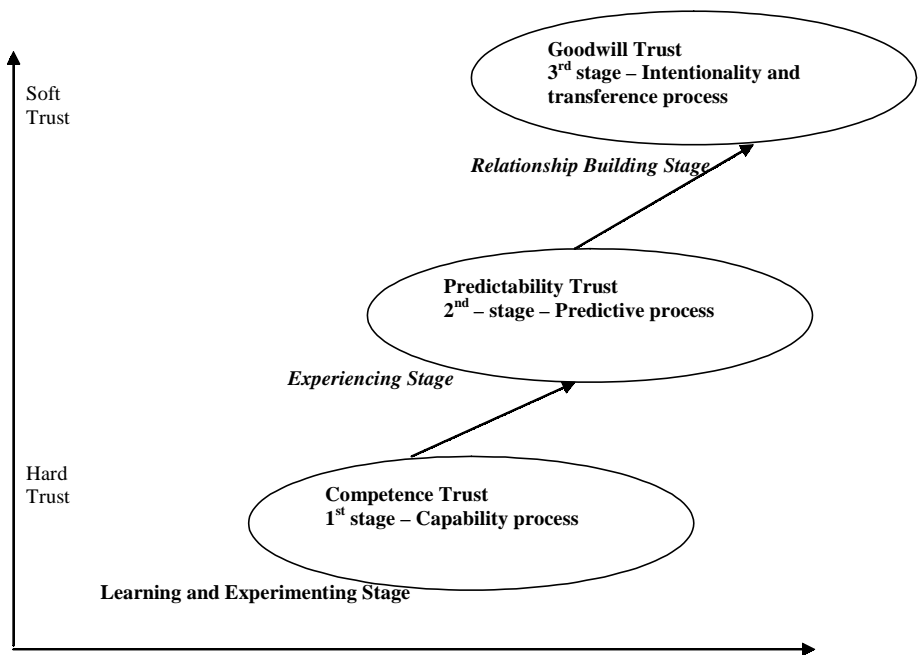Chapter VI

Conclusions

In this chapter we conclude our study by contributing to a model of inter-organizational trust within bi-directional dyads based on the findings of this study. The participants agreed that technology trust mechanisms (also known as technology trust) by and large exist in e-commerce technologies and applications. Technology trust is defined as *"the subjective probability by which an organization believes that the underlying technology infrastructure and control mechanisms are capable of facilitating inter-organizational transactions according to its confident expectations"* (Ratnasingam and Pavlou, 2002, 2003). However, what is more important is the need to develop trading partner relationships that will form cohesive (win-win) trading partner relationships. Most of the participants agreed that developing trust is a gradual process and can be challenging because of differing personalities and expectations, the lack of a physical presence, varied standards used within each organization, and the changing external e-commerce environment. The rest of the chapter is organized as follows. The next section presents and discusses the model of inter-organizational trust within bi-directional dyads. Then we discuss the contributions to theory and practice, leading to the limitations of the study and recommendations for future research.

MODEL OF INTER-ORGANIZATIONAL TRUST WITHIN BI-DIRECTIONAL DYADS IN E-COMMERCE PARTICIPATION

The model of inter-organizational trust within bi-directional dyads in e-commerce participation was developed from the findings. The model identifies the gradual development of inter-organizational trust in three stages. Table 26 outlines the characteristics of the three stages of inter-organizational trust. Figure 8 depicts the model of inter-organizational trust within bi-directional dyads in e-commerce participation.

Although business-to-business e-commerce systems and applications facilitate the development of initial competence trust, trust needs time to develop, as it evolves gradually from one stage to the next stage. The model enables trading partners to identify which stage of trust they and their trading partners belong to. In the first stage, new e-commerce adopters typically concentrate on training their trading partners to use e-commerce applications correctly, thus taking a bottom up approach in analyzing trust behaviours (such

Figure 8: Model of inter-organizational trust within bi-directional dyads in e-commerce participation

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