

-RESEARCH ARTICLE-

## THE ROLE OF TRUST-BUILDING STRATEGIES IN PROMOTING SUSTAINABLE DEVELOPMENT: AN ANALYTICAL STUDY IN THE MINISTRY OF PLANNING

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### —Abstract—

The present study seeks to assess the extent to which trust-building strategies, as the independent variable, influence sustainable development, the dependent variable, within the Iraqi Ministry of Planning. This research is of significant importance, given the vital role of public government institutions and the central function of the Ministry of Planning in Iraqi society. The study adopts a descriptive-analytical approach, drawing on the perspectives of leadership within the Ministry, including directors, section heads, and unit managers. Data were collected from a sample of 70 respondents, representing administrative leadership within the Ministry, selected via random sampling. A questionnaire was used as the primary data collection instrument, supplemented by personal interviews. Various statistical techniques were employed, including frequency distributions, arithmetic means, weighted arithmetic means, coefficient of variation, correlation coefficients, Pearson's coefficient, standard deviation, and simple linear regression analysis (to determine the impact or R<sup>2</sup> coefficient of determination). Statistical analysis was performed using SPSS 27.v and Excel 2010 to examine the relationships between variables and to test the main

Citation (APA): Abdulbaqi, H. R., Mhaibes, H. A. (2024). The Role of Trust-Building Strategies in Promoting Sustainable Development: An Analytical Study in the Ministry of Planning. *International Journal of eBusiness and eGovernment Studies*, 16(2), 154-170. doi: 10.34109/ijebeg.2024160208

hypotheses of the study. The findings revealed that trust-building strategies have a significant impact on sustainable development. This suggests that the implementation of trust-building strategies by the Ministry of Planning is an effective and pivotal factor in promoting sustainable development. Consequently, the more the Ministry incorporates trust-building strategies, the more it will contribute to the successful realisation of sustainable development objectives.

**Keywords:** Trust-Building Strategies, Sustainable Development, Organizational Working, Iraqi Ministry of Planning

## INTRODUCTION

This research explores the role of trust-building strategies in promoting sustainable development through an analytical study conducted within the Iraqi Ministry of Planning. This topic is remarkably imperative and exceptionally timely, carrying immense relevance for numerous advanced global institutions. The study was thoughtfully initiated to effectively shed light on this critical issue and urgently address the pressing need for public institutions in Iraq to actively engage with research and studies focused on trust-building strategies and their pivotal role in fostering sustainable development. In dynamic society nowadays, public organizations had remarkably become central systems that skilfully guide societal life and consistently fulfil the needs of the people. (Schaap, 2021). The achievement of such organizations had never exclusively been counting on organizational principles; it also substantially needs the moral components that work seamlessly alongside these principles to be present (Weibel et al., 2023). A core prerequisite for hopefully making this success is a better internal environment, one that is remarkably characterized by social and human structures arisen from better communication, rigid connections, and meaningful relationships among superiors and subordinates (Gołuchowski et al., 2021). Numerous research consistently paid attention to the prominence of such factors in driving success and organizational effectiveness, particularly through the social influence processes they entail. The leader-member exchange (LMX) theory conceptualizes leadership as a function of behaviors related to influence, loyalty, contribution, support, and mutual professional respect—factors that positively shape the work environment and significantly affect the behavior and performance of subordinates (Ngai et al., 2023). These behaviors come from how people interact with each other. To be successful, these interactions need to be built on trust. This is important for achieving sustainable development, as Rossi (2024) points out. The Iraqi Ministry of Planning is right to focus on sustainable development. It's a really important issue right now, and many public organizations around the world are working towards the same goal. (Rossi, 2024). The researcher's focus on the Ministry of Planning is really important. This ministry plays a key role in sustainable development. More and more public organizations are adopting sustainable practices,

and it's paying off. They're more successful, prosperous, and advanced than others. To improve performance and create a positive work environment at the Ministry of Planning, it's crucial to build trust with employees. Understanding how to do this can help improve administrative processes, encourage creativity, and promote independent thinking (Flayyih & Khiari, 2023). When these strategies are put into action, employees at the Ministry will have a better understanding of their jobs. This will help them feel more confident in their work. Trust-building strategies can create a workplace where people work together, support each other, and are empowered to take the lead and make decisions. (Adam & Donelson, 2022).. The Iraqi Ministry of Planning recently realized the importance of sustainability. By building trust with employees and encouraging creativity, the Ministry can improve its work and gain the public's trust. To achieve sustainable development, the Ministry needs to provide public services in a new, innovative way that uses knowledge and technology. (Reynolds & Lander, 2024).

This research aims to understand how building trust can help the Ministry of Planning achieve sustainable development. It will explore the connection between sustainable development and its different aspects, like economic, social, and environmental factors. The research will also assess how well managers understand sustainable development and trust-building. By using statistical methods and field research, the study will draw important conclusions. To do this, the research will use a questionnaire based on models from (Mezger et al., 2020; Suárez-Cebador et al., 2018). These models cover various dimensions of sustainable development, including economic, social, environmental, technological, cultural, and administrative factors. In parallel, the dimensions of trust-building strategies are clearly defined using the frameworks of (Mhaibes et al., 2024), including trust, trust-building, human resource management, training and development, labor relations, leadership practices, and communication.

The research was carefully conducted within the Iraqi Ministry of Planning in Baghdad from August 24, 2023, to September 30, 2024. A convenience sample of managerial personnel was intentionally surveyed to assess their level of engagement with the economic, environmental, social, technological, cultural, and administrative dimensions of sustainable development. The survey also sought to evaluate the necessity of understanding these dimensions, along with their implications and interconnections, to effectively enhance the role of the Ministry, senior management, and leadership through trust-building strategies. A chosen group of managers was responded to meticulously evaluate their interest and attention to these dimensions, as well as the significance of comprehending their aspects and interrelationships to improve the Ministry's operations. This approach aims to thoughtfully bridge the knowledge gap between strategic orientations, contemporary perspectives on the study variables, and their theoretical implications, while also considering their practical applications within the Ministry. The research is divided into six parts:

1. **Literature Review:** A deep dive into past research.
2. **Methodology:** How the research was conducted.
3. **Calculations and Results:** The numbers and findings.
4. **Discussion:** An in-depth look at the results.
5. **Conclusion:** A summary of the key points.
6. **Limitations and Future Research:** What the study couldn't do and ideas for future studies.

## LITERATURE REVIEW

### Trust-Building Strategies

Undeniably, Trust has an unforgettable role in majority of organizations, because it allows personnels to constantly hold positive expectations about the actions and intentions of others (Weibel et al., 2023). It, furthermore, makes a smooth cognitive redirection easy by skilfully creating a safe and reliable environment, where those personnels would be smartly able to confidently rely on their colleagues' knowledge and expertise when making crucial decisions (Gołuchowski et al., 2021). Metz et al., (2022) define trust as a notably rigid belief in the dependability, accuracy, and competence of an individual or entity. The level of trust that employees place in their employer can profoundly impact their actions and decisions. Ngai et al., (2023) say that trust in employees shows genuine belief in their abilities. To keep employees engaged and motivated, they need to trust both the company and their coworkers. Building and maintaining trust is crucial for a successful organization. Weibel et al., (2023) Trust-building is the process of carefully taking intentional actions or skilfully using strategies to steadily cultivate trust and gently foster a sense of confidence among employees.

This involves faithfully homering both explicit and implicit commitments, strategically establishing systems that effectively support employees' career success, genuinely demonstrating goodwill and integrity, purposefully providing meaningful work, warmly nurturing positive relationships, and compassionately addressing social and emotional needs. Mhaibes et al., (2024) Trust-building strategies consist of a wide range of actions and mechanisms aimed at establishing and strengthening trust among individuals, organizations, or stakeholders. 1 These strategies focus intently on creating an environment that strongly promotes trust, actively overcoming potential obstacles, and enthusiastically encouraging loyalty and positive relationships. The researchers strongly argue that trust-building strategies include the innovative methods, effective practices, and efficient mechanisms employed by leaders or managers within an organization to robustly foster trust among employees. Organizations strategically implement these strategies to effectively mitigate risks faced by employees. (Bentzen, 2023). Trust-building strategies are widely recognized as a critical factor in boosting organizational effectiveness, creativity, innovation,

productivity, and the competitive capabilities of employees. By making use of such strategies, organizations have a strong character to creating valuable assets that support the long-term success and sustainability of both employees and teams within the organization (Adam & Donelson, 2022).

Mhaibes et al., (2024) emphasise the importance of identifying trust-building strategies, highlighting that these dimensions are both general and comprehensive, and are particularly suitable for the context of the Ministry of Planning in Baghdad. These dimensions include several key elements. The first of these is trust and trust-building. According to Valenti et al., (2020), the concept of trust holds both active and fundamental value. Trust-based relationships are the only type of relationship through which respect for others can be expressed purely as human beings. This entails acting positively and treating others with kindness, even in the absence of any particular motive beyond the desire to respect and avoid causing harm to them. The active value of trust, however, lies in its role as a strategy for managing risks in social relationships. Trust serves as a crucial and practical tool for navigating the risks and challenges inherent in social interactions (Soderberg & Romney, 2022).

The second dimension is human resource management. Rossi (2024) defines human resource management as a strategic, comprehensive, and integrated approach that an organisation adopts in the recruitment, development, and well-being of its employees. Personnel management is a critical component that can both influence and be influenced by the ongoing changes in employment dynamics (Zolfaghari & Madjdi, 2022). The success of an organisation is largely dependent on effective communication and the positive impact of the HR management system, which supports employees by addressing their questions about tasks and responsibilities. HR management practices encompass the recruitment, training, and retention of employees to ensure organisational sustainability. These practices are designed to emphasise the role of human capital in achieving the organisation's goals (Lansing et al., 2023).

The third dimension is labour relations. Manfredi and Capik (2022) emphasise the importance of all parties involved in collective bargaining establishing rapport and trust with one another. The process of relationship-building to address common problems includes several key elements, such as clarifying expectations, agreeing on the agenda, addressing participants' needs, setting interaction rules, and working in separate groups to identify opportunities and obstacles to goal achievement. Therefore, interpersonal trust is crucial for robust and effective labour relations, and it is cultivated through social influence and mutual recognition of trustworthiness (Reynolds & Lander, 2024). The fourth dimension is training and development. Soderberg and Romney (2022) highlight the significance of developing human capacities as part of programmes aimed at enhancing the quality of employees' work

life. When employees perceive that the outcomes of their work are fair, they begin to trust the organisation. Furthermore, when employees trust their leaders, they are more likely to engage in behaviours that go beyond their formal job responsibilities (Schaap, 2021).

The fifth dimension is leadership practices. Kosonen and Ikonen (2022) assert that effective leaders must be capable of earning and maintaining their employees' trust by fostering positive perceptions of their character and behaviour. Employees' trust in leadership is indicative of their enthusiasm and their willingness to be vulnerable, as they believe that their leader is acting in their best interest and making the right decisions. Finally, the sixth dimension is communication. Zito et al., (2021) emphasise the critical role of communication in the workplace, as the organisation is perceived as a network of individuals' communication habits. The organisation's structure is shaped by how employees interact with one another. Employees engage in conversations about their organisation and collaborate to achieve both specific and broader goals (Valenti et al., 2020). Within a company, communication can occur both vertically and horizontally, meaning it can flow between individuals at the same level or across different hierarchical levels. Regardless of the direction, communication can be either formal or informal, depending on the context.

## **Sustainable Development**

Sustainable development has gained significant attention from scholars, industry leaders, and policymakers, as public institutions recognise the need to integrate nature into their operations for mutual benefit (Iqbal & Ahmad, 2021). The degradation of the natural environment due to human exploitation led to the rise of sustainable development, which emphasises preserving resources for future generations (Kumar et al., 2023). Beyond financial goals, sustainable development encompasses social and environmental concerns, advocating for innovative management practices, eco-friendly technologies, and the replacement of harmful ones (Banmairuoy et al., 2022). Ultimately, "development" now represents a broad set of principles addressing the challenges of resource overuse and economic growth at the cost of environmental health.

The concept of "sustainable development" originated in 1713 when Karlowitz published the first book on forestry science, using the term to describe forest management that ensured each felled tree was replaced by a sapling. Over time, the term evolved to encompass the integration of high environmental, social, and economic standards within ecological limits (Raza & Khan, 2022). The most widely accepted definition, provided by the World Commission on Environment and Development in 1987, states that growth is only sustainable if it meets present needs without compromising the ability of future generations to meet their own. This definition highlights the importance of protecting natural resources to maintain a

decent standard of living for all. Contemporary views of sustainable development now recognise the convergence of three key principles: economic, social justice, and environmental sustainability (Bansal, 2002). Thus, the researchers consider sustainable development a holistic approach to addressing the interconnected challenges faced by institutions.

Sustainable development unequivocally focuses on the responsible and efficient use of resources while ensuring the protection of environmental systems (Adam & Donelson, 2022). It tackles with vital social issues represented in poverty reduction, access to healthcare, education, and gender equality, with the aim of fostering a balanced and harmonious society (Yan et al., 2022). This concept tremendously encourages the integration of environmental considerations into decision-making at every level, ensuring that economic growth contributes positively to the well-being of all individuals. Both Iqbal and Ahmad (2021) and Olafsen et al., (2021) approve that the sustainable development dimensions are wide-ranging, holistic, and especially pertinent in the context of the Ministry of Planning in Baghdad. Such dimensions are:

The first dimension is economic development, which meticulously sheds light on how important institutional profitability is as well as the importance of the creation of employment opportunities that drive economic growth. Sustainable development emphasises the need for institutions to generate profits while mitigating adverse environmental and societal impacts, fostering job creation, and contributing to overall economic progress (Bannerman, 2020). The second dimension is social development, which, according to (Guo & Liu, 2022), includes numerous highly interconnected concepts like social capital, social cohesion, inclusion, and exclusion. This dimension extensively sheds light on the significance of individual resources, such as income, consumption, experience, education, and employment. Furthermore, social sustainability unquestionably navigates ensuring equitable access to social operations and advantages, guaranteeing a decent standard of living for all citizens.

The third dimension stands for environmental development, which strongly entails a commitment to environmental sustainability and actively supports organizations in adopting responsible practices for managing natural resources (Raza & Khan, 2022). This dimension includes various aspects, like efficient waste management, energy and water conservation, and environmental initiatives that go beyond mere regulatory compliance. Environmental responsibility extends significantly beyond corporate actions, emphasizing the crucial role of consumption patterns in addressing environmental challenges (Iqbal & Ahmad, 2021). The 4<sup>th</sup> dimension is technological development. For Masudin et al., (2024), the technological dimension has a main role in steering up sustainable development by undoubtedly providing innovative solutions. The adoption of sustainable technologies can result from a human-centered approach and behavior change, actively encouraging responsible technology use,

including extending product life cycles, recycling electronic waste, and making informed choices regarding consumption.

The cultural development is the 5<sup>th</sup> dimension. So, for [Assoratgoon and Kantabutra \(2023\)](#), includes the mutually shared attitudes, assumptions, and thoughts akin to sustainability that significantly influence an institution's decision-making processes and overall behaviour. This significantly contributes to the organizational culture that effectively fosters sustainability, drawing on Schein's robust multidimensional cultural structure, which includes deep-rooted values, well-established norms, and fundamental assumptions and beliefs. The sixth dimension, administrative development, is equally crucial. According to [Maksaev and Petrovskaya \(2022\)](#), this dimension refers to the process of weaving sustainability issues into the core strategy and everyday operations of an institution. When an organization carefully integrates sustainable development into its strategic planning, it becomes absolutely essential to thoughtfully consider both external influences, such as rapidly evolving societal trends, strict regulations, and dynamic market demands, as well as the internal strengths and weaknesses of the institution its valuable resources, unique capabilities, and overall culture.

Skilfully balancing these critical factors is key to ensuring a successful and sustainable approach. To conclude, the theoretical literature review has significantly enriched the content of this research, with key studies, particularly that of ([Mhaibes et al., 2024](#)), playing a crucial role in shaping the research model. The current paper principally examines the underlying frameworks and fundamental normative aspects of two key variables: the independent variable (trust-building strategies) and the dependent variable (sustainable development). The central hypothesis of this study (H) strongly posits that there is a statistically significant correlation between trust-building initiatives and sustainable development at the aggregate level. Based on this hypothesis, the following sub-hypotheses are thoughtfully derived.

**H1:** *There are notable impacts of (trust-building) strategies upon economic development.*

**H2:** *There are significant impacts of (trust-building) strategies upon social development.*

**H3:** *There are worth mentioning impacts of (trust-building) strategies upon environmental development.*

**H4:** *There are obvious impacts of (trust-building) strategies upon technological development.*

**H5:** *There are impacts of (trust-building) strategies upon cultural development.*

**H6:** *There are clear impacts of (trust-building) strategies upon administrative development.*

## METHODOLOGY

For achieving both the theoretical and practical findings, the researchers carefully employed a descriptive analytical approach to thoroughly understand the phenomenon and effectively analyse the association between its variables through a questionnaire. This method significantly helps diagnose the current situation within the Iraqi Ministry of Planning, with a primary focus on the two main variables: trust-building strategies (independent) and sustainable development (dependent). Interviews were systematically made with a random sample of Ministry managers, resulting in 78 surveys, of which 70 were valid for analysis. SPSS software was then used to precisely calculate the impact ( $R^2$ ) and perform various statistical tests, including frequency distributions, means, standard deviation, correlation, and regression. Table 1 thoughtfully summarizes the questionnaire used and the management of the variables.

**Table 1: Questionnaire Form, Research (Variables), and their Dimensions**

Research variables		Dimensions	Paragraph Code
X	Trust-Building (Strategies SBT)	Trust and Trust-Building	X1
		Human Resource Management	X2
		Labour Relations	X3
		Training and Development	X4
		Leadership Practices	X5
		Communication	X6
Y	Sustainable Development SD	Economic Development	Y1
		Social Development	Y2
		Environmental Development	Y3
		Technological Development	Y4
		Cultural Development	Y5
		Administrative Development	Y6

## RESULTS AND FINDINGS

A detailed analysis regarding the sample's responses of the current study is provided concerning the primary variables and their associated dimensions.

### Descriptive Data Analysis

The purpose of descriptive analysis is to maximally provide a richly detailed overview of the data gathered by the author, succinctly summarizing it through various measures of central tendency and dispersion. These metrics effectively assist in determining the distribution of the research variables and dimensions across the surveyed sample, as well as the degree of homogeneity in the responses.

## Presentation and Analysis of Sample Responses on the Variables Trust-Building Strategies and Sustainable Development.

The findings obtained in [Table 2](#) clearly illustrate the measures of the variables trust-building strategies and sustainable development. This table comprehensively includes the arithmetic mean, standard deviation, variance, relative importance, and ranking of the variables. According to the results, sustainable development ranks first, while trust-building strategies rank second. To thoroughly assess the spread of the data, the standard deviation and arithmetic mean were meticulously analyzed using SPSS V.27.

**Table 2: Measures of the Variables**

Dimensions	Arithmetic Mean	Standard Deviation	Variance	Relative Importance	Variable Ranking
Trust-Building Strategies	3.3262	0.61886	0.383	5.37472	2
Sustainable Development	3.4210	0.6886	0.472	4.96805	1

**Source:** The table was made by the researchers by using SPSS V. 27 statistical analysis tools

As notably shown in [Table 3](#), the results reveal that the average values for most items across the different dimensions are notably higher than the assumed average of the Likert scale (3). This indicates a strong presence of these variables within the surveyed sample. Furthermore, the low standard deviation highlights the uniformity and consistency in the responses, suggesting that the participants' answers were generally aligned.

**Table 3: Descriptive Analysis of Trust-Building Strategies**

Dimensions	Dimension Code	Arithmetic Mean	Standard Deviation	Variance	Relative Importance
Trust and Trust-Building	X1	3.3771	0.78356	0.614	4.30994
Human Resource Management	X2	3.3971	0.68735	0.472	4.94231
Labour Relations	X3	3.3343	0.76800	0.590	4.34153
Training and Development	X4	3.4571	0.65332	0.427	5.29158
Leadership Practices	X5	3.1000	0.80127	0.642	3.86885
Communication	X6	3.2914	0.65114	0.424	5.05482

**Source:** The authors assembled the statistics employing Excel and the results of the (SPSS V.27) program.

[Table 4](#) presents the results of the descriptive analysis for trust-building strategies, ranking each dimension based on their mean values. It is clear that Human Resource Management is considered the most important, taking the top position in the rankings. In contrast, Leadership Practices is viewed as the least important, securing the lowest rank among the dimensions.

**Table 4: Trust-Building Strategies Dimensions by Importance**

Dimensions	Arithmetic Mean	Final Ranking of the Dimension
Trust and Trust-Building	3.377	2
Human Resource Management	3.397	1
Labour Relations	3.334	4
Training and Development	3.457	3
Leadership Practices	3.100	6
Communication	3.291	5

**Source:** The researchers employed the SPSS V. 27 statistical software to compile the data.

### Descriptive Analysis of the Sustainable Development Variable

Using SPSS V.27 statistical software, the standard deviation was fastidiously examined to measure data dispersion, while the arithmetic mean served as an indicator of central tendency. The findings, presented in [Table 5](#), show that the average values for all items across the dimensions are higher than the theoretical mean of the five-point Likert scale (3). This suggests that the variable is notably present in the surveyed sample. Moreover, the low standard deviation points to a strong consistency and reliability in the responses.

**Table 5: Descriptive Analysis of Sustainable Development**

Dimensions	Dimension Code	Mean	SD	Variance	Relative Importance
Economic Development	Y1	3.369	0.82261	0.677	4.09501
Social Development	Y2	3.314	0.75954	0.577	4.36356
Environmental Development	Y3	3.383	0.70093	0.491	4.82630
Technological Development	Y4	3.437	0.77818	0.606	4.41684
Cultural Development	Y5	3.523	0.70468	0.497	4.99929
Administrative Development	Y6	3.500	0.78887	0-622	4.43672

**Source:** The authors gathered the statistics using Excel and the results of the (SPSS V.27) program.

[Table 6](#) clearly shows the ranking of the dimensions within the sustainable development variable, based on the mean values from the descriptive analysis. Notably, Cultural Development takes the top spot, underlining its significant importance in the surveyed sample. In contrast, Social Development is ranked at the bottom, suggesting that it is viewed as less important compared to the other dimensions.

**Table 6: Sustainable Development Variable Dimensions Ranking Importance**

Dimensions	Arithmetic Mean	Final Ranking of the Dimension
Economic Development	3.3686	5
Social Development	3.3143	6
Environmental Development	3.3829	4
Technological Development	3.4371	3
Cultural Development	3.5229	1
Administrative Development	3.5000	2

Source: The authors adopted the SPSS V. 27 statistical software to compile the data.

## Hypothesis Testing

This subsection meticulously presents a detailed analysis designed to explore how the independent variable, trust-building strategies, influences the dependent variable, sustainable development, through the use of simple linear regression. The analysis revealed that the effect of trust-building strategies on sustainable development was statistically significant, as indicated by a p-value below the 0.05 threshold and an F-value of 214.896. Additionally, the coefficient of determination ( $R^2$ ) was found to be 0.87, suggesting that trust-building strategies account for 87% of the variance in sustainable development. These results strongly support the primary hypothesis (H), confirming the statistically significant influence of trust-building strategies on sustainable development. The detailed findings are summarised in [Table 7](#).

**Table 7: ANOVA Analysis of Trust-Building Strategies in Sustainable Development (n = 70)**

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.742	1	24.742	214.896	.000 <sup>b</sup>
	Residual	7.829	68	.115		
	Total	32.571	69			
a. Dependent Variable: Sustainable Development						
b. Predictors: (Constant): Trust-Building Strategies						

Source: Based on the results of the (SPSS V.27) program, the researchers prepared this document

## Testing the Sub-Hypotheses of the Main Hypothesis

The sub-hypotheses of the main hypothesis (H) are as follows. First, the research identified a statistically significant relationship between the dimensions of trust-building strategies and economic development. [Table 8](#) presents a statistically significant connection, with an effect size of 39.51 and a significance level of 0.000, supporting the acceptance of the hypothesis. Second, the study found a statistically significant relationship between the dimensions of trust-building strategies and social development. As shown in [Table 8](#), the connection has an effect size of 30.65 and a significance level of 0.000, further supporting the acceptance of the hypothesis. Third, the study found a statistically significant relationship between the dimensions of trust-building strategies and environmental development. [Table 8](#) presents this connection, with an effect size of 13.240 and a significance level of 0.000, supporting the acceptance of the hypothesis. Fourth, the study identified a statistically significant relationship between the dimensions of trust-building strategies and technological development. As shown in [Table 8](#), the effect size is 32.894 with a significance level of 0.000, further reinforcing the acceptance of the hypothesis. Additionally, the study

found a statistically significant relationship between the dimensions of trust-building strategies and cultural development.

**Table 8: Results of the Impact of the Combined Dimensions of Trust-Building Strategies on the Dimensions of Sustainable Development**

Variables		Trust-Building Strategies		
		Coefficient of Influence	Level of Significance	R2
Sustainable Development	Economic Development	39.51	0.000	.787
	Social Development	30.65	0.000	
	Environmental Development	13.240	0.000	
	Technological Development	32.894	0.000	
	Cultural Development	12.314	0.000	
	Administrative Development	18.843	0.000	

**Source:** The researchers compiled the data using Excel and the results of the (SPSS V.27) program.

As shown in [Table 8](#), the effect size is 12.314 with a significance level of 0.000, supporting the acceptance of the hypothesis. Finally, the study identified a statistically significant relationship between the dimensions of trust-building strategies and administrative development. [Table 8](#) indicates an effect size of 18.843 with a significance level of 0.000, further reinforcing the acceptance of the hypothesis.

## CONCLUSION

The findings confirm the primary hypothesis (H), highlighting the significant role of trust-building strategies in enhancing sustainable development across economic, social, environmental, cultural, technological, and administrative dimensions. Trust among stakeholders is essential for effective commitment to sustainable development goals, with transparency and participation being key factors. Such strategies unequivocally help create strong, positive connections between institutions and communities, boosting the effectiveness of sustainability initiatives. The findings unmistakably focuses on how essential it is to build trust in order to successfully achieve long-term sustainable development goals.

## IMPLICATIONS

The results further reinforce the strong relationship between trust-building and sustainable development, focusing intently on the importance of implementing effective strategies to enthusiastically encourage cooperation and stakeholder engagement within the Ministry of Planning. These strategies are not only essential to addressing environmental challenges but also to supporting economic and social stability, ultimately contributing to the long-term continuity and ongoing success of institutions. By carefully building trust, a collaborative environment is created that enables adaptation to rapid changes and facilitates the achievement of strategic

objectives, especially those centered around sustainability. The clear impact of trust-building on sustainable development is observed, which is of great significance for both public and private institutions, particularly as they are responsible for managing risks and preparing for challenging times. Despite facing challenges such as the distribution of the questionnaire due to the sensitivity of employees within the Ministry of Planning, the results demonstrate the primary role of trust-building strategies in driving sustainable development efforts. Operational difficulties including securing funding, distributing the questionnaire, and managing logistical arrangements during the research process also emerged. In conclusion, the study clearly highlights how trust-building strategies play a pivotal role in fostering trust and strengthening sustainable development initiatives. Therefore, it is strongly recommended that the Ministry of Planning continue to prioritize and effectively implement these strategies to support and enhance its sustainable development goals.

## FUTURE DIRECTIONS

For future research, several key areas are undoubtedly worth exploring. First, studies should focus on strengthening collaboration between the public and private sectors through trust-building strategies and assess how these can contribute to achieving sustainable development. Second, future research could meticulously investigate how public policies can by far better support and reinforce trust-building strategies, particularly by focusing on their practical and effective implementation. Finally, there is a need for exploring new, innovative trust-building strategies that can adapt to the ever-changing difficulties of the modern world.

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