

# The Effect of Organizational Resilience, Community Trust, Organizational Commitment, and Organizational Funding on Organizational Sustainability: The Mediating Role of Organizational Performance

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## Abstract

This study analyzes the influence of organizational resilience, community trust, organizational commitment, and funding on the sustainability of Islamic boarding schools in Karawang, with organizational performance as a mediating variable. Using the Smart PLS 4.0 analysis technique on 150 pesantren managers, the results show that community trust has a positive and significant influence on organizational performance and sustainability. Organizational commitment also improves performance and supports sustainability. In contrast, the establishment of an organization has a significant effect on performance but not on sustainability. Good performance does not automatically guarantee sustainability, and organizational resilience plays an important role in sustainability even though it is not significant to performance. Organizational commitment and establishment affect sustainability through performance, while community trust and resilience have no significant indirect influence on sustainability.

**Keywords:** Organizational Resilience, Community Trust, Organizational Commitment, Organizational Funding, Organizational Sustainability, Organizational Performance.

## 1. Introduction

Islamic boarding schools (Pesantren), as Islamic educational institutions in Indonesia, play a vital role in character formation and the dissemination of religious knowledge. In Karawang, pesantren not only function as a center for religious education but also as an entity that requires effective management to ensure its long-term sustainability. However, the challenges faced by pesantren in terms of organizational resilience, community trust, organizational commitment, and funding often affect their performance and sustainability. Data shows that pesantren experience significant challenges related to organizational resilience, community trust, organizational commitment, and funding. [1] emphasizes the importance of organizational

resilience in maintaining performance and adapting to external changes. However, many Islamic boarding schools in Karawang are experiencing serious funding problems, which has an impact on their ability to implement educational programs effectively. In addition, low community trust also hampers the efforts of pesantren to get the necessary support. Based on 2023 survey data, 40% of Islamic boarding schools in Karawang reported a lack of operational funds, while 35% had difficulty building solid community trust [2].

The main problems faced by Islamic boarding schools in Karawang are how to manage organizational resilience, build community trust, and increase organizational commitment and funding to improve their performance. Without an effective strategy to manage these variables, pesantren risk experiencing difficulties in achieving their long-term goals, including organizational sustainability. Previous research has shown that a lack of community commitment and support can hinder organizational performance, ultimately affecting sustainability [3]. Organizational resilience allows pesantren to adapt to changes and challenges. This affects how they manage community trust, organizational commitment, and funding [4]. Pesantren have historically demonstrated resilience by adapting to environmental changes, including globalization and modernization. This adaptability is crucial for maintaining community trust and ensuring the sustainability of the organization. Modern pesantren administrations implement strategic management methodologies and technological advancements to enhance operational efficiency and sustainability [5].

High community trust can increase support and funding for pesantren, as well as contribute to better performance [6]. When communities believe in pesantren, they are more likely to provide financial and moral support, which in turn improves the performance and sustainability of the pesantren [7]. The high commitment of the management and staff of the pesantren contributes to the effectiveness of the program and management [8]. The availability of sufficient funds allows pesantren to run their programs well, which affects performance and sustainability [9]. Adequate funding supports various operational activities and programs, improves organizational performance, and supports long-term sustainability.

Organizational performance acts as a mediator that connects organizational resilience, community trust, organizational commitment, and funding with the sustainability of the pesantren [10]. Organizational performance acts as a mediator that connects organizational resilience, community trust, organizational commitment, and funding with the sustainability of the pesantren [11]. Previous research has often focused on individual aspects of pesantren management, such as funding or commitment. However, it is still rare to examine the holistic relationship between organizational resilience, community trust, organizational commitment, and funding for sustainability through organizational performance. This research fills this gap by integrating various independent variables and mediators in the context of Islamic boarding schools in Karawang.

The latest in this study lies in a new approach by examining how organizational resilience, community trust, organizational commitment, and funding simultaneously affect the sustainability of pesantren through organizational performance. In addition, it also provides a new perspective on the dynamics that affect the sustainability of Islamic boarding schools, which have not been widely discussed in the previous literature. Therefore, the purpose of this study is

to analyze the influence of organizational resilience, community trust, organizational commitment, and funding on the sustainability of Islamic boarding schools, with organizational performance as a mediating variable, in addition to understanding the extent to which these factors are interconnected and contribute to the sustainability of Islamic boarding schools in Karawang.

## 2. Theoretical Foundations

### Organization Resilience on Organizational Sustainability

Organizational Resilience is an organization's ability to respond, adapt, and survive significant changes, disruptions, or challenges while maintaining its core operations and functions. This resilience includes the ability to anticipate, plan, respond to, and recover from situations that may threaten the sustainability of the organization, organizational resilience is essential to ensure that the organization can continue to operate and achieve its goals despite being faced with uncertain or difficult conditions [12]. The results of the related study stated that Strategic Human Resource Management (SHRM) has a significant impact on organizational resilience ( $p < 0.001$ ). Further analysis also identified that demographic variables, specifically tenure, play a role in influencing organizational resilience [12]. Another study states that Resilient organizations tend to be more adaptable and flexible, which is essential for sustainability as it enables them to respond to evolving environmental and social conditions [13] [14].

Another study also states that Effective leadership that nurtures a culture of resilience also encourages sustainable practices. Organizations with strong resilience are better prepared to manage the challenges related to sustainability [15]. The related study also states that community is essential for establishing trust and cultivating a culture of resilience and sustainability [16]. The hypothesis is as follows:

H1: There is a positive and significant influence between Organization Resilience on Organizational Sustainability.

### Community Trust on Organizational Sustainability

Community Trust refers to the level of trust and trust that community members have in institutions, organizations, or individuals involved in the community. This trust includes the belief that the parties will act with integrity, transparency, and in accordance with the common interest. Community trust plays an important role in strengthening social relationships, facilitating cooperation, and supporting the success of community-engaging initiatives and programs [17]. The results of the related study stated that This study discusses how National Statistical Institutes (NSIs) enhance the quality of statistical information by integrating new data sources and maintaining levels of relevance, quality, and trust. It highlights the importance of organizational sustainability in supporting the shift to new statistical production models without compromising traditional practices [18].

Other related studies state This work focuses on the challenges posed by the large volume of information in organizations, emphasizing the critical impact of sensemaking and trust on decision-making processes. It proposes a novel artifact to empower organizations by supporting employees in establishing trust and sense when working with new ideas and solutions [19]. Another study also states that the development of partnership trust among organizational and community stakeholders in a community-based health organization. It uses a modified version of Dietz and Den Hartog's Multidimensional Measure of Trust Model (MMTM) to evaluate the extent to which selected constructs of Community-Based Participatory Research (CBPR) promote and support partnership trust [20]. Another study states the function of Community Resource Persons (CRPs) in aiding the mobilization and formation of Self-Help Groups (SHGs) among rural poor households is emphasized. It underscores the crucial role of CRPs in establishing community relationships and fostering trust, which are vital for the sustainability of the organization [21]. The hypothesis for this variable is as follows:

H2: There is a positive and significant influence between the Community Trust on Organizational Sustainability.

#### Organizational Commitment on Organizational Sustainability

Organizational Commitment refers to the extent to which individuals in an organization feel attached and dedicated to the organization's goals, values, and mission. This commitment includes three main aspects: affective (emotional participation and a sense of belonging), normative (moral obligation to stay with the organization), and continuity (perception of the costs associated with leaving the organization). Organizational commitment is important because it is directly related to job satisfaction, employee retention, and productivity [22]. The study of the results stating the extensive amount of information within organizations highlights the crucial role of sensemaking and trust in the decision-making process. It suggests a new tool designed to enhance organizational capabilities by aiding employees in building trust and understanding when exploring new ideas and solutions [23].

The results of other studies stated that the influence was positive and significant on only one variable, but the existing evidence was less strong because the findings from the scientific article did not directly explain the variable in this study, namely community trust in organizational sustainability [24]. Another study states that a strategic approach in empowering communication management for a secure cyberspace is realized through improving the quality of trust-based information [25]. The existing hypothesis is as follows:

H3: There is a positive and significant influence between Organizational Commitment on Organizational Sustainability.

#### Organizational Funding on Organizational Sustainability

Organizational Funding refers to the financial resources that an organization obtains and manages to support its operations, programs, and initiatives. This funding can come from various sources such as income from the sale of products or services, donations, grants, investments, and other financial resources. Adequate funding is essential to maintain the survival of the organization and enable the organization to achieve its short-term and long-term goals. Effective

funding management also plays a key role in the sustainability of the organization and its ability to adapt to changing environments [26]. The results of the study Related to stating that financial reform requires institutional change to increase transparency, accountability, and efficiency, it is also strongly linked to the political economy of state sovereignty and the idea of the role of WHO leadership in the context of overcrowded global health governance [27].

Other studies related to this variable stated that there is a significant need to improve organizational aspects related to professional responsibility, improve coordination between health workers, and strengthen training in services [28]. Other studies also state that reliance on grant revenues, in particular, can be problematic for the alliance's position in terms of sustainability. Although a number of approaches have been identified to reduce reliance on grants, the implementation of these strategies is more challenging for alliances due to the contextual demands of their external environment as well as the need to balance the search for alternative sources of income with maintaining fidelity to the mission and identity of the organization [29]. The hypothesis of this variable is as follows

H4 : There is a positive and significant influence between Organizational Funding on Organizational Sustainability

#### Organization Resilience on Organizational Performance

The results of the related study suggest that dependence on grant revenues, in particular, can be problematic for how alliances position themselves to achieve sustainability. Although several approaches have been identified to reduce reliance on grants, the implementation of these strategies has become more difficult for alliances due to the contextual demands of their external environment as well as the need to balance the search for alternative sources of income with loyalty to the mission and identity of the organization [29]. Another study in its findings also stated that Adequate organizational funding can support the sustainability of Islamic boarding schools by ensuring they have the essential resources needed to function effectively and maintain long-term viability [30].

Studies that state that in community-based nongovernmental organizations, government funding and revenue diversification play a crucial role in predicting community sustainability performance. These financial resources enable the organizations to execute community sustainability projects and improve their overall effectiveness [31]. Other results also state Racial diversity in nonprofit leadership can impact resilience in different ways. Although increased board diversity is linked to more focused programming and advocacy efforts, it can also result in insufficient financial reserves, which may jeopardize financial sustainability. This underscores the intricate relationship between funding and sustainability within nonprofits [32]. The hypothesis of this variable is as follows:

H5: There is a positive and significant influence between Organization Resilience on Organizational Performance

#### Community Trust on Organizational Performance

The results of the study that were obtained support the argument that organizational ambidexterity plays a mediator role in the relationship between organizational trust and company

performance in the agro - food organic industry [33]. Another study states that there is a blur between internal stakeholders' perception of CSR activities and company reputation, especially from the perspective of employees. These findings provide important information for restaurant management to improve their reputation in the market by engaging in E-CSR activities to strengthen their internal stakeholders [34].

Another study states that organizational performance directly affects public satisfaction and public trust. For example, research conducted at the Banyuwangi Regency Population and Civil Registration Office found that organizational performance has a significant impact on community satisfaction and public trust [35]. The results of another study stated that community trust can play a role as a mediator in the relationship between organizational performance and public trust. In a study in primary schools in Iran, it was found that organizational trust and professional learning communities significantly influenced teacher performance, suggesting that trust plays a mediator role in the relationship between organizational performance and outcomes [36]. The hypothesis of this variable is as follows:

H6: There is a positive and significant influence between Community Trust on Organizational Performance

#### Organizational Commitment on Organizational Performance

The study states that the proposed model has a good fit, and the organizational culture, in addition to its direct impact, has an indirect impact on organizational performance through the mediation role of employee organizational commitment. The magnitude of these indirect impacts is significantly greater than the direct impacts [37]. Another study states that the perceived concept of organizational performance can be considered as a description of real performance. In the context of health services, this is very important because the services are delivered directly by health workers to patients [38]. The results of other studies also stated that there is a positive relationship between work-life balance (WLB) and organizational commitment, and organizational commitment plays a mediator role in the impact of WLB on organizational performance [39].

The results of the study stated that talent management (TM) has a positive impact on organizational performance, effective continuous commitment, and normative commitment. In addition, effective continuous commitment and normative commitment also play a role as mediation variables. Finally, transformational leadership style has been shown to be a moderation variable that affects the relationship between talent management and organizational performance [40]. The hypothesis of this variable is as follows:

H6: There is a positive and significant influence between Organizational Commitment on Organizational Performance.

#### Organizational Funding on Organizational Commitment

The study states that adequate financial resources can support commitment to sustainability, thereby improving the overall performance and stability of the organization in terms of marketing for employees, organizational commitment fully mediates the relationship between job satisfaction and intention to change jobs. However, the study does not directly address the impact

of funding on commitment, but rather highlights the importance of commitment in employee retention [41]. Other studies state that personal characteristics, such as age, sibling status, and age of children, affect organizational commitment. However, the study did not directly address the impact of organizational funding on commitment [42].

Other studies have shown that nonprofits that remain resilient amid funding changes often demonstrate qualities such as dedication to mission, ability to improvise, reciprocity with the community, and financial transparency. These factors suggest that while funding is crucial, it is not the only determinant of organizational resilience or commitment [43]. The hypothesis of the variables below is as follows:

H7: There is a positive and significant influence between Organizational Funding on Organizational Commitment.

#### Organizational Performance on Organizational Sustainability

The results of the study stated that digital leadership has a positive impact both directly and indirectly on organizational performance, with digital culture and digital capabilities of employees acting as partial mediators in the relationship between digital leadership and sustainable organizational performance in South Korea [44]. The results study stated that crisis management practices have a significant influence on organizational sustainability, with transformational leadership serving as a moderating variable between organizational performance and sustainability in registered companies in Palestine [45].

Another study states that the use of social media has a positive impact on the performance and sustainability of organizations for small and medium enterprises (SMEs) in the Philippines. The key elements involved include collaboration, information exchange, interaction with customers, and brand visibility [46]. The hypothesis of the variable is as follows:

H8: There is a positive and significant influence between Organizational Funding on Organizational Commitment.

The framework of thinking in this study is as follows:

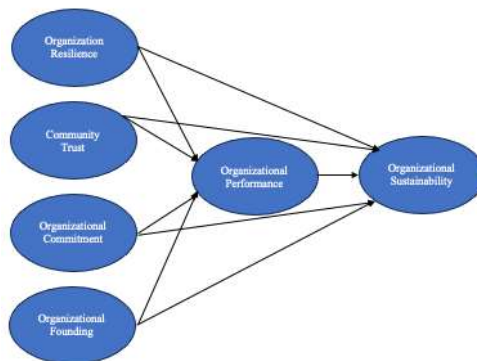


Figure 1. Research Framework

3. Research Methodology

Quantitative research, with the object of research being Islamic boarding schools in Karawang, West Java. The respondents in this study are pesantren managers with a total of 150 respondents. Data analysis techniques are assisted by using Smart PLS 4.0. The indicators in this study.

4. Research Results and Discussions

The purpose of this study is to analyze the influence of organizational resilience, community trust, organizational commitment, and funding on the sustainability of Islamic boarding schools, with organizational performance as a mediating variable, in addition to understanding the extent to which these factors are interconnected and contribute to the sustainability of Islamic boarding schools in Karawang. Respondent data from the results of the questionnaire submission to the pesantren manager to the maximum extent using the google form and immediately submitting the paper to be filled out. The questionnaire answers returned to the researcher and were used for data processing to obtain results and answers from a total of 110 respondents. The following are the results of data processing with framework results with indicators from Smart PLS 4 results:

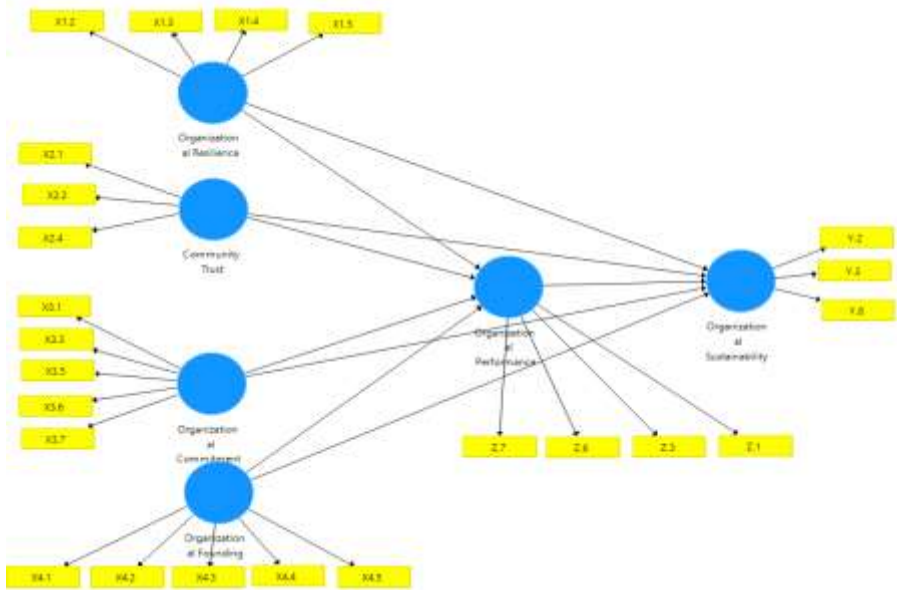


Figure 2. Outer Model

Results of Outer Model Analysis

The analysis was entered into the Smart PLS with the following results



Table 1. Outer Model

	Organization Resilience	Community Trust	Organizational Commitment	Organizational Founding	Organizational Performance	Organizational Sustainability
X1.2	0.684					
X1.3	0.737					
X1.4	0.656					
X1.5	0.723					
X2.1		0.877				
X2.2		0.659				
X2.4		0.805				
X3.1			0.665			
X3.3			0.651			
X3.5			0.690			
X3.6			0.791			
X3.7			0.695			
X4.1				0.744		
X4.2				0.782		
X4.3				0.663		
X4.5				0.625		
X4.6				0.685		
Z.1					0.767	
Z.3					0.738	
Z.6					0.687	
Z.7					0.780	
Y.2						0.783
Y.3						0.884
Y.6						0.746

Source : Data processed by the Researcher, Smart PLS 4, 2024

Results from table 1. The above shows that all indicators have a loading factor value above 0.6, which shows quite good validity in measuring their respective latent constructions. The highest loading factor value was found in the Y3 (Organizational Sustainability) indicator with a value of 0.884. These indicators generally show a strong relationship with each of the latent constructs, which means that they are quite representative in describing the variables being measured.

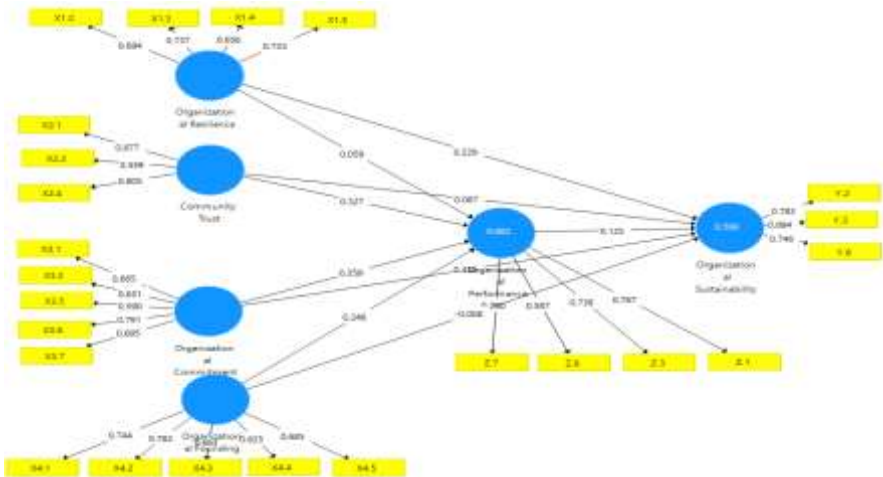


Figure 3. Outer Model

Results of Analysis Cronbach’s Alpha and Average Variance Extracted (AVE)

The results are obtained to find out Cronbach's Alpha from the processed data of respondents where the results are as follows

Table 2. Cronbach’s Alpha and Average Variance Extracted (AVE)

	Cronbach’s Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Community Trust	0.74	0.73	0.80	0.58
Organizational Commitment	0.71	0.72	0.81	0.56
Organizational Founding	0.75	0.80	0.83	0.59
Organizational Performance	0.79	0.71	0.81	0.52
Otganizational Resilience	0.76	0.76	0.79	0.59
Organizational Sustainability	0.73	0.75	0.85	0.65

Source : Data processed by the Researcher, Smart PLS 4, 2024

From the results of table 2. above then this result shows that all Cronbach's Alpha values are above 0.70, which indicates that all constructions have good reliability. Composite Reliability also shows strong results with values above 0.80 for most constructs, which means that the internal consistency of the indicators is quite good. The Average Variance Extracted (AVE) also shows good values, with most above 0.50, which indicates sufficient convergent validity for each construct.

Validity Test Results

The analysis obtained from the test for the validity of the Fornell-Larker Criterion obtained the following results:

Table 3. Discriminant Validity Fornel\_Larker Criterion

	Community Trust	Organizational Commitment	Organizational Founding	Organizational Performance	Organizational Resilience	Organizational Sustainability
Community Trust	0.76					
Organizational Commitment	0.46	0.78				
Organizational Founding	0.51	0.72	0.72			
Organizational Performance	0.65	0.74	0.71	0.72		
Organizational Resilience	0.51	0.61	0.56	0.58	0.70	
Organizational Sustainability	0.47	0.71	0.57	0.63	0.61	0.81

Source : Data processed by the Researcher, Smart PLS 4, 2024

These results show that Cronbach's Alpha value for most constructs is above 0.70, which indicates a good level of reliability. However, there are some values that fall below 0.70, such as Organizational Commitment (0.46 in relationships with Community Trusts) and Community Trust in some other relationships, which may indicate reliability issues in the measurement.

Hypothesis Test Results

The hypothesis test obtained results for all variables in this study as follows:

Table 4. Hypothesis Test Results

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T. Statistic	P Values
Community Trust → Organizational Performance	0.33	0.31	0.11	2.92	0.00
Community Trust → Organizational Sustainability	0.34	0.33	0.14	1.98	0.00
Organizational Commitment → Organizational Performance	0.36	0.35	0.10	3.53	0.00
Organizational Commitment → Organizational Sustainability	0.50	0.50	0.11	4.55	0.00
Organizational Founding → Organizational Performance	0.25	0.26	0.12	2.05	0.00
Organizational Founding → Organizational Sustainability	0.02	0.04	0.19	0.12	0.91
Organizational Performance → Organizational Sustainability	0.12	0.18	0.19	0.64	0.52
Organizational Resilience → Organizational Performance	0.06	0.07	0.11	0.54	0.59
Organizational Resilience → Organizational Sustainability	0.44	0.43	0.15	2.60	0.00

Source : Data processed by the Researcher, Smart PLS 4, 2024

From the results of table 4 above, the results obtained are as follows: The Effect of Community Trust on Organizational Performance, Original Sample: 0.33, T. Statistic: 2.92, P Values: 0.00, then Community Trust or community trust has a positive and significant influence on organizational performance. With a T. Statistic greater than 1.96 and P Values below 0.05, we can conclude that the higher the community's trust, the better the organization's performance. The Effect of Community Trust on Organizational Sustainability, Original Sample: 0.34, T. Statistic: 1.98, P Values: 0.00, Community Trust also has a positive and significant influence on organizational sustainability. This shows that trust from the community not only improves performance but also supports the long-term sustainability of the organization.

Results of the Effect of Organizational Commitment on Organizational Performance Original Sample: 0.36, T. Statistic: 3.53, P Values: 0.00, Organizational commitment showed a positive and significant influence on organizational performance. This means that the higher the level of commitment from the members of the organization, the better the performance shown by the organization. The Effect of Organizational Commitment on Organizational Sustainability, Original Sample: 0.50, T. Statistic: 4.55, P Values: 0.00, Organizational Commitment or organizational commitment has a very significant influence on organizational sustainability. This shows that the commitment of the members of the organization is a key factor in ensuring the sustainability of the organization. The Influence of Organizational Founding on Organizational Performance, Original Sample 0.25, T. Statistic: 2.05, P Values: 0.00, Founding or the establishment of an organization also has a positive and significant influence on organizational

performance, showing that the aspect of establishment or strong foundations in the organization plays a role in determining organizational performance.

The results further stated that the influence of Organizational Founding on Organizational Sustainability, Original Sample 0.02, T. Statistic 0.12, P Values 0.91, In contrast to its influence on organizational performance, organizational establishment did not have a significant influence on organizational sustainability. This could mean that while a strong foundation is important for performance, other factors may play a greater role in determining sustainability. The Effect of Organizational Performance on Organizational Sustainability, Original Sample 0.12, T. Statistic 0.64, P Values 0.52, Organizational performance did not show a significant influence on organizational sustainability. This indicates that even if the performance is good, it does not automatically ensure the sustainability of the organization. The effect of Organizational Resilience on Organizational Performance, Original Sample 0.06, T. Statistic 0.54, P Values 0.59, Organizational resilience, or the ability of organizations to adapt to change, did not have a significant influence on organizational performance.

This suggests that resilience alone may not be enough to improve performance without the support of other factors. The Effect of Organizational Resilience on Organizational Sustainability, Original Sample 0.44, T. Statistic 2.60, P Values 0.00, although organizational resilience does not have a significant effect on performance, but has a significant influence on organizational sustainability. This confirms that adaptability and resilience to change are essential to maintain organizational sustainability.

Test Results Indirect Effect

After the results of the above analysis, the next thing is to look for indirect effects with the results as below:

Table 5. Test Results Indirect Effects

	Original Sample	Sample (M)	Mean	Standard Deviation (STDEV)	T. Statistic	P Values
Organizational Commitment → Organizational Performance → Organizational Sustainability	0.26	0.28		0.11	2.09	0.00
Organizational Founding → Organizational Performance → Organizational Sustainability	0.33	0.31		0.13	3.18	0.00
Community Trust → Organizational Performance → Organizational Sustainability	0.04	0.05		0.06	0.72	0.47
Organizational Resilience → Organizational Performance → Organizational Sustainability	0.05	0.04		0.07	0.22	0.82

Source : Data processed by the Researcher, Smart PLS 4, 2024

From table 5. above, the results of this indirect effect analysis , it can be concluded that organizational commitment and organizational establishment have a significant indirect influence on organizational sustainability through improving organizational performance. In contrast, community trust and organizational resilience do not show a significant indirect influence on organizational sustainability through performance. This confirms that improving organizational performance can be an important mediator in the relationship between organizational factors and organizational sustainability.

## Discussion

### The Effect of Community Trust on Organizational Performance

The results of the above study state that community trust has a positive and significant influence on organizational performance. With T. Statistic more large of 1.96 dan P Values under 0.05, We can conclude that the higher the trust of the community, the better the organization's performance. The results of the related study state that A study conducted in Banyuwangi Regency revealed that organizational performance significantly influences community satisfaction. Furthermore, local government innovation also plays a crucial role in enhancing community satisfaction, which subsequently impacts public trust [35]. Another supporting study states that human resource practices and organizational trust in Indonesia demonstrated that organizational trust has a positive impact on job satisfaction, which in turn influences employee job performance. This indicates a positive relationship between organizational trust and community trust, with job satisfaction acting as a mediator [47].

### The Effect Community Trust on Organizational Sustainability

The results of the above study state that community trust also has a positive and significant influence on organizational sustainability. This shows that trust from the community not only improves performance but also supports the long-term sustainability of the organization. The results of the related study stated that A study on Corporate Social Responsibility (CSR) in the Chinese restaurant industry revealed that CSR efforts, especially those targeting employees, strengthen organizational trust, which is essential for sustainable performance. The research also emphasized the importance of administrative fairness in moderating the relationship between corporate reputation and trust [34]. Other studies also state that ethics is an important part of entrepreneurial leadership. Therefore, leaders who reflect an entrepreneurial leadership style and prioritize ethical behavior can be said to have an ethical entrepreneurial leadership style. An ethical entrepreneurial leadership style shows a significant positive influence on organizational trust, but not significant on organizational sustainability. Organizational trust has a significant positive influence on organizational sustainability. The results also show that organizational trust plays a role as a full mediator in the relationship between ethical entrepreneurial leadership and organizational sustainability [48].

### The Effect Organizational Commitment on Organizational Performance

The above results show that organizational commitment shows a positive and significant influence on organizational performance. This means that the higher the level of commitment from the members of the organization, the better the performance shown by the organization. Related studies state that there was a correlation between higher affective commitment and normative commitment. Additionally, the study found that four aspects of CSR—employee relations, customer relations, environmental concerns, and legal adherence—are significant factors. Consequently, affective commitment (ACO) and normative commitment (NCO) serve as mediators in the relationship between CSR and organizational performance [49]. The related outcome study states that Organizational climate shows a strong correlation with both organizational commitment and perceived organizational performance. The results from simple

linear regression analysis reveal that organizational climate is a significant predictor of both organizational commitment and perceived performance [50].

#### The Effect Organizational Founding on Organizational Performance

The above results state that Organizational Founding also has a positive and significant influence on organizational performance, showing that aspects of organizational establishment or strong foundations in the organization play a role in determining organizational performance. The results of the related study state that The success of a start up is greatly affected by its founding team. The loss of a founding team member, particularly due to early death, can have a long-lasting and substantial negative impact on the start up's performance. This impact is more pronounced in start ups with smaller founding teams and those operating in business-to-business sectors [51]. The results of another study also stated that The relationship between organizational age and failure is intricate. Organizational learning is crucial in shaping an organization's future. The impact of founding conditions on organizational performance is more complex than previously recognized, and these effects can be empirically tested [52].

#### The Effect Organizational Founding on Organizational Sustainability

The results of the study stated that in contrast to its influence on organizational performance, the establishment of an organization does not have a significant influence on organizational sustainability. This could mean that while a strong foundation is important for performance, other factors may play a greater role in determining sustainability. There have been no research results that state results like this, but the empirical data and analysis results in the study of this variable state different results.

#### The Effect Organizational Performance on Organizational Sustainability

The results of the above study state that organizational performance does not show a significant influence on organizational sustainability. This indicates that even if the performance is good, it does not automatically ensure the sustainability of the organization. The results of the study stated that A study on ambidextrous sustainability in manufacturing organizations discovered that ambidextrous sustainability positively and significantly influenced organizational image, employee satisfaction, and sustainability performance. However, it did not have a significant direct impact on organizational performance. Instead, sustainability performance acted as a mediator between ambidextrous sustainability and organizational performance [53].

#### The Effect Organizational Resilience on Organizational Performance

The results of the above study state that organizational resilience, or the ability of an organization to adapt to change, does not have a significant influence on organizational performance. This suggests that resilience alone may not be enough to improve performance without the support of other factors. The results of the related research were not found by the researcher, only the results of this study were from empirical data with the object that stated the results of the analysis.

#### The Effect Organizational Resilience on Organizational Sustainability

Results Although organizational resilience does not have a significant effect on performance, it has a significant influence on organizational sustainability. This confirms that adaptability and

resilience to change are essential to maintain organizational sustainability. The results of the related study state that Organizational resilience is strongly positively correlated with all aspects of organizational sustainability, including social sustainability and administrative sustainability [54]. Other research results also state that Organizational resilience mediates the link between organizational myopia (short-sightedness) and organizational sustainability. Organizational myopia directly impacts organizational resilience, which subsequently influences organizational sustainability [55].

The discussion of the results of the indirect effect analysis shows several important findings related to how organizational factors affect organizational sustainability through organizational performance as a mediator.

#### The Effect Organizational Commitment through Organizational Performance on Organizational Sustainability

Demonstrate that organizational commitment significantly affects organizational sustainability through organizational performance. In other words, the level of employee commitment to the organization not only directly improves the organization's performance, but this better performance also contributes to the improvement of the organization's sustainability. This indicates that a strong commitment from employees to the organization's goals and values is a critical component that drives sustainable performance. The results of the related research were not found for this variable, empirically the results of this research and discussion from this study.

#### The Effect Organizational Founding through Organizational Performance on Organizational Sustainability

From the above results, the establishment of an organization or a strong foundation has a significant indirect influence on sustainability through organizational performance. This means that the structure, vision, and strong initial foundation of an organization not only provide a stable foundation but also improve performance which in turn supports sustainability. This highlights the importance of having a solid foundation and a long-term strategy from the beginning of the organization's formation to ensure future sustainability. The results of the related research were not found for this variable, empirically the results of this research and discussion from this study.

#### The Effect Community Trust through Organizational Performance on Organizational Sustainability

Community trust, while important, does not have a significant indirect influence on organizational sustainability through organizational performance. This suggests that while trust from the community may contribute directly to sustainability, its impact through organizational performance is not so significant. This could be due to other factors that mediate the relationship between community trust and sustainability, which may not have been identified in this model. The results of the related research were not found for this variable, empirically the results of this research and discussion from this study.

#### The Effect Organizational Resilience through Organizational Performance on Organizational Sustainability

The above results state that organizational resilience, or the ability of an organization to survive and adapt in the face of changes and challenges, also does not show a significant indirect influence on sustainability through organizational performance. This may indicate that while the organization is able to survive in difficult situations, it does not always translate into better performance or higher sustainability. Other factors, such as innovation or collaboration, may be necessary to transform resilience into long-term sustainability. The results of the related research are not found for this variable, empirically the results of this research and discussion from this study.

## 5. Conclusion

In this study, several important findings were found regarding factors that affect organizational performance and sustainability.

Community trust has a positive and significant influence on organizational performance, which means that the higher the community trust, the better the organization's performance. Additionally, community trust also contributes to the long-term sustainability of the organization, demonstrating that community trust is important for both aspects. Organizational commitment is proven to significantly improve organizational performance. Employees who have a high commitment to the organization tend to perform better. This commitment also plays an important role in supporting the sustainability of the organization through performance improvement.

In contrast, the establishment of an organization has a significant influence on performance but not on sustainability. A strong foundation of an organization's establishment is important for performance, but other factors may be more determinant of sustainability. Organizational performance, while good, does not directly ensure the sustainability of the organization. This shows that sustainability is influenced by other factors besides performance. Organizational resilience, or the ability to adapt to change, does not have a significant influence on organizational performance but plays an important role in sustainability. The ability to survive and adapt is essential to maintain the sustainability of the organization in the long term.

When looking at indirect relationships, organizational commitment and organizational establishment through performance are proven to have a significant influence on sustainability. However, community trust and organizational resilience did not show a significant indirect influence on sustainability through performance. This suggests that while these factors play an important role, there are other variables that may be more influential in the context of sustainability.

### Implications for Islamic boarding schools

Based on the results of this study, pesantren can obtain several important inputs for their management and development. First, it is important for pesantren to increase community trust. Strong trust from the surrounding community can improve the performance of the pesantren and support their long-term sustainability. Second, strengthening the commitment of pesantren members, both administrators and students, is key. By increasing commitment through training



and development programs, pesantren can achieve better performance, which in turn contributes to the sustainability of the organization.

Third, ensuring the establishment of a solid pesantren, including a clear vision, mission, and organizational structure, is important to improve performance. While a strong foundation supports performance, pesantren also need to consider other factors that affect sustainability. Fourth, pesantren must focus on good performance as a foundation for sustainability. However, good performance needs to be supported by additional strategies that focus on long-term sustainability. Finally, building strong adaptability to face various challenges is an important element. This adaptability will help Islamic boarding schools survive and develop in the future, ensuring their sustainability in the long term.

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