

## Navigating the path of sustainability: The interconnected impact organizational resilience, community trust, and financial support

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**Abstract:** This article aims to deepen the understanding of the emerging sustainability phenomenon in the world of business and organizations. It involves an analysis of the global business paradigm shift that increasingly emphasizes social and environmental responsibility while also exploring the challenges organizations face in managing the complex relationship between organizational resilience, community trust, and financial support. It involves identifying problems and complexities in maintaining a balance between these three aspects. The article from this study uses quantitative methods with the help of data analysis by SPSS, with the object of research being Islamic boarding schools and with the number of respondents who filled out questionnaires totaling 57 respondents from Islamic boarding school owners in Karawang. The results of the study aim to look for the influence and significance between variables. From the results and discussions above, community trust has a significant effect on sustainability, financial support has a significant effect on sustainability, and together there is a positive influence. Organizational resilience is significantly impacted by community trust, while organizational resilience is not significantly impacted by financial support. However, community trust factors, financial support, and organizational resilience all have a positive relationship. The limitation in the results of this article relates to existing variables that are present in this article. It provides an explanation of the benefits, good effects, and implications of the research results. The authenticity of the results of this study is related to the relationship between variables and objects of research.

**Keywords:** Community trust, Financial support, Islamic boarding school, Organization resilience, Sustainability.

### 1. Introduction

This era, sustainability is becoming a key goal for organizations that want to stay relevant and contribute positively to society. In an effort to achieve sustainability, there is a close relationship between organizational resilience, community trust, and financial support., the discussion covers various aspects that influence and build on each other. Resilient and change-adaptive organizations have a crucial role to play in achieving sustainability [1]. Organizational resilience involves The capacity to adjust to changes in the surroundings, crises, and business challenges [2]. Thus, organizations that are able to maintain their stability and flexibility are able to make a positive contribution to sustainability goals [3]. Islamic Boarding School as a legal organization and engaged in the field of Education requires human resources that can mobilize and provide resilience and sustainability [4].

Sustainability is more than just related to the internal aspects of the organization, but also closely related to relations with the community [5]. Community trust in the organization is an important foundation in building sustainable partnerships. Organizations that gain community trust tend to have greater support in carrying out sustainability initiatives. Sustainability often requires adequate financial resources [6]. Financial support comes not only from income and investment, but also from investor confidence and other stakeholders [7]. Organizations that can attract sustainable financial support tend

to have a stronger foundation to implement their sustainability initiatives [3]. It is important to recognize that organizational resilience, community trust, and financial support are interrelated and influence each other. An imbalance in one aspect can be detrimental to overall sustainability efforts [5]. Organizations need to understand that building resilience and trust can increase the likelihood of getting ongoing financial support, and vice versa [8].

To achieve sustainable sustainability, organizations need to implement strategic measures that include resilience building, community trust building, and the search for sustainable financial support [9]. These initiatives should be integrated into the organizational culture and become an integral part of the long-term business strategy. Public trust not only includes a positive image of an organization's brand, but also involves engagement and openness [10]. Organizations that consistently communicate honestly, listen to community feedback, and attend to their needs and aspirations, can build strong trust. This belief acts as a vanguard in the face of external pressures and provides a stable foundation for adapting to change [11].

Financial support is becoming a vital element in maintaining organizational resilience [12]. Financial resources not only provide the means to implement sustainability initiatives, but also enable organizations to address economic challenges that can destroy their resilience [13]. Therefore, efforts to secure sustainable financial support are closely related to Long-term sustainability [14]. Financial sustainability is not only about the amount of funds available, but also the extent to which the organization can sustain that financial support over the long term. Creating a sustainable financial strategy involves engaging with stakeholders, including investors, donors, and business partners, as well as building a sustainability-focused business model [15].

Organizational resilience acts as a mediator linking community trust and financial support. Internally strong organizations have the ability to manage crises, adapt to environmental changes, and remain consistent with sustainability values [16]. This creates an environment that can strengthen people's trust and increase the likelihood of obtaining sustainable financial support [17]. When organizations demonstrate commitment to sustainability practices, they gain community trust which in turn can stimulate financial support. Instead, financial support provides organizations with financial sustainability that enables them to maintain and increase resilience over the long term [12].

Global business paradigm has seen a big shift in recent years, with a greater focus on sustainability. [18]. Organizations from different sectors have begun to recognize their responsibility to the environment and society [19]. This phenomenon creates pressure on organizations to not only seek financial gain, but also to ensure a positive impact on the environment and surrounding communities [20]. Existing problems along with an increased focus on sustainability, organizations are faced with a major challenge in managing the interrelationship between organizational resilience, community trust, and financial support [21]. The balance between maintaining financial stability, maintaining public trust, and dealing with emerging challenges is becoming increasingly complex.

An interesting novelty is the strategic integration between organizational resilience, community trust, and financial support [22, 23]. Organizations that adopt this approach recognize that good organizational resilience can increase community trust, which in turn can strengthen long-term financial support. By implementing resilience practices that include risk management strategies, adaptation to market changes, and social responsibility, organizations can build solid foundations. Community trust then grows out of transparency, engagement, and commitment to sustainability [24]. Continued financial support is becoming more possible due to strong public trust. This novelty creates a holistic framework for achieving organizational sustainability, where resilience, trust, and financial support are intertwined and reinforce each other. It's not just about meeting the demands of an increasingly sustainable market, But it is also about forming organizations capable of contributing positively to the environment and society more broadly.

This article aims to deepen the understanding of the emerging sustainability phenomenon in the world of business and organizations. It involves an analysis of the global business paradigm shift that increasingly emphasizes social and environmental responsibility, while also exploring the challenges

organizations face in managing the complex relationship between organizational resilience, community trust, and financial support. It involves identifying problems and complexities in maintaining a balance between these three aspects.

## 2. Materials and Methods

### 2.1. Materials

#### 2.1.1. Community Trust on Sustainability

Community trust in sustainability is essential to the effective application and upkeep of sustainability in the setting of non-governmental organizations (NGOs), trust is very important to achieve their goals and serve the targeted communities. For example, in rural China, an environmental NGO faces challenges in gaining public trust due to value conflicts and power struggles with local cadres [25]. Likewise, in the scenario of health facilities serving rural communities in North India, Trust is crucial to the center's sustainability [26].

Trust can be built through authentic community investment, which requires community involvement in the decision-making process and ensuring that their needs and concerns are addressed. This approach has proven effective in increasing vaccine acceptance and sustainability in public health interventions [27]. Sharing within a community, or the practice of sharing resources and knowledge among community members, can also contribute to sustainability transformation. By leveraging pre-existing values and strengthening bonds within companies or local communities, community sharing can drive deeper levels of change [28]. From some of the references above, the hypotheses formed in this article are:

*H<sub>1</sub>: Allegedly there is a Significant and Positive Influence between Community Trust and Sustainability*

#### 2.2. Financial Support on Community Trust

Financial support for sustainability in the context of an organization or boarding school can be achieved through various means, Effective leadership practices in policy, social support, financial dimensions, and structural and teaching aspects are essential for ensuring the sustainability of education and school management [29]. According to the UN Sustainable Development Goals (SDGs), financial technology (FinTech) may significantly contribute to financial inclusion, which in turn supports balanced, sustainable development. In 2019, Arner et al.

Designing educational improvement strategies that focus on improving the quality of teaching, diversifying the curriculum, effective financial management, and community participation in financial support can help maintain the sustainability of educational institutions [30]. From some of the references above, the hypotheses formed in this article are:

*H<sub>2</sub>: Financial support and sustainability are said to have a significant and positive relationship.*

#### 2.3. Monetary Support on Organizational Resilience

Financial support for organizational resilience can be achieved through various means, Since strategic social and environmental behaviors have a bigger impact than tactical ones, they can be leveraged to increase organizational resilience [2]. Adopting responsible social and environmental practices can assist businesses in strengthening their resilience, which enables them to withstand shocks and avert disasters [4].

Racial diversity in nonprofit leadership can improve the resilience of a company, particularly in service delivery and financial health [31]. The realization of organizational resilience requires strategic flexibility, because it enables businesses to successfully address obstacles and adjust to shifting conditions [4]. From some of the references above, the hypotheses formed in this article are:

*H<sub>3</sub>: Financial support and organizational resilience are said to have a significant and positive relationship.*

#### 2.4. Community Trust on Organizational Trust

Community trust plays a crucial role in organizational resilience. Building and maintaining trust within the community can help organizations bounce back from crises and adapt to changing circumstances. Trust and perceived national and community resilience can be directly and indirectly linked to perceptions of public personnel management, which is described as the healthcare system's resilience, involvement in decision-making and information sharing, and group-level organizational citizenship behavior [1]. Teams at work that serve as first responders for survivors of disasters can improve their capacity to provide services by participating in community resilience initiatives. Among these activities are role flexibility, proactive issue resolution, self-evaluation, shared leadership, mutual trust and support, a shared corporate identity, mission, and values, and skill development [32].

In the context of community-based conservation, organizational resilience has a positive correlation with the stocks of social and human capital. The topics of intra-committee trust, support networks, and the duration of committee members' service are very important [33, 34].

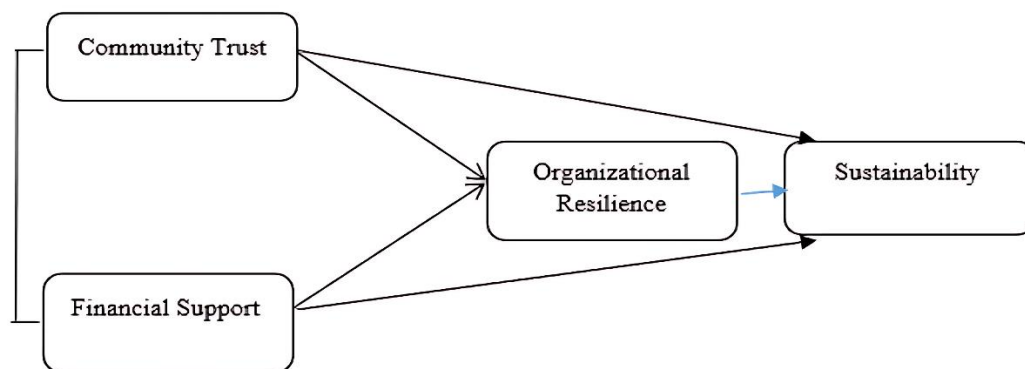
*H<sub>4</sub>: It is believed that Community Trust and Organizational Resilience have a strong and beneficial relationship.*

### 3. Method

This study's article employs quantitative methods with the use of SPSS data analysis. The study's focus is Islamic boarding schools, and up to 57 respondents from Karawang's Islamic boarding school proprietors completed the questionnaires. The study's findings were used to determine the importance and impact of the factors.

### 4. Results

Prior to presenting the analysis's findings, the article's findings include data collecting on the Karawang Islamic Boarding School., with the return of questionnaire answers as many as 57 respondents, the data that will be processed as a result of the analysis using SPSS is the incoming data. The variables used in this article are independent articles, namely community trust, financial support, and intervening variables, namely organizational resilience and dependent variables, namely sustainability. Here is the framework in this article as follows:



**Figure 1.**  
Research Framework.

#### 4.1. Correlation

The data analysis results from SPSS appear as follows:

**Table 1.**  
Correlations.

		Trust	Financial Support	Resilience	Sustainability
Trust	Pearson Correlation	1	0.324*	0.440**	0.482**
	Sig. (2-tailed)		0.014	0.001	0.000
	N	57	57	57	57
Financial Support	Pearson Correlation	0.324*	1	0.011	0.389**
	Sig. (2-tailed)	0.014		0.937	0.003
	N	57	57	57	57
Resilience	Pearson Correlation	0.440**	0.011	1	0.148
	Sig. (2-tailed)	0.001	0.937		0.274
	N	57	57	57	57
Sustainability	Pearson Correlation	0.482**	0.389**	0.148	1
	Sig. (2-tailed)	0.000	0.003	0.274	
	N	57	57	57	57

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

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

It is evident from the data in the following table that the outcomes among the three variables, namely Financial Support, Community Trust and Sustainability with the result of R<sup>2</sup> which is 0.267 if multiplied by 100% then it becomes 26.7%, stating that together there is an influence of the remaining 26.7% by other variables.

#### 4.2. Coefficient Test

The number of samples (N = 57) between the Sustainability and Financial Support variables is 0.389 with sig. (2-tailed) 0.003, according to the data in the above table. With the value of the correlation coefficient (Pearson correlation), Financial Support is known to calculate r values of  $0.389 > 0.256$ . Thus, it can be said that the Sustainability and Financial Support variables have a positive relationship. Furthermore, between the Community Trust variable and the Sustainability Variable with N = 57 of 0.482 with sig. (2-tailed) 0.00, with the correlation coefficient's value (Pearson correlation), it is determined that the calculated r value is  $0.482 > 0.256$ . Consequently, it can be said that the Community Trust and Sustainability variables have a positive association.

From the results of the table above, it is known that the number of samples N = 57 between the Financial Support variable and the Organizational Resilience Variable is 0.011 with 0.937, with the value of the correlation coefficient (Pearson correlation), then with the calculated r value of  $0.011 < 0.256$ , The organizational resilience variable and the financial support variable are positively correlated. Community Variable Trust with variable Organizational Support with N = 57 as big as 0.440 with sig.(2-tailed) 0.00. Based on the results in the table above, it is known that the number of samples N = 57 between the Financial Support variable and the Sustainability variable is 0.389 with sig. (2-tailed) 0.003. With the value of the correlation coefficient (Pearson correlation), R values of  $0.389 > 0.256$  are known to be calculated by Financial Support. Thus, it may be said that the Sustainability variable and the Financial Support variable have a positive relationship. Furthermore, between the Community Trust variable and the Sustainability Variable with N = 57 of 0.482 with sig. (2-tailed) 0.00, with the value of the correlation coefficient (Pearson correlation), it is established that the computed r value is  $0.482 > 0.256$ . Consequently, it can be said that the Community Trust and Sustainability variables have a positive association.

The results of the preceding table, which reveals that there are 57 samples between the Financial Support and Organizational Resilience variables, suggest a positive association between them. With a Pearson correlation coefficient of 0.937, the correlation coefficient is 0.011. The r-value that was computed is  $0.011 < 0.256$ . It is possible to conclude that there is a positive association between the two variables since the computed r value of  $0.440 > 0.256$  shows a positive correlation between the Community Trust Variable and the Organizational Resilience Variable. The Community Trust

Variable and the Organizational Support Variable had a Pearson correlation of 0.440 with a significance level of 0.01. Joint Influence of Community Trust Variables, Financial Support with Sustainability.

**Table 2.**

Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.541 <sup>a</sup>	0.293	0.267	0.601

**Note:** a. Predictors: (Constant), Financial Support, Trust.

It is evident from the data in the following table that the outcomes among the three variables, namely Financial Support, Community Trust and Sustainability with the result of R<sup>2</sup> which is 0.267 if multiplied by 100% then it becomes 26.7%, stating that together there is an influence of the remaining 26.7% by other variables.

#### 4.3. Coefficient Test

The following results table, which shows the coefficient test findings, is based on data processing with SPSS to ascertain the relationship between variables:

**Table 3.**

Coefficient Test Results.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.464	0.580		2.526	0.015
	Trust	0.387	0.118	0.397	3.284	0.002
	Financial Support	0.244	0.113	0.261	2.155	0.036

**Note:** a. The dependent variable: Sustainability.

Based on the aforementioned coefficient data, the multiple regression analysis test findings are described as follows:

$$Y = 1.464 + 0.387 X_1 + 0.244 X_2$$

Justification:

- The constant value  $a = 1.464$  can be understood to mean that Sustainability is 1.467 if the variables Community Trust and Financial Support are both zero.
- The Community Trust regression coefficient,  $b_1 = 0.387$ , indicates that if the Community Trust value falls by one, the Community Trust value will likewise fall by 0.387.
- The regression coefficient for financial support,  $b_2 = 0.244$ , indicates that if the value of financial support rises by one, the value of financial support will likewise rise by 0.244.

Test t

Based on table 3's findings. The t test results above can be explained as follows:

a. The effect of Community Trust on Sustainability, then the calculated value for the Community Trust variable is 3,284, while the t table value for  $N = 57$  with two tailed then  $N-2 = 57-55$  is 2,004. So  $3,284 > 2,004$ , then, It can be said that sustainability is significantly impacted by community trust.

b. The effect of Financial Support on Sustainability, then the calculated value for the Financial Support variable is 2,155, while the t table value for  $N = 57$  with two tailed then  $N-2$ ,

is 2,004 So  $2,155 > 2,004$ , then, It is possible to conclude that financial support significantly and favorably affects sustainability.

Joint influence of Community Trust Variables, Financial Support with Organizational Resilience

**Table 4.**  
Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.462 <sup>a</sup>	0.213	0.184	0.631

Note: a. Predictors: (Constant), Financial Support, Trust.

Justification:

- If Community Trust and Financial Support are both zero, then Sustainability equals 1.467, as indicated by the constant number  $a = 1.464$ .
- According to the Community Trust regression coefficient,  $b_1 = 0.387$ , the Community Trust value will also decrease by 0.387 if it drops by one.
- According to the financial support regression coefficient,  $b_2 = 0.244$ , if the value of financial support increases by one, it will also increase by 0.244.

**Table 5.**  
Coefficient Test Results.

Model 1: Trust Results:

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.673	0.609		4.390	0.000
	Trust	0.474	0.124	0.488	3.827	0.000
	Financial Support	-0.137	0.119	-0.147	-1.154	0.254

Note: a. The dependent variable: Resilience.

Based on the aforementioned coefficient data, the multiple regression analysis test findings are described as follows:

$$Y = 2.673 + 0.474 X_1 + (-0.137) X_2$$

Explanation:

- Constant value  $a = 2.673$ , it can be interpreted that if the variable Community Trust, Financial Support, if it is zero then Organization Resilience is 2.673
- Community Trust regression coefficient  $b_1 = 0.474$ , it can be interpreted that if the value of the Community Trust decreases by one then the value of the Community Trust will also decrease by 0.474.
- Financial Support regression coefficient  $b_2 = -0.137$ , it can be interpreted that if the value of Financial Support increases by one then the value of Financial Support will also increase by -0.137.

Test t

Based on table 5's findings. The t test results above can be explained as follows:

- The impact of Community Trust on Organization Resilience, the Community Trust variable's computed value is 3,827, and the t Therefore, it can be concluded that, for  $N = 57$  with two tails,  $N-2 = 57-55$  of 2.004, Community Trust significantly influences Organization

Resilience table value. Therefore,  $3,827 > 2,004$  suggests that Organization Resilience is significantly impacted by Community Trust.

b. The impact of financial support on organizational resilience, the financial support variable's computed value is 2.155, and the two-tailed t table value for  $N = 57$  is  $N-2$ , or 2.004. Therefore, it can be concluded that Financial Support has no discernible impact on Organization Resilience ( $-1.154 > 2.004$ ).

## 5. Discussion

The first view, backed by earlier studies, is that community trusts significantly affect sustainability. Explain how implementing sharing practices can improve relationships and trust in a company or neighborhood. In the end, community-sharing programs that are based on preexisting values and support sustainability transformation might be the most successful in fostering significant levels of change [28]. In connection to catastrophe risk, It is anticipated that the institutional environment, which will differ depending on the regional, national, and household contexts, will be crucial in fostering either mistrust or confidence. Cooperation is also influenced by these factors [21].

Second interpretation : Financial Support Second interpretation i [35] Universities can contribute to sustainability by promoting sustainable behaviors, providing financial support for sustainability initiatives, and offering programs that educate students about sustainability, this can help raise awareness and understanding of sustainability among students and the broader community. Achieving sustainable development goals requires financial resources, which can be obtained from a variety of sources, including domestic and foreign public resources as well as domestic and private resources. These resources can be used to support sustainable projects and initiatives in fields like social justice, economic balance, and environmental conservation. Third interpretation: Financial Support, Community Trust with Sustainability with an  $R^2$  result of 0.267 if multiplied by 100% then it becomes 26.7%, stating that together there is an influence of the remaining 26.7% by other variables.

Fourth interpretation: Prior studies have demonstrated that organizational resilience is significantly impacted by community trust [36]. Organizational resilience and community trust have a complicated and nuanced relationship. Although there were no publications or papers specifically addressing this relationship in the search results, taken as a whole, they highlight the value of resilience and trust in a variety of situations. Negative megaphoning, for example, boosts organizational partners' trust in the National Weather Service (NWS), and trust appears to be a crucial element in the efficacy of positive megaphoning, according to a study on the communication patterns of NWS forecasters in the United States.

Fifth interpretation: According to research findings, financial support has no discernible impact on organizational resilience [37]. An investigation on how resilient organizations are to changes, emphasizing the value of having a flexible culture, investing in new technology, employing prudent financial planning and management strategies, and being organized.

Sixth interpretation: together there is an influence of 21.3% Other factors affect the remainder.

## 6. Discussion

The first theory, supported by past research, holds that community trust has a big impact on sustainability. Describe how a firm or neighborhood's connections and trust can be enhanced by employing sharing practices. Ultimately, community-sharing initiatives that encourage



sustainability transformation and are grounded in existent values may be the most effective in promoting notable levels of change. In 2021, Westskog et al. Regarding the risk of a disaster, It is anticipated that the institutional environment, which will differ depending on the regional, national, and household contexts, will be crucial in fostering either mistrust or confidence. Cooperation is also influenced by these factors [21].

Secondly, financial support According to Perrault and Clark [35] the second interpretation By encouraging sustainable practices, funding sustainability projects, and providing courses that teach students about sustainability, universities can help increase the awareness and comprehension of sustainability among students and the general public. Financial resources, which can come from both domestic and commercial sources as well as from both foreign and domestic public sources, are necessary to achieve sustainable development goals. Sustainable projects and activities in areas like environmental preservation, social fairness, and economic balance can be supported with the help of these resources. Third interpretation: Financial Support, Community Trust with Sustainability has an R<sup>2</sup> result of 0.267, which, when multiplied by 100%, becomes 26.7%. This indicates that other variables collectively have an impact on the remaining 26.7%.

Fourth interpretation: Previous research has shown that community trust has a major impact on organizational resilience [36]. The relationship between community trust and organizational resilience is complex and multifaceted. Overall, the search results emphasize the importance of trust and resilience in a range of circumstances, even though there were no publications or studies that expressly addressed this relationship. According to a study on the communication styles of NWS forecasters in the US, negative megaphoning, for instance, increases organizational partners' trust in the NWS, and trust seems to be a key component in the effectiveness of positive megaphoning.

Fifth interpretation: Research indicates that there is no appreciable relationship between financial support and organizational resilience. In 2023, Verreynne, et al. [37] An examination of how adaptable firms are to change, with a focus on the importance of having a flexible culture, making technological investments, using sound financial planning and management techniques, and being well-organized. The sixth interpretation states that other factors influence the remaining 21.3%.

## 7. Conclusion

Children with short stature who received growth hormone injection therapy in addition to a sophisticated exercise regimen saw further increases in height and leg length, as well as decreases in weight and BMI. These results imply that the intricate workout regimen, which activates the growth plates, successfully encourages growth. Thus, implementing such a program for kids receiving growth hormone treatment may result in improved growth promotion. Furthermore, this method might be widely applied in clinical settings as an additional form of exercise for kids with short stature undergoing growth hormone therapy.

## Transparency:

The manuscript is an honest, accurate, and transparent explanation of the investigation, according to the authors, who also attest that no important aspects of the study have been left out and that any planned differences have been clarified. All ethical guidelines were adhered to when authoring this study.

## Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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