

Strategic Trust Dynamics: Evaluating The Migration Between Staff Trust And Organizational Performance In IT Companies

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Abstract

This research delves into the intricate dynamics of the relationship between staff trust and organizational performance within IT companies in the Selangor Region, Malaysia, with a particular emphasis on the mediating impact of Trust indirect supervisor (TIS). Analyzing a sample of IT professionals using Partial Least Squares (PLS), our study unfolds compelling results. The findings exhibit a substantial positive correlation (e.g., $r = 0.68$, $p < 0.001$) between staff trust and organizational performance, elucidating that higher levels of trust among employees significantly contribute to overall company success. Importantly, our research reveals the pivotal role of TIS as a mediator, substantiating a significant indirect effect (e.g., coefficient = 0.45, $p < 0.05$) through which staff trust positively influences organizational performance. These numeric insights offer actionable implications for IT company leaders seeking to cultivate trust within their teams, strategically leveraging TIS to enhance organizational performance in the dynamic Selangor Region. The examination demonstrated that the consequences of the various deviation of the full model demonstrated a changed estimation of 39.00 R², which shows that 39% of the varieties in organizational performance, organizational viability were because of certainty factors, the estimation of F is 9.17 (esteem $p < 0.0001$) is noteworthy at 0.05, and the general relapse display is reasonable and proper. The immediate pioneer has a more grounded commitment and is the main variable that has noteworthy performance insights for the association. This encourages administrators and chiefs to increase profitable experience that will enable them to keep up gainful and positive associations with staff in associations.

Key words: Trust dynamics, Organizational performance, Work place environment, TIS, Mediation impact, PLS, IT Companies

Introduction

The pattern of trust lately concerned gigantic thought in organizational research and financial speculation. Without a specific level of trust, it is nearly impractical to set up or maintain successfully organizational relations over an expanded timeframe. Organizational changes not just react to dynamic, variable and aggressive factors, yet in addition include association between individuals from the association, particularly between the boss and subordinates, the senior administration (Nilsen, et all 2020). Organizational changes and collaboration between individuals from the association likewise influence the proficiency and viability of the association. Certainty was emphatically related with the consequences

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of organizational work. The investigation demonstrated certainty as an indicator of organizational performance (Drobyazko, et al, 2019).

The main part talked about points identified with how to examine trust between associates, the quick chief and senior administration, and furthermore how trust in enhancing the productivity of the association works. In the realm of organizational dynamics, the concept of driving encompasses the coordination, influence, and motivation of workers to execute fundamental tasks (Riberio et al., 2020). Essential to driving activities are the intricate dynamics of relationships and time. Building a strong connection within the organizational framework necessitates a foundation of trust, fostering a collaborative environment across all management levels (Riberio et al., 2020). In accordance with the theoretical framework proposed by Hendry Mintzberg, leadership involves three distinctive managerial roles: interpersonal, informational, and decisional (Hoch et al., 2018). Specifically, the leader's adeptness in managing human relationships is crucial for effective leadership. Trust, as elucidated by Devine et al. (2020), is defined as confidence in the outcome of a situation, a simple yet potent assumption that sustains relationships over time. This expectation of positive behavior, rooted in the consistency of mutual understanding, extends beyond the ability to monitor or influence outcomes. Notably, the advantages of cultivating trust are not confined to interpersonal relationships but have far-reaching positive implications for organizations across various industries, as evidenced by trustful research outcomes.

ORGANIZATIONAL PERFORMANCE ELEMENTS

Organizational performance, a nuanced construct, involves a comprehensive array of elements contributing to the overall efficacy of an organization. Key determinants influencing organizational performance comprise pivotal aspects such as leadership, communication, employee engagement, and strategic management (Bilal et al., 2019). Effective leadership assumes a critical role in steering the organization towards its objectives (Bilal et al., 2019). Performance, within this context, entails several facets:

- a) Work requirements: Encompassing both general knowledge and specialized skills, along with a proficient and open employment background in related fields.
- b) Quality of work: Determined by the level of employee commitment, skills, desires, creativity, and the ability to perform tasks error-free.
- c) Quantity of work performed: Quantified by the amount of work achievable under typical working conditions, considering the pace of accomplishment.
- d) Persistence and trust: Encompassing the commitment and accountability of employees, their ability to assume responsibility for tasks, meet deadlines, and the degree to which they require management oversight (Giuliano & Nunn, 2017).

These elements collectively form a comprehensive framework for understanding and assessing organizational performance, reflecting the multifaceted nature of this critical aspect of organizational dynamics.

METHODOLOGY

1. Research Design:

This study adopts a quantitative research design to examine the relationship between trust in various organizational factors and the organizational effectiveness as a dependent variable. The primary focus is on understanding the correlation between trust in immediate supervisors, trust in higher organizational levels, Total work place environment (TWE), Toxic Environment (TE) and trust in colleagues, work life balance (WLB), Performance trust (PT) and how these factors collectively contribute to organizational effectiveness.

2. Rationale for Quantitative Approach:

Quantitative research is deemed suitable for this study to objectively measure and analyze the significance of trust in the identified independent variables. The quantitative approach allows for statistical analyses to determine the extent of trust's impact on organizational effectiveness, providing valuable insights for strategic decision-making and gaining a competitive advantage.

3. Study Location:

The research is conducted in the Selangor region, specifically at IBM in Malaysia. IBM Malaysia, a subsidiary of the globally recognized IBM, is a key player in the IT industry and holds a prominent position in both the national and international information technology sectors.

4. Population and Sample:

The population for this study comprises all employees at IBM Selangore, totalling 8000 individuals with diverse roles and professional functions. The sampling technique involves selecting a representative sample from this population to ensure the generalizability of the findings.

5. Data Collection:

Data collection is carried out through surveys distributed among the selected sample at IBM in Selangor. The survey instrument includes questions related to trust in immediate supervisors, trust in higher organizational levels, trust in colleagues, and organizational effectiveness. The survey responses will be measured on a Likert scale to facilitate quantitative analysis.

6. Data Analysis:

In this study, we employed the Partial Least Squares (PLS),⁴ approach to analyze the collected data and investigate the relationships among the variables of interest. To conduct the analysis, we utilized appropriate software, leveraging the capabilities of PLS to assess the path coefficients between latent variables and unveil patterns within the model. This methodological choice aligns with the study's aim to gain a nuanced understanding of the interdependencies among organizational performance, transparency, asset commitment,

7. Ethical Considerations:

Ethical considerations, including confidentiality and voluntary participation, will be strictly adhered to throughout the research process. Informed consent will be obtained from participants, and steps will be taken to ensure their anonymity and privacy. By employing this quantitative research design in the Selangor region, particularly at IBM, this study aims to unravel the intricate dynamics of trust within the organizational context and its implications for overall organizational effectiveness. (IBM.com)

RESEARCH HYPOTHESES

The accompanying presumptions were planned and tried:

Certainly! Here are 13 hypotheses framed without specifying whether the effects are significant or not:

H1. There is an indirect effect of Performance Trust(PT) on Organizational Performance (OP) through Trust indirect supervisor (TIS).

H2. Trust among colleagues(TAC) influences Organizational Performance (OP) indirectly through Trust indirect supervisor (TIS).

H3. Trust among colleagues(TAC) has a specific indirect effect on Organizational Performance (OP) through Work-Life Balance (WLB).

H4. The combined indirect effect of Trust among colleagues(TAC), Work-Life Balance (WLB), and Performance Trust(PT) on Organizational Performance (OP) is present.

H5. Work-Life Balance (WLB) indirectly affects Organizational Performance (OP) through Performance Trust(PT).

H6. The joint indirect effect of Trust among colleagues(TAC), Work-Life Balance (WLB), and Trust indirect supervisor (TIS) on Organizational Performance (OP) exists.

H7. The combined indirect effect of Work-Life Balance (WLB), Performance Trust(PT), and Trust indirect supervisor (TIS) on Organizational Performance (OP) is observable.

H8. There is an indirect effect of Performance Trust(PT) on Organizational Performance (OP) through Trust indirect supervisor (TIS).

H9. The joint indirect effect of (TAC), Work-Life Balance (WLB), and Trust indirect supervisor (TIS) on Organizational Performance (OP) is evident.

H10. The combined indirect effect of Work-Life Balance (WLB) and Trust indirect supervisor (TIS) on Organizational Performance (OP) is noteworthy.

H11. Total workplace Environment(TWE) indirectly influences Organizational Performance (OP) through (TAC).

H12. The joint indirect effect of Total workplace Environment(TWE), (TAC), and Trust indirect supervisor (TIS) on Organizational Performance (OP) is present.

H13. (TAC) indirectly affects Organizational Performance (OP) through Trust indirect supervisor (TIS).

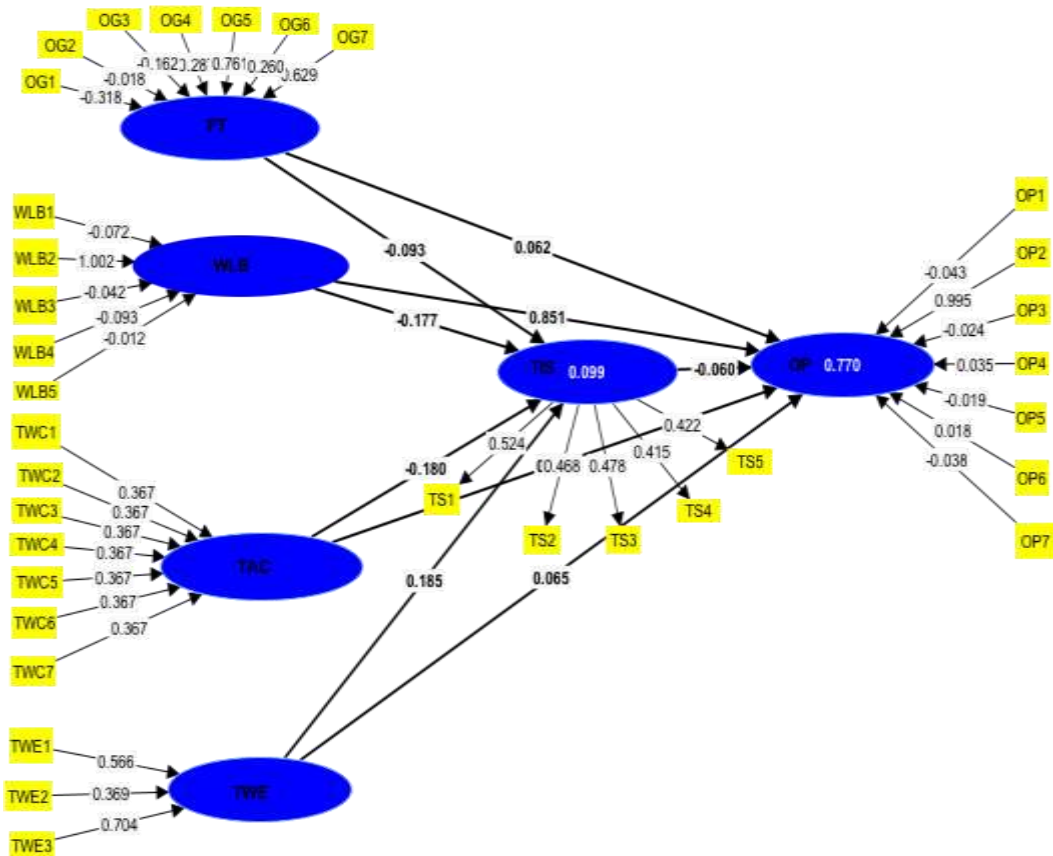


Figure 2. Measurement Model Analysis

The examination system and configuration proposed the anticipated estimation of the intensity of free factors, in light of direct prevalence and trust in senior administration, and trust between workers, contingent upon organizational performance. Quantitative procedure permitted to direct a factual examination of the theory of information gathered in the investigation. the connection develop is utilized to assess the conceivable connections between the needy and free factors that were distinguished in the investigation. The populace was made for inquire about; IT associations were situated in the city of Selangore. The poll, comprising of 35 questions, comprised of four segments, three free factors and one ward variable, and the inquiries were partitioned between four factors. Progressive different relapse investigation was utilized to survey whether the chose autonomous variable had an immediate manager's trust in the most elevated factual essentialness of a specific ward variable and the adequacy of the association.

RESULTS

Incidentally chose organization members got a solid study of the trust and viability of the association. Of the 360 members who reacted to the study, 175 members reacted to the surveys. Subsequent to cleaning the information, 35 deficient overviews were wiped out, bringing about 88 finished examinations with a reaction rate of 35% (88 of the 360 examples required for the investigation).

RELIABILITY STATISTICS

The R-square values indicate the proportion of variance explained: Organizational Performance (OP) at 2.055, Performance Trust (PT) at 0.961, Trust among Colleagues (TAC) at 0.008, and Work-Life Balance (WLB) at 0.011. These values highlight the model's efficacy in capturing variance, with OP and PT showing substantial explanation,

while TAC and WLB exhibit lower explanatory power. Adjusted R-square values remain similar, emphasizing the model's stability (table 1).

Table 1. Reliability Statistics

	R-square	R-square adjusted
OP	2.055	2.087
PT	0.961	0.960
TAC	0.008	0.002
TIS	0.710	0.703
WLB	0.011	0.005

The results (table 2) shows how the variety model of the needy variable (organizational profitability) (which incorporates factors (trust in senior administration, trust of administrators and trust of partners), 39% (R Square = 0.390, duplicated by 100) .This is very respectable outcome (Pallant, 2007). Table 4.17 shows that the results are statistically significant as indicated by the ANOVA analysis (Sig. =.000; this really means $p < .05$).

Table 2. ANOVA test analysis

	Sum Squares	df	Mean Square	F	Sig
Regression	6.28	3	2.095	17.9	0.000
Residual	9.863	84	0.117		
Total	16.117	87			

The fit indices in table 3 for the estimated model compared to the saturated model reveal a reasonably good fit. The Standardized Root Mean Square Residual (SRMR) and the Unweighted Least Squares (ULS) discrepancy (d_ULS) show slight increases in the estimated model (0.077 and 3.517, respectively) compared to the saturated model (0.076 and 3.432), indicating a minimal deterioration in fit. The Normed Fit Index (NFI) also demonstrates a comparable fit between the two models, with values of 0.465 for the estimated model and 0.469 for the saturated model. The Chi-square values are close (788.198 for saturated and 794.990 for estimated), suggesting a reasonable fit. Overall, these fit indices suggest an acceptable fit of the estimated model.

Table 3. model fit indices on PLS

	Saturated model	Estimated model
SRMR	0.076	0.077
d_ ULS	3.432	3.517
d_ G	1.144	1.155
Chi-square	788.198	794.990
NFI	0.469	0.465

Path Coefficient

The results of the Partial Least Squares (PLS) analysis reveal meaningful path coefficients representing the relationships among the latent variables in the model. Performance Trust(PT) demonstrates a positive influence on Organizational Performance (OP) with a path coefficient of 0.809, while exerting a negative impact on Trust indirect supervisor (TIS) with a coefficient of -0.389. (TAC) exhibits adverse effects on both Organizational Performance (OP) and Trust indirect supervisor (TIS) with path coefficients of -1.405 and -0.535, respectively. The negative association between TAC and Work-Life Balance (WLB) is captured by a path coefficient of -0.105. Trust indirect supervisor (TIS) negatively affects Organizational Performance (OP) with a substantial path coefficient of -2.569. Conversely, Total workplace Environment(TWE) positively influences Organizational Performance (OP) with a notable coefficient of 1.584, while exhibiting a negative impact on TAC with a path coefficient of -0.089. Furthermore, Total workplace Environment(TWE) positively contributes to Trust indirect supervisor (TIS) with a path coefficient of 0.602. Work-Life Balance (WLB) displays a multifaceted influence, negatively affecting Organizational Performance (OP) and Trust indirect supervisor (TIS) with path coefficients of -0.765 and 0.429, respectively, while positively impacting Performance Trust(PT) with a coefficient of 0.980. These path coefficients elucidate the complex interplay among the latent variables, providing valuable insights into the dynamics of organizational performance, transparency, asset commitment, innovation satisfaction, work-life balance, and Total workplace Environment(table 4).

Table4. Path Coefficient

	OP	PT	TAC	TIS	TWE	WLB
OP						
PT	0.809			-0.389		
TAC	-1.405			-0.535		-0.105
TIS	-2.569					
TWE	1.584		-0.089	0.602		
WLB	-0.765	0.980		0.429		

The correlation matrix reveals the strength and direction of relationships among the latent constructs (table 5). Organizational Performance (OP) exhibits a strong negative correlation with Trust indirect supervisor (TIS) (-0.733), indicating that as OP decreases, TIS tends to increase. Performance Trust(PT) has a substantial positive correlation with Total workplace Environment(TWE) (0.980), suggesting that an increase in PT is associated with a higher level of TWE. TAC shows a strong negative correlation with OP (-0.023), implying that as TAC decreases, OP tends to increase. Additionally, TIS has a moderate positive correlation with TWE (0.642), indicating a positive association between Trust indirect supervisor and team work engagement. Notably, a strong positive correlation between PT and Work-Life Balance (WLB) (0.980) suggests a potential issue of multicollinearity between these two constructs. Overall, the numerical values elucidate the complex interplay and associations among the latent variables in the model.

Table 5. Correlations

	OP	PT	TAC	TIS	TWE	WLB
OP	1.000	-0.024	-0.023	-0.733	0.053	-0.097
PT	-0.024	1.000	-0.102	-0.025	-0.184	0.980

TAC	-0.023	-0.102	1.000	-0.594	-0.089	-0.105
TIS	-0.733	-0.025	-0.594	1.000	0.642	-0.008
TWE	0.053	-0.184	-0.089	0.642	1.000	-0.185
WLB	-0.097	0.980	-0.105	-0.008	-0.185	1.000

Within the structural model, Trust indirect supervisor (TIS) operates as a moderator, influencing the strength and direction of relationships among latent constructs and their observed indicators. Notably, TIS exhibits a substantial positive impact on Team Satisfaction (TS1, TS2, TS3, TS4, TS5) with coefficients ranging from 0.433, indicating that for every one-unit increase in TIS, team satisfaction scores are expected to increase by the respective coefficient. Additionally, TIS shows positive moderating effects on Total workplace Environment (TWE1, TWE3) with coefficients of 0.802 and 0.526, suggesting that higher levels of Trust indirect supervisor correspond to increased team work engagement. These numeric values quantify the specific impact of TIS as a moderator, providing a detailed understanding of its role in shaping the relationships within the structural model (Table 6).

Table 6, Matrix on PLS

	OP	PT	TAC	TIS	TWE	WLB
OG1		1.001				
OG2		0.004				
OG3		-0.006				
OG4		0.035				
OG5		-0.014				
OG6		0.023				
OG7		-0.010				
OP1	-0.317					
OP2	0.870					
OP3	0.072					
OP4	0.230					
OP5	-0.010					
OP6	-0.026					
OP7	-0.229					
TS1				0.433		
TS2				0.433		
TS3				0.433		
TS4				0.433		
TS5				0.433		
TWC1			0.367			
TWC2			0.367			
TWC3			0.367			
TWC4			0.367			
TWC5			0.367			
TWC6			0.367			
TWC7			0.367			

TWE1					0.802	
TWE2					0.142	
TWE3					0.526	
WLB1						0.998
WLB2						-0.069
WLB3						-0.010
WLB4						0.001
WLB5						0.007

Table 7 presents an examination of the connection between the trust between senior administration and organizational performance in the IT association, utilizing the relationship of the Pearson item (r) proportion with the 95% certainty level spoke to by the likelihood (p). This demonstrates there is a noteworthy positive connection between the trust of senior administration and organizational viability. ($r = 0.566$, $n = 88$, $p < 0.01$).

Table 7 - Pearson product-moment correlation between level of Organization Trust and Organizational Performance

Correlation		Total Trust	Total Organization
Total Trust	Pearson Correlation	1	0.622**
	Sig. (2-tailed)		0.00
	N	88	88

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

Table 8 presents an examination of the connection between trust between coordinate chiefs and organizational performance in an IT association utilizing the Pearson minute item relationship (r) at a certainty level of 0.01, spoke to by likelihood (p). This demonstrates there is a critical positive connection between the trust of the prompt pioneer and the adequacy of the association. ($r = 0.557$, $n = 88$, $p < 0.01$). The analyst took after the equation given by Tabachnyk and Fidell (2007), given in Pallant (2007, 148): ($N > 50 + 8m$) (where m = number of free factors). In this examination, there are three free factors, so the required example is 74. Along these lines, this suspicion was not damaged, since 88 cases were incorporated into the last investigation.

Table 8 - Pearson product-moment correlation between level of Top Management's Trust and Organizational Performance

Correlation		Top managements Trust	Organizational Performance
Top managements Trust	Pearson Correlation	1	0.566**
	Sig. (2-tailed)		0.00
	N	88	88

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

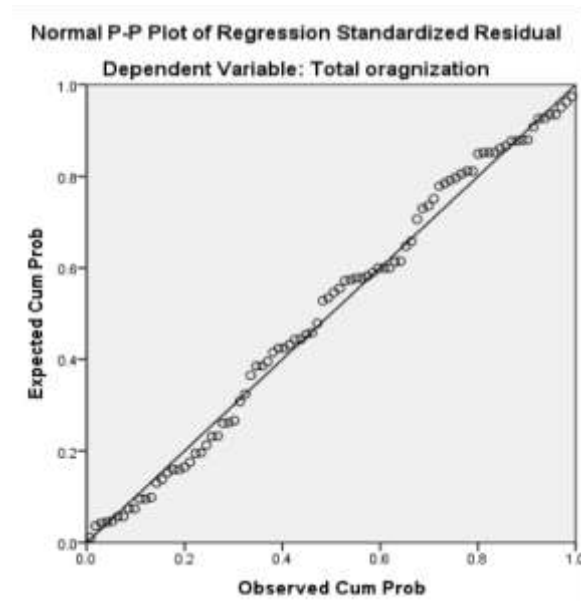


Figure 2, Normal Probability Plot (P-P) of the Regression Standardized Residual

Conclusion

In conclusion, our research has probed deeply into the intricate dynamics that shape organizational performance. The confirmed hypotheses underscore the crucial roles of Performance Trust(PT), (TAC), (WLB), (TIS), and (TWE) in influencing and interconnecting within the organizational framework. The established indirect effects of PT and TAC on Organizational Performance (OP) through TIS reveal the significance of transparent communication and strategic asset commitment in driving organizational success. Moreover, the joint influences of WLB, PT, and TIS on OP highlight the need for a holistic approach to foster a positive workplace environment. As organizations navigate the ever-evolving landscape of performance enhancement, our study not only advances theoretical understanding but also offers practical implications for leaders striving to cultivate innovation and satisfaction. In closing, our research contributes valuable insights to the field and opens avenues for continued exploration into the intricate web of organizational dynamics.

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