

BRIDGING STRATEGY AND ITS IMPACT IN REINFORCEMENT SOCIAL CAPITAL

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Abstract

In order to ascertain how these kinds of organizational connections can raise the level of social capital, the current study analyses a sample of university leaders at the University of Baghdad in Iraq to examine the relationship between the bridging approach and social capital. utilizing a descriptive analytical technique to accomplish its goals. The findings demonstrated a significant positive influence relationship between the bridging approach and social capital, where the bridging method promotes social cohesion and the greater the sense of community, the more successful the bridging strategy, The more social cohesion there is, the more engagement and cooperation there is, and the more social capital there is to grow and flourish.

Keywords: bridging strategy, social capital, University of Baghdad, Iraq.

Introduction

Organizations have adopted strategies that take into account broad developments and trends that will govern the future and concentrate on economic factors, particularly the ongoing change in the characteristics that must be provided, as a result of the increasing speed of change in the various economic, political, and social fields. The variety of labour market requirements and the escalating level of organization-to-organization competition,

The bridging strategy is an approach based on relationships and where the organization seeks to do so by integrating, the quick development of information technology and expanding its capabilities, the ongoing rise in social demand, and other factors., and individual voices in decision-making, Thus, interest in the idea of social capital, one of the most popular social ideas across all cognitive disciplines, began to grow. Social capital is viewed as a resource that an individual can use to further their interests in a variety of situations. As a result, social capital is both accumulative and negotiable. The individual creates a network of social contacts with an asset that can be exploited in practices by joining groups, trade unions, or others. Based on a set of principles and values, such as trust, cooperation, social organization, voluntarism, and teamwork, social capital is imbued with latent power in the social ties between members of society. This power is used to improve the living conditions of society. Along with resources that can be used to build and maintain relationships, resolve disputes, and increase trust between parties. The issue with the current study is that, given the changes the world has undergone, since "Covid-19" first emerged and spread throughout all nations, social relations have started to have an impact on both the global and national levels, and the epidemic's outbreak imposed a set of preventative measures that have had a negative impact. This study adopts bridging as a

strategy to enhance social capital because it focuses on developing and maintaining relationships that have become Today's business organizations and their customers. This has forced the organizations to adopt strategies that enhance social relations and work to build social capital, Concerning relationships between the organization and individuals is a crucial task within the work of organizations. This philosophy adds to the strategy of bridging legitimacy to the development of the organization's work as well as its capacity to forge solid connections with stakeholders and other organizations in general.

1. LITERATURE REVIEW

1.1 Bridging Strategy

Success in business, politics, and social relations depends on one's capacity to forge ties and connections among various groups and communities. The deliberate endeavour to forge connections and establish relationships between people or groups who might have different viewpoints, backgrounds, or values is referred to as a bridging approach (Yılmaz&Eryılmaz,2010:343), This tactic tries to foster collaboration, understanding, and trust between various groups while achieving shared objectives. The bridge strategy can take many different forms, such as alliance building, networking, and intercultural communication. (Davis,2013:16)A bridging strategy is a combination of strategies used to link various groups, roles, or regions in order to accomplish shared objectives. This strategy is especially crucial when there are notable gaps or differences across groups, departments within an organization, cultures, or nations, or when there are differences between generations. (Harrington,2013:36). In the idea of a bridging strategy, areas are identified. shared and made use of to create ties and connections between various fields or groups. Finding strategies to effectively communicate and interact as well as having a shared understanding of objectives, values, and priorities are all part of this(Chan, 2013:185).

And the bridging technique is crucial for a number of reasons, such as: By fostering connections between people and groups, the bridging technique can aid in tearing down barriers between groups and promoting inclusivity and diversity(Alfano,2022:3), and it can encourage respect and understanding between parties, which improves relationships. greater acceptance of differences and tolerance of them. By bringing together people with different viewpoints and experiences, the bridge technique can also increase innovation and creativity(Roberts & Matos, 2022:824). The bridging strategy can encourage the sharing of fresh concepts and methods. In addition to fostering social harmony and togetherness, the bridging method can also work to prevent conflicts and advance world peace. (Van den Bosch & Van Riel,1998:26). The bridging strategy is essential because it helps people and organizations get over obstacles that might otherwise hinder them from accomplishing their objectives. Additionally, organizations can gain access to fresh sources of creativity and innovation through fostering relationships between various groups (Sapsed et al.,2007:1316), encourage improved communication and teamwork, as well as more inclusive and productive work environments (Satell,2018:52). The core of the bridging strategy is centred on creating and maintaining relationships, which are now crucial tasks in the work of organizations because they deal with public relations between the organization and individuals. This philosophy adds to the legitimate bridging strategy and the organization's ability to develop strong relationships with stakeholders and organizations in a

way that benefits all parties involved. On the whole (McDonald et al.,2010:263),He further stated (Kim et al., 2007:78) that effective communication and the alignment of organizational activities with individual requirements strengthens the bond between parties and enhances the quality of the output in order to meet the objectives of the organization, as well as creating a favourable reputation and image Its main objective is to achieve a competitive advantage for growth and survival, which is drawn towards the organization as a result of efforts to build and develop relationships through ethical and responsible management of organizational behaviours, and the importance of a bridging strategy that values the relationship with stakeholders and organizational behaviour responsible for the sustainability of that relationship (Kim & Krishna 2017:519).

BRIDGING STRATEGY

The ability to build bridges and connections across diverse groups and communities is essential to success in business, politics, and social interactions. Bridging strategy refers to the deliberate effort to create connections and build relationships between individuals or groups that may have different perspectives, backgrounds, or values. This strategy aims to promote cooperation, mutual understanding, and trust among diverse groups, and to achieve common goals.

The concept of bridging strategy

Includes identifying areas shared and leveraged to build links and relationships across different groups or fields.

Main goal of the bridging strategy

Connect different groups and fields in a way that enables them to work together effectively to achieve common goals.



Fig.1 Bridging strategy

The major objective of the bridging strategy is to link various disciplines and groups in a way that enables them to collaborate successfully to achieve shared objectives. This entails determining areas of overlap, creating shared objectives and values, fostering relationships and trust, and setting up efficient communication routes (Rapp, 208:53). In order to build trust within the organization, the bridging strategy was described by (Grunig,2009) as an approach based on relationships and work that aims to close gaps between individuals' positions and the organization. refers to the same context (Kim,2014:4) the ability of companies to manage crises by ongoing communication with stakeholders in order to achieve organizational performance and what is necessary to uphold organizational reputation. This is referred to as the bridge strategy. While explains (Kim et al.,2013:199) It is a tactic for assisting organizations in averting potential internal and external disputes. In order to fulfill the organization's goals, it helps to strengthen ties with important people, maintain the organization's reputation, and foster trust." (Ricketts et al. ,2023:267).

1.2 Social Capital

The social notions have been discussed across all fields of knowledge, and each field has its own take on them (Wong, 2023:3). This is what gives the concept importance among the fields of knowledge on the one hand and its impact on people, society, and organizations on the other hand. Sociology on the part of social values, management on the part of developing the capabilities of individuals and organizations, politics on the part of promoting the values of democracy, and economics on the part of Competitive value(Al-Hadrawi & Jawad,2022:63). The origins of this idea can be found in Hainfan (1916), who described it as the "tangible essence of society" and stated that "it is those tangible materials in individuals' daily lives, which include: goodwill, fellowship, sympathy, and social contact between individuals and families that It constitutes a social unit, if a member of the community communicates with his neighbour", and interacts with other neighbours, there will be an accumulation of "social capital," which may satisfy social needs and which may have social potential to significantly improve living conditions in the community as a whole. After that, the idea vanished. He repeatedly appeared in literature for several years. (Jacobs,1961) In his book "Life and Death in American Cities," he discussed the value of the social networks that people create, after which the idea fell out of favour before making a significant comeback in the sociologist's writings (Bourdieu,1980), The potential of social capital is that it is a personal resource that can advance human goals in several contexts; as a result, social capital is both accumulative and negotiable (Al-Hadrawi & Jawad,2022). The individual creates a network of social contacts with an asset that can be employed in practices by joining groups, unions, or others. Social (Feng et al.,2023:2).Social capital is described by (Nahapit& Ghoshal,1998:243) as "a set of potential and actual resources embodied within available limits and derived from networks of work of relationships or social units." As for (Gilbert et al.,2022:174), He describes it as: "Trust, multiple understandings, shared values and behaviours that bind participants in the network of human action, communication, the act of sharing, and potential cooperation"(Campante et al.,2022:71), Social capital is defined as: "characteristics of social organization such as networks, standards, and trust that guide action, and cooperation in order to achieve mutual benefits", and it can increase the effectiveness of society by facilitating coordinated actions. It is also said that joint work is perceived as being simple in a society that has a lot of social capital. And displayed (Nancy, 2003:134) that social capital is significant to organizations through the following: The ability to generate and support social activities within organizations as well as the ability to monitor and implement contracts on the basis of mutual trust between individuals and organizations all contribute to the ability to obtain all information through extensive social networks related to personal contacts by the managers of organizations. Since the components of social capital are a significant source of the organization's resources because they are found in private work networks, sociologists have primarily used the term social capital to describe the characteristics of social organizations like networks, standards, and social trust that encourage cooperation between employees for mutual benefits. (Al-Hadrawi& Al-Zurfi,2022:18), It is found in interpersonal relationships because these aspects are reflected in the resources that employees acquire from their work environment and through their network

of connections (Adler & Kwon, 2002:18). (Lindstrand et al., 2011:197) has specified There are three aspects of social capital.:

1) Cooperation: The monotheistic religions urged familiarity, love, and solidarity among humans in addition to calling for cooperation. (Al-Hadrawi&Al-zurfi, 2021:22), Whereas social interaction between individuals and groups expresses the participation of two or more people in an effort to achieve a common goal (Manca, 2022: 334), cooperation arises from the fact that the individual cannot achieve a specific goal and is also one of the most important aspects of social interaction to express the extent of personal effort and full will to complete the work dependent on one another. (Hawkins, 2022:108), and that The face of investing in social capital by fostering cooperation is of great importance and clarity, as it is represented by the proper employment of individuals to create and build it from the start, as well as rewards that depend more on group performance and comprehensive loyalty and not depending on individual performance (Alzahmi et al.,2022).

2) Trust: It is both the root of good teamwork and the first pillar of social capital. Additionally, people need to be encouraged to collaborate on creative endeavours. He uses it when he tells someone else, "You can trust me." (Al-Hadrawi et al., 2022:440), and trust is crucial for an organization's success since it lowers costs and improves service and performance in the long run. It is also a crucial part of social capital. It promotes cooperation, and the more trust there is in a community, the more opportunities there are for cooperation. Additionally, because of social networks, cooperation itself creates trust. (Dirks & De Jong, 2022:249).

3)Commitment: Social capital, which represents the degree to which people's wants and ambitions are in line with their efforts to advance the continuity and well-being of the group, is made up in large part of commitment(van Rossenberg et al.,2022). tenacious in pursuing it and subsequently embracing its goals and values (Petts et al., 2022) suggests (Klein et al., 2022) that commitment in social capital leads to several types of significant behavioural outcomes among workers for all organizations that lead to favourable results with the success and continuity of the organization's life, including low turnover rate and high performance, Along with the high morale of the workers, as well as the decrease in work, In light of the aforementioned information, the following hypotheses were created:

- **H1:** There is a significant positive impact relationship between the bridging strategy and social capital in the sample studied.
- **H2:** There is a significant positive impact relationship between the strategy of bridging and cooperation in the sample studied.
- **H3:** There is a significant positive impact relationship between the bridging strategy and trust in the sample studied.
- **H4:** There is a positively significant impact relationship between the bridging strategy and commitment in the sample studied. The hypothetical study plan was created based on the aforementioned ideas (see Figure 2):



Fig. 2. Scheme of the hypothetical study

2. Data And Method

By giving out a questionnaire to a sample of academic administrators at the University of Baghdad, where the necessary information was gathered from the participants, who numbered (103) out of the total (137) study participants. Six surveys were eliminated after a review because the data they contained was either missing or insufficient. Additionally, it was discovered that four questionnaires were removed from the study because they contained extreme and anomalous data, as determined by the aberrant data test (OUTLIER). As a result, the study sample's final size (93), which is an acceptable proportion in the analysis process, is a valid questionnaire for statistical analysis. (96%) And utilizing the (SMARTPLS3) program, the data acquired from the surveys were examined by applying a set of statistical tests. The targeted employees in the study sample were identified by their age, gender, academic standing, and years of experience in the first section of the questionnaire. The questionnaire's second section included a variable measurement (Bridging Strategy), where a scale with eleven items was created.

The statements were scored on a Likert scale with a maximum of five points. Five responses (completely agree, agree, neutral, disagree, totally disagree) were used to determine the scale. The third section dealt with calculating the Social Capital variable. It was decided to create a scale with fifteen (15) elements distributed over three dimensions: cooperation (five), trust (five), and commitment (five). The assertions were rated on a five-point Likert scale with the following five responses: absolutely agree, agree, neutral, disagree, and entirely disagree. (2) Items that did not attain high reliability were taken out of the bridging strategy scale. Outlier's anomalous data test determined that its data is anomalous, and four items were eliminated from the social capital measure since they are similarly anomalous. (Hair et al., 2021).

3.1. Confirmatory factor analysis and model construction: If the majority of the scales' paragraphs achieve saturations greater than (0.07), the researchers turned to confirmatory factor

analysis and model construction to ensure the validity of the concepts and the extent to which the scales represent the study's variables: Author and Title Information.

3.2. Bridging strategy and social capital variable model: The findings in Figure (2) and Table (1) show that the data of the bridging strategy and social capital have attained acceptance of the saturation values in most of the scale items, which are required to be greater than (0.70), and that they are significant and acceptable at the level of (0.05); this shows that the data have attained structural validity (see figure 3).



Fig. 3. Variable effect relationship model bridging strategy

3.3. Testing the scale's stability: There are numerous ways to calculate and test the scale's stability, but the most popular method is still using Cronbach Alpha to measure the scale items' internal consistency, as shown in Table 1. According to the data in Table 1, all of the scale's paragraphs achieved acceptable stability values greater than (0.07), and the majority of the paragraphs reached stability values greater than (0.08).

Table 1 : testing the stability of the scale

Constructs	items	loading	alpha	AVE	CR
Bridging Strategy	brd-str1	0.785	0.829	0.694	0.872
	brd-str2	0.794			
	brd-str3	0.874			
	brd-str4	0.712			
	brd-str5	0.793			
	brd-str6	0.784			
	brd-str7	0.716			
	brd-str8	0.738			
	brd-str9	0.871			
Cooperation	coop1	0.873	0.861	0.752	0.863
	coop2	0.762			
	coop3	0.705			
	coop4	0.811			
	coop5	0.749			
Trust	trst1	0.766	0.832	0.756	0.927
	trst2	0.874			
	trst3	0.701			
	trst4	0.721			
	trst5	0.951			
Commitment	comt1	0.798	0.876	0.741	0.903
	comt2	0.709			
	comt3	0.732			
	comt4	0.834			
	comt5	0.763			

The scales' positive correlation with other scales of the same structure is noted. Additionally, Composite dependability (CR) was determined because it was observed that all of the study's measurements had value better than 0.70, indicating strong dependability across the board. (Musyaffi et al., 2022) see figure (4):

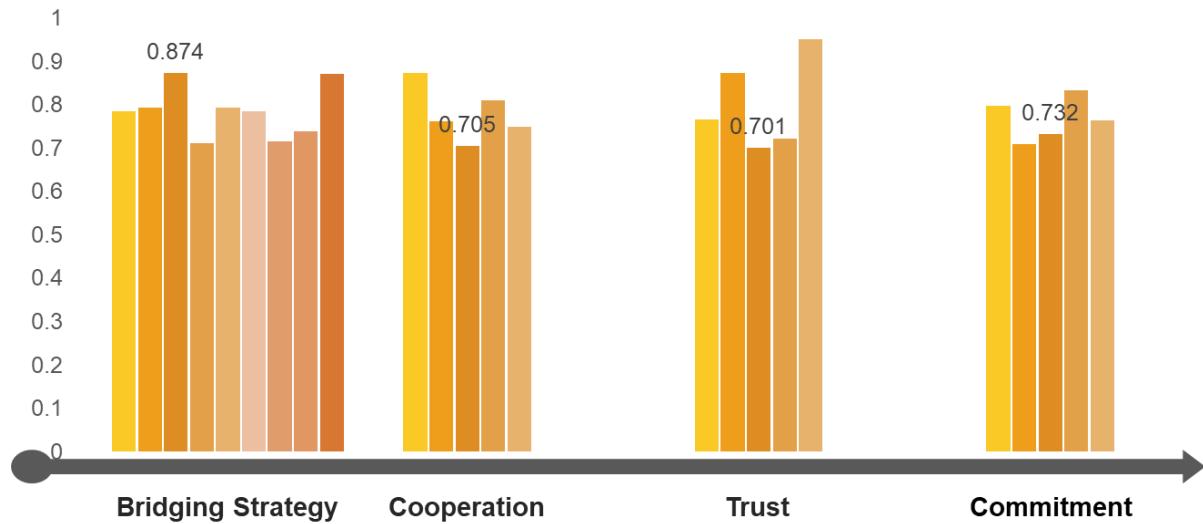


Fig. 4. COMPOSITE RELIABILITY (CR)

Indicator dependability, also known as Average Variance Extracted (AVE), which represents the external loads that the scale can withstand in the investigation, was also calculated. This information was seen as unusual (Fig. 5):



Fig. 5. The Average Variance Extracted (Ave)

3.4. Anomalous data test: In order to achieve the highest level of accuracy in the data analysis process, the Outlier test was utilized, as the results showed that there is a group of abnormal and biased paragraphs that affect the accuracy of the extracted results. As a result, it was necessary to remove these paragraphs from the analysis process in order to make the data appropriate and accurate from the analysis. To apply it in statistical analysis, as demonstrated

in

Figure

(6):

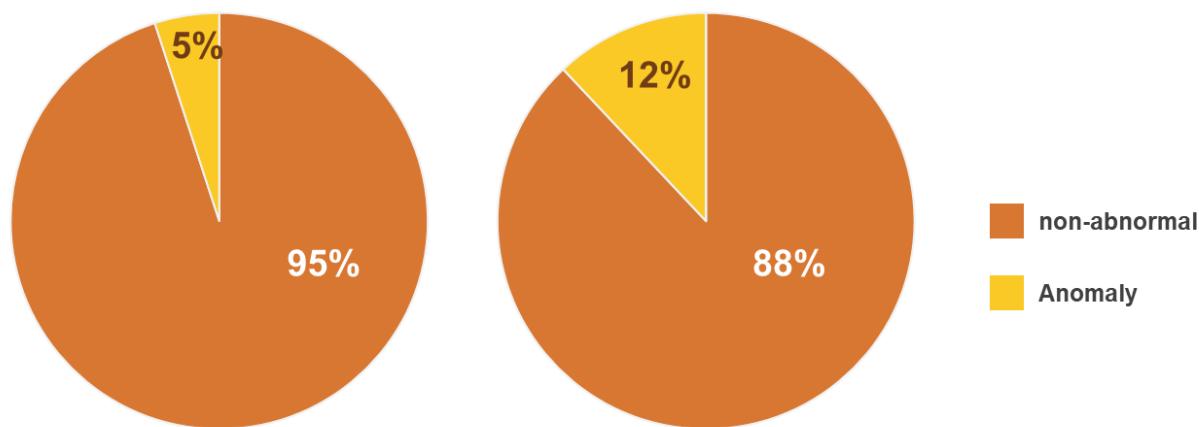


Fig. 6. Anomaly data test

The measuring model's varying credibility's We employ the assessment of the differential credibility and rely on the most crucial criterion, the criterion (Larcker Fornell), to ensure that the indicators used to measure one latent variable within the study do not also measure another latent variable inside the same study. (Henseler et al.,2015). Table (2) The evaluation of the Larcker Fornell criterion is presented by Due to the fact that all of the standards' values are higher than their correlations with other latent variables in the model, it is clear from the apparent findings that all of the measures are valid. This suggests, if anything, that the variables that measure one hidden variable in a study cannot assess another latent variable.

Table 2 :The Results Of Evaluating The Larcker Fornell Criterion.

	Bridging Strategy	Cooperation	Trust	Commitment
Bridging Strategy	0.883			
Cooperation	0.186	0.896		
Trust	0.053	0.095	0.818	
Commitment	0.181	0.271	0.329	0.891

3.5. Cross Loading: Understanding how much a variable overlaps with other variables in a model is crucial to any analysis process because this reduces the process' accuracy and causes the variable to no longer accurately reflect the study for which it was discovered. The Cross Loading test was used by the researchers to determine this, and the results show that there is nearly no overlap between the variables because all variable values on the scale are higher than (0.07) less than (0.70) when compared to the same variable and substantially less than other metrics variables. Due to the presence of negative values in some variables, this clearly shows that the overlap between the paragraphs of the bridging variable is quite significant and that the overlap between the bridging variable and the social capital variable is very weak or nonexistent(Musyaffi et al., 2022).

Table 3: Cross Loading

Constructs	items	scales	Bridging Strategy	Cooperation	Trust	Commitment
Bridging Strategy	brd-str1	The organization has a serious tendency to how to choose the appropriate strategy That will achieve the sustainability of public relations with individuals and other organizations.	0.785	0.354	0.140	0.254
	brd-str2	The organization develops and builds a bridging strategy through the organizational behaviors it adopts.	0.794	0.137	-0.190	-0.218
	brd-str3	organization is working on training set of individualsthey have codRTo negotiate in the event of work crises inside and outside the organization.	0.874	0.129	0.004	-0.221
	brd-str4	organization is working on Crisis Management that you are facing Providing solutions and ending organizational disputes.	0.712	0.053	0.206	0.323
	brd-str5	The organization adopts finding the best ways that contribute to building good relationships.	0.793	0.041	-0.105	0.112
	brd-str6	organization is working onBuilding long term relationships for the sake of reconciliationTaha.	0.784	0.185	-0.165	0.322
	brd-str7	Building internal and external relationships that are consistent with general principles, customs and traditions.	0.716	0.265	0.032	0.327
	brd-str8	The organization moves awayAbout illegal matters because that leads to discredit and collapse.	0.738	0.156	-0.163	0.265
	brd-str9	Avoid conflict and turn awayonpotential disputes.	0.871	0.002	0.175	0.213
Cooperation	coop1	I work jointly with my colleagues to accomplish my tasks.	0.109	0.873	0.351	0.326
	coop2	I do not hesitate to give my colleagues the information they need to perform their tasks.	0.329	0.762	0.325	-0.324
	coop3	There is a mutual dependence between me and my co-workersnYou will respond with a high score when we are asked to help outDevelop the	0.302	0.705	0.163	-0.122
	coop4	Me and my colleaguesnYou will respond with a high score when we are asked to help outDevelop the	0.320	0.811	0.285	-0.221
	coop5	therereadyAlways sharing good information when it is available.	-0.163	0.749	0.251	0.344
Trust	trst1	My colleagues and I have relationships of trust where we can freely share our thoughts, feelings and aspirations.	-0.154	0.332	0.766	0.026
	trst2	I never hesitate to trust my co-workers even if the risk is high.	0.197	0.318	0.874	0.371
	trst3	I try to watch my teammates carefully all the time.	0.009	0.119	0.701	0.210
	trst4	I share my problems with my colleagues because I know they respond seriously And with interest.	0.031	-0.381	0.721	0.337
Commitment	trst5	I trust and respect any co-worker, even if they are not a close friend.	0.018	0.196	0.951	0.115
	comt1	Encourage a common factor of commitment among subordinates towards painorganize.	0.800	0.493	0.326	0.798
	comt2	I am fully convinced that training represents an entry point to enhance the cases of control in painorganize.	-0.306	0.112	0.122	0.709
	comt3	I seek to evaluate the performance of employees on the basis of congruence between objectives organization and employee needs.	0.104	-0.321	0.391	0.732
	comt4	I emphasize that the best way to solve problems is through dialogue between subordinates at work.	0.306	0.187	0.215	0.834

3. Results And Discussion

Examining the interrelationships of influence: The researchers used the linear regression method to determine the importance of the study's variables and the influence relationships between them. The findings were as follows:

1) **H1:** The analysis's findings show a strong positive association between social capital among the University of Baghdad's academic leaders and the bridge strategy. $R^2 = 0.318$, which indicates that the social capital variable accounts for 30% of the Bridging Strategy variable, and the significance of the association was established according to the value of the (F) statistic, which was (0.271), which is greater than the tabular value. which, given that it is below 50%, is an average value. Additionally, we look at the value of (Q2) as it is bigger than (0) when computing the values of predictive appropriateness: (Q2) to assess the degree of the predictive suitability of the research model's variables. Here, we deduce that this hypothesis is correct because the bridging approach creates a society that is cohesive, and that the more a person feels a part of their community, the more social cohesiveness there will be, which will lead to more involvement and collaboration, which will lead to more social capital.

2) **H2:** The analysis's findings suggest a positive significant association between the University of Baghdad's academic leaders' cooperation and their bridging approach. T statistics had a value of (1.272). And that the effective beta power value for the regression slope was (0.382), and that the significance of the association was attained based on the value of the (F) statistic This value was (0.231). It is greater than the tabular value, which indicates that 25% of the Bridging Strategy variable, which is an average value because it is less than 50%, is explained by the cooperation variable. If anything, this shows the obvious connection between the bridging technique and collaboration, and from there, we deduce that the hypothesis was

correct. through effective hiring practices and rewards that prioritize overall loyalty and group performance above individual achievement.

3) **H3:** The analysis's findings show a substantial positive association between trust among academic leaders at the University of Baghdad and the bridge method, with a T statistic value of (1.242). The slope of the regression, which measures the effective beta capability, was (0.273), and the (F) statistic, which measures the significance of a relationship, was (0.094). If anything, this shows the clear connection between the bridging method and trust, and from there, we deduce that the hypothesis was correct. As one of the elements of social capital, trust encourages cooperation. The more trust there is in a society, the more opportunities there are for cooperation, which in turn fosters more trust thanks to social networks that allow for the transformation and diffusion of trust.

4) **H4:** The analysis's findings show a substantial positive link between academic leaders' bridging strategies and their commitment at the University of Baghdad, with a T statistic value of (1.325). The slope of the regression, which measures the effective beta capability, was (0.326), and the (F) statistic, which measures the significance of a relationship, was (0.014). If anything, this proves the strong link between the bridging approach and commitment, and from there, we deduce that the hypothesis was correct. As the investment in social capital results in a variety of significant behavioral effects, including the employees of all organizations, which result in favourable outcomes with the success and continuity of the organization's life, including a decrease in job turnover and high performance, as well as a rise in worker morale and a reduction in issues Work between management and employees as well as within groups.

Table 4 : Testing The Influence Relationships Between The Variables

hypo	Relationship	Original sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	2.50%	97.50%	VIF	F^2	R^2	Q^2
H	Scl-cptl-> brd-str	0.316	0.371	0.193	0.218	0.001	0.062	0.426	1.428	0.021	0.318	0.298
H1	coop-> brd-str	0.382	0.212	0.117	1.272	0.003	-0.013	0.050	1.262	0.231		
H2	trst-> brd-str	0.273	0.314	0.138	1.242	0.032	-0.084	0.371	1.216	0.062		
H3	comt-> brd-str	0.295	0.326	0.151	1.325	0.027	-0.014	0.531	1.152	0.062		

5) CONCLUSIONS

The findings demonstrate a positive significant relationship between the bridging strategy and the social capital of academic leaders at the University of Baghdad. The bridging strategy promotes social cohesion, which in turn fosters cooperation and participation, and as a result, the head develops and thrives. social currency. Additionally, the analysis's findings show a significant positive influence relationship between the bridging and cooperation strategies, which, if anything, shows the strategy's clear relationship with cooperation through the proper employment of people and rewards that depend more on overall performance and loyalty than individual performance. The analysis's findings also show a favorable, statistically significant association between the bridging technique and trust, which is one of the elements of social capital and promotes collaboration. to have the capacity to change and spread. Additionally, the analysis's findings show that the bridging strategy and commitment have a positive, significant

relationship because commitment is regarded as social capital that results in a variety of key behavioral outputs among employees in all organizations. These behavioral outputs are crucial for the success and continuity of an organization's existence and include low work turnover, high performance, and high worker morale. In order to create flexible organizational interaction and a sense of community, it is crucial at this moment to build bridges and links between organizations and society as well as between organizations and each other. Additionally, the method of bridging is more effective in highly certain circumstances and may be more adaptable and thus more effective to deal with complex and uncertain phenomena, as the fragility of social relations limits the active and flexible response to dealing with the crises to which the organization is exposed.

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