Table 1: A Selection of Literature on Coordination, Organization, Trust, and Performance

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| **Authors and Literatures** | **Main Assumptions about Coordination and Organization** | **Main Assumptions about Trust and Performance** |
| D.S. Pugh & D.J. Hickson (1976).  Organizational Structure in its Context. Hants,  England: SAXON HOUSE, Teakfield Limited. | The renewal of continuity is one main function of coordination in an organization. | Trust as an enhancer of performance has been crucial in all eras of civilization. |
| Jeffery Pfeffer & Gerald R. Salancik (1978).  The External Control of Organizations: A  Resource Dependence Perspective. New York:  Harper & Row, Publishers. | Coordination between organizations goes with requirements for controlling interdependence that leads to merger and growth. | Making provision for performance starts by creating an atmosphere of intra and inter organizational trust. |
| Presthus Robert (1979). The Organizational  Society. London: St. Martin´s Press, Inc. | Organizations are miniature societies that need coordination in order to avoid milieu. | Trust serves as a positive alternative to result achievement amidst imperfect competition and hijacked end goals. |
| Frank Fischer & Carmel Sirianni (1984).  Organizational Theory and Bureaucracy. A  Critical Introduction. In: Critical Studies in  Organization & Bureaucracy, 3-20. Eds. Frank  Fischer & Carmel Sirianni. Philadelphia:  Temple University Press. | The reinvention of ideal structures is what makes coordination to be a very strategic concept to organization. | Trust is the performance bridge between superiors and subordinates in an organization. |
| Donald Chisholm (1989). Coordination without  Hierarchy: Informal Structures in  Multiorganizational Systems. Berkeley:  University of California Press. | Main rational ideas/decisions in an organization emerge and materialize through the coordination framework. | Trust makes possible coordinative arrangements through informal channels that enhance outcomes. |
| Michael T. Hanna & John Freeman (1989).  Organizational Ecology. Cambridge: Harvard  University Press. | Coordination answers the questions of organizational diversity. | Trust shapes the structures of organizations over a long time span that also enhances performance. |
| Ahrne Göran (1990). Agency and  Organization: Towards an Organizational  Theory of Society. London: Sage Publications. | Coordination is part of organization, because an institution cannot grow by itself or in isolation. | Trust is an ideal part of participation that improves collective and collaborative outcomes. |
| Andrew D. Szilagyi & Marc J. Wallace (1990).  Organizational Behaviour and Performance.  Glenview: Foresman and Company. | Coordination is the framework for intergroup performance in an organization. | Trust is an attitude that enhances effective communication and organizational performance between intergroup. |
| Michael J. Enright (1995). Organization and  Coordination in Geographically Concentrated  Industries. InNaomi R. Lamoreaux, & Daniel  M.G. Raff (Eds.), Coordination and  Information: Historical Perspectives on the  Organization of Enterprise (103‒146).  Chicago: Chicago University Press. | Coordination serves as a bridge for trust and performance among competing groups. | Trust establishes focus for competitive advantage |
| Ching, Chee, Clyde W. Holsapple, & Andrew B. Whinston (1996). Toward IT Support for Coordination in Network Organizations. Information & Management 30, 179-199. | Coordination increases structural effectiveness and responsiveness in an organization; especially in extremely turbulent environment. | Trust is the foundation of reciprocity that increases organizational outcomes. |
| Hanna Lehtimäki (1996). Coordination through  Social Networks. University of Tampere,  A1(43). | Coordination reduces uncertainty through informal and formal mechanisms. | Trust institutionalizes words with actions. |
| Herbert A. Simon (1997). Administrative  Behaviour: A Study of Decision-Making  Processes in Administrative Organizations. | Coordination which can be substantive or procedural helps in establishing lines of authority and specification of duties in an organization. | Trust is the beginning of satisfaction that enriches performance from a decision-making perspective. |
| John Storey (2003). Signs of Change:  ‘Damned Rascals’ and Beyond. In John Storey  (Ed.), Leadership in Organizations: Current  Issues and Key Trends (pp. 4‒13). Oxon:  Routledge. | Coordination connects roles among intra-and inter groups. | Trust creates expertise along with strategic contents. |
| Olli-Pekka Viinamäki (2004). A Theory of Coordination and Its Implications on EU Structural Policy: A Comparative Study of the Challenges for Coordination in Structural Funds in Finland, Ireland, and Sweden. ACTA WASAENSIA No. 132, Administrative Science 9. University of Vaasa: Publication Unit. | Coordination is the interrelations of functions, structures, and resources within and outside an organization. | Trust enhances stability that on the other hand positively affects structural efficiency. |
| Groenewegan, L.P.J, A.W Stan, P.J. Toussaint, & E.P. de Vink (2006). Paradigm as Organization-Oriented. Electronic Notes in Theoretical Computer Science 150, 93-113 | Intra- and inter components consistency is determine by coordination in an organization. | Positive performance behaviour is established by trust in an organization. |
| Richard D. Lewis (2006). When Cultures  Collide: Leading Across Cultures. Boston:  Nicholas Brealey Publishing | People of different values are best managed through the coordination network in a multicultural establishment. | Trust helps in strengthening outcome and productivity that would naturally be difficult to realize. |
| Eva Beuselinck, Koen Verhoest, & Geert  Bouckaert, (2007). Reforms of Central  Government Coordination in OECD-Countries  for Cross-National Unifying Processes? In Kuno Schedler & Isabella Proeller (Eds.), Cultural Aspects of Public Management Reform (pp. 77‒109). Amsterdam: JAI Press. | A well-coordinated organization is often considered to be at advantage over others. | Trust is a foundation for performance, because it is an instrument throughout time. |
| Arshinder, Arun Kanda & S.G. Desmukh  (2008). Supply Chain Coordination:  Perspectives, empirical studies and research  directions. Int. J. Production Economics 115,  316-335 | Coordination determines intra-and inter organizational relationships and performance measures. | Performance enhancement within a network framework is a function of cooperation generated by trust. |
| Lambert Uyi Edigin (2009). Organizational  Theories: A Conceptual Analysis. The  Nigerian Journal of Politics and Public Policy,  5, (1 & 2), 64-75. | Coordination defines ‘how’ and ‘who’ to accomplish a task. | Trust establishes rational structure for result achievement. |
| Amr G.E. Sabet (2010). Wickedness,  Governance and Collective Sanctions: Can  Corruption be Tamed? In: Ethical Governance:  A Citizen Perspective, 91‒112. Ed. Ari  Salminen. Public Management 39. University  of Vaasa: Publication Unit. | Collective responsibility is tied to social structures. | Social trust enhances reputation building. |
| Mark N. K Saunders, Denise Skinner, Graham  Dietz, Nicole Gillespie, & Roy J. Lewicki  (2010). Organizational Trust: A Cultural  Perspective. Cambridge: Cambridge  University Press. | Coordination brings together and reconciles incompatible behaviours in organization | Trust institutes trustworthiness for successful interaction and fruitful collaboration |
| **Graham Dietz, Nicole Gillespie, & Chao,**  **Georgia T. (2010). Unravelling the**  **Complexities of Trust and Culture. In Mark**  **N.K. Saunders, Denise Skinner, Graham Dietz,**  **Nicole Gillespie, & Roy J. Lewicki (Eds.),**  **Organizational Trust: A Cultural Perspective**  **(pp. 3-41). Cambridge: Cambridge University**  **Press.** | Coordination integrates micro-level psychological processes (intrapersonal, interpersonal) and group dynamics with micro-level, societal and institutional forms. | Trust secures sustainable relationship among unequal parties in unclear situation that is characterised by uncertainty. |
| **Daniela Di Cagno & Emanuela Sciubba**  **(2010). Trust, Trustworthiness and Social**  **Networks: Playing a Trust Game when**  **Networks are Formed in the Lab. Journal of**  **Economic Behaviour & Organization, 75,**  **156**‒167. Retrieved from http://www.ems.bbk-  .ac.uk/faculty/sciubba/JEBO\_2010.pdf. | Coordination generates endogenous network among anonymous group | Trust generates higher profit, because of focus creation |
| Cason Timothy N., Anya C. Savikhin, &  Roman M. Sheremeta (2012). Behavioural  spillovers in coordination games*.* European  Economic Review, 56, 233-245. | Coordination helps to structure organizational behaviour along with the external environment. | Accomplishing group task relies on the interdependences generated by trust. |
| TutorVista (2013). Nervous Control in Human  Beings. **Available 2013–06–20:**  [http://www.tutorvista.com/content/science/scie nce-ii/control-coordination/nervous-control.php](http://www.tutorvista.com/content/science/scie%20nce-ii/control-coordination/nervous-control.php) | Coordination to organization is like a nervous system to the human body. | Trust is like shock absolver, because it absolves and utilizes external elements in congruence with internal elements. |
| Scott E. Robinson et al., (2013). The Core and  Periphery of Emergency Management  Networks: A Multi-modal Assessment of two  Evacuation-hosting Networks from 2000 to  2009. Public Management Review, 15(3),  Special Issue: Disaster and Crisis Management.  344‒362. Eds. Naim Kapucu and Arjen Bion.  Oxfordshire: Taylor & Francis. | Coordination enhances the participatory networks among emergency organizations. | Trust has a community value that improves the outcomes of emergency services. |

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1 Table 1 contains the main assumptions from different authors on coordination, organization, trust, and performance; it also shows these key concepts interdependencies from a network thinking perspective or framework.

Table 2: Main Findings of the study

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| **Issues** | **Implications** |
| The effective and efficient connections of internal and external organizational components | • Reduction of internal and external complexities and uncertainties  in an organization  • Productivity increase in an organization  • Integration of micro and macro levels dynamics in an  organization  • Connection of roles among inter and intra organizational groups  • Bridging of performance and trust among competing  organizational groups  • Definition of organizational tasks and ways of their  accomplishment |
| The clear definition of internal and external organizational interests and goals | • Enhancement of organizational reputation  • Utilization of external organizational elements in congruence  with internal organizational elements  • Establishment of long term foundation for organizational  performance and trust  • Securing of sustainable organizational relationships among  unequal parties in unclear situation, which is often characterised  by uncertainty  • Institutionalization of actions that help in realizing organizational  vision  • Generation of high profit through the creation of organizational  focus  • Creation of organizational expertise along with strategic contents  • Establishment of competitive advantage for an organization  • Establishment of result oriented structures in an organization |

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2 Table 2 shows the main findings of this research with special emphasis on answering the research questions that go with how better organizational performance can be achieved in addition to increasing organizational trust.