

THESIS DEFENSE

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

Advisor: Dr. Pham Thi Xuan Thoa

GRI491_G1:

1. Nguyen Thi Kim Oanh - HS150218

2. Nguyen Thi Nhu Anh - HA150126

3. Pham Thu Phuong - HS150598

4. Nguyen Thu Phuong - HS1501805

5. Luu Hoang Chien - HE151495

Presentation Agenda

1. Research procedure

2. Introduction

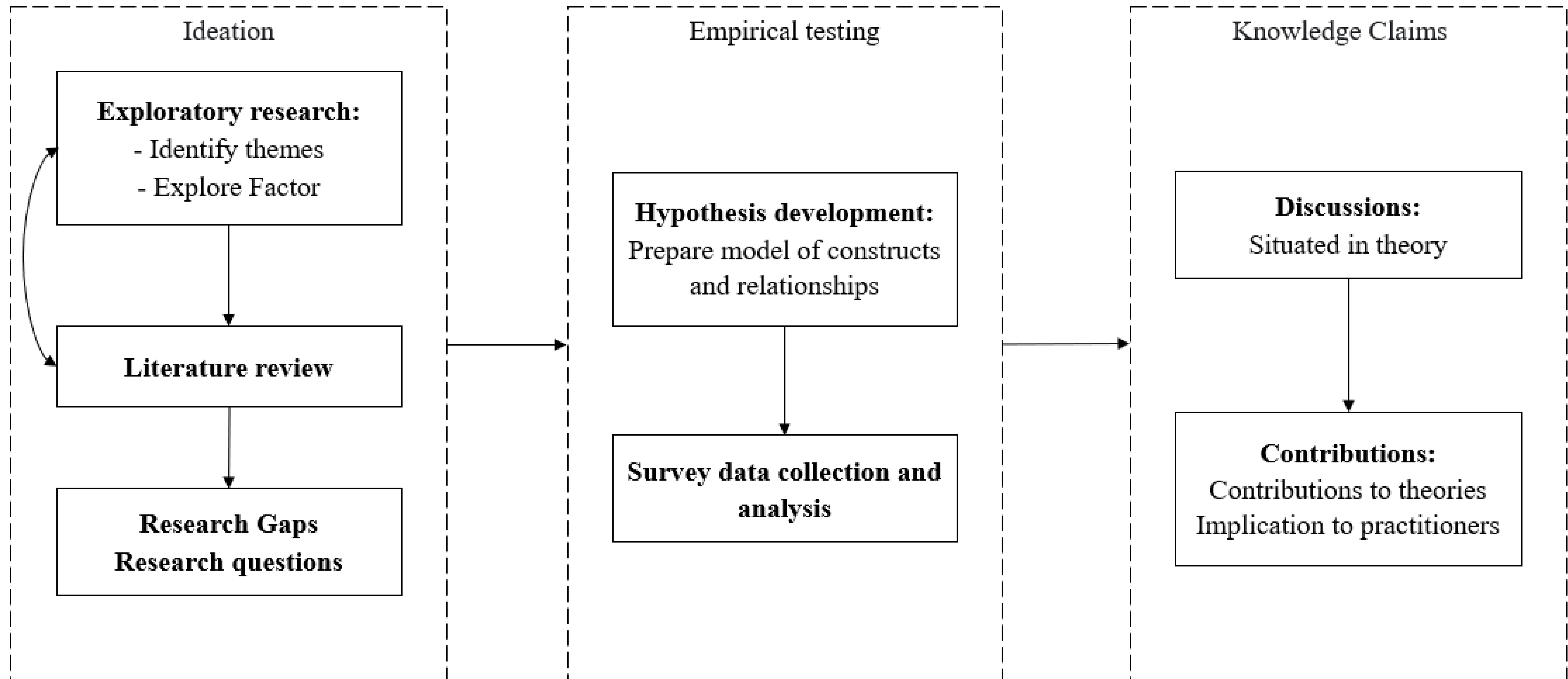
3. Literature review

4. Methodology

5. Results

6. Conclusions

Research procedure: Mixed sequential explanatory design



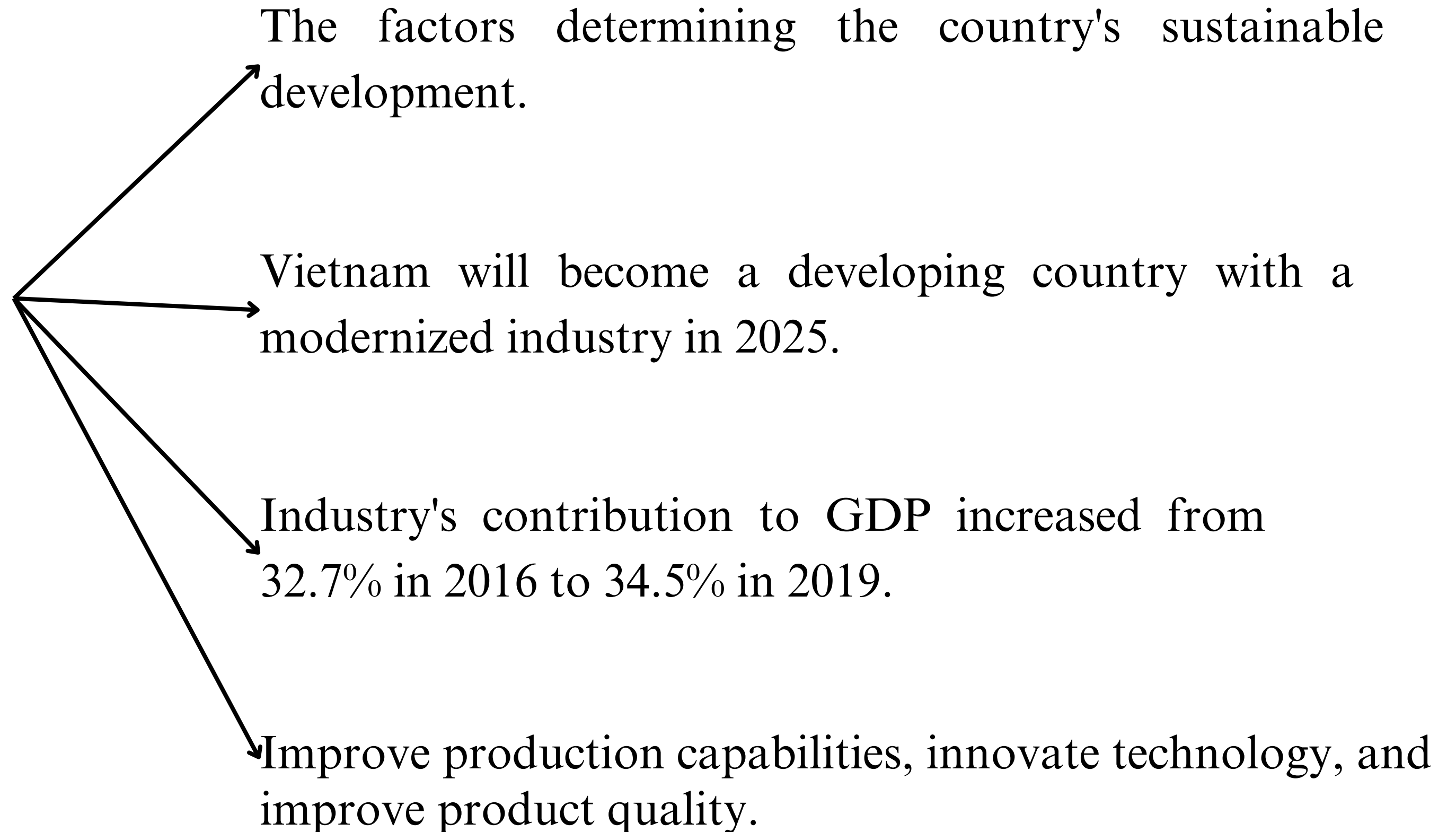
Source: Adapted from Johnson *et al.* (2019), p. 44

CHAPTER 1: INTRODUCTION

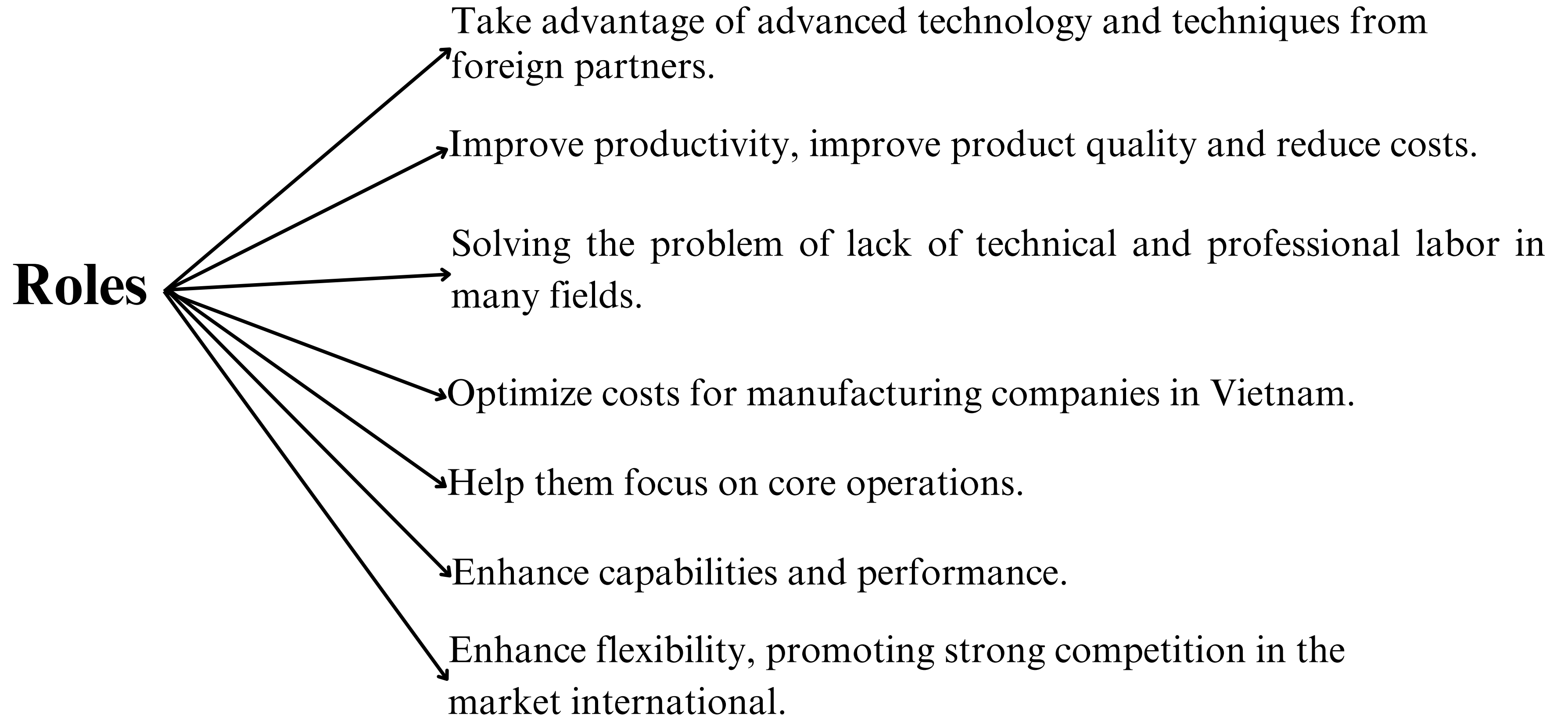
1. The importance of the manufacturing industry in Vietnam
2. The role of outsourcing activities in manufacturing companies in Vietnam
3. Vietnam's advantages when developing outsourcing services
4. Outstanding problems in outsourcing activities in Vietnam
5. Research objectives and research questions



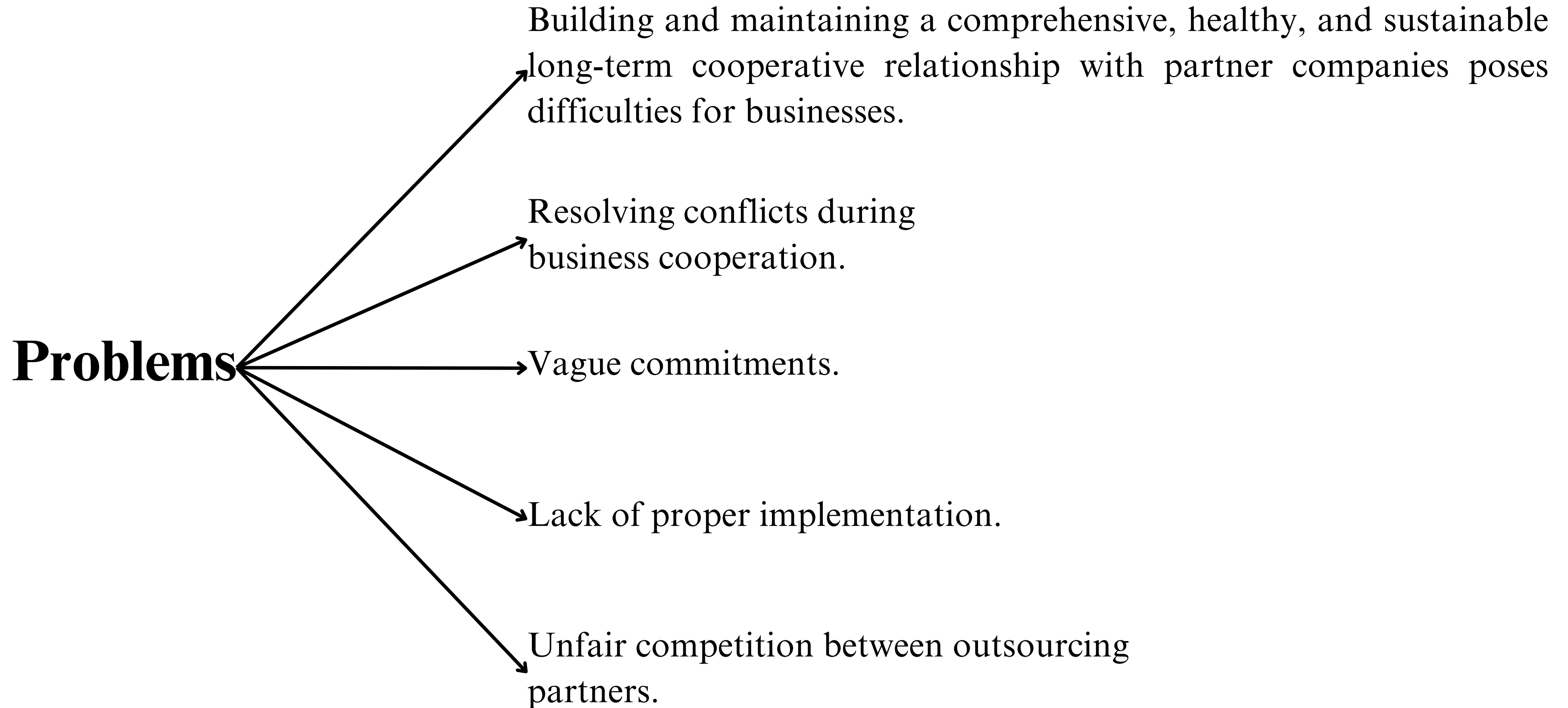
Manufacturing industry in Vietnam



The role of outsourcing activities in manufacturing companies in Vietnam



Advantages	Details
Solve employment problems for workers	Vietnam possesses rich human resources, with a working population accounting for more than 76% of the total, ranking third in ASEAN, and is actively developing towards creating high-quality human resources.
Access advanced science and technology from abroad.	Google and Microsoft are prominent businesses participating in Vietnam's business picture.
Create opportunities for Vietnamese workers to interact and learn from around the world.	FDI capital will help Vietnam integrate economically with the world.



Research Objectives

To identify important factors contributing to develop and maintain 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.

01

02

03

Research Questions

What are the key social-psychological factors that influence trust in outsourcing relationships among Vietnamese manufacturing companies?

How does trust impact sustainable outsourcing relationships among Vietnamese manufacturing companies?

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?

CHAPTER 2: LITERATURE REVIEW

1. Factor influencing trust in outsourcing relationship
2. The impact of trust on sustainable outsourcing relationship
3. Social mechanism of trust
4. Research gap
5. Conceptual model
6. Hypothesis development

Trust



Willingness to rely on an exchange partner that one trusts

Facilitates cooperative behavior, promotes improved relationships, reduces toxic conflict, and facilitates effective response in emergency

Can be enhanced through factors that ensure trust, such as social and personal relationships

Cognitive trust

Cognitive trust is the *partner's confidence or willingness based on the service provider's ability and reputation*. It allows people to predict based on a certain level of accumulated knowledge and confidence that the counterparty will fulfill its obligations.

Affective trust

Affective trust is the trust that a person places in a partner based on emotions established and based on *the level of care* that the partner has. Unlike cognitive trust, affective trust is characterized by a *sense of security* and perceived strength of the relationship.

Outsourcing

Outsourcing involves the *procurement of goods or services* from external individuals or organizations rather than producing them internally with a firm's workforce and management, extending beyond the firm's organizational boundaries.

In simpler terms, outsourcing is the *delegation of a service or task to an external third party*.



Sustainable outsourcing relationship

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.

Dimensions

- Cooperative behavior
- Non-cooperative behavior

Cooperative

Joint responsibility

Shared planning

Flexibility in arrangement

Non-cooperative

Oppotunismus (weak form)

Oppotunismus (strong form)

Trust impacts Joint responsibility

Trust impacts Flexibility in arrangements

Trust impacts Shared planning

Trust impacts Oppotunisum

Trust impacts Cooperative Behaviors

Trust impacts Joint responsibility

- By building trust, there will be confidence and shared goals between the two parties (Kadefors 2004).
- Instead of focusing on risks, complexities, and uncertainties, trust will bring effective coordination between organizations to achieve long-term and stable cooperation (Kadefors 2004).
- Trust positively influences shared responsibility in the relationship between buyers and suppliers (Johnston 2014).

Trust impacts Shared planning

- Continuous exchange of information is essential to maintain partnerships and ensure success for both parties (Whipple *etal.* 2002).
- Effective information sharing, including disclosure of financial details and strategic plans, depends heavily on trust (Bowersox *etal.* 2000).
- Can help reduce opportunistic behavior among supply chain partners (Ellram and Cooper, 1990).

Trust impacts Flexibility in arrangements

- Trust enhances strategic adaptability, allowing companies to respond effectively to market changes and maintain a competitive advantage (Shi *etal.* 2012).
- Contributes to increased satisfaction for relationship managers and problem solvers (Johnston *etal.* 2004).
- Increase agility, and achieve timeliness, accuracy, and adaptability-essential for information sharing and collaboration requirements across organizations (Jermisittiparsert *etal.* 2019).

Trust impacts Non-cooperative behaviors

Trust impacts Opportunism

- The impact of trust on opportunism has been a subject of prior research. Studies such as Huo *etal.*, (2015); Mysen *etal.*, (2011)
- The research conducted within the last decade has delved into the intersection of trust and opportunism Huo *etal.*, (2015); Mysen *etal.*, (2011)
- 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 Huo *etal.*, (2015); Mysen *etal.*, (2011); Lai *etal.*, (2012)

Dependence

Definition:

- Dependence in the 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.

Example items of dependence:

D1. If our relationship with this supplier were to be terminated, we would have difficulty increasing sales in our trading area.

D2. This supplier is important to our future operations.

Relationship Atmosphere

Psychological safety

Definition:

- Psychological safety is an important factor that helps improve organizational performance.
- Psychological safety refers to an individual's perception of the consequences of interpersonal risks in their work environment. This includes their beliefs about how others will react when they take risks, such as asking questions, seeking feedback or reporting mistakes (Edmondson 1999).

Example items of Psychological safety:

PS1. People are not penalized for new supply chain ideas that do not work.

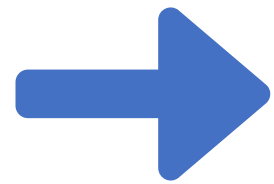
PS2. Our supply chain partners do not discriminate against us objectively.

Research gaps

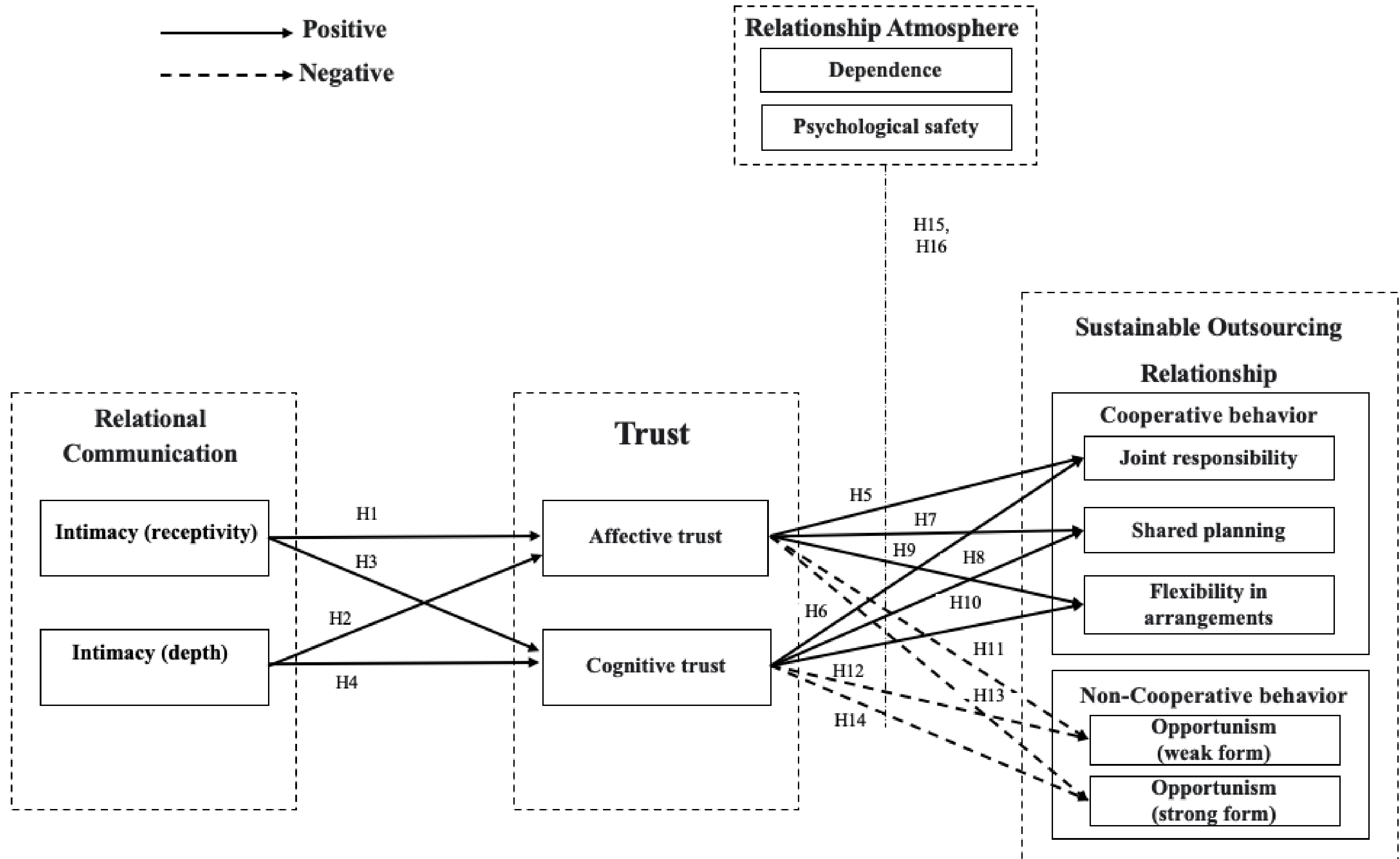
Few studies up to now, have examined the role of trust in sustainable outsourcing relationships.

Scarcity studies of comprehensive research on the socio-psychological aspects driving trust in business.

Lack of analysis about the socio-psychological factors that serve as the foundation for establishing and maintaining trust in outsourcing relationships.



This study addresses a research gap by examining the contribution of trust to sustainability in outsourcing relationships among manufacturing companies in Vietnam through socio-psychological mechanisms such as relational communication and relationship atmosphere.



Hypothesis about impact relational communication on trust

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

Hypothesis about impact of trust on cooperative behavior

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

Hypothesis about impact of trust on non-cooperative behavior

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

CHAPTER 3: METHODOLOGY

1. Data collection
2. Measurements
3. Data analysis procedure



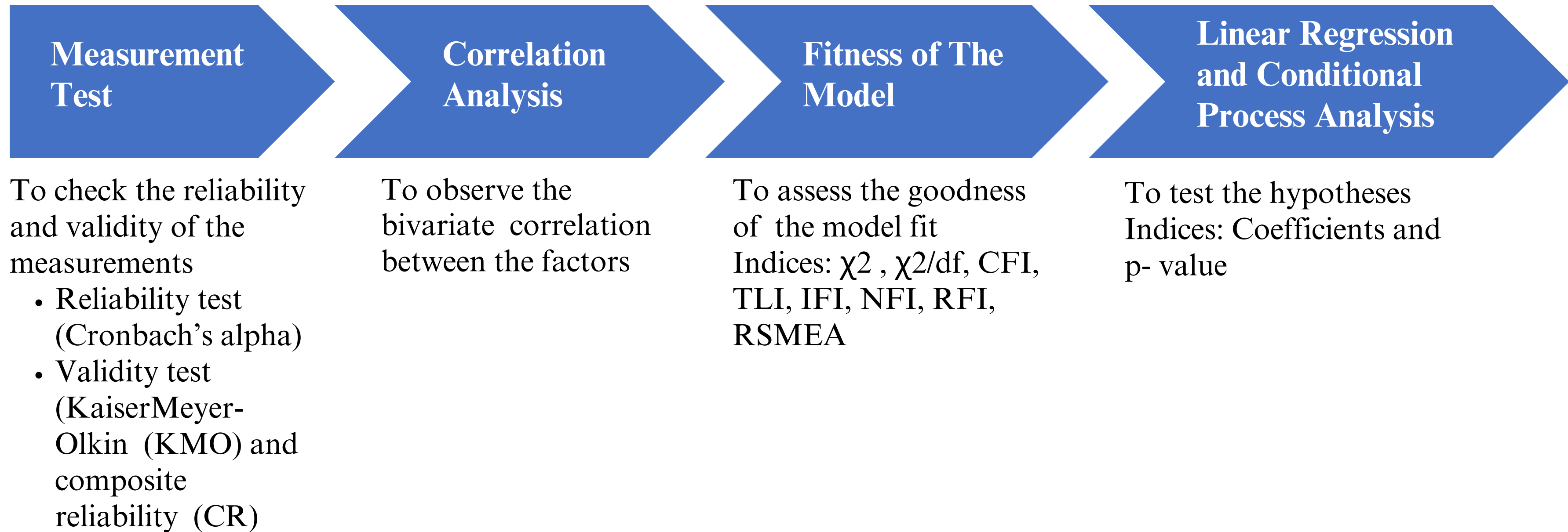


Sample

- Respondents: Work in manufacturing, import-export, and supply companies. In more detail, we focus on people working in positions such as purchasing, sales, and purchasing representatives.
- Methods: Directly via QR code at FPT University and online surveys. To receive more responses we used social media and networking acquaintance to collect data.
- Period: October 11, 2023 to October 31, 2023.
- Sample: 220 questionnaires were used for the data analysis.

Variables	Number of items	Sources	Example items
Intimacy (receptivity)	8	Burgoon <i>etal.</i> (1984)	<ul style="list-style-type: none">• He/she is open to my ideas.• He/she appears honest and sincere when communicating with me.
Intimacy (depth)	7		<ul style="list-style-type: none">• He/she tries to move the conversation to a deeper level• He/she tries to build a more personal relationship with me.
Cognitive trust	9	Akrou t <i>etal.</i> (2017)	<ul style="list-style-type: none">• When making important decisions, he/she is concerned about our welfare.• In the future, we can count on him/her to consider both our interests as its own.
Affective trust	6		<ul style="list-style-type: none">• I feel very comfortable in my relationship with him/her.
Dependence	4	Zhengyi <i>etal.</i> (2011)	<ul style="list-style-type: none">• 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.
Psychological safety	3	Bradon <i>etal.</i> (2021)	<ul style="list-style-type: none">• The supplier does not discriminate but treats us impartially.• The representatives from the supplier and people from my company respect each other.

Variables	Number of items	Sources	Example items
Joint responsibility	3	Johnston <i>etal.</i> (2004)	<ul style="list-style-type: none">• In most aspects of this relationship, the parties are jointly responsible for ensuring that tasks are completed.
Shared planning	3		<ul style="list-style-type: none">• It is expected that we will inform each other about events or changes that may affect the other party
Flexibility in arrangements	2		<ul style="list-style-type: none">• The characteristic of this relationship is its flexibility to respond to changing requirements
Oppotunism (strong form)	4	Luo <i>etal.</i> (2015)	<ul style="list-style-type: none">• Our partner deceived us by sharing important information as required by our contract
Oppotunism (strong form)	3		<ul style="list-style-type: none">• Our partner refuses to put in his best effort in our



CHAPTER 4: RESULTS

1. Correlations, reliability and validity
2. Model fit indices
3. Plotted graphs moderating effects of relationship atmosphere
4. Hypothesis testing
5. Discussion



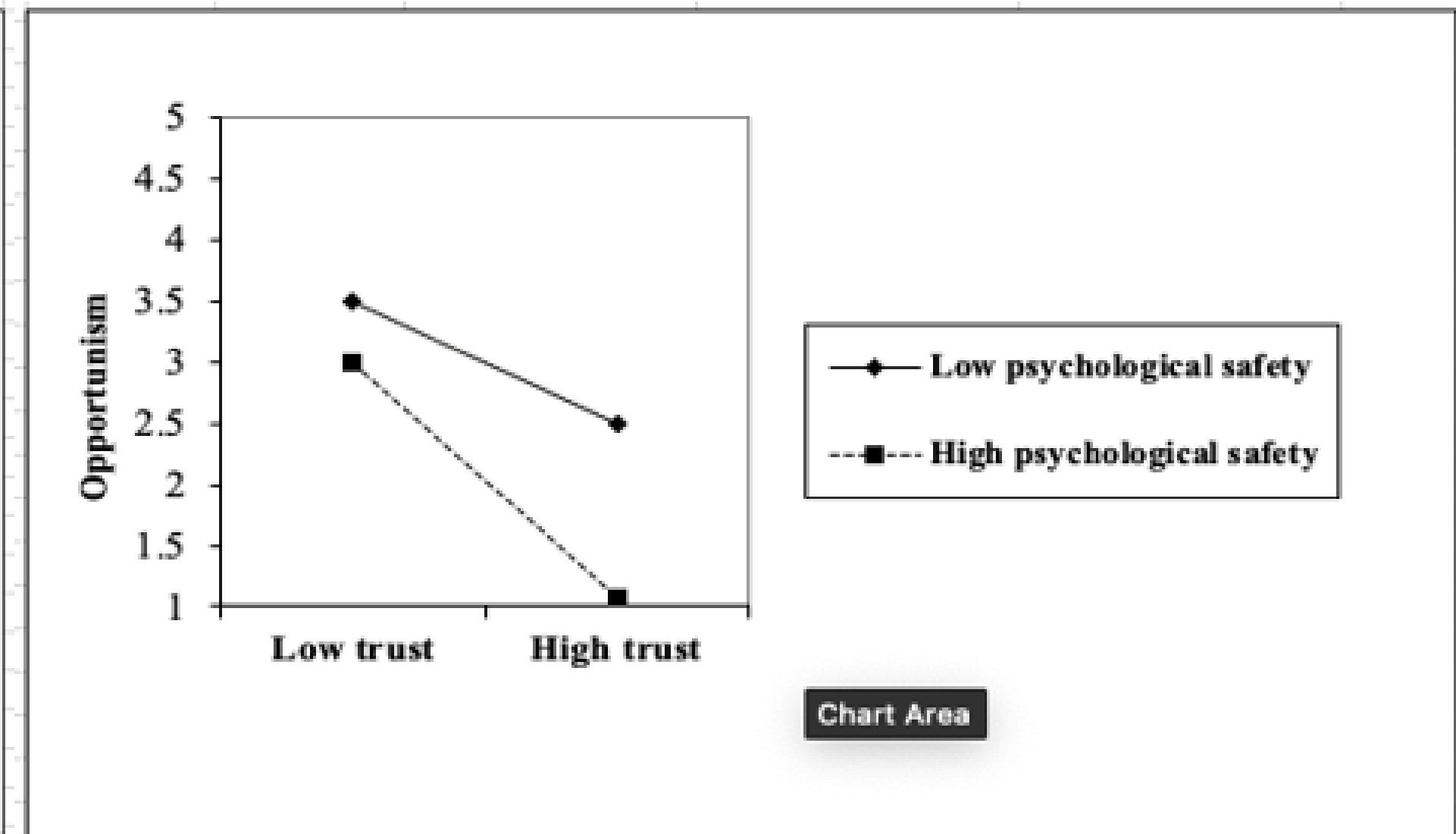
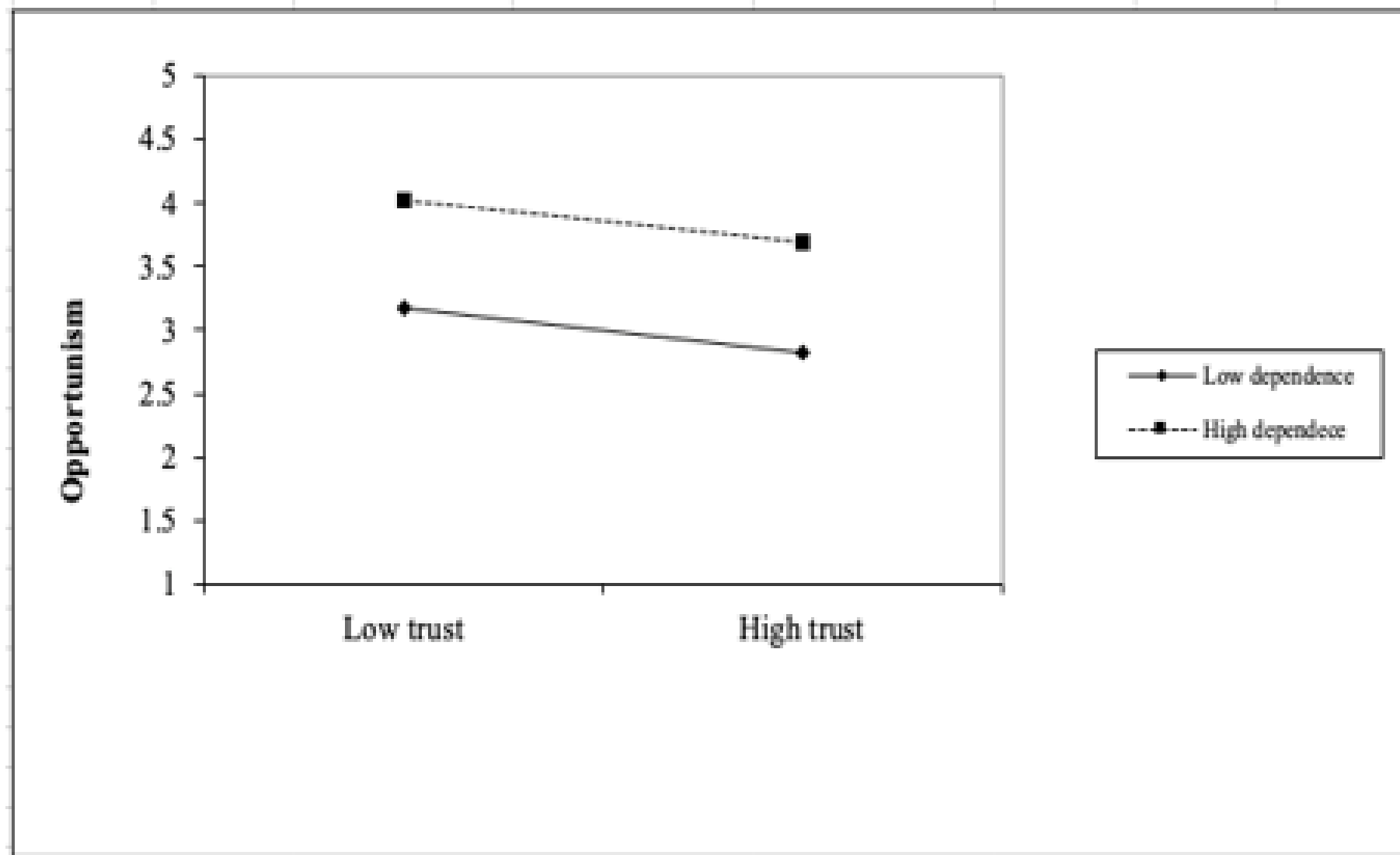
	Relational communication		Trust		Cooperative behavior			Non-cooperative behavior		Relationship atmosphere	
Construct	1.	2.	3.	4.	5.	6.	7.	8.	9.	1.	11.
1. Intimacy: Receptivity	1										
2. Intimacy: Depth	.426**	1									
3. Affective trust	.249**	.239**	1								
4. Cognitive trust	.032	.078	.049	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		
1. 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

Notes: N = 220; * $p < 0.05$; ** $p < 0.010$; *** $p < 0.001$; CR = composite reliability; KMO = Kaiser–Meyer–Olkin value.

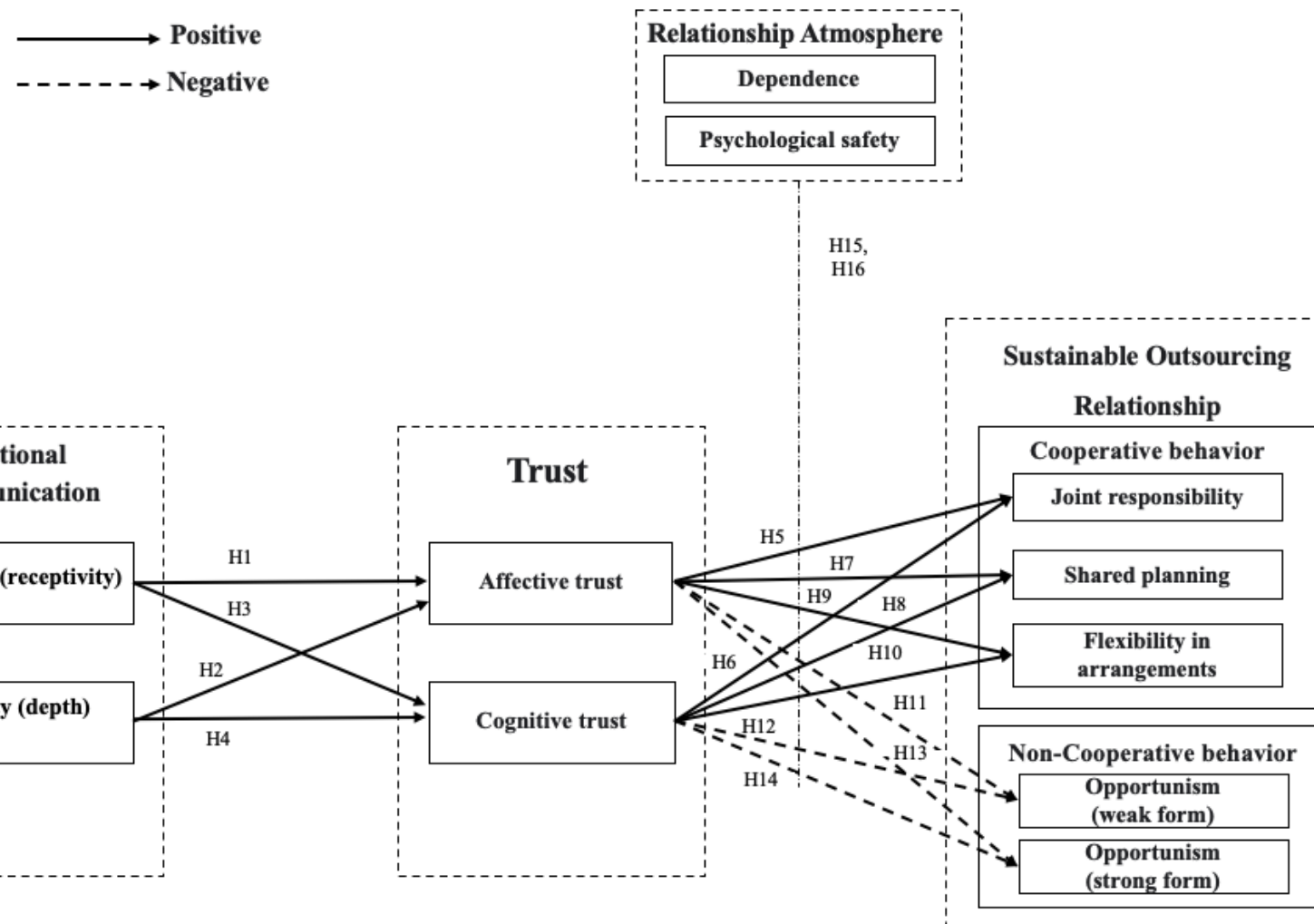
The Cronbach's alpha values greater than 0.6 firming the internal consistency and reliability. CR values exceeding 0.8 very suitable. The KMO of all scales are greater than 0.6 suggest adequate reliability for the construct measures, only the 'Flexibility in Arrangements' scale a value of 0.5 (Nunnally, 1978).

The model fit indices show an acceptable fit of the data to the model

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



Moderating effect of Dependence and Psychological safety



Effect		Coefficient β	Evaluation
H1	Intimacy: Receptivity->Affective Trust	.179**	Supported
H2	Intimacy: Depth->Affective Trust	.163**	Supported
H3	Intimacy: Receptivity->Cognitive Trust	-.001	Not Supported
H4	Intimacy: Depth->Cognitive Trust	.078	Not Supported
H5	Affective Trust->Joint responsibility	-.003	Not Supported
H6	Cognitive Trust->Joint responsibility	-.041	Not Supported
H7	Affective Trust->Shared planning	.168**	Supported
H8	Cognitive Trust->Shared planning	.161**	Supported
H9	Affective Trust->Flexibility in arrangements	-.168**	Not Supported
H10	Cognitive Trust->Flexibility in arrangements	.039	Not Supported
H11	Affective Trust->Oppotunism (weak form)	-.124*	Supported
H12	Cognitive Trust->Oppotunism (weak form)	-.022	Not Supported
H13	Affective Trust->Oppotunism (strong form)	.026	Not Supported
H14	Cognitive Trust->Oppotunism (strong form)	.120*	Not Supported
Moderating effects		Coefficient β	Evaluation
H15	Trust->Opportunism (Psychological safety moderator)	.9691*	Supported
H16	Trust->Non-cooperative behaviors (Dependence moderator)	-.8586**	Supported

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

Hypothesis	Previous research	Our research
H1	Previously, there have been studies conducted to demonstrate the impact of trust on factors related to it.	Our research results show that Intimacy (receptivity) positively influences affective trust.
H2	Trust based on emotions has a significantly greater positive influence on cooperation than trust based on cognition (Lu and Hao 2012).	In line with previous research, intimacy (depth) positively influences affective trust.
H3	No previous research has been able to determine the impact of all three factors: intimacy receptivity, intimacy depth and cognitive trust, which are related and impact each other.	Intimacy (depth) negatively influences cognitive trust.
H4		We have verified and found that intimate depth has no impact on cognitive trust.

Results

Hypothesis	Previous research	Our research
H5	Emphasized the positive impact of trust dimensions on cooperative behavior and positive outcomes (Johnston 2004).	In contrast, our study reflects a negative relationship between affective trust and shared responsibility in outsourcing relationships within the manufacturing sector.
H6	Shows a negative relationship between cognitively based trust and the directions of alignment in buyer-supplier relationships (Fatmawati and Fauzan 2021).	In line with previous research, our results also show a negative relationship between cognitive trust and joint responsibility.

Hypothesis	Previous research	Our research
H7+ H8	Research results determine that affective trust and cognitive trust have a positive influence on joint planning, promoting active participation and contribution (Johnston 2004).	In line with previous research, our results also show that affective trust and cognitive trust have a positive impact and increase the parties' contributions to joint planning.
H9	Affective trust promotes flexibility (Zur et al., 2012; Doney and Cannon, 1997).	In contrast , our reasearch finds a negative impact, attributing the difference to contextual and industry variations.
H10	Argue that cognitive trust facilitate exporters' satisfaction with performance rather than becoming more flexible (Zur <i>etal.</i> 2012).	In contrast, cognitive trust do not impact organizational flexibility.

Results

Hypothesis	Previous research	Our research
H11	Suggests that affective trust helps prevent opportunism behavior (Zhang <i>etal.</i> 2022).	In line with previous research, our study supports this idea and specifically highlights the role of affective trust in reducing weak opportunism.
H12+14	Both studies provide theoretical support and empirical evidence for the role of cognitive trust in reducing opportunism (Zaheer <i>etal.</i> , 1998; Morgan and Hunt, 1994).	In contrast to previous research, awareness can increase opportunism, especially when partners have a deep understanding and trust in the other person's commitment and values.

Hypothesis	Previous research	Our research
H13	Partner trust in a business relationship ensures that the partner will not act against his or her interests, look for short-term opportunities, and maintain trust without unnecessary suspicion (Laaksonen <i>etal.</i> 2008).	In contrast to previous research effective trust is an important factor that increases opportunism in business relationships, including violations of contractual norms, but needs to be combined with a long-term perspective to effectively control opportunism.
H15	Findings indicate a negative relationship between opportunism and trust. (Edmondson <i>etal.</i> , 2011; Huo <i>etal.</i> , 2015).	In line with previous research, a psychologically safe environment can mitigate the negative impact of opportunistic behavior on trust.
H16	There has never been any study that examined the impact of all three factors: weak dependence, trust, and non-cooperation. There are only a few studies on dependence and trust such as (Lusch and Brown, 1996; Camarero <i>etal.</i> , 2004; Huo <i>etal.</i> , 2017).	Dependence weakens the positive relationship between trust and non-cooperative behaviors.

CHAPTER 5: CONCLUSIONS

1. Theoretical contributions
2. Practical implications
3. Limitations and future research directions



Theoretical contributions

01

The study provides a more profound understanding of the relational communication factors that influence trust within the context of manufacturing companies in Vietnam.

02

The study contributes to understanding trust in Vietnamese manufacturing companies and sustainable outsourcing relationships by developing theoretical models that explore cognitive and affective trust, incorporating concepts from the theory of psychological mechanisms of social exchange.

This study aims to provide a deeper understanding of how relational communication influences trust in the context of outsourcing relationships between manufacturing companies in Vietnam:

01

Trust plays a key role in establishing and fostering sustainable outsourcing relationships and is the foundation for ensuring effective communication.

02

Manufacturing companies should develop effective communication skills with their partners. These skills enable manufacturing companies to regularly exchange information about processes, capabilities and goals, making the partnership closer.

03

When trust is based only on intimacy, emotions or personal relationships rather than professional capacity or actual results, it will not help transparency in management and bring efficiency in outsourcing relationship.

Limitations

The study mainly relied on data collected through surveys, which may introduce some limitations in the objectivity and diversity of the results.

The approach in this study is mainly based on the buyer's perspective, focusing on how buyers evaluate and evaluate suppliers.

The lack of direct observation at specific companies and businesses can create a potential gap between theoretical and practical understanding.

Future research directions

Build on our findings by combining qualitative, quantitative, and experimental methods.

Focus on clearly identifying the psychosocial mechanisms of trust in outsourcing relationships and should broaden the scope by collecting data from both the buyer and supplier perspectives.

Integrating practical observations into the research process was considered essential to supplement information from specific business environments.

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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

We are planning to publish the research results on the following potential journals:

1. International Journal of Production Economics

<https://www.sciencedirect.com/journal/international-journal-of-production-economics>

ISI/Scopus Q1, Impact factor 12

2. International Journal of Physical Distribution and Logistics Management

<https://www.emerald.com/insight/publication/issn/0960-0035>

ISI/Scopus Q1, Impact factor 12

3. Journal of Business Research

<https://www.sciencedirect.com/journal/journal-of-business-research>

ISI/Scopus Q1, Impact factor 13

4. Journal of Purchasing and Supply Management

<https://www.sciencedirect.com/journal/journal-of-purchasing-and-supply-management>

ISI/Scopus Q1, Impact factor 6.1

5. Journal of Supply Chain Management

<https://onlinelibrary.wiley.com/journal/1745493x>

ISI/Scopus Q1, Impact factor 16



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

Nguyen Thi Kim Oanh^{a,*} (Corresponding author), Nguyen Thu Phuong^b,
Nguyen Thi Nhu Anh^c, Pham Thu Phuong^d, Luu Hoang Chien^e, Pham Thi
Xuan Thoa^f

^{a, b, c, d, e} FPT University, Hanoi, Vietnam

^f Faculty of Business, FPT University, Hanoi, Vietnam

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

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listening!**

