individual behavior in relation to job satisfaction in today's organizations, hence the importance of the trust can be describes as:

1. The mechanism for reducing the complexity of the social relationships between individuals.
2. An essential means for cooperation between individuals and between the management of the organization as a whole.
3. Having the role in the effectiveness of managers in the organization by creating relationships with employees. Trust must essentially be mutual trust and adopt behaviors of those embodied dimensions that motivate these workers to trust in managers and in the organization as a whole, because managers and workers are the key representatives of trust.
4. Trust is an important tool to deal with the diversity of employees and the changes in the organization activities which lead to increase the interest to study trust.

5. Trust reduces the direct supervision and constant guidance in administrative work, as well as reducing the formal communications, and decrease hierarchical management structures.
6. It closely relates the performance of workers to tasks assigned to them. Workers believe that compassion, self-ability, feelings, and honesty bring the worthiness in the organization trust which will drive them to adopt future behaviors to serve the objectives of that organization, and to act rationally and objectively.
7. The existence of mutual trust between employees and the organization contributes to the application of the most effective strategy in management and coordination. Mistrust hinders proper application of the proposed strategies, which require constant interaction steps between the organization and employees beside the effective communication to achieve administrative coordination needed for success of the work.
8. Trust creates future safety between the parties in the work due to the accumulated experience on the behavior of each other. This experience pushes them to cooperate and achieve common goals of mutual benefit.
9. Trust has an active role in solving a lot of administrative problems. The group that develops high levels of trust is able to solve problems more effectively than those at the low levels of trust then trust will give more satisfaction and motivation.
10. Trust plays a crucial role in achieving job satisfaction for employees, in addition to its importance in mitigating the severity of positive psychological pressure on them; trust is important in both organizational performance analysis and the process of knowledge creation.
11. It increases the dynamics of personal relationships and working groups confirm, Trust is regarded as a pivotal element in the vicinity of organizations.

I- The Concept of Organizational Trust

(David & Stanley,1997, 229) describe organizational trust as an essential component for success in the modern competitive field of work; workers who can make tough decisions , access to important information and take initiatives without fear of recrimination from the organization management.

(Robert, 1998, 434) and (Eric et al.,2004, 549) insist that organizational trust is the belief in the integrity of employees, their personality and their ability. Trust is necessary for people to accomplish anything in the long run.

(Michael & Barton, 2001, 432) define organizational trust as the faith of a party that the other party will fulfill the obligations in a certain relationship. As a result, information shared between the two parties becomes dramatically comprehensive, precise and well-disciplined.

(Robert & Angelo, 2001, 422) (Das & Teng, 2001, 252) defines organizational trust as the faith of other's achievement and behavior. In other words, when we observe others behaving in ways we know that they have trust in us, mutual trust with them will be more effective.

(Saadi,2009,194) refers to the organizational trust as being ready by the exposure of the seriousness of the actions of another party. It is based on the expectation that the other would be confident, regardless of the ability to monitor or control other party.

For (Anzi and Saadi 2004.51) conventionally define organizational trust as a special level of objective probability under which the worker speculates the reliable or trusted co-workers. So when we say we trust in someone and that someone is trustworthy, we mean implicitly that the probability to implement an act which mostly is useful or at least not harmful to us.

(Max, et al.,2004,14) and (Colquitt, et. al., 2007, 912) state that organizational trust is required to engage in risky activities; both parties know that the actions of the other party can affect materially the other. The two parties share ideas, concerns or issues frankly and honestly.

For (Kritsonis, 2004, 2) Organizational Trust is that degree of faith and acceptance for the individual decisions and policies which are set by the organization and management which implemented and managed the work in a fair way to all parties and in the same direction.

(Mit'ib and Atawi, 2008.28) refer to organizational trust as public faith and confidence in the quality of certain people and their ability to trust in (co-workers and immediate supervisor) or certain groups (upper management) within the organization. It is the desire to rely on workers depending on their behavior which is expected from them.

from the perspective of the researcher, most of the definitions above define organizational trust as the firm belief of the capabilities of others, their ability to fulfill their obligations in their work and their cooperation with each other at various administrative levels to ensure the success of the work, as well as following all the administrative policies of the organization in order to have a successful electronic supply chains.

II. The Importance of Organizational Trust

(Dirks & Ferrin, 2002, 112) (Anzi and Saadi 2004.54)

1. Trust is very essential to evaluate the collective and personal behavior between the individuals, the administrative economic events and exchange of social or political stability.
2. Trust is a basic personal feature in the construction of fixed and stable social relationships.
3. Trust is vital and essential to maintain the cooperation of the community, which is necessary as a basis for (routine) and daily deals and contracts.
4. There is no any other variable affects the collective behavior of people as the effect of "Trust", because it is the basis for the progress of societies.
5. The development of relations of trust between workers is good to sustain the individual and organizational effectiveness. The researchers have stressed the importance of trust in the coordination and control of both personal and organizational efforts. They see a potential role for efficiency within the coordinated action systems; it seems that trust between these workers is a critical factor. For the managers and professionals in organizations, the view the development of trust and the sustaining relationships as something very important.

(Ali, 2010, p) (Costa, et. Al., 2001, 234) agree that the importance of organizational trust is described as:

1. It is a central factor which enhances the success and survival of organizations, especially in an environment of competitive away from cases of uncertainty, so trust is a contributing factor to adapt new processes to work.
2. It is a source for competitive advantage because trust increases cooperation among the members of the organization; it reduces the cost of the exchange without the opportunistic behavior.
3. It represents a precedence necessity for cooperation between employees and between organizations and leads to the construction of long-term behavior in relationships. It is a vital factor in the creative work within organizations (as in the case of completion of project teams) and organizations (as in the case of strategic alliances).
4. Trust is one of the key elements in solving administrative problems.
5. Trust is an important economic resource to encourage organizations in adopting a strategy for investment by relying on effective standards. These standards reflect the results of the success of this investment.

The researcher believes that the importance of organizational trust as an effective lies in the achievement of integration between the efforts of workers and organization department. In other words, trust leads to strategic planning, makes the right decisions and encourages organizational creativity. It is a culture leading to a sort of creation which enables the workers to face problems facing the organization.

The Dimensions of Organizational Trust:

There are many opinions about the dimensions of organizational trust. (Mayer et al., 1995) stated that the dimensions are the emotional dimension and dimension of behavior.

(Dirks, Shockley, et al., 2000) has defined the dimensions as (Competence), (Open Communication), (Concern for employees) and (Reliability) which are subscribed to the objectives, values and beliefs.

(Mit'ib and Atawi, 2008, 27) that the dimensions are trust which is realized by (Co-worker-trust), (Immediate Supervisor-trust) and trust in (Upper Management -Trust).

(Kasasbeh Faouri, 2010, 78-79) said that trust dimensions are administrative innovation policies, self-fulfillment, the prevailing values and the availability of information. Therefore, the researcher agrees with the opinion of (Mit'ib and Atawi, 2008) about the dimensions of trust.

IV. The Factors of Electronic Supply Chain Success Electronic Supply Chain Management

Introduction:

Competition between large companies requires those companies which are integrated in their performance and without interruption within a network of organizations.

This integration within the network leads to a greater emphasis on supply chain management.

Management supply chains manage the flow of top and down in order to give value to the customer through the delivery of low cost supply chain as a whole.

The recent technological advances in information and information technology systems have given a great potential valuable facilitate in the work of the management supply chain. Through the integration of management of supply chains with this development in the context of possible activities.

The use of the Internet and its applications provides information and tries to find partners to cooperate in a better way between the parties of electronic supply chains.

The Concept of Managing Electronic Supply Chains:

There are many writers who have explained the concept of the electronic E-SCM supply chain, (Alkhateb, 2002, 5) has defined it as the integration between technology and business operations process; it a merger of distribution of products, services and information from suppliers to customers effectively. This management is included in all the roads, systems and relationships that are constantly integrated operations of the organization for the design of the product and service. It is used to improve sales forecasting, procurement, inventory management, manufacturing, the management of demand, supply and distribution.

(Suresh, 2003, 4) defined the impact of the trust as the effect on the traditional supply chains through the evolution in communications between the companies. He has clarified that the administration, if applied to the electronic concepts effectively, you will share the best of the information then will use the information in a better supply chains.

(Aljaddaah, 2010.89) also define the impact of the electronic supply chain: "is a supply chain which is electronically administrated". On the local and global communication, internet networks, intranet, extranet and software work to automate the flow of information across these chains and to exchange electronically with all related parties.

(Payaro,2007,10) tackled trust as a series of electronic supply chains. In fact, supply chain is a virtual organization that works with a business and everyone is working to reduce costs and to participate in the returns. The improvement is not only internal operations but they are also mutual interactions realized by the benefits of integrated electronic supply chain.

The Requirements of the Electronic Supply Chain Management Success

To ensure the success of the electronic supply chain, the following requirements should be available (Sahay, et al., 2003, pp.104-105), (Donovan, 2003, p. 03), (2008,8 Turban, et al.) (Chase etal, 2003, pp.522-526):

- A company has a good infrastructure to be able to have effective information involvement and coordination with business partners.
- The support of upper management for the supply chain management and the well understanding of the dynamics of supply chain management.
- The capabilities of companies in using information technology in a creative way and designing a complete supply chain.
- Trust is a basic component to build successful relationships with vendors and customers. It has a significant role in new product development through the shared information and formulating long-term relationships and contracts which are renewed automatically.
- The availability of efficient management of the supply chain which has the ability to accommodate the demands of the market and understand its requirements to meet the needs of the consumer.
- A clear vision for business performance and processes to improve sales forecasting and product development.
- The desire of the company to cooperate with the processors and their customers via the Internet, and change the data related to business such as inventory and production schedules and plans.
- The availability of a flexible supply system and flexible production processes which are capable of responding to the wishes of customers changing.
- Accurate and consistent information can adequately determine the demand through the supply chain.
- Continuous dialogues in order to communicate, understand and discuss common interests with partners in the supply chain.
- As a beneficial strategy, the ability of all participants in the supply chain to share their views is available.
- The clarity of the information on the entire length of the supply chain
- Speed, cost, quality and customer services
- The integration of the supply chain should be tighter.
- The ability of the parties in the supply partners to consider a series of cooperation among themselves as a strategic asset through integration and mutual trust to achieve the speed of accomplishment and reduce costs.
- The availability of information equally to all parties in the supply chain for stock size in any part of the chain.
- Focusing on speed, cost, quality and customer service as they are means to measure the performance of the supply chain determining the percentage of achievement. The percentage will be the motivation and incentive for all parties to complete their work.
- The integration of the supply chain through the electronic link between all the parties in order to include the processor, manufacturer, distributors, retailers and customers.

V. Practical Framework

Data Collection

This study adopts Survey Method by distributing “questionnaire”, which is regarded as one of the best methods to collect facts and information for the descriptive studies; it is the most influential way to prove the validity of the proposed hypotheses i.e. either to accept or reject the study hypothesis.

In this study, quantitative method is adopted, so questionnaire with five point scale (from Strongly Agree to Strongly Disagree) is used. This Questionnaire is distributed to the workers in Fly Time Company to see whether these workers realize the role of organizational trust or not?. It contains 25 questions related to the axes of organizational trust with immediate supervisor, upper management and co-worker. The questioned participants are with different career titles; they are 30 workers. To put it differently, the study tried to be comprehensive and invited all the workers to be engaged in this questionnaire disregard their administrative rank. SPSS is used to analyze the collected data through the surveys.

Data Analysis

As a method to analyze the results of the responses on questionnaire, using SPSS is very vital to specify the degree of correlation and coefficient between the components of the study. This paper discusses the statistical methods with certain managerial interpretations for those statistical issues:

A- Correlation: it is defined as the most common and most useful statistics. It is that number which describes the degree of relationship between two variables.

The study focuses on correlation to discover the nature of the relationship among the workers in Fly Time Company and how the factor of organizational trust is effective and substantive in the process of their job.

Table (1) Correlations

		Trust in upper management	Trust in immediate supervisor	Trust in co- workers	ESCM
Trust in upper management	Pearson Correlation	1	.056	.270	-.376*
	Sig. (2-tailed)		.767	.149	.040
	N	30	30	30	30
Co-workers Trust	Pearson Correlation	.056	1	-.247	.133
	Sig. (2-tailed)	.767		.188	.484
	N	30	30	30	30
		.270	-.247	1	-.152
	Trust in immediate supervisor	Pearson Correlation	.188		.424
		Sig. (2-tailed)	30	30	30
ESCM	Pearson Correlation	-.376*	.133	-.152	1
	Sig. (2-tailed)	.040	.484	.424	
	N	30	30	30	30

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

As shown from table (1), the most significant result which was very negative is – 37 % which refers to the negative trust between the workers and their upper management. This lack of trust can be a good indicator for mismanaging of this company which focuses on the financial profits more than building up a new harmonious staff of work. This result predicts a very dangerous expectation of failure for this company.

The relation between most of the workers and their upper supervisor also is very negative; they don't have a psychological and social contact with the supervisor. Instead of that, their relation is very formal and not friendly as they lack trust 15.2%. This lack of trust is resulted from the first reason which is (the lack of trust in upper management) which proves the argumentation of supply chain which claims that work is ordered as a chain of cycles. The immediate supervisor mostly checks and doesn't trust in the data entries done by the workers. He rebukes his employees for their misuses or inaccurate works making them tension and worry all the time. In other words, the possibility of repeating the errors is potential and probable.

The only positive result shown in this study is - the lowest level of trust- between the co-workers 13 %. As a result of the managerial policy of the upper management and the behavior of the immediate supervisor, it is very expected to have this result of uncomfortable manner between the workers themselves. They feel afraid of their co-workers as being spies or eyes for those who are in the highest level.

Therefore, this evident lack of trust in this company refers to the heightened tension in the work which harms the future of the company.

B- Regression: The study follows here the simple regression to realize the relationship between trust and its variables. For the purpose of performing an analysis, regression is applied to predict the variable when the independent variable is known. Regression goes beyond correlation by adding prediction capabilities.

Table (2) Regression

R	R Square	Durbin-Watson
407 ^a	.166	1.989

a. Predictors: (Constant), Trust in co-workers, Trust in immediate supervisor, Trust in upper management

The aim of applying regression is to create a formula fitting the relationship between the workers in the work according to the organizational trust.

The analysis of the study shows that (**R-Square** which is used to measure the validity of data in the regression and to know the percentage of effectiveness among the variables) Where R's degree here is about (16.6%) which is very essential in the phenomenon of "Organizational Trust". Therefore, the rest of the percentage is (83.4%) which is ascribed to other variables which are not taken into consideration in this study (i.e. out of study's scope).

In statistics, the **Durbin-Watson** statistic is a statistic test used to detect the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals (prediction errors) from a regression analysis. In this study (DW) is (1.989) which proves that this study is approximately free of autocorrelation, but there is a clear a tight, deliberate and conscious linkage between this study components. Because the policy adopted in the upper management is reflected in the behavior of the immediate supervisor and then on the trust between co-works

Therefore, 16% is a good indicator to be a criterion to predict the future of this company in the approaching couples of days where trust is definitely absent.

C- Coefficient: to show the mathematic values of the regression and the effectiveness among the study variables, the study attempts to run a coefficient statistical test for the collected data. The values of (t) for each component of organizational trust and compare (t) resulted values with (t) table values to identify the significant regression in "Organizational Trust".

Table (3) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.067	.499		6.151	.000
	Trust in upper management	-.208	.102	-.382	-2.035	.052
	Trust in immediate supervisor	.077	.095	.152	.813	.423
	Trust in co-workers	-.008	.140	-.011	-.057	.955

a. Dependent Variable: ESCM

Evidently, table (3) shows the coefficient between the study components which is very far away from the positive value. Instead, it is very prominent to notice that the value -38% in the table above refers to the absence of efficiency of upper management in the work which is the first chain in the e-supply chains i.e. the adopted policy is far away from the organizational trust.

Trust in co-workers in Fly time Company takes -1% which is very marginal and non-effective value; the organizational trust is null and not existed at all. For this reason, the solidarity and cooperation between the employees are not existed.

The effect heavily lies in the role of the immediate supervisor who affects a lot in building the trust; he is the mediation and the linkage between the upper management and the co-workers. The 15 % of trust between the employees and their supervisor - though it seems the highest value- is very weak and not well built.

Accordingly, the trust in immediate supervisor seems very essential and substantive in the e-supply chain to build a very a stable managerial e- supply chain.

D- Verifying the Hypothesis :

In order to verify the validity of the study hypothesis , the ANOVA test is used to accept or reject the hypothesis suggesting "The dimensions of organizational trust affect positively on the success of the electronic supply chains"

Table (4) ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	.170	3	.057	1.720	.188 ^a
	Residual	.854	26	.033		
	Total	1.024	29			

As it is listed above in table (5), the information of SPSS analysis shows the validity and credibility of the study hypothesis particularly the (F) value which signifies (17.2%) and meaning: "The dimensions of organizational trust affect positively on the success of the electronic supply chains". As most of the results are negative, the positive role of organizational trust is very effective.

VI. Conclusions

- 1- Trust in general has a social and psychological effect in the management of public and private sectors; employing organizational trust is very important in the electronic supply chains which are the hierarchical structure of the e- company management.
- 2- The organizational trust in e- supply chains includes: upper management trust, immediate supervisor and co-workers trust; these chains work together in managing any administrative entity.
- 3- The upper management chain in e-supply chains is the most effective one because it is considered to be the basic cycle in the e-supply chain and on which the next chains will depend on.
- 4- The trust in immediate supervisor is the core and the heart of e-supply chains; it is the chain which employees get in touch with. The employees consider the supervisor as the representative of the upper management.
- 5- The trust in the co-workers is the last chain in e-supply chains. Whenever this trust is associated in the environment of the work, the potentiality of job flexibility is probable.

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