

The Impact of Organizational Trust on Achieving Organizational Sustainability within MSMEs in El-Oued

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Abstract:

This study aims to highlight the impact of Organizational Trust (OT) in achieving Organizational Sustainability (OS) in terms of its economic, social and environmental dimensions. 100 samples were collected from many Micro-, Small and Medium-sized Enterprises (MSMEs) in El-Oued province. Partial least squares structural equation modeling (PLS-SEM) using SmartPLS3.0 was used to perform latent variable analysis. The results indicate that organizational trust has a significant impact on achieving organizational sustainability. Implications for the results are discussed and recommendations for future research are also suggested.

Keywords: organizational trust; organizational sustainability; MSMEs; Structural Equation PLS.

JEL Classification: M14; Q56; S52.

I. Introduction

Micro-, Small and Medium-sized Enterprises (MSMEs) are characterized by the ability to be an effective reason for reviving the high economy. They are also considered as an important mechanism in reducing unemployment, as they contribute 45% of total employment in emerging countries and 70% in OECD countries. Therefore, enhancing its capacity and maintaining its sustainability is the key to the success of any economy.

Organizational sustainability is the only way to achieve long-term continuity, as 62% of entrepreneurs believe that sustainability is an urgent necessity for organizations to be able to compete in the current business environment, while 22% of them assert that it will be an imperative in the future.

Organizational trust is a valuable resource within organizations, as many researchers and executives have emphasized that trust promotes healthy collaboration and teamwork, improves communication and employee satisfaction, creates more positive attitudes, facilitates organizational citizenship behavior, and increases organizational performance (Guinot & Chiva, 2019).

➤ Research problem:

Similar to the great development witnessed in El-Oued province in the agricultural field, it has been recently observed the establishment of many Micro-, Small and Medium-sized Enterprises with different activities (agricultural, industrial, service, commercial), that are mostly private.

Moreover, given that institutions have a fragile structure due to their small size and capital, in addition to the unprecedented crises that the world is witnessing, such as the Covid-19 crisis which obliged officials of these institutions and the bodies of trustees to search for mechanisms to achieve their sustainability socially, economically and environmentally.

Bearing this in mind, we will try to answer the following main question:

Does organizational trust have an impact on achieving organizational sustainability for Micro-, Small and Medium-sized Enterprises (MSMEs) in El Oued city?

➤ Research Objectives:

The study aims to reveal the role of organizational trust in achieving organizational sustainability with its dimensions (economic, environmental and social) for MSMEs in El-Oued.

➤ Research hypotheses:

1. Organizational trust has a statistically significant effect on achieving organizational sustainability at the 5% level

2. Organizational trust has a statistically significant effect on achieving economic dimension of organizational sustainability at the 5% level

3. Organizational trust has a statistically significant effect on achieving Environmental dimension of organizational sustainability at the 5% level

4. Organizational trust has a statistically significant effect on achieving social dimension of organizational sustainability at the 5% level.

➤ **Previous studies:**

1. The Study by (Magd & karyamsetty, 2021) titled: " Organizational Sustainability and TQM in SMEs: A Proposed Model"

The study aimed to prepare a model to determine the factors affecting the sustainability of small and medium companies and to evaluate the role of total quality management in achieving business sustainability. In the context of small and medium enterprises. To achieve the objective of the study, the researcher relied on an exploratory analysis based on the theoretical literature on the subject. The researcher emphasized the importance of organizational sustainability at the present for business success and organizational survival, and the need for organizations to prepare business models on how to modify organizational processes. The study concluded that achieving sustainability depends on the activities carried out by small and medium-sized companies and the level of employee participation, in addition to the existence of a significant correlation between total quality management and sustainability.

2. The Study by (Rifai, H. Yousif, Bwaliez, Al-Fawaer, & Ramadan, 2021) titled: "Employee's Attitude and Organizational Sustainability Performance: Evidence from Jordan's Banking Sector"

The study aimed to identify the role of employees' attitudes towards implementing and expanding the sustainability policy and sustainability performance in terms of economic, social, and environmental dimensions. The researchers tried to develop the study model by reviewing the literature related to the subject. Consisting of 84 employees at the Bank in Jordan, the study found a positive relationship between employees' attitudes towards implementing and expanding the sustainability policy and sustainability performance.

3. The Study by (Ilyas, Abid, & Ashfaq, 2020) titled: "Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust".

The study aimed to examine the underlying mechanism in the relationship between ethical leadership and employee participation in light of relying on the social exchange theory, in addition to the role of organizational trust as a mediating variable and the general self-efficacy variable as a modified variable in the relationship. The research was conducted on a sample of 212 employees working in institutions. Private and public in Pakistan, researchers used the AMOS program to analyze the data collected by using a questionnaire, the study

found that the complete mediation of organizational trust between ethical leadership and worker participation in addition, that the positive effects of ethical leadership on the participation of employees with high self-efficacy is high compared to the work of low self-efficacy. The study also emphasized that institutions whose employees are aware of organizational trust, equality and leadership style require and achieve social sustainability.

4. The Study by (Sarmawa, Dwi Widayani, Putu Widani Sugianingrat, & Oka Martini, 2020) titled: "Ethical entrepreneurial leadership and organizational trust for organizational sustainability"

The study aimed to examine and analyze the role of ethical entrepreneurial leadership in affecting both organizational trust and organizational sustainability, in addition to the impact of organizational trust as a mediator between ethical entrepreneurial leadership and organizational sustainability. The research was conducted at the Village Credit Institution in Bali, Indonesia. A questionnaire was distributed to a random sample represented by the leaders of the Refugee Protection Association, amounting to 93 units, and used the Smartpls program to analyze the collected data. The study found that ethics is a necessity that occupies a large part of entrepreneurship, and it also found the positive impact of the ethical leadership of entrepreneurship on organizational trust in addition to the positive impact of organizational trust on sustainability Organizational and its mediation of the relationship between ethical entrepreneurial leadership and organizational sustainability.

5. The Study by (Yu, Mai, Tsai, & Dai, 2018) titled "An Empirical Study on the Organizational Trust, Employee-Organization Relationship and Innovative Behavior from the Integrated Perspective of Social Exchange and Organizational Sustainability"

The study aimed to examine the innovative climate and organizational trust as a mediation mechanism linking the relationship between the employee's relationship with the organization and the innovative behavior in a comprehensive practical and theoretical framework, 971 questionnaires were distributed targeting employees and direct supervisors of 63 companies (especially small and medium clothing design) in China. 935 questionnaires were valid for analysis. The study concluded that the employee's relations with the organization have a positive impact on creative behavior and organizational confidence alike. It also showed the complete mediation of organizational trust in the relationship between the employee in the organization and the creative behavior, and the innovative climate supports this relationship and increases the degree of influence.

➤ **The location of the current study from previous studies:** Previous studies that dealt with organizational sustainability thoroughly helped us address the issue of organizational sustainability, and this contrary to organizational trust and here lies the face of the difference, we attempted to focus in our study on the

function of organizational trust in achieving organizational sustainability. As far as the research is concerned, this is the only study in Algeria that dealt with this topic and focused on MSMEs due to their critical role.

II.Theoretical review:

In this section, we provide the theoretical foundations of the concept of organizational trust, and organizational sustainability, focus on the dimensions that were relied upon in the study, and then we provide the main theoretical mechanisms explaining the relationship between organizational trust and organizationally sustainable.

1-Organizational Trust:

1.definition: Ibn al-Manzar defined trust as " the source of your words, trust him, trust him, and the document in the matter is its provisions and the adoption of trust, as well as the charter and trust are the treaty and the document is the right thing and it is the covenant, and in the original, it is a rope, or a fetter, tied by the captive, or the animal". From a technical point of view, the researcher's Funk and W (Ibn al-Mansur, 2003) agnalls (as cited in Becky J, Stephen A, & Vikkie) defined organizational trust as "Sincere reliance on the integrity, honesty and, justice of others" .We note that researchers, through this definition, consider trust as a set of behavioral expectations. It is also defined as "the positive expectation and confidence in the property of the other party "(Yi & Wen-Ke, 2017, p. 2059). On the light of the previous definition, researchers considered organizational trust as judgmental expectations, while (al-Kasasbeh & Al Faouri, 2010) consider that "Organizational Trust is the expectations of individuals or groups, that the organizational decision-making system can be relied upon to achieve desired results for the individual or group even without exercising any influence on this system" (p.67).

Through this definition, it is evident that trust includes three types of expectations, which are behavioral, capabilities expectations, and expectations specific to the decision-making process.

Through all the previous definitions, organizational trust reflects the organizational climate through which the worker can build his expectations on real and reliable information.

2 -Organizational sustainability:

The interest of institutions and stakeholders during the other two decades has increased in sustainability and business ethics, as it is an important factor to ensure the continuity of institutions (Horak, Arya, & Ismail, 2018, p. 2).Where the global survey of 2,800 international organizations showed that sustainability

is the most important issue for 70% of these organizations and it is included in their agenda (Mujtaba & Mubarik, 2021).

2-1-Definition:

According to the Chard Institute of Personnel and Development (CIPD 2012), organizational sustainability is defined as "the principle of enhancing the societal, environmental, and economic systems within which Commercial Business "(Donatus, 2020). As for (Tariq, 2017), he defines it as "a set of administrative processes in which business organizations perform to achieve social response, economic competition and environmental balance" (p. 80).

It is also defined as: "Keeping the business going" and "Achieving today's success without compromising the needs of the future" (Muzahidul Islam, Jahidul Islam, Kanak Pervez, & Nur Nabi, 2019).

Through all the above-mentioned definitions, we can say that organizational sustainability is a set of strategies and decisions taken by institutions at the level (economic, social, and environmental) that work to achieve success and continuity.

2-2-Dimensions: Many researchers agreed on three dimensions of organizational sustainability, such as: (Magd & karyamsetty, 2021), (dos Santos Santiago, Cruz Santos, & Torres Carvalho, 2019), (Mohd Zawawi & Abd Wahab, 2019), (Grecu, Ciobotea, & Florea, 2020), (Dzhengiz, 2020), (Batista & Francisco, 2018).

1.Economic dimension: cella-de-Oliveira (2013) confirms that economic feasibility is at the core of organizational sustainability the economic dimension expresses the business organization's ability to make a profit and do business on a sustainable basis to survive and, support national and local economies. The economic dimension is quantitative and focuses on an effective use of resources and return on investment (Rifai, H. Yousif, Bwaliez, Al-Fawaeer, & Ramadan, 2021).

2.Environmental dimension: Many researchers confirm that maintaining environmental performance by institutions is a key to maintaining competitive performance (Batista & Francisco, 2018). The environmental dimension means the preservation of biological diversity with the ability to renew resources through recycling and work to reduce the percentage of harmful emissions in all their forms and not waste resources and energy (cella-de-Oliveira, 2013).

3.Social dimension: The important social aspects in small and medium enterprises are occupational health and safety in the workplace, in addition to motivation, training and development, and fair wages with equal opportunities and effective communication channels between workers (Singh, Chakraborty, & Roy, 2016). It also expresses the moral and philanthropic expectations that society receives from the institution (Rifai, H. Yousif, Bwaliez, Al-Fawaeer, & Ramadan, 2021).

3.The relationship between organizational trust and organizational sustainability

Organizational sustainability has become a goal in front of organizations to achieve success and ensure survival on the light of the instability of the business world as a result of unprecedented crises, which forced them to search for strategies and tools to achieve this.

Organizational trust is among the signs that help stabilize and strengthen relationships, as it is the basis of the activities carried out by individuals within organizations, and it is the key to obtaining intellectual capital (Kožuch & Jabłoński, 2019). In addition to all this, organizational trust has a significant role in reducing work turnover and thus increasing the intention to stay in the organization and increasing the level: of organizational commitment, performance, job satisfaction, and organizational citizenship behavior (Rahayuningsih, 2019).

From what has been mentioned above, we can say that organizational trust has a major role in achieving success for institutions and thus ensuring their organizational sustainability.

III.MATERIALS AND METHODS:

➤**Overview of the proposed research model:** For this study, the model's variables and their correlations were developed from the existing literature of models and theories given in the already discussed literature.

The proposed model is presented in Fig1, while examining the proposed model, it can be seen that Organizational Trust predicts Organizational Sustainability.

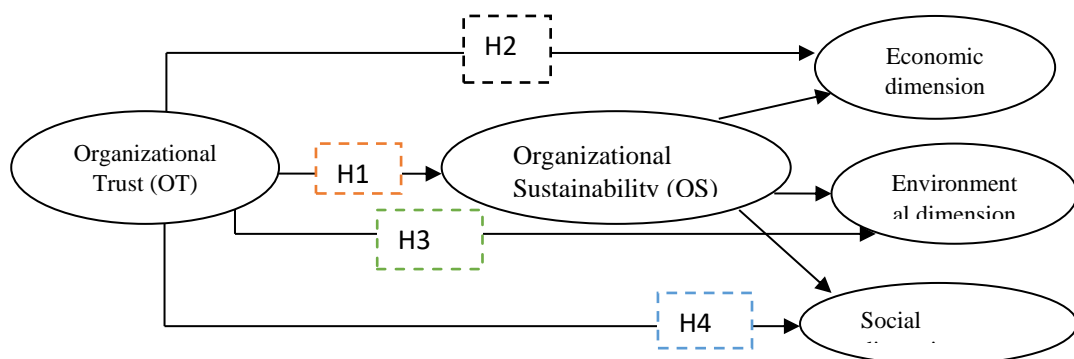


Fig 1: Conceptual Model

The proposed extended model examines the relationship between OT as antecedent variables that explain OS as an output variable among employees in

the MSMEs located in industrial ELOUED. The proposed model has four hypotheses to test.

➤ **Development of Instrument:** a 24-item questionnaire was designed. In this study, multi-item Likert scales were used, which are commonly used in questionnaire-based studies (Lee et al., 2009). Other variables are measured subjectively using a 5-point Likert scale, with 5 representing "strongly agree" and 1 representing "strongly disagree" The items were then pilot-tested to ensure that they were internally consistent.

All items in the final questionnaire demonstrated satisfactory reliability with individual Cronbach's alpha coefficients ranging from 0.896 to 0.949, all higher than the suggested value of 0.7.

➤ **Data collection:** Data collection was based on an independent paper questionnaire that was delivered "in person" to a group of MSMEs in the El-Oued city between October 2021 and February 2022. The researcher distributed 105 questionnaires to a group of MSMEs in El-Oued. The researchers received 100 valid questionnaires, with a 95% response rate. The final sample size was considered reasonable, a total of 5 questionnaires were deleted due to missing data.

IV.Result And Discussions

➤ **Descriptive analysis:** The sample of respondents was estimated to have 100 employees, with 71% male and 29% female, suggesting that the majority of employees are males, which may be due to the nature of work at the facility surveyed. As it can be seen from Table1, the age of the sample is less than 30 years old, and the estimated proportion is 55%, which indicates that the vitality of youth within the institutions of the study sample will help them achieve their stated goals. Also, from Table1 we can see that 50% of the respondents have certificates and skills and it can also be noted that the sample members have more than 5 years of experience, and the proportion is more than 70%.'

➤ **Table1: summary of the demographic profile of respondents**

Variables	frequency	valid percentage
gender		
male	71	71%
female	29	29%
Age		
<30	55	55%
30-39	25	25%
40-49	13	13%
50-59	4	4%
>60	3	3%
Education		
below secondary school	21	21%

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Secondary school	29	29%
Senior technician	18	18%
bachelor	20	20%
MSC/PHD	12	12%
Professional Experience		
<5	31	31%
5-10	28	28%
11-15	22	22%
16-20	7	7%
More than20	12	12

Source: Authors estimation using SmartPLS3

➤ **Measurement model assessment:**

In our study, we relied on variance-based structural equation modeling (SEM, VB) by partial least squares (PLS), and to analyze and evaluate the model, we chose SmartPlus3 program because it provides more accurate estimates according to the model. The model is analyzed and the measurement model is evaluated by establishing reliability. As well as the validity of the model (discriminatory and convergent validity).

➤ **Convergent validity:** In measuring convergent validity, we rely on extracting the composite reliability and the extracted average variance, and test the individual Cronbach's alpha coefficients to measure the reliability of the core variables in the measurement model through Table (2) shown below. all study variables according to the recommended standard (Cohen, 1988), and the Composite Reliability values exceeded the standard suggestion value of 0.8 according to (Sturman & Piemme, 2017), and indicate that all the individual Cronbach's alpha coefficients ranging from 0.896-0.949 were higher than the suggested value of 0.7. Accordingly, we can say that there is a convergent validity of the study tool.

Table 2: Mean, Standard Deviations, Loading, Cronbach's alpha, CR and AVE

Construct Item	Loading >0.5	M	SD	α (>0,7)	CR (>0.7)	AVG (>0.5)
Organizational Trust				0.949	0.951	0.643
OT1	0.842	4.02	0.94			
OT2	0.783	3.96	0.97			
OT3	0.852	3.99	0.95			
OT4	0.792	3.92	1.00			
OT5	0.783	3.97	0.92			
OT6	0.870	3.79	1.11			
OT7	0.798	3.85	0.98			
OT8	0.797	3.90	0.97			
OT9	0.825	3.92	1.01			

OT10	0.786	3.85	1.13			
OT11	0.711	4.13	0.91			
OT12	0.770	3,89	1.09			
Organizational sustainable				0.896	0.897	0.764
Economic dimension				0.907	0.925	0.781
ECO1	0,844					
ECO2	0,893					
ECO3	0,900					
ECO4	0,900					
Environmental dimension				0.925	0.925	0.764
ENV1	0,878					
ENV2	0,892					
ENV3	0,936					
ENV4	0,907					
Social dimension				0.941	0.957	0.849
SOC1	0,904					
SOC2	0,934					
SOC3	0,907					
SOC4	0,941					

Note(s): M=Mean, SD=Standard Deviations, α =Cronbach's alpha, CR=Composite Reliability AVE=Average Variance Extracted.

Source: Authors estimation using SmartPLS3

A.Discriminant Validity: The differential honesty measurement is based on: **Latent Variable Correlations:** This correlation expresses the extent to which the latent variable is related to itself, and the strength of the latent variable correlation is measured by the degree of its correlation with itself compared to other variables in the same column and line, which confirms the variable's independence from other variables.

Looking at Table 3, it is shown that all latent correlation coefficients are clear, strong, and statistically acceptable, and this indicates the existence significant correlation between the variables and their measurement indicators.

Table3: Result of discriminant validity by fornell-Lacker Criterion

variable	SOC	ECO	ENV	OT	OS
SOC	0,922				
ECO	0,676	0,884			
ENV	0,681	0,595	0,904		
OT	0,751	0,731	0,640	0,781	
OS	0,886	0,752	0,739	0,838	0,874

Note(s): Diagonals represent the square root of the average variance extracted while the other entries represent the correlations. OT Organizational Trust, OS Organizational sustainable, ECO

Source: Authors estimation using SmartPLS3

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B.Cross-Loading: It is clear from the previous table4 that all the indicators' values of the latent variable fully represent themselves in comparison with the indicators of other variables, and this reflects the existence of a discrepancy in the values of the indicators for all variables.

Table 4: Result of discriminant validity by the cross-loading

VARIABLE	OT	OS
OT1	0,845	0,735
OT2	0,835	0,738
OT3	0,824	0,714
OT4	0,768	0,696
OT5	0,775	0,668
OT6	0,833	0,761
OT7	0,685	0,558
OT8	0,685	0,596
OT9	0,744	0,616
OT10	0,760	0,582
OT11	0,745	0,573
OT12	0,786	0,645
ECO1	0,492	0,498
ECO2	0,648	0,686
ECO3	0,718	0,735
ECO4	0,690	0,698
ENV1	0,535	0,704
ENV2	0,599	0,618
ENV3	0,888	0,687
ENV4	0,595	0,656
SOC1	0,714	0,827
SOC2	0,684	0,827
SOC3	0,590	0,709
SOC4	0,769	0,818

OT Organizational Trust, OS Organizational Sustainably, ECO Economic dimension, ENV Environmental dimensions, SOC Social dimension

Source: Authors estimation using SmartPLS3

➤**STRUCTURAL MODEL ASSESSMENT:** To ensure the validity of a structural or graphical model studied using the smart pls program, one first needs to confirm the hypothesis and evaluate the path, and then use a set of criteria proposed in the coefficient of determination (R2). Size effect (F2) and prediction validity criterion (Q2)

➤**HYPOTHESIS TESTS:** To do this, it is necessary to evaluate the path coefficients, the table below shows the coefficients for each beta to clarify

whether the relationship is direct or inverse, in addition to the value of the **T-Student** to understand the expected magnitude of change in the dependent variable due to the extraction of the **P-V** value caused by the change of the variable unit ensures the significance of the relationship between the variables and confirms the hypothesis.

The evaluation of the structural model is presented as shown in Fig 2, and Table5 provides the analysis of the hypotheses so that supported, OT significantly predicts OS. Hence, H1 is accepted with (B =0.842, T = 26.434, P<0.000). OT significantly predicts ECO. Hence, H2 is accepted with (B =0.334, T = 2.048, P<0.043). OT significantly predicts SOC. Hence, H4 is accepted with (B =0.224, T = 2.472, P<0.015). this result indicates the higher effect of Organizational Trust on Organizational sustainability and economic dimension at the same time there is a small effect of the Organizational Trust on Social dimension.

Table 5: Structural path analysis result

Hypothesis	Relationship	Std. Beta	SD	T Value	P Value	Decision
H1	TO → OS	0.842	0.032	26.43	0.000	Supported**
H2	TO → ECO	0.334	0.163	2.048	0.043	Supported*
H3	TO → ENV	0.196	0.119	1.68	0.102	No Supported
H4	TO → SOC	0.224	0.091	2.472	0.015`	Supported*

Source: Authors estimation using SmartPLS3

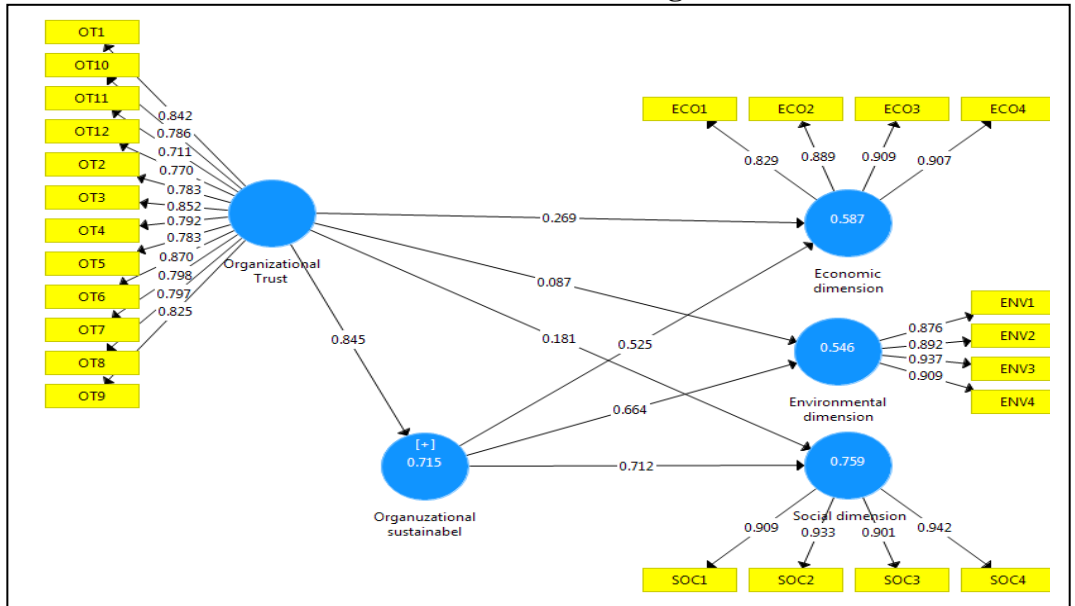


FIG 2: Research Construct ECO Economic dimension, ENV Environmental dimension, SOC Social dimension, OS Organizational Sustainability, OT Organizational Trust.

Source: Authors estimation using SmartPLS3

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➤ **Coefficient of Determination R²:**

From table 6, it is clear that the R² coefficient is significant and statistically acceptable, so that the latent variable represented in organizational trust participates together with a percentage of 74% in the interpretation of organizational sustainability which is a high and statistically acceptable percentage, and participates with a percentage of 74% also in the interpretation of the social dimension of organizational sustainability as it participates with a percentage of 56% and 54%, respectively, in the interpretation of each of the social and economic dimensions, respectively, and most of them are considered above average and statistically acceptable ratios, as indicated by (Hair, 2017).

Table 6: R-Squared of the Endogenous latent variables

VARIABLE	R ²	Result
OS	0.715	High
ECO	0,587	moderate
ENV	0.546	moderate
SOC	0.759	High

Source: Authors estimation using SmartPLS3

Effect size F²:

As we look at table7, it is evident that the influence coefficients F² of the independent variable of organizational trust on organizational sustainability has a large effect size because it came more than 0.35, as for the field of influence of organizational confidence on each dimension (social, economic and environmental) It was small in size because it averaged a range of 0.02 and 0.15 as determined by (Cohen, 1988).

Table 7: The effect size F² of the Exogenous latent variables

VARIABLE	F ²	Result
TO → OS	2.402	large
TO → ECO	0,114	Small
TO → ENV	0,026	Small
TO → SOC	0,042	small

Source: Authors estimation using SmartPLS3

Table 8 : Predictive Relevance

variable	SSO	SSE	Q ² (1-SSE/SSO)
OS	400.000	189.746	0.526
ECO	400.000	216.177	0.460
ENV	400.000	220.737	0.488
SOC	400.000	146.978	0.633

Source: Authors estimation using SmartPLS3

The test shown in Table 8 above aims to know the predictive ability of the independent variables on the dependent variables in the study model. If the value of Cross-validated Redundancy denoted by the symbol Q^2 , is greater than zero ($cv-red > 0$), then the study model has predictive power. But if ($cv-red < 0$), the model has a weak predictive power, and through the above table we note that the value of Q^2 is greater than zero, which indicates the sufficient predictive power of the model.

Conclusion:

In the light of our study represented in the role of organizational trust in achieving organizational sustainability in small, medium and micro enterprises in El Oued city, we have come up with a set of results:

Results

1. There is a statistically significant effect of organizational trust and organizational sustainability in the institutions under study.

2. There is a strong statistically significant effect between organizational confidence and both economic and social sustainability

3. There is no statistically significant effect of organizational trust in the dimension of environmental sustainability

4. The study showed the predictive significance of the study model

5. The study showed the quality of the study model at the standard and structural level, and the high overall performance of the model.

6. Small, medium and micro enterprises are considered among the most important pillars of building the national economy, so it is desirable for the custodians to pay more attention to them.

7. There is a great awareness of workers of different ages and positions in the institutions under study of the importance of organizational trust and organizational sustainability alike.

8. The officials of the studied institutions have great awareness of the importance of organizational trust in achieving organizational sustainability. The results of the study are expected to help the officials in the institutions of this study and their trustees to ensure the long-term continuity of the institutions.

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