

The Mediating Role of Organizational Trust in the Effect of Social Sustainability on Organizational Resilience: Insights from the Energy Sector

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ABSTRACT

The purpose of this study is to explore the mediating role of organizational trust in the impact of social sustainability on organizational resilience. Using a sample of 441 employees in the energy sector in Istanbul, a structured questionnaire was applied to measure employees' organizational resilience, organizational trust and perceived social sustainability activities. Data analysis was carried out with SPSS and AMOS 24 programs. Factor analysis and structural equation modeling were used in the study. The data analysis based on path modelling confirms the mediating role of organizational trust in the effect of social sustainability on organizational resilience. The findings show that all social sustainability variables significantly affect all organizational trust dimensions, and organizational trust dimensions significantly affect organizational resilience dimensions. Accordingly, organizational trust dimensions and all social sustainability dimensions have a full mediating variable role in the effect of organizational trust dimensions on organizational resilience dimensions. Future research is important to gain a deeper understanding of the relationships between social sustainability, organizational resilience and organizational trust. In particular, studies in specific sectors or cultural contexts can help us better understand how these relationships may vary and how they may shape organizations' strategies.

Keywords: Organizational Trust, Social Sustainability, Organizational Resilience, Mediating Role

1. Introduction

In today's business world, organizations not only pursue profit but also assume social and environmental responsibilities. In this context, the concept of social sustainability is becoming increasingly important. Social sustainability is considered as an organization's ability to manage and balance its environmental and social impacts [1], [2], [3]. Factors such as businesses promoting ethical practices, supporting social justice and building positive relationships among stakeholders form the basis of social sustainability efforts [4].

To understand social sustainability, it is important to ensure social accountability. This helps to explain more clearly the impact of social sustainability on organizational resilience. Social accountability is the obligation of an organization to be accountable to its stakeholders for fulfilling its social responsibilities and ethical obligations. This concept requires an organization to be transparent and accountable not only for its economic performance but also for its social and environmental impacts [5]. Social accountability involves honoring the rights and expectations of all stakeholders, from employees to customers, suppliers and the

community [6]. While this framework helps businesses achieve their social sustainability goals, it also has a significant impact on long-term organizational resilience [7]. Organizational resilience is associated with an organization's capacity to cope with challenges and adapt to changing conditions, and social sustainability practices support workforce engagement and motivation by improving employee well-being, which in turn strengthens the organization's resilience and resilience capabilities [8]. For example, employees working in safe and fair conditions allows the business to experience less labor loss and maintain operational continuity in times of crisis. In this context, it is an important reference point to clearly understand the impact of social sustainability on organizational resilience [9].

Organizational resilience is the ability of organizations to cope with crises, adapt to change and sustain their long-term success [10], [11]. In today's business environment full of uncertainties, organizational resilience is becoming increasingly important. While organizations face challenges arising from various internal and external factors, they can survive and continue to develop thanks to this resilience capability [12]. On the other hand, the concept of organizational trust is also critical for the success of organizations. Organizational trust refers to the process of building and maintaining trust between internal and external stakeholders. A number of factors from leadership interactions to inter-stakeholder relationships affect the formation of organizational trust [13]. Research in the literature reveals that organizational trust has a positive impact on many important outcomes such as organizational performance, collaboration and innovation [14] [15] [16]. In this context, this article aims to examine the impact of social sustainability on organizational resilience through the mediating role of organizational trust. A comprehensive review of the research on the relationships between social sustainability, organizational resilience and organizational trust in the literature can deepen the current understanding of this issue and provide important clues for practice. Another aim of the article is to explain the impact of social sustainability on organizational resilience through organizational trust and to contribute to the development of sustainability strategies in the business world.

2. Literature Review

Social sustainability is the ability of an organization to manage and balance its environmental and social impacts [17]. As part of organizations' sustainability efforts, social sustainability is receiving increasing attention. Social sustainability is a concept that aims to protect and promote values such as social justice, human rights, equality and social welfare, while meeting the needs of a society and taking into account the needs of future generations [18]. Organizational resilience is the ability of an institution or organization to adapt to changing conditions, manage crises, reduce risks and cope with unexpected events. Especially in our age of uncertainty and complexity, resilience is critical for organizations [19]. Social sustainability can affect the resilience of organizations because sustainable practices can help organizations manage environmental and social risks and shape their operations for the future [20]. Organizational trust is defined as the trust that individuals and groups within an organization have in each other, their organization and their leaders. This trust significantly affects the internal communication, cooperation, efficiency and effectiveness of the organization [21]. In the literature, it is stated that organizational trust is influenced by a wide range of factors from leadership interactions to relationships between stakeholders. Research shows that organizational trust has a positive impact on many important outcomes such as organizational performance, collaboration and innovation [22]. In this context, the main claim examined in this article is that the effect of social sustainability on organizational resilience can be explained by the mediating role of organizational trust.

The positive effects of organizational trust in important areas such as organizational performance, cooperation and innovation are frequently emphasized in the literature. Organizational trust strengthens cooperation by increasing trust among employees and contributes to businesses to become more innovative and efficient. For example, [23] states that organizational trust improves employee performance, creates stronger collaboration environments and enables innovative processes to be implemented more effectively. Furthermore, [24] argues that trust plays a key role both in internal organizational relationships and in the organization's interactions with external stakeholders and that in its absence, organizations are more vulnerable to changing conditions.

In this framework, the claim that the effect of social sustainability on organizational resilience can be explained through organizational trust is supported by the literature. Organizational trust can facilitate the adoption of social sustainability practices, making employees more proactive and prepared for crises. [25] emphasizes that organizational trust reinforces employees' belief in long-term cooperation and through this trust, organizations become more resilient in their sustainability strategies. Ensuring social sustainability through practices that promote fairness, equality and employee participation in the workplace contributes to increasing organizational trust and through this trust, organizations become more resilient to change.

At this point, the importance of the research on the relationships between social sustainability, organizational resilience and organizational trust in the literature will be emphasized. In summary, the concepts of social sustainability, organizational resilience and organizational trust are critical for understanding organizations' sustainability efforts, their ability to manage crises and their relationships with stakeholders.

2.1. Analyzing the Impact of Social Sustainability on the Energy Sector

The energy sector is a strategic sector with a wide range of social, environmental and economic impacts. This sector brings along various social and environmental consequences with energy production, distribution and consumption processes. In this context, the impact of the concept of social sustainability on the energy sector constitutes an important research area.

Social sustainability in the energy sector is analyzed in various dimensions. The first is the sustainability and social impacts of the resources used in energy production and supply [26]. For example, the use of fossil fuels, with its environmental and social impacts, is at the center of sustainability debates. Secondly, the impacts of the energy sector on its workers and local communities are analyzed [27]. Activities undertaken for energy production and supply can have significant consequences on issues such as labor employment, community quality of life, health and safety [28]. Third, social acceptance and utilization of innovative practices and technologies in the energy sector are also examined in terms of social sustainability. For example, investments in renewable energy sources can transform society's energy use habits and environmental awareness [29].

Social sustainability studies in the energy sector can also be addressed from an organizational resilience perspective [30]. Organizational resilience examines how energy companies respond to changing market conditions and environmental pressures and sustain their long-term success [31]. Social sustainability enhances the organizational resilience of energy companies by building trust among stakeholders and adapting to societal expectations [32]. In this context, social sustainability efforts in the energy sector can have a significant impact on the future success of the sector and organizations.

2.2. Effects of Organizational Trust on Organizational Resilience

Organizational trust is one of the cornerstones of an organization and plays a critical role in strengthening relationships between internal and external stakeholders. In this context, organizational trust has various effects on organizational resilience [33]. First, organizational trust increases the level of cooperation, communication and interaction within the organization. Creating an environment of trust among employees encourages knowledge sharing and strengthens teamwork. This increases the organization's ability to adapt to changing conditions and act effectively in crisis situations [34]. Second, organizational trust strengthens relationships with external stakeholders and increases corporate reputation. Customers, suppliers, shareholders and other external stakeholders tend to establish longer-term business relationships when they trust the organization. This makes the organization more resilient to external factors and allows it to find support in times of crisis [35]. Thirdly, organizational trust plays an important role in creating organizational culture under the influence of leadership. Leaders' behavior based on the principles of honesty, transparency and justice increases employees' sense of trust and promotes unity and harmony within the organization [36]. The effects of organizational trust on organizational resilience are multifaceted and significantly affect the overall performance of the organization. The existence of trust strengthens the organization's relationships with its internal and external environment and creates a solid foundation in crisis situations. Therefore, it is important to focus on the mediating role of organizational trust to understand the impact of social sustainability on organizational resilience.

3. Research Hypotheses

3.1. Social Sustainability and Organizational Resilience

Sustainability is recognized as an important determinant of corporate performance and long-term success. While social sustainability is defined as the ability of an organization to manage its environmental and social impacts [37], organizational resilience is defined as the ability to resist unexpected changes and turn these changes into opportunities [38]. Social sustainability and organizational resilience are important concepts for today's organizations. Both are considered factors that influence the long-term success of organizations.

Sustainability efforts of organizations can occur in various ways, such as reducing environmental impacts, promoting social justice, and establishing positive relationships among stakeholders. Social sustainability provides a balance between organizations' efforts to fulfill their responsibilities towards society and the environment and maintain their long-term success [39]. On the other hand, in a business environment full of uncertainties, organizational resilience is a critical factor that determines the success of organizations with their ability to adapt to changing conditions and survive in crisis situations [40].

In this context, research focusing on the relationship between social sustainability and organizational resilience has gained importance. It has been suggested in the literature that social sustainability practices can increase organizational resilience [41]. In this context, it is stated that social sustainability practices can strengthen organizational resilience by increasing employees' job satisfaction, commitment and motivation [42]. However, there are limited studies on the mediating role of organizational trust in the effect of social sustainability practices on organizational resilience [43]. It is stated in the literature that organizational trust can increase employees' participation in sustainability practices and therefore affect organizational resilience [44]. Various studies have stated that social sustainability practices increase the performance of businesses and provide long-term competitive advantage [45]. These practices can strengthen organizational resilience by increasing employees' job satisfaction, commitment, and motivation [46]. On the other hand, it is suggested that organizational trust may play a critical mediating role in the relationship between social sustainability and organizational resilience. Research shows that organizational trust can increase employee engagement in sustainability practices, thereby influencing organizational resilience [47]. In light of these findings, the following hypothesis is proposed for the study.

H1: Social sustainability has an effect on organizational resilience.

3.2. Social Sustainability and Organizational Trust

Social sustainability requires an organization to balance its impacts on society and the environment and to take responsibility for a sustainable future [48]. In this context, the activities of the organization should be sensitive to the needs of employees, meet the expectations of society and minimize environmental impacts. Many studies have been conducted that social sustainability practices increase organizational trust. [49] found that social sustainability practices increase employees' organizational trust levels. Similarly, [50] showed in their study that investing in social responsibility projects of enterprises increases employees' organizational trust. In a study conducted by [51], it was observed that employees' organizational commitment and trust increased with the increase in social responsibility practices. [52], in a study on organizational trust, found that organizational trust increases when businesses fulfil their responsibilities to their employees and stakeholders. [53] showed that organizational trust of employees increased with the increase in social responsibility practices of enterprises. [54] found that the trust between suppliers increased with the increase in social responsibility practices of enterprises.

However, some studies on the relationship between social sustainability and organizational trust have revealed different results. For example, [55] suggested that there is no direct relationship between social sustainability practices and organizational trust, but this relationship may be mediated by the transparency and fairness of the business. Similarly, [35] argued that the effect of social sustainability practices on organizational trust is mediated by the corporate reputation of the business. From another perspective, [56] stated that social sustainability practices can increase organizational trust and also have positive effects on organizational commitment and employee satisfaction.

As understood from these studies, the impact of social sustainability practices on organizational trust involves a complex relationship and various factors can affect this relationship. In this context, social sustainability and organizational trust are concepts that feed and strengthen each other. Organizations that adopt social sustainability principles and ensure organizational trust have the potential to be more resilient, innovative and achieve long-term success. In line with these analyses, the following hypothesis was put forward for the study.

H2: Social sustainability has an impact on organizational trust.

3.3. The Mediating Role of Organizational Trust

Organizational trust refers to the trust that employees have in each other and their organizations, and social sustainability practices are among the factors that can increase this trust [57]. In this context, it is argued that as employees' trust in social sustainability practices increases, their access to the resources necessary for organizational resilience may increase and the organization may be more resilient in crisis situations. It is suggested that social sustainability practices can increase organizational resilience by creating an environment

of trust within the organization [58]. In this context, some studies in the literature indicate that social sustainability practices improve organizational trust by increasing communication, cooperation and transparency within the business [59]. In particular, the effective implementation of social sustainability practices, together with employees' sense of fairness in management and throughout the organization, can increase organizational trust [60]. Research shows that organizational trust can enable employees to respond more positively to change processes and be more flexible in crisis situations [61]. While social sustainability refers to the capacity of organizations to fulfil their responsibilities towards society and the environment and sustain their long-term success, organizational resilience refers to the ability to resist unexpected changes and turn these changes into opportunities. In this context, the following hypothesis was developed for the study on the mediating role of organizational trust in the literature focusing on the impact of social sustainability on organizational resilience.

H3: Organizational trust has a mediating role in the effect of social sustainability on organizational resilience.

The model of the research is given in Figure 1.

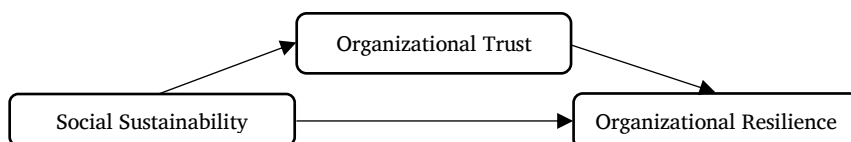


Figure 1. Research Model

4. Materials and Methods

4.1. Sample, Data Collection, Data Analysis, and Ethics Statement

The study group of the research consists of employees in the energy sector operating in Istanbul. According to the 2023 report ‘Gender Equality Research in the Turkish Energy Sector’ prepared by the German Energy Agency (dena) on behalf of the German Federal Ministry of Economics and Climate Action, the total number of employees in the energy sector in Turkey is 45,276. The sample is a representative subgroup of the population. In order to obtain reliable results in the research, it is necessary to select a sample of appropriate size. In this study, Cochran formula was used to calculate the sample size [62]. However, a more precise sample size can be calculated by applying a correction factor for a universe of 45,276 people, which is the total size of the universe. The corrected sample size is calculated as follows:

$$n = \frac{N \cdot z^2 \cdot p \cdot (1 - p)}{e^2 \cdot (N - 1) + z^2 \cdot p \cdot (1 - p)}$$

Here it is;

- n: Sample size,
- N: Universe size (45,276),
- z: Z value corresponding to the desired confidence level (for example, z = 1.96 for 95% confidence level),
- p: Probability of occurrence of the event in the population (50% is accepted, i.e. p = 0.5),
- e: Acceptable margin of error (taken as 5%, i.e. e = 0.05).

As a result of the calculations made according to this formula, the minimum sample size was found to be 382. In this way, it is thought that the sample size to be obtained from the universe of 45,276 people working in the energy sector is sufficient to ensure the reliability of the research.

In this quantitative research, simple random sampling method was used to collect data from 441 energy sector employees. Demographic information of the participants is given in Table 1.

		n	%
Gender	Male	147	33,3
	Female	294	66,7
	Total	441	100,0
Age	29 -	35	7,9
	30-35 years	105	23,8
	36-41 years	133	30,2
	42-47 years	63	14,3
	48 +	105	23,8
	Total	441	100,0
Marital status	Single	91	20,6
	Married	350	79,4
	Total	441	100,0
Education level	High school	14	3,2
	Associate degree	14	3,2
	Undergraduate	133	30,2
	Master	161	36,5
	PhD	119	27,0
	Total	441	100,0
Lenght of work	0-1 year	56	12,7
	2-5 years	84	19,0
	6-10 years	147	33,3
	11-15 years	49	11,1
	16 +	105	23,8
	Total	441	100,0
Total of work	10 -	98	22,2
	11-15 years	168	38,1
	16-20 years	42	9,5
	20 +	133	30,2
	Total	441	100,0

Table 1. Demographic Information of the Participants

Data were collected from the participants through survey questions including demographic questions, social sustainability, organizational resilience and organizational trust scales. Questionnaires were sent online via "Google Forms" to the enterprises selected for data collection. In the questionnaire of the research, there are demographic questions for the personal information of the participants and scale questions for the variables. In the measurement of social sustainability, a scale consisting of 31 items and six dimensions developed by [63] and translated into Turkish by [64] was used. In the measurement of organizational resilience, a scale consisting of 21 items and four dimensions developed by [65] and [66] and translated into Turkish by [67] was used. In the measurement of organizational trust, the scale developed by [68], consisting of 16 items and three dimensions, was used. Social sustainability, organizational resilience and organizational trust scales in the questionnaire were measured using a 5-point Likert scale ranging from "1. Strongly disagree" ... " 5. Strongly agree". The data were collected between November and January 2023.

5. Findings

5.1. Reliability Analysis

According to the cronbach alpha values of general social sustainability, general organizational resilience and general organizational trust variables, it is concluded that the scales are highly reliable. When the reliability of the sub-dimensions of the social sustainability scale is evaluated, it is concluded that the statements belonging to the dimensions of employee participation, employee cooperation and cooperation with the outside are highly reliable, while the statements belonging to the dimensions of equal opportunities, employee development, occupational safety and health are highly reliable. All of the statements belonging to the

dimensions of organizational resilience and organizational trust scales are highly reliable. All these results are interpreted depending on the alpha coefficient [69]:

- 0.00 ≤ α < 0.40, the scale is not reliable,
- If 0.40 ≤ α < 0.60, the reliability of the scale is low,
- 0.60 ≤ α < 0.80, the scale is highly reliable and
- If 0.80 ≤ α < 1.00, the scale is a highly reliable scale.

	Cronbach's alpha coefficient
General social sustainability	0,931
Social sustainability employee engagement	0,781
Social sustainability employee cooperation	0,758
Social sustainability equal opportunities	0,827
Social sustainability employee development	0,837
Social sustainability occupational safety and health	0,807
Social sustainability cooperation with the outside	0,763
General organizational resilience	0,964
Organizational resilience stability	0,938
Organizational resilience backup	0,878
Organizational resilience skill	0,820
Organizational resilience agility	0,889
General organizational trust	0,908
Organizational trust in the friends	0,873
Organizational trust in the manager	0,856
Organizational trust in the organization	0,879

Table 2. Reliability Analysis Results

6. Confirmatory Factor Analysis

6.1. Confirmatory Factor Analysis of the Social Sustainability Scale

The model shown in Figure 2, in which the observed variables Social Sustainability Employee Engagement (SSEE), Employee Co-operation (SSEC), Equal Opportunity (SSEO), Employee Development (SSED), Occupational Safety and Health (SSOSH) and Cooperation with Outsiders (SSCO) are grouped under more than one, unconnected factor, is a first level multifactor model.

In the first level multifactor model shown in Figure 2, there are 20 statements and six factors. There are 31 statements in the scale. As a result of confirmatory factor analysis, 11 statements were removed from the scale because they did not fit the model well. The analysis is continued with the remaining 20 statements. The fit results of the confirmatory factor model are shown in Table 3.

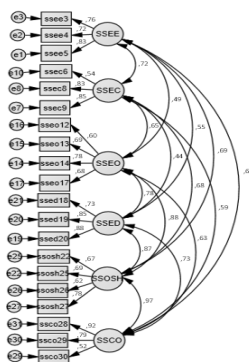


Figure 2. First Level Multifactor Structural Equation Model of Social Sustainability Scale

	ΔX^2	sd	$\Delta X^2/sd$	RMSEA	NFI	CFI	IFI
SSS	463,966*	119	3,90	0,080	0,929	0,945	0,946

* p ≤ 0,01

Table 3. Confirmatory Factor Analysis Results of Social Sustainability Scale

Confirmatory factor analysis tests whether the sample data fit the original (constructed) factor structure. The findings of the confirmatory factor analysis are $\Delta X^2 = 463,966$, $sd = 119$, $\Delta X^2/sd = 3,90$, $RMSEA = 0,080$, $NFI = 0,941$, $CFI = 0,945$ and $IFI = 0,946$. This information shows that the result of general model fit ($\leq 4-5$) shows acceptable fit, and the result of RMSEA, which is the root mean square of approximate errors, which is one of the comparative fit indices, indicates acceptable fit. It can be stated that the model shows acceptable fit according to the result of the normed fit index NFI (0.94-0.90), the model shows good fit according to the result of the incremental fit index IFI (≥ 0.95), and the model shows acceptable fit according to the result of CFI (≥ 0.95).

6.2. Confirmatory Factor Analysis of the Organizational Resilience Scale

The model shown in Figure 3, in which the observed variables of Organizational Resilience Robustness (ORR), Redundancy (ORSTA), Backup (ORB), Skill (ORSKI), Agility (ORA) are gathered under more than one, unconnected factor, is the first level multifactor model.

In the first level multifactor model shown in Figure 3, there are 18 statements and four factors. There are 21 statements in the scale. As a result of confirmatory factor analysis, 3 statements were removed from the scale because they did not fit the model well. The analysis continues with the remaining 18 statements. The fit results of the confirmatory factor model are shown in Table 4.

	ΔX^2	sd	$\Delta X^2/sd$	RMSEA	NFI	CFI	IFI
ORS	460,000*	92	5,00	0,105	0,941	0,950	0,951

* p ≤ 0,01

Table 4. Confirmatory Factor Analysis Results of Organizational Resilience Scale

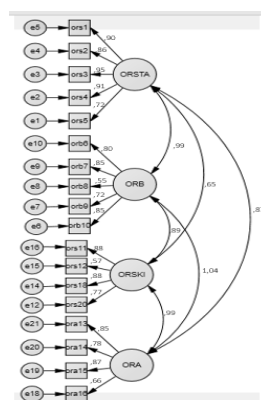


Figure 3. First Level Multifactor Structural Equation Model of Organizational Resilience Scale

The confirmatory factor analysis findings are $\Delta X^2 = 460,000$, $sd = 92$, $\Delta X^2/sd = 5,00$, $RMSEA = 0,105$, $NFI = 0,941$, $CFI = 0,941$ and $IFI = 0,946$. This information shows that the general model fit ($\leq 4-5$) result shows acceptable fit, while the RMSEA result, which is the root mean square of the approximate errors, which is one of the comparative fit indices, indicates poor fit. The values of the index 0.10 and above indicate poor fit [70]. According to the result of the normed fit index NFI (0.94-0.90), which is another comparative fit index, it can be stated that the model shows acceptable fit, according to the result of the incremental fit index IFI (≥ 0.95) the model shows good fit, and according to the result of CFI (≥ 0.95) the model shows acceptable fit.

6.3. Confirmatory Factor Analysis of the Organizational Trust Scale

The model shown in Figure 4, where the observed variables such as Organizational Trust, Trust in the Friends (OTTF), Trust in the Manager (OTTM), Trust in the Organization (OTTO), are collected under more than one, unconnected factor, is a first-level multi-factor model.

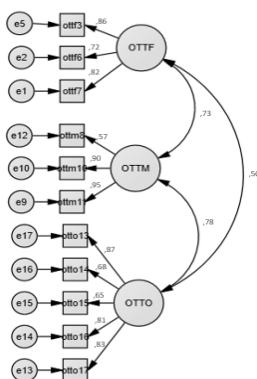


Figure 4. First Level Multifactor Confirmatory Factor Model of Organizational Trust Scale

There are 11 expressions and three factors in the first-level multifactor model shown in Figure 4. There are 17 statements in the scale. As a result of confirmatory factor analysis, six statements were removed from the scale because they did not fit the model well. The analysis continues with the remaining 11 statements. The fit results of the confirmatory factor model are shown in Table 5.

	ΔX^2	sd	$\Delta X^2/sd$	RMSEA	NFI	CFI	IFI
OTS	101,867*	24	4,24	0,08	0,973	0,979	0,979

* p ≤ 0,01

Table 5. Confirmatory Factor Analysis Results of Organizational Trust Scale

Confirmatory factor analysis findings show that $\Delta X^2 = 101,867$, $sd = 24$, $\Delta X^2/sd = 4,24$, $RMSEA = 0,08$, $NFI = 0,941$, $CFI = 0,941$ and $IFI = 0,946$. This information indicates that the overall model fit ($\leq 4-5$) result shows an acceptable fit, and the RMSEA result, which is the root mean square of the approximate errors, which is one of the comparative fit indices, indicates an acceptable fit. It can be stated that the results of normed fit index $NFI (\geq 0.95)$, incremental fit index $IFI (\geq 0.95)$ and $CFI (\geq 0.95)$ from other comparative fit indices show good fit.

7. Mediation Test with AMOS

Whether a third variable mediates the relationship between two variables or whether there is an indirect effect is proved by regression analyses. The following three regression analyses are required.

- In the first analysis, social sustainability is taken as the independent variable and organizational resilience as the dependent variable. Thus, the first condition is investigated.
- In the second analysis, the effect of social sustainability on organizational resilience is investigated. Thus, it is examined whether the second condition is met.
- In the third analysis, social sustainability and organizational resilience are taken as independent variables and their effects on organizational trust are examined. In this case, if organizational trust has an effect on organizational resilience and the effect of social sustainability in the first equation is significantly and significantly reduced, it can be said that organizational trust has a mediating role in the effect of social sustainability on organizational resilience.

The reason why structural equation modelling is preferred instead of regression analysis when investigating the mediation effect is that the structural model provides a stronger infrastructure. While the

averages of the variables are used in regression analysis, the structural equation model includes measurement and residual errors in the calculation.

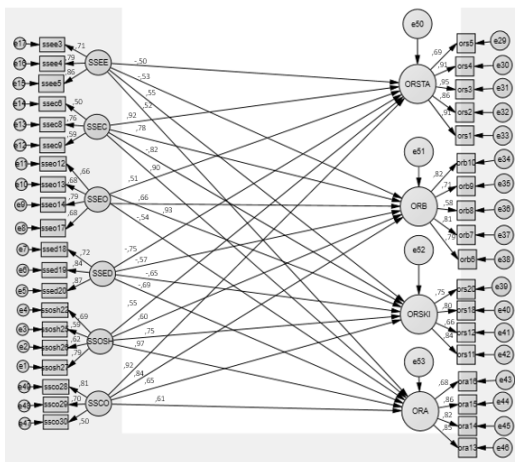


Figure 5. Test Result of the First Model

The fit indices obtained as a result of the model test show that the model is within acceptable limits ($\Delta X^2 = 2.400$, $sd = 493$, $\Delta X^2/sd = 4.86$, $RMSEA = 0.07$, $GFI = 0.890$, $CFI = 0.956$ and $IFI = 0.936$). The standardized beta, standard error and significance values of the paths from each social sustainability variable to organizational resilience are shown in Table 6. According to the findings, all social sustainability dimensions have a significant effect on organizational resilience. Therefore, the first condition is fulfilled.

Path		Standardize β	Standard error	P	
SSEE	→	ORSTA	-0,50	0,061	0,000
SSEE	→	ORB	-0,53	0,097	0,000
SSEE	→	ORSKI	0,55	0,090	0,013
SSEE	→	ORA	0,52	0,152	0,014
SSEC	→	ORSTA	0,92	0,134	0,050
SSEC	→	ORB	0,78	0,222	0,043
SSEC	→	ORSKI	-0,82	0,229	0,000
SSEC	→	ORA	0,90	0,550	0,000
SSEO	→	ORSTA	0,51	0,065	0,000
SSEO	→	ORB	0,66	0,100	0,000
SSEO	→	ORSKI	0,93	0,103	0,010
SSEO	→	ORA	-0,54	0,159	0,015
SSED	→	ORSTA	-0,75	0,072	0,018
SSED	→	ORB	-0,57	0,104	0,001
SSED	→	ORSKI	-0,65	0,121	0,000
SSED	→	ORA	-0,69	0,244	0,050
SSOSH	→	ORSTA	0,55	0,154	0,016
SSOSH	→	ORB	0,60	0,223	0,000
SSOSH	→	ORSKI	0,75	0,245	0,000
SSOSH	→	ORA	0,97	0,426	0,000
SSCO	→	ORSTA	0,92	0,103	0,000
SSCO	→	ORB	0,84	0,149	0,000
SSCO	→	ORSKI	0,65	0,145	0,000
SSCO	→	ORA	0,61	0,240	0,000

Table 6. Path Coefficients of Model 1

In the second model shown in Figure 6, social sustainability dimensions are taken as independent variables, organizational resilience dimensions as dependent variables and organizational trust as mediating variable. Thus, the existence of the second and third effects stated by [71] is investigated.

The fit indices obtained from the test of the model shown in the figure indicate that it is within acceptable limits ($\Delta X^2 = 4.125$, $sd = 909$, $\Delta X^2/sd = 4.54$, $RMSEA = 0.06$, $GFI = 0.885$, $CFI = 0.964$ and $IFI = 0.925$). The standardized beta, standard error and significance values of the paths specified in the model are shown in Table 7.

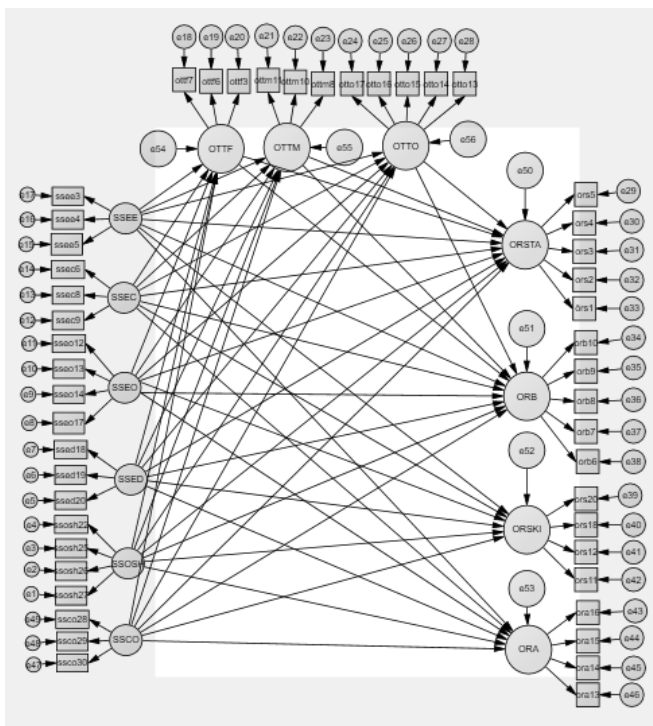


Figure 6. Test Result of the Second Model

Path		Standardize β	Standard error	<i>p</i>
SSEE	→ ORSTA	-0,48	0,054	0,320
SSEE	→ ORB	-0,50	0,080	0,400
SSEE	→ ORSKI	0,45	0,085	0,300
SSEE	→ ORA	0,50	0,150	0,250
SSEC	→ ORSTA	0,85	0,100	0,450
SSEC	→ ORB	0,65	0,200	0,178
SSEC	→ ORSKI	-0,75	0,220	0,369
SSEC	→ ORA	0,67	0,548	0,546
SSEO	→ ORSTA	0,46	0,060	0,140
SSEO	→ ORB	0,55	0,099	0,125
SSEO	→ ORSKI	0,81	0,100	0,100
SSEO	→ ORA	-0,50	0,148	0,150
SSED	→ ORSTA	-0,70	0,070	0,180
SSED	→ ORB	-0,50	0,100	0,100
SSED	→ ORSKI	-0,60	0,111	0,250
SSED	→ ORA	-0,55	0,240	0,500
SSOSH	→ ORSTA	0,53	0,150	0,160

SSOSH	→	ORB	0,52	0,220	0,100
SSOSH	→	ORSKI	0,70	0,200	0,105
SSOSH	⇒	ORA	0,90	0,410	0,101
SSCO	→	ORSTA	0,87	0,100	0,260
SSCO	→	ORB	0,73	0,109	0,175
SSCO	→	ORSKI	0,59	0,102	0,482
SSCO	⇒	ORA	0,56	0,125	0,763
SSEE	→	OTTF	0,51	0,187	0,002
SSEE	→	OTTM	0,91	0,113	0,000
SSEE	→	OTTO	0,85	0,091	0,000
SSEC	→	OTTF	0,94	0,227	0,000
SSEC	→	OTTM	0,72	0,110	0,050
SSEC	→	OTTO	0,54	0,126	0,050
SSEO	→	OTTF	0,53	0,286	0,050
SSEO	→	OTTM	0,59	0,111	0,000
SSEO	⇒	OTTO	0,69	0,090	0,000
SSED	→	OTTF	-0,56	0,154	0,000
SSED	→	OTTM	-0,54	0,086	0,000
SSED	→	OTTO	-0,82	0,091	0,000
SSOSH	→	OTTF	0,91	0,666	0,018
SSOSH	→	OTTM	-0,95	0,162	0,000
SSOSH	→	OTTO	0,56	0,122	0,007
SSCO	⇒	OTTF	-0,74	0,513	0,000
SSCO	→	OTTM	-0,55	0,126	0,008
SSCO	⇒	OTTO	0,62	0,120	0,008
OTTF	→	ORSTA	-0,63	0,097	0,000
OTTF	→	ORB	-0,65	0,100	0,002
OTTF	→	ORSKI	-0,66	0,120	0,006
OTTF	→	ORA	0,55	0,213	0,016
OTTM	→	ORSTA	0,84	0,100	0,000
OTTM	→	ORB	0,54	0,096	0,000
OTTM	→	ORSKI	0,57	0,119	0,000
OTTM	⇒	ORA	0,68	0,145	0,000
OTTO	→	ORSTA	-0,86	0,133	0,000
OTTO	→	ORB	-0,92	0,175	0,000
OTTO	→	ORSKI	-0,73	0,180	0,000
OTTO	→	ORA	-0,86	0,303	0,012

Table 7. Path Coefficients of Model 2

8. Discussion

According to the findings, all social sustainability variables significantly affect all organizational trust dimensions, and organizational trust dimensions significantly affect organizational resilience dimensions. These results are in line with other studies in the literature, but also exhibit some differences. First of all, the positive effect of employee participation and cooperation on organizational trust has been reported in previous studies [72]. It has been observed that these variables increase employees' trust in the organization and thus strengthen intra-organizational relationships. The findings that social sustainability factors such as equal opportunities and employee development also increase organizational trust are supported by various studies in the literature [73]. These factors increase organizational trust by making employees feel fairness and equal opportunity within the organization. Investments in occupational safety and health have been observed to increase employee trust and thus strengthen organizational resilience [74]. Employees' feeling physically and psychologically safe forms the basis of organizational trust and increases the resilience of the organization in times of crisis. Finally, the impact of collaboration with external stakeholders on organizational trust and resilience is a less researched area [75]. However, it can be argued that effective

communication and collaboration with external stakeholders enables the organization to be in harmony with its external environment and to be more resilient to external shocks.

In this context, the effects of social sustainability factors on organizational trust and resilience are complex and multifaceted. Our study can be considered as an important step in understanding the relationships between these factors and can shed light on future research.

In addition to all these, with the inclusion of organizational trust dimensions in the model, the effects of all social sustainability dimensions on organizational responsiveness dimensions became insignificant. Accordingly, the result that organizational trust dimensions have a full mediating variable role on the organizational responsiveness dimensions of all social sustainability dimensions seems to be consistent with some studies in the literature. For example, [76] found that organizational trust plays an important mediating role on organizational responsiveness and resilience. This finding highlights that organizational trust is a critical tool for disseminating the results of social sustainability efforts throughout the organization.

In light of these findings, organizations should focus on strengthening organizational trust in order to effectively carry out social sustainability efforts and increase organizational responsiveness. Organizational trust dimensions such as trust in colleagues, trust in manager and trust in the organization can support employees' engagement in social sustainability efforts and the effective implementation of these efforts throughout the organization. In conclusion, it is important to understand and manage the relationship between social sustainability efforts and organizational trust in order for organizations to achieve their sustainability goals and be resilient to crises.

Within the scope of these results, hypothesis 1 (Social sustainability has an effect on organizational resilience), hypothesis 2 (Social sustainability has an effect on organizational trust) and hypothesis 3 (Organizational trust has a mediating role in the effect of social sustainability on organizational resilience) are accepted. As a result, when employees participate in all business processes and cooperate with them about their work, when they are treated equally in processes such as recruitment and remuneration, when plans are made for the development of employees, when attention is paid to their occupational health and safety, when the organization cooperates with students, former employees, and other institutions to ensure the development of its employees, the organization can achieve its goals by operating on a more solid basis, developing strategies in the face of alternative opportunities and unexpected events, and implementing them quickly, and thus employees trust their colleagues, managers and the organization.

9. Conclusion

In this study, the effects of social sustainability variables on organizational trust and organizational resilience were examined. The findings reveal that social sustainability factors significantly affect all organizational trust dimensions and organizational trust also has a significant effect on organizational resilience dimensions. It has been observed that social sustainability factors such as employee participation, collaboration, equal opportunities, employee development and occupational health and safety increase employees' trust in the organization. This trust strengthens intra-organizational relationships and makes the organization more resilient to crises. It was also found that organizational trust plays an important mediating role in the spread of social sustainability practices throughout the organization. As a result, the relationships between social sustainability and organizational trust and resilience require the development of more participatory and collaborative strategies in business processes. The findings of this study suggest that organizational trust is a critical element supporting sustainability efforts and sheds light on strategic planning in this area.

Social sustainability emphasizes that businesses today should focus not only on environmental factors but also on social and economic dimensions. This study shows that social sustainability practices have the potential to increase the resilience of organizations. Social sustainability factors such as employee involvement, cooperation, equal opportunities, employee development, occupational safety and health, and external cooperation can support organizations to be resilient to crises and adapt to change. Organizational trust dimensions such as trust in colleagues, trust in manager and trust in the organization can ensure that social sustainability practices are adopted and effectively implemented by employees. This may increase the organization's ability to cope with crises and its long-term sustainability. In this context, when developing sustainability strategies, organizations should not only focus on environmental factors, but also consider social dimensions such as encouraging employee participation, providing equal opportunities and supporting an environment of trust. Understanding the impact of social sustainability practices on organizational resilience and explaining this impact through organizational trust is of strategic importance for businesses.

The findings obtained in line with the hypotheses put forward within the scope of this study are evaluated as follows: H1 hypothesis, i.e. 'Social sustainability has an impact on organizational resilience' is accepted. It was found that social sustainability practices increase organizations' resilience against crises. H2 hypothesis,

i.e. 'Social sustainability has an impact on organizational trust' was also supported. Social sustainability factors strengthened employees' trust in the organization. Finally, H3 hypothesis, i.e. 'Organizational trust plays a mediating role in the effect of social sustainability on organizational resilience' was accepted. The findings of the study show that organizational trust plays an important mediating role in the relationship between social sustainability and organizational resilience. In the light of these findings, it is concluded that social sustainability practices not only strengthen organizational trust but also make the organization more resilient to crises.

10. Implications

The mediating role of organizational trust is critical for understanding the impact of social sustainability on organizational resilience. The presence of trust strengthens the organization's relationships with its internal and external environment and provides a solid foundation in crisis situations. Future research is important to gain a deeper understanding of the relationships between social sustainability, organizational resilience and organizational trust. In particular, studies in specific sectors or cultural contexts can help us better understand how these relationships may vary and how they may shape organizations' strategies. These implications offer important clues for strengthening organizations' sustainability efforts and responding more effectively in crisis situations. Understanding the mediating role of organizational trust can help organizations to be more successful in the areas of social sustainability and organizational resilience.

There are several examples of literature examining the impact of trust between employees on social sustainability and organizational resilience in the healthcare sector. These studies highlight how organizational trust in healthcare supports high quality patient care and organizational resilience. One study found that organizational trust plays a central role in ensuring high quality patient care and directly contributes to improved patient outcomes. The research showed that increased trust among employees leads to increased patient safety, making the organization more resilient in times of crisis [77]. In a study conducted among nurses, it was found that in units with high levels of organizational trust, employee commitment and satisfaction increased social sustainability, which had positive effects on the quality of care. Patient satisfaction also increased significantly in these units. The study emphasizes that organizational trust has a great impact on the long-term resilience of healthcare organizations [78]. A comparative study conducted in public and private sector hospitals revealed that the effects of organizational trust on social sustainability differ. In private hospitals, trust translates more quickly into customer satisfaction and service quality, whereas in public hospitals, long-term employee commitment and social sustainability effects were observed stronger. In both contexts, trust has proven to be a supportive factor for organizational resilience and sustainability [79].

The search for additional variables that could further clarify the relationships between social accountability, trust and resilience has led to important findings in the literature. In particular, the effects of leadership styles on organizational trust and how these shapes social sustainability practices in different contexts have been examined in both non-profit and educational institutions. In a study examining the effects of leadership styles on organizational trust, transformational leadership style was found to increase trust among employees and this trust led to the adoption of social sustainability practices [80].

In a study examining the impact of leadership styles on social sustainability and organizational trust in educational institutions, it was found that democratic leadership increases trust among teachers and other employees and this trust supports long-term resilience [81]. It has been stated that when nonprofit leaders adopt a fair, transparent and accountable management approach, the resilience of the organization in times of crisis increases significantly [82]. A study examining the relationship between stakeholder engagement and leadership styles in nonprofit organizations found that participative leadership style reinforces trust between stakeholders and employees and this trust strengthens organizational resilience [83].

11. Limitations and Future Directions

This study has some limitations and some suggestions can be made for future research. Firstly, this study focused on a specific sector or type of organization. In the future, in-depth studies can be conducted on specific sectors or types of organizations. For example, similar research can be conducted in different areas such as technology sector or public sector and the results can be compared. Secondly, although this study focused on the mediating role of organizational trust, the effect of other variables may have been ignored. Future research could focus on examining the effect of other factors such as leadership styles, corporate culture and organizational structure. Third, this study highlighted the mediating role of organizational trust on social sustainability and organizational resilience. However, qualitative research could be conducted to better

understand the complexity of this relationship. For example, in-depth interviews can help us better understand how organizational trust is built and how it acts. For the future, more research should be conducted in the areas of social sustainability, organizational resilience and organizational trust. This study has been an important step towards understanding organizations' sustainability efforts and their ability to respond more effectively in crisis situations. However, more comprehensive and in-depth research in these areas can make significant contributions to the business and academic literature. In conclusion, although this study has highlighted the mediating role of organizational trust on social sustainability and organizational resilience, future research is expected to provide a broader perspective and deepen knowledge in these areas. In this way, new strategies can be developed to enable organizations to improve their sustainability efforts and respond more effectively in crisis situations.

Ethics Statement: According to the related provisions of the human survey, this study was approved by the Ethics Committee of Istanbul Gelisim University. In the process of survey, we told the interviewees that all the oral and written materials would be recorded and kept confidential. All participants were conducted anonymously, and the results will be used for academic research only, not for commercial purposes. We fully respected the wishes of the interviewees.

Credit Authorship Contribution Statements

Ayşegül Özkan: Writing - review & editing, writing - original draft, conceptualization, methodology, data analysis and writing.

Ayşe Meriç Yazıcı: Writing - review & editing, writing - original draft, conceptualization, methodology.

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