

Trust Management as Social Capital in Building Organizational Sustainability

Hilmi Wiranawata

Universitas Baturaja, Indonesia

Email: wiranawata@gmail.com

Entered : February 04, 2026
Accepted: April 12, 2026

Revised : March 26, 2026
Published : April 27, 2026

ABSTRACT

This study examines trust management as a form of social capital and its implications for organizational sustainability in increasingly complex and dynamic environments. Trust is recognized as a critical element that shapes stakeholder relationships, enhances collaboration, and supports sustainable performance across environmental, social, and governance (ESG) dimensions. The study aims to develop an integrative framework that explains how trust contributes to sustainability outcomes. A qualitative approach was employed using a systematic literature review and conceptual synthesis of scholarly articles published between 2021 and 2025. Data were collected through document analysis and analyzed using thematic content analysis combined with a systems thinking approach. The findings reveal that trust operates as a multidimensional construct encompassing internal, external, and institutional dimensions, influencing employee engagement, innovation, ESG performance, and organizational resilience. The discussion highlights that trust facilitates knowledge sharing, strengthens governance, supports digital transformation, and enhances collaborative partnerships, thereby contributing to long-term sustainability. In conclusion, trust management serves as a strategic mechanism that enables organizations to navigate uncertainty, improve adaptability, and achieve sustainable performance.

Keywords: Organizational Trust, Social Capital, Organizational Sustainability, ESG Performance, Employee Engagement

INTRODUCTION

The growing emphasis on organizational sustainability in the contemporary global landscape has shifted scholarly and managerial attention toward intangible resources that extend beyond traditional economic and financial capital. Among these, trust has emerged as a critical component of social capital that significantly influences organizational resilience, long-term performance, and sustainability outcomes. In increasingly complex and uncertain environments, organizations are required not only to achieve economic efficiency but also to demonstrate social responsibility, environmental awareness, and ethical governance. Within this context, trust functions as a foundational mechanism that shapes relationships among stakeholders, facilitates cooperation, and reduces transactional risks. As organizations face heightened scrutiny regarding their Environmental, Social, and Governance (ESG) performance, the role of trust becomes even more crucial in fostering legitimacy and sustaining stakeholder engagement (Tang & Yang, 2023; Hussain et al., 2025).

A key phenomenon that underscores the importance of trust in organizational sustainability is the growing evidence that organizations with higher levels of social trust



tend to exhibit stronger ESG performance and more advanced green innovation practices. In particular, empirical studies in corporate contexts demonstrate that both societal trust and leadership trust such as trust in CEOs positively influence firms' commitment to sustainable practices and environmentally responsible innovation. This phenomenon indicates that trust not only shapes internal organizational dynamics but also affects external perceptions and stakeholder support, which are essential for sustainability initiatives. Furthermore, in the post-pandemic era, organizations are increasingly relying on trust-based collaboration and collective intelligence to navigate crises and maintain operational continuity, reinforcing the strategic importance of trust as a form of social capital (Tang & Yang, 2023; Xiao et al., 2025).

Beyond corporate ESG performance, trust also plays a vital role in strengthening organizational sustainability through employee engagement, commitment, and retention. Organizations that successfully cultivate trust among employees are more likely to achieve higher levels of organizational identification and loyalty, which in turn contribute to long-term sustainability. Sustainable Human Resource Management (HRM) practices that emphasize fairness, transparency, and employee well-being have been shown to enhance trust and foster a supportive organizational climate. This trust-based environment encourages knowledge sharing, collaboration, and innovation, thereby strengthening the organization's capacity to adapt and sustain performance over time. Such findings highlight that trust operates not only as a relational construct but also as a strategic resource that underpins organizational sustainability (Malik & Singh, 2024; Toseef et al., 2022).

In addition, trust significantly contributes to organizational resilience and collaborative innovation, particularly in times of crisis. Studies conducted during the COVID-19 pandemic reveal that organizations with strong social capital characterized by trust and network relationships—were better able to engage in collaborative problem-solving and maintain operational stability. Trust facilitates the exchange of information, reduces uncertainty, and enables coordinated responses among organizational members and external partners. This is particularly important in complex environments where rapid decision-making and adaptability are essential. As such, trust serves as a key enabler of collective intelligence and innovation, which are critical components of sustainable organizational performance (Al-Omouh et al., 2022; Khan et al., 2021).

Furthermore, trust extends beyond internal organizational dynamics to influence external partnerships and community-based sustainability initiatives. In sectors such as agriculture and tourism, trust between organizations, local communities, and stakeholders plays a crucial role in ensuring the success and sustainability of collaborative efforts. For example, partnerships between farmers and corporations or community-based tourism initiatives rely heavily on trust in terms of transparency, fairness, and long-term commitment. Without trust, such collaborations are prone to conflict, opportunism, and eventual failure. Therefore, trust can be understood as an invisible yet powerful network that sustains relationships and supports the development of sustainable ecosystems at both organizational and societal levels (Prayitno et al., 2023; Baka et al., 2024).

Despite the growing body of literature highlighting the importance of trust in organizational sustainability, several research gaps remain. First, existing studies tend to examine trust in isolation, focusing either on its role in ESG performance, employee behavior, or inter-organizational relationships, without integrating these dimensions into a comprehensive framework. This fragmented approach limits the ability to fully understand how trust operates as a multidimensional form of social capital that simultaneously influences internal and external aspects of organizational sustainability.

Second, there is a lack of integrative models that explain the mechanisms through which trust translates into sustainability outcomes across different organizational contexts. While some studies explore mediating factors such as leadership, communication, and innovation, they often do not capture the complex interactions among these variables (Cachón-Rodríguez et al., 2022; Batool et al., 2022).

Another significant gap lies in the limited exploration of the interplay between trust, digital transformation, and sustainability. In the era of digitalization, organizations increasingly rely on digital platforms, data sharing, and technological innovation to achieve sustainability goals. However, the role of trust in facilitating or hindering these processes remains underexplored. Trust is essential for enabling information sharing, fostering collaboration across digital networks, and ensuring the ethical use of data. Without sufficient trust, digital initiatives may face resistance, reduced participation, and lower effectiveness. Therefore, there is a need for further research that integrates trust with digital capabilities and sustainability strategies to better understand their combined impact on organizational performance (Shabbir & Batool, 2025; Yang & Wang, 2023).

In response to these gaps, this study offers a novel contribution by conceptualizing trust as a central and integrative element of social capital that directly and indirectly influences organizational sustainability. The novelty of this research lies in its holistic approach, which integrates multiple dimensions of trust including internal trust, external trust, and institutional trust into a unified framework that explains their collective impact on sustainability outcomes. Unlike previous studies that focus on specific aspects of trust, this research emphasizes the interconnected nature of trust-based relationships and their role in shaping organizational behavior, innovation, and performance. By doing so, this study advances the theoretical understanding of trust as a strategic resource and provides a more comprehensive perspective on its role in organizational sustainability (Montenegro et al., 2024; Wang & Han, 2025).

Moreover, this study highlights the mechanisms through which trust contributes to sustainability, including governance and ESG alignment, sustainable HRM practices, collaborative innovation, and partnership development. Trust strengthens governance by reinforcing normative pressures for ethical behavior and transparency, thereby supporting ESG initiatives. It enhances HRM practices by fostering employee engagement and loyalty, which are essential for long-term organizational stability. Additionally, trust facilitates innovation by enabling knowledge sharing and collaboration, while also supporting the development of sustainable partnerships with external stakeholders. These mechanisms demonstrate that trust operates as both a driver and an enabler of organizational sustainability (Fan et al., 2025; Malik & Singh, 2024).

Based on the aforementioned discussion, the objective of this study is to analyze and develop an integrative framework of trust management as social capital and its implications for organizational sustainability. This objective aims to provide a comprehensive understanding of how trust can be strategically managed to enhance ESG performance, foster innovation, strengthen stakeholder relationships, and improve organizational resilience. By addressing the identified research gaps and proposing a holistic model, this study is expected to contribute both theoretically and practically to the field of organizational management, offering valuable insights for organizations seeking to achieve sustainable and long-term success in an increasingly complex and interconnected world.

METHOD

This study adopts a qualitative research design using a conceptual and systematic literature review approach to develop an integrative framework of trust management as social capital and its implications for organizational sustainability. The research focuses on synthesizing theoretical and empirical findings from recent scholarly publications related to trust, social capital, ESG performance, sustainable HRM, collaborative innovation, and organizational resilience. Data collection is conducted through a document analysis technique by gathering peer-reviewed journal articles indexed in reputable databases (Scopus, Web of Science, and SINTA-accredited journals) published between 2021 and 2025. The selection of sources follows purposive sampling criteria, emphasizing relevance to the research topic, methodological rigor, and contribution to understanding trust within sustainability contexts. The data collection process involves identifying key constructs, conceptual relationships, and empirical evidence that explain how trust operates as a form of social capital across various organizational settings, including corporate, public sector, and community-based partnerships.

The data analysis employs qualitative content analysis combined with thematic synthesis and integrative model development. Initially, the collected literature is systematically coded to extract recurring themes such as trust dimensions (internal, external, institutional), mechanisms of trust formation, and sustainability outcomes (ESG performance, innovation, resilience, and employee engagement). These codes are then categorized into broader analytical themes to identify patterns and relationships among variables. Furthermore, the study utilizes a systems thinking perspective to map causal linkages and interactions between trust and sustainability factors, allowing for a holistic understanding of the phenomenon. To ensure analytical validity, triangulation of sources is applied by comparing findings across multiple studies and contexts. The final stage involves synthesizing the results into a comprehensive conceptual framework that explains how trust as social capital can be strategically managed to enhance organizational sustainability in complex and dynamic environments.

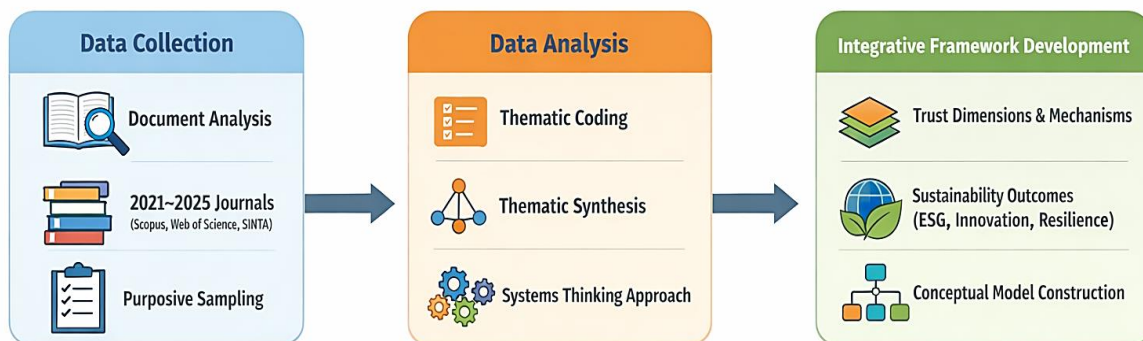


Figure 1. Diagram Conceptual Research

RESULT AND DISCUSSION

Based on the results of the qualitative content analysis and thematic synthesis of the selected literature, several key dimensions of trust as social capital were identified, along with their mechanisms and implications for organizational sustainability. These findings reflect how trust operates across internal, external, and institutional levels, influencing ESG performance, innovation, employee engagement, and organizational resilience.

Table 1. Dimensions of Trust as Social Capital and Their Implications for Organizational Sustainability

No	Dimension of Trust	Core Findings	Context/Source Focus	Implications for Sustainability
1	Social Trust & ESG	Social trust and CEO trust enhance ESG performance and green innovation	Corporate sector (Tang & Yang, 2023; Xiao et al., 2025)	Strengthens environmental and governance performance
2	Internal Trust (Employees)	Trust improves employee engagement, commitment, and organizational loyalty	HRM & organizations (Malik & Singh, 2024; Toseef et al., 2022)	Supports long-term organizational sustainability
3	Trust & Innovation	Trust facilitates knowledge sharing and collaborative innovation	Digital & innovation (Khan et al., 2021; Shabbir & Batool, 2025)	Enhances adaptive capacity and competitiveness
4	Trust in Crisis	Social capital strengthens resilience and collective intelligence	COVID-19 context (Al-Omouh et al., 2022; Khan et al., 2021)	Improves crisis management and recovery capability
5	External Trust & Partnerships	Trust ensures transparency, fairness, and long-term collaboration	Agriculture & tourism (Prayitno et al., 2023; Baka et al., 2024)	Sustains partnerships and ecosystem development
6	Institutional Trust	Trust in governance and institutions supports sustainable practices	Public & community (Wang & Han, 2025; Montenegro et al., 2024)	Enhances policy alignment and stakeholder legitimacy
7	Trust & Digital Capability	Trust enables effective use of digital systems and data sharing	Digital transformation (Yang & Wang, 2023; Shabbir & Batool, 2025)	Accelerates sustainable digital innovation
8	Trust & Organizational Climate	Trust builds a positive culture based on fairness and transparency	Organizational behavior (Cachón-Rodríguez et al., 2022; Batool et al., 2022)	Improves collaboration and long-term performance

The table above indicates that trust as social capital is a multidimensional construct that plays a strategic role in achieving organizational sustainability. Trust not only strengthens internal organizational dynamics, such as employee engagement and innovation, but also enhances external relationships, including partnerships and institutional legitimacy. Furthermore, trust acts as a bridging mechanism that connects governance, digital transformation, and social collaboration, thereby supporting

sustainable outcomes across various organizational contexts. These findings suggest that organizations must actively manage trust as a strategic asset to foster resilience, improve ESG performance, and ensure long-term sustainability in an increasingly complex and interconnected environment.

Discussion

The findings presented in Table 1 provide a comprehensive basis for analyzing how trust functions as a form of social capital and its implications for organizational sustainability, directly addressing the research objective of developing an integrative framework of trust management. The results demonstrate that trust is not merely a relational attribute but a strategic and multidimensional resource that influences organizational outcomes across environmental, social, and governance (ESG) domains. In line with social capital theory, trust reduces uncertainty, minimizes opportunistic behavior, and facilitates cooperation among stakeholders, thereby creating a conducive environment for sustainable organizational practices. Empirical evidence indicates that higher levels of social trust both at the societal and leadership levels are positively associated with improved ESG performance and enhanced green innovation. This suggests that trust strengthens normative pressures and stakeholder expectations, encouraging organizations to adopt more responsible and sustainable practices (Tang & Yang, 2023; Hussain et al., 2025).

From the perspective of governance and ESG performance, trust operates as a reinforcing mechanism that aligns organizational behavior with sustainability standards. The findings reveal that trust in leadership, particularly at the executive level, plays a crucial role in shaping organizational commitment to ESG initiatives. Trust enhances the credibility of leadership decisions, thereby increasing stakeholder confidence and support for sustainability strategies. Furthermore, organizations embedded in high-trust environments are more likely to adopt proactive environmental practices and invest in green innovation. This is supported by empirical studies demonstrating that social trust and CEO trust significantly influence ESG outcomes and environmental innovation performance, particularly in emerging economies (Tang & Yang, 2023; Fan et al., 2025).

In addition to governance, internal trust within organizations significantly contributes to sustainability through its impact on employee-related outcomes. The findings indicate that trust fosters employee engagement, organizational commitment, and long-term loyalty, which are essential components of sustainable organizational performance. Sustainable Human Resource Management (HRM) practices that emphasize fairness, transparency, and employee well-being play a critical role in building trust and strengthening organizational identification. When employees perceive their organization as trustworthy, they are more likely to engage in discretionary behaviors that support organizational goals, including sustainability initiatives. This reinforces the idea that trust is a key driver of human capital development and organizational resilience (Malik & Singh, 2024; Toseef et al., 2022).

Moreover, the role of trust in facilitating innovation and digital capabilities highlights its importance in enhancing organizational adaptability and competitiveness. The findings suggest that trust enables knowledge sharing, collaboration, and the development of digital dynamic capabilities, which are critical for achieving sustainability in the digital era. In organizations where trust is high, employees and stakeholders are more willing to share information and collaborate across functional boundaries, leading to increased innovation and improved problem-solving capacity. This is particularly relevant in the context of digital transformation, where trust is essential for ensuring the effective use of technology and data-driven decision-making. Empirical studies confirm

that trust significantly enhances collaborative innovation and supports the development of sustainable digital strategies (Xiao et al., 2025; Shabbir & Batool, 2025).

The importance of trust becomes even more evident in crisis situations, where organizational resilience and adaptability are tested. The findings indicate that organizations with strong social capital characterized by high levels of trust and network relationships are better equipped to respond to crises and maintain operational continuity. During the COVID-19 pandemic, for example, organizations that leveraged trust-based relationships were able to engage in collaborative innovation and collective intelligence, enabling them to adapt to rapidly changing conditions. Trust reduces uncertainty and facilitates coordinated action, which are critical for effective crisis management. These findings underscore the role of trust as a resilience-enhancing mechanism that supports long-term sustainability (Al-Omouh et al., 2022; Khan et al., 2021).

Furthermore, the role of external trust in sustaining partnerships and collaborative ecosystems highlights its significance beyond internal organizational dynamics. The findings show that trust between organizations and external stakeholders, including communities, suppliers, and institutional actors, is essential for building sustainable partnerships. In sectors such as agriculture and tourism, trust ensures transparency, fairness, and long-term commitment, which are critical for the success of collaborative initiatives. Without trust, partnerships are likely to be undermined by opportunistic behavior and conflicts, leading to unsustainable outcomes. Therefore, trust functions as a foundational element in the development of sustainable value chains and community-based initiatives (Prayitno et al., 2023; Baka et al., 2024).

Institutional trust also plays a crucial role in shaping organizational sustainability by influencing the broader socio-political environment in which organizations operate. The findings suggest that trust in public institutions, governance systems, and regulatory frameworks enhances organizational compliance with sustainability standards and fosters a culture of accountability and transparency. In high-trust institutional environments, organizations are more likely to align their strategies with societal expectations and regulatory requirements, thereby contributing to sustainable development. This highlights the importance of building trust not only within organizations but also at the institutional level to support long-term sustainability outcomes (Wang & Han, 2025; Montenegro et al., 2024).

Another important dimension highlighted in the findings is the interplay between trust and digital transformation in supporting sustainability. As organizations increasingly rely on digital technologies to achieve sustainability goals, trust becomes a critical enabler of digital adoption and effectiveness. Trust facilitates data sharing, enhances collaboration across digital platforms, and ensures the ethical use of information. However, the effectiveness of digital systems depends on the level of trust among users and stakeholders. Without trust, digital initiatives may face resistance and limited participation, reducing their impact on sustainability outcomes. Therefore, organizations must integrate trust-building strategies into their digital transformation efforts to maximize their potential benefits (Yang & Wang, 2023; Shabbir & Batool, 2025).

The findings also emphasize the role of organizational climate in shaping trust and its implications for sustainability. A positive organizational climate characterized by fairness, transparency, and open communication fosters trust and strengthens social capital. Such an environment encourages collaboration, innovation, and knowledge sharing, which are essential for achieving sustainable organizational performance. Conversely, a lack of trust can lead to conflict, reduced engagement, and decreased organizational effectiveness. Therefore, managing organizational climate is a critical

aspect of trust management that directly influences sustainability outcomes (Cachón-Rodríguez et al., 2022; Batool et al., 2022).

Integrating these dimensions, the discussion highlights that trust operates through multiple mechanisms that collectively contribute to organizational sustainability. These mechanisms include governance alignment, employee engagement, innovation facilitation, crisis resilience, partnership development, and institutional legitimacy. The interplay among these mechanisms demonstrates that trust is not a standalone factor but a central component that connects various aspects of organizational functioning. By integrating these elements into a unified framework, this study provides a more comprehensive understanding of how trust can be strategically managed to achieve sustainability objectives (Fan et al., 2025; Malik & Singh, 2024).

In relation to the research objective, the findings clearly indicate that managing trust as social capital requires a holistic and integrative approach. Organizations must recognize trust as a strategic asset and actively invest in its development through policies and practices that promote fairness, transparency, and collaboration. This includes implementing sustainable HRM practices, strengthening governance systems, fostering innovation, and building strong relationships with external stakeholders. Additionally, organizations must adapt to the digital era by integrating trust into their technological strategies, ensuring that digital transformation supports rather than undermines trust-based relationships (Tang & Yang, 2023; Khan et al., 2021).

Finally, the discussion underscores that trust is a key determinant of long-term organizational sustainability in an increasingly complex and interconnected world. By enhancing cooperation, reducing uncertainty, and facilitating innovation, trust enables organizations to navigate challenges and seize opportunities in dynamic environments. The integrative framework developed in this study provides a valuable tool for understanding and managing trust as social capital, offering both theoretical insights and practical guidance for organizations seeking to achieve sustainable success. Ultimately, this study contributes to advancing the discourse on organizational sustainability by highlighting the central role of trust in shaping sustainable outcomes across multiple dimensions (Prayitno et al., 2023; Wang & Han, 2025).

CONCLUSION

In conclusion, this study successfully achieves its objective of developing an integrative framework of trust management as social capital and its implications for organizational sustainability. The findings confirm that trust is a multidimensional and strategic resource that operates across internal, external, and institutional levels, influencing ESG performance, employee engagement, innovation, partnership sustainability, and organizational resilience. By reducing uncertainty, fostering collaboration, and strengthening stakeholder relationships, trust enables organizations to align governance practices, enhance human capital, and support sustainable innovation in both stable and crisis contexts. Furthermore, the study demonstrates that effective trust management requires a holistic approach that integrates transparent governance, sustainable HRM practices, digital transformation, and collaborative networks. Thus, trust not only functions as a foundational element of social capital but also serves as a critical driver of long-term organizational sustainability in an increasingly complex and interconnected environment.

IMPLICATIONS

The implications of this study emphasize that organizations must strategically manage trust as a core intangible asset to achieve sustainable performance and long-term resilience. Practically, leaders are encouraged to institutionalize transparency, fairness, and accountability within governance systems to strengthen stakeholder confidence and support ESG initiatives. At the organizational level, implementing sustainable Human Resource Management (HRM) practices that prioritize employee well-being, open communication, and ethical leadership can enhance internal trust, thereby improving engagement and retention. Additionally, organizations should leverage digital transformation while simultaneously building trust in data usage and technological systems to ensure effective collaboration and innovation. From an external perspective, fostering trust-based partnerships with communities, suppliers, and public institutions is essential for creating sustainable ecosystems and minimizing conflict. Overall, this study implies that integrating trust into strategic management practices is critical for navigating uncertainty, enhancing collaboration, and ensuring the sustainability of organizations in complex environments.

REFERENCES

- Al-Omouh, K., Ribeiro-Navarrete, S., Lassala, C., & Škare, M. (2022). Networking and knowledge creation: Social capital and collaborative innovation in responding to the COVID-19 crisis. *Journal of Innovation & Knowledge*, 7, 100181–100181. <https://doi.org/10.1016/j.jik.2022.100181>
- Baka, W., Rianse, I., & La La Zulfikar, Z. (2024). Palm oil business partnership sustainability through the role of social capital and local wisdom: Evidence from palm oil plantations in Indonesia. *Sustainability*. <https://doi.org/10.3390/su16177541>
- Batool, F., Mohammad, J., & Awang, S. (2022). The impact of human capital factors on organizational sustainability in the Malaysian hotel industry: The mediation role of trust. *Society and Business Review*. <https://doi.org/10.1108/sbr-11-2021-0220>
- Cachón-Rodríguez, G., Blanco-González, A., Prado-Román, C., & Del-Castillo-Feito, C. (2022). How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference? *Evaluation and Program Planning*, 95, 102171. <https://doi.org/10.1016/j.evalprogplan.2022.102171>
- Fan, R., Xu, Y., Yu, L., & Qiu, R. (2025). Sustainability needs trust: The role of social trust in driving corporate ESG performance. *Economic Analysis and Policy*. <https://doi.org/10.1016/j.eap.2025.05.007>
- Hussain, M., Qian, Y., Usman, M., & Hussain, K. (2025). Leading green: The role of CEO social trust and governance in driving sustainable innovation. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.70129>
- Khan, A., Chen, C., Suanpong, K., Ruangkanjanases, A., Kittikowit, S., & Chen, S. (2021). The impact of CSR on sustainable innovation ambidexterity: The mediating role of sustainable supply chain management and second-order social capital. *Sustainability*. <https://doi.org/10.3390/su132112160>
- Malik, G., & Singh, P. (2024). Fostering social sustainability: Unveiling HR's power in enhancing employee resilience via social exchange and broaden-and-build theories. *Employee Relations: The International Journal*. <https://doi.org/10.1108/er-08-2023-0427>
- Montenegro, C., Lavado, M., & Vigo, E. (2024). Weaving the sustainable future hand in hand with social capital: An approach from community participation. *SCIÉNDO*. <https://doi.org/10.17268/sciend.2024.054>

- Prayitno, G., Auliah, A., Ari, I., Effendi, A., Hayat, A., Delisa, A., Siankwilimba, E., & Hiddlestone-Mumford, J. (2023). Social capital for sustainable tourism development in Indonesia. *Cogent Social Sciences*, 10. <https://doi.org/10.1080/23311886.2023.2293310>
- Shabbir, M., & Batool, F. (2025). Social entrepreneurship for community development: The role of social capital in establishing sustainable enterprises. *Journal of Social Entrepreneurship*. <https://doi.org/10.1080/19420676.2025.2492060>
- Tang, T., & Yang, L. (2023). Shaping corporate ESG performance: Role of social trust in China's capital market. *China Finance Review International*. <https://doi.org/10.1108/cfri-07-2023-0187>
- Toseef, M., Kiran, A., Zhuo, S., Jahangir, M., Riaz, S., Wei, Z., Ghauri, T., Ullah, I., & Ahmad, S. (2022). Inspirational leadership and innovative communication in sustainable organizations: A mediating role of mutual trust. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.846128>
- Wamalwa, L., Nang'ole, P., & Saruchera, F. (2025). Social capital and supplier adaptation of social and environmentally sustainable practices. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.4167>
- Wang, Z., & Han, D. (2025). The fragility of social capital: How lack of specific trust undermines sustainability in comprehensive welfare centers for the elderly—A case study of permanent lease housing areas in South Korea. *Journal of Gerontological Social Work*, 1–27. <https://doi.org/10.1080/01634372.2025.2522344>
- Xiao, S., Roh, T., Park, B., Al-Tabbaa, O., & Seo, K. (2025). Unpacking the role of digital dynamic capabilities in ESG performance: A social exchange perspective on organizational trust and identification. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.70273>
- Yang, C., & Wang, M. (2023). Cross-departmental synergetic design in home appliance enterprises: Exploring the role of project management, social capital, and organizational efficiency in the context of sustainability. *Systems*, 11, 504. <https://doi.org/10.3390/systems11100504>
- Аталавеї, М. (2025). Strategy for managing social capital in the context of sustainable development. *Київський економічний науковий журнал*. <https://doi.org/10.32782/2786-765x/2025-11-1>