Testing the Effect of Financial Robustness in Promoting Financial Adaptability: A Comparative Study Between International Islamic Bank and Elaf Islamic Bank

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ABSTRACT

The primary objective of the current study was to test the effect of financial robustness in promoting financial adaptability in International Islamic Bank and Elaf Islamic Bank. This was done by collecting the opinions of banking employees working in the two banks. A sample of (38) employees of the International Islamic Bank was taken, and a sample of (43) employees of the Elaf Islamic Bank was taken, so that the total study sample was (81) Employees, and a questionnaire form was distributed to them. After collecting the questionnaire forms, the data obtained was analyzed using the program (SPSS V.22). The results of the study found that there is a significant and positive effect of financial robustness in enhancing financial adaptability in Elaf Islamic Bank, which is greater than in the International Islamic Bank. These results indicate the importance of investing in financial robustness, as institutions that have high financial robustness are more prepared to face changing and accelerating financial challenges and have a greater ability to adapt.

Keywords: *Financial Robustness; Financial Adaptability; International Islamic Bank; Elaf Islamic Bank.*

INTRODUCTION

In light of the ongoing economic and financial transformations in the world, financial adaptability in banks has become extremely important. Banks are vital organizations in the economy, as they play a major role in financing the economy and supporting economic growth. Financial adaptability includes the ability to identify and understand changes in the financial environment and take the necessary actions to adapt to them. This includes analyzing economic trends, following financial and tax legislation, and dealing with fluctuations in the financial and foreign exchange markets. In addition, financial adaptability requires banks to improve asset performance and financial risks, ensure sustainability of financing and liquidity, and enhance positive interaction with customers and investors. In this regard, banks need to adopt sustainable and flexible strategies that enable them to adapt to various economic challenges. This requires developing employee capabilities, using technology intelligently to improve efficiency and providing innovative and safe financial services to customers. It also needs to have financial robustness that enables it to face shocks that may occur in its business environment.

LITERATURE REVIEW

The Concept of Financial Robustness

Financial robustness in the business context is a basic principle that confirms the flexibility of the organization's financial framework and its ability to adapt to the challenges it faces. This concept goes beyond traditional indicators of profitability and financial solvency, to include a comprehensive approach to financial management aimed at

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ensuring the organization's ability to weather economic storms and deal with situations of uncertainty effectively (Zhang et al., 2023: 2).

At its core, financial robustness involves establishing a strong financial foundation capable of withstanding various challenges, including economic downturns, market fluctuations, and unexpected disruptions. Financially robust business organizations are characterized by strategic resource allocation, diversified revenue sources, and balanced capital structure, which reduces exposure to external shocks (Zhao et al., 2023: 211).

A key element of financial robustness is effective risk management. This entails identifying potential risks, assessing their potential impact, and implementing proactive measures to mitigate or adapt to them. Robustness organizations anticipate uncertainties and have contingency plans in place to protect their financial health, allowing them to continue operations and take advantage of opportunities amid adversity (Ionașcu et al., 2023: 2).

Furthermore, maintaining adequate liquidity and improving cash flow are critical elements of financial robustness. Organizations in robustness financial health ensure that they have the financial reserves necessary to cover operating expenses, pay down debt, and invest in strategic initiatives, providing a buffer against unexpected financial challenges (Blessing & Sakouvogui, 2023: 103).

In essence, the introduction of business financial robustness emphasizes the importance of proactive financial planning, risk management, and a diversified approach to ensuring the organization's long-term continuity and success in an ever-changing business landscape (Sreenivasan & Suresh, 2023: 242).

Due to the newness of the concept of financial robustness, there are no mature definitions for it, and there is no agreement on what this concept is. As a result, financial robustness can be defined as describing an organization's ability to withstand and navigate through challenges and economic conditions without compromising its stability or ability to survive in the long term (Hussain & Papastathopoulos, 2022: 4).

The Importance of Financial Robustness:

In the ever-evolving global business landscape, the concept of financial robustness is emerging as a cornerstone of success and sustainability. Financial robustness represents a strategic necessity for organizations, as it embodies a comprehensive approach to financial management (Cicmil, 2023: 16). This robustness constitutes a shield against the unpredictable dynamics of the business environment, and summarizes the organization's ability to withstand economic shocks, overcome uncertainties, and emerge unscathed from market fluctuations (Lustrilanang et al., 2023: 1574). As a result, we will list below some of the important points of financial robustness, as follows:

a. Risk Mitigation: Financial robustness is a critical risk mitigation strategy, allowing organizations to navigate economic uncertainties, market volatility and unexpected challenges without jeopardizing their financial stability (Voskaki et al., 2023: 3).
b. Survival and continuity: Organizations with financial robustness ensure the continuity of their business even in difficult times. Having sufficient financial reserves enables the organization to meet its daily obligations, pay employees' salaries, and maintain basic functions, which prevents disruptions to basic operations (Geralyn & Simbolon, 2023: 1420).
c. Credibility and trust: Maintaining financial robustness enhances the credibility and trustworthiness of the business in the eyes of stakeholders. Investors, creditors, and customers are more likely to interact with an organization that demonstrates a strong financial position, strengthening and supporting long-term relationships (Liu et al., 2023: 199).
d. Strategic Decision Making: Financial robustness provides organizations with the flexibility to make strategic decisions. Whether it is pursuing new opportunities, investing in technology, or expanding into new markets. Financially robustness organizations can take calculated risks and adapt to changing market dynamics (Thys et al., 2023: 3).
e. Attracting Investors: Organizations with financial robustness are more attractive to potential investors. Investors seek stability and a reasonable expectation of return on investment, and a robustness financial position increases the likelihood of attracting external financing for growth initiatives (Gamache et al., 2023: 2).
f. Competitive Advantage: Organizations that are financially robustness often gain a competitive advantage. They can weather economic downturns more efficiently than their counterparts, position themselves as stable entities in the market and perhaps gain market share during difficult times (Mady et al., 2023: 3).
g. Innovation and Growth: Financial robustness provides the foundation for innovation and growth. Organizations with strong financial positions are better positioned to invest in research and development, explore new markets, pursue strategic acquisitions, and promote long-term success and sustainability (Wang et al., 2023: 2).

Measurement of Financial Robustness:

Due to the novelty of the concept of financial robustness, and the scarcity of Arab and foreign literature dealing with this concept, the researcher was unable to obtain indicators to measure this variable. As a result, in order to measure financial robustness, and after diligent and continuous research by the researcher, she came up with a scale consisting of (6) items through which the variable can be measured, presented by (Hussain & Papastathopoulos, 2022). This scale will be relied upon to measure financial robustness in the current study.

The Concept of Financial Adaptability:

Financial adaptability represents a very important concept in the field of business and finance, as it embodies an organization's ability to navigate and thrive in the face of evolving economic conditions and unexpected challenges. Unlike static financial models, financial adaptability involves taking a dynamic and responsive approach to financial management, recognizing that change is constant and necessitates a proactive stance in order to survive (Gao et al., 2023: 2).

Financial adaptability, at its core, involves the ability to quickly modify financial strategies, structures, and processes in response to shifts in market conditions, regulatory environments, or unexpected disruptions. It requires a mindset that values flexibility and innovation, and enables organizations to capitalize on emerging opportunities and reduce risks effectively (Idjao et al., 2022: 3).

A key aspect of financial adaptability is the ability to review budget allocations, reallocate resources, and adopt innovative financial instruments. This ability allows organizations to respond quickly to changing circumstances, improve their financial position and maintain competitive advantage. In addition, financial adaptability involves strategic risk management, where organizations assess potential threats, implement contingency plans, and build financial reserves to mitigate the impact of uncertainties (Almomani, 2023: 2).

In a rapidly changing global economy, characterized by technological advances and geopolitical shifts, financial adaptability is not just a desirable trait but also a necessity for long-term survival. Organizations that develop this type of adaptation are better positioned to proactively shape their financial futures, ensuring they are able to navigate through turbulent times and capitalize on emerging trends, ultimately promoting resilience and sustainable success (Muli, 2023: 28).

Given the above, financial adaptability can be defined as a strategic approach to financial management that anticipates and embraces change, allowing the organization to navigate through challenges, capitalize on emerging opportunities, and maintain financial health and competitiveness in an ever-changing business environment (Kacaribu & Munthe, 2023: 735).

The Importance of Financial Adaptability:

In the dynamic landscape of contemporary business, the importance of financial adaptability looms as a critical factor in the survival and prosperity of organizations. Financial adaptability refers to an organization's flexibility and responsiveness in navigating through a complex web of economic shifts, market dynamics, and unexpected challenges (Hu et al., 2023: 2). In contrast to the rigid financial approaches of the past, organizations today realize that adaptability is not just a strategic advantage but also a basic necessity (Yuqing, 2023: 90). As a result, we will list below why financial adaptability is important for contemporary organizations, as follows:

a. Strategic response to change: Financial adaptability is a strategic imperative for organizations, demonstrating their ability to respond effectively to dynamic economic conditions, organizational transformations, and unexpected challenges. In an era of rapid change, organizations must possess financial adaptability to overcome uncertainty and proactively shape their financial strategies (Kaburia, 2022: 18).
b. Enhancing decision-making flexibility: Financial adaptability enables organizations to have the agility needed to make smart decisions. The ability to instantly adjust financial strategies allows organizations to capitalize on emerging opportunities, make informed investments, and stay ahead of industry trends, enhancing their competitive advantage in the market (Shrivastava et al., 2023: 3).
c. Sustainability and long-term viability: Financial adaptability contributes to the sustainability of organizations and their ability to continue in the long term. Organizations that are able to adapt to changing circumstances are in a better position to confront economic downturns, industry disruptions, and global challenges, ensuring their continuity and success over time (Sancak, 2023: 3).
d. Promoting a culture of continuous improvement: Financial adaptability fosters a culture of continuous improvement and learning within the organization. It encourages a proactive mindset, promoting continuous

evaluation and adjustment of financial strategies to align with the evolving business environment, thus, ensuring sustainable success (Ibrahim et al., 2023: 2).

Measurement of Financial Adaptability:

The concept of financial adaptability is a modern, contemporary concept that is not widely studied. As a result, there is not much literature examining this concept. Hence, there are not many indicators or measurements approved to measure this type of adaptation. In order to measure financial adaptability in banks, the researcher will rely on the scale presented by (Nkundabanyanga et al., 2020), which consists of (6) items.

METHODOLOGY

Problem of the Study:

In the fast-paced and rapidly changing world of business, banks play a vital role in the financial system, as they must constantly adapt to economic and financial transformations to stay afloat and compete effectively. With the increase in financial and economic complexity in the world today, banks face major challenges in financial adaptability, which affects their ability to achieve sustainability and continuity in the financial market. The weakness of financial adaptability is evident in many aspects that greatly affect the performance of banks. One of the most important of these aspects is the negative impact resulting from the inability to adapt to changes in the financial market and advanced financial technology. The development of financial markets and innovations in the field of financial technology impose on banks the constant need to update their systems and adopt new technologies. If banks are unable to keep pace with these transformations, they face the risk of decline and exit from the market. In addition, poor financial adaptability can deteriorate trust between customers and investors, negatively affecting the reputation and financial standing of the bank. Poor adaptability can also lead to increased financial risks and loss of ability to predict future changes in the market. Thus, confronting these challenges requires banks to take immediate measures to enhance their financial adaptability, and financial robustness becomes crucial. Financial robustness is a key element in the bank's ability to face various financial and economic challenges and remain stable in the face of market fluctuations. In light of the increasing financial pressures and continuous changes in the markets, the financial robustness variable represents the main source of the bank's ability to bear financial risks and adapt to economic and political changes. If the bank is not financially strong and robustness, it will find it difficult to adapt to the rapid changes in the market, which exposes it to the risk of bankruptcy and loss of trust from investors and customers. Hence, the importance of studying the relationship between financial robustness and financial adaptability in the International Islamic Bank and Elaf Islamic Bank emerges.

Objectives of the Study:

Based on the problem of the aforementioned study, its objectives were formulated, which include the following:

a. Knowing the level of financial robustness in the International Islamic Bank and Elaf Islamic Bank.
b. Identify the extent to which International Islamic Bank and Elaf Islamic Bank seek to enhance their financial adaptability.
c. Exploring the relationship between financial robustness and financial adaptability in International Islamic Bank and Elaf Islamic Bank.
d. Testing the extent of the effect of financial robustness in promoting financial adaptability in International Islamic Bank and Elaf Islamic Bank.

Hypotheses of the Study:

In order to achieve the objectives of the study, two main hypotheses will be developed, as shown below:

a. The first main hypothesis: It states, "There is a significant correlation between financial robustness and financial adaptability".
b. The second main hypothesis: It states, "There is a significant effect of financial robustness in promoting financial adaptability".

The Study Sample:

The study sample consisted of banking employees working at International Islamic Bank, numbering (38) employees, and Elaf Islamic Bank, numbering (43) employees, and thus the total sample size for the two banks was (81) employees.

DATA ANALYSIS:

Descriptive Analysis:

Descriptive Analysis of Financial Robustness in International Islamic Bank:

Table (1) below shows the results of the descriptive analysis of the financial robustness in International Islamic Bank, which consists of (6) items, as follows:

Table (1) Results of the descriptive analysis of financial robustness in International Islamic Bank

Symbol	Items	Mean	Std. Dev.	Relative Importance	Seq.
FR1	The management plans to increase the number of bank branches in the near future.	3.02	0.818	%60	**6**
FR2	We do not face any problems in providing services to customers.	3.37	0.629	%67	**1**
FR3	All financial plans are implemented in the same fiscal year without postponement to other periods.	3.28	0.734	%66	**2**
FR4	We easily modify our working procedures if needed.	3.09	0.795	%62	**5**
FR5	We own assets that allow the bank to generate sustainable revenues over the long term.	3.16	0.688	%63	**4**
FR6	The bank's capital ratio increases regularly over the years.	3.21	0.646	%64	**3**
	Average	**3.19**	**0.718**	**%64**	

Source: (SPSS V.22) Outputs.

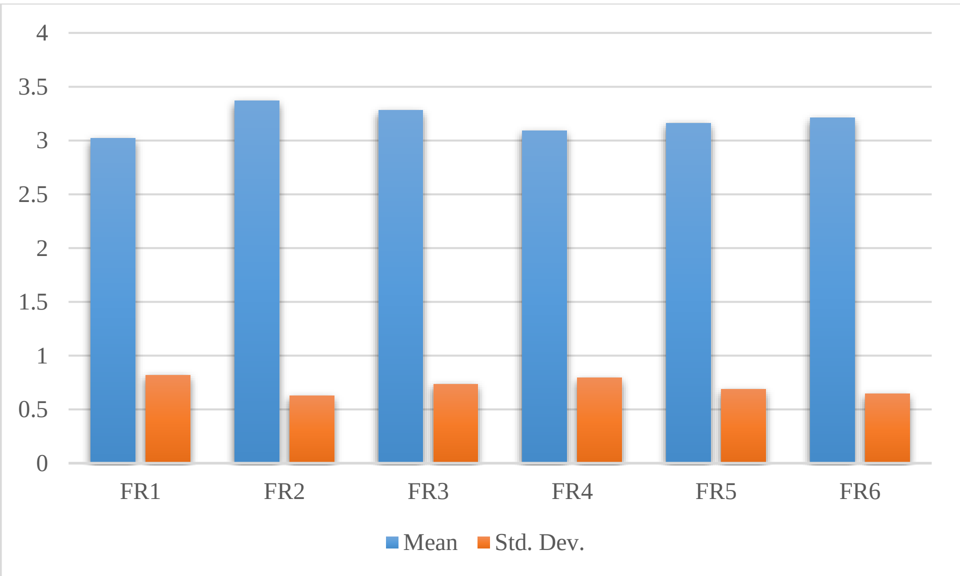

Figure (1) Chart of the results of the descriptive analysis of financial robustness in International Islamic Bank

Source: (Microsoft Excel 2016) Outputs.

The results of the descriptive analysis presented in Table (1) and Figure (1) above, highlight the interaction of the study sample members with the questionnaire items related to the financial robustness variable (FR1-FR6) in International Islamic Bank. It appears that study participants express positive opinions when responding to statements related to the financial robustness variable, as the arithmetic mean for this variable reached (3.19) and the standard deviation (0.718), which shows a relative importance of (64%). This shows that the individuals in the study sample agree, on a relatively average basis, that financial robustness occupies a prominent place in determining the attitudes and opinions of employees towards the financial management policies at International Islamic Bank. This relative agreement enhances the formation of a common understanding among the sample members about the great importance of enjoying a high level of financial robustness as an essential part of the organizational success strategy. It is clear that the arithmetic mean of this variable exceeds the hypothesized mean of (3). It also appears that item (FR2), which indicates that "We do not face any problems in providing services to customers," is among the items that most contribute to enriching this variable, as its arithmetic mean reached (3.37), and its standard deviation reached (0.629), with a relative importance of (67%). This indicates a high level of availability of this item within the scope of this variable. On the other hand, item (FR1), which states "management plans to increase the number of bank branches in the near future," achieved the lowest arithmetic mean among the items, as it reached (3.02) and a standard deviation of (0.818), with a relative importance of (60%). This shows the low level of availability of this item within the scope of this variable.

Descriptive Analysis of Financial Adaptability in International Islamic Bank:

Table (2) below shows the results of the descriptive analysis of the financial adaptability variable in International Islamic Bank, which consists of (6) items, as follows:

Table (2) Results of the descriptive analysis of the financial adaptability in International Islamic Bank

Symbol	Items	Mean	Std. Dev.	Relative Importance	Seq.
FA1	Most of our financial operations are insured against events and conditions.	2.96	0.790	%59	**5**
FA2	We comply with applicable financial laws and regulations.	3.34	0.698	%67	**2**
FA3	We constantly follow different financial strategies from year to year.	2.83	0.815	%57	**6**
FA4	We are able to easily spot opportunities of great financial benefit in our business environment.	3.15	0.723	%63	**3**
FA5	We deal with financial shocks well.	3.07	0.745	%61	**4**
FA6	We maintain an appropriate level of financial reserves to meet future risks.	3.42	0.665	%68	**1**
	Average	**3.13**	**0.739**	**%63**	

Source: (SPSS V.22) Outputs.

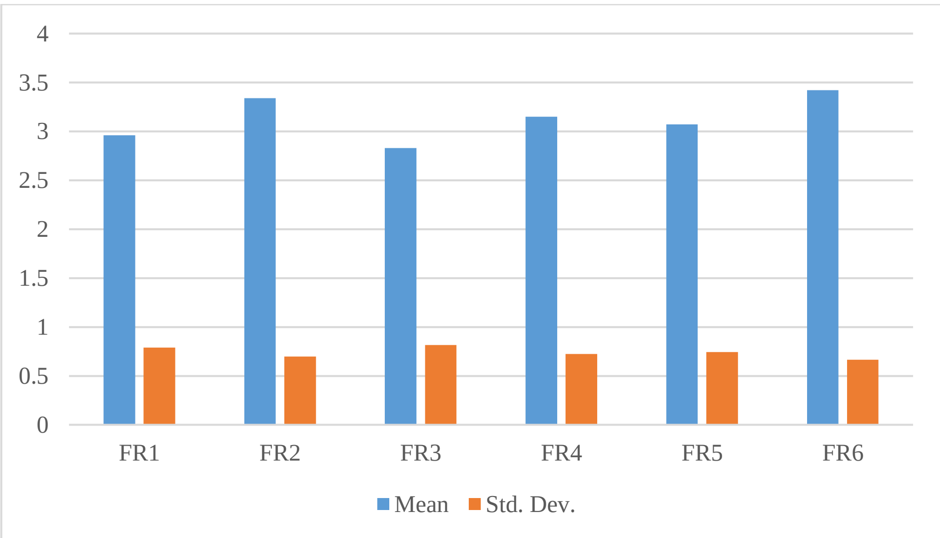

Figure (2) Chart of the results of the descriptive analysis of financial adaptability in International Islamic Bank

Source: (Microsoft Excel 2016) Outputs.

The results of the descriptive analysis presented in Table (2) and Figure (2) above, highlight the interaction of the study sample members with the questionnaire items related to the financial adaptability variable (FA1-FA6) in International Islamic Bank. It appears that study participants express positive opinions when responding to statements related to the financial adaptability variable, as the arithmetic mean for this variable reached (3.13) and the standard deviation (0.739), which shows a relative importance of (63%). This shows that the individuals in the study sample agree, on a relatively average basis, that financial adaptability is a vital aspect that has a positive effect on the bank. The study sample agrees on the importance of financial adaptability as an effective means of achieving the bank's goals and ensuring its sustainability in light of rapid economic changes and increasing financial challenges. It is clear that the arithmetic mean of this variable exceeds the hypothesized mean of (3). It also appears that item (FA6), which indicates that "we maintain an appropriate level of financial reserves to confront future risks," is among the items, which contribute most to enriching this variable, as its arithmetic mean reached (3.42), and its standard deviation (0.665), with a relative importance reached (68%). This indicates a high level of availability of this paragraph within the scope of this variable. On the other hand, item (FA3), which states, "we constantly follow different financial strategies from year to year," achieved the lowest arithmetic mean among the items, as it reached (2.83) and a standard deviation of (0.815), with a relative importance of (57%). This shows the low level of availability of this item within the scope of this variable.

Descriptive Analysis of Financial Robustness in Elaf Islamic Bank:

Table (3) below shows the results of the descriptive analysis of the financial robustness variable in Elaf Islamic Bank, which consists of (6) items, as follows:

Table (3) Results of the descriptive analysis of financial robustness in Elaf Islamic Bank

Symbol	Items	Mean	Std. Dev.	Relative Importance	Seq.
FR1	The management plans to increase the number of bank branches in the near future.	3.29	0.690	%66	**5**
FR2	We do not face any problems in providing services to customers.	3.55	0.589	%71	**2**
FR3	All financial plans are implemented in the same fiscal year without postponement to other periods.	3.62	0.512	%72	**1**
FR4	We easily modify our working procedures if needed.	3.46	0.627	%69	**3**
FR5	We own assets that allow the bank to generate sustainable revenues over the long term.	3.37	0.648	%67	**4**
FR6	The bank's capital ratio increases regularly over the years.	3.21	0.710	%64	**6**
	Average	**3.42**	**0.629**	**%68**	

Source: (SPSS V.22) Outputs.

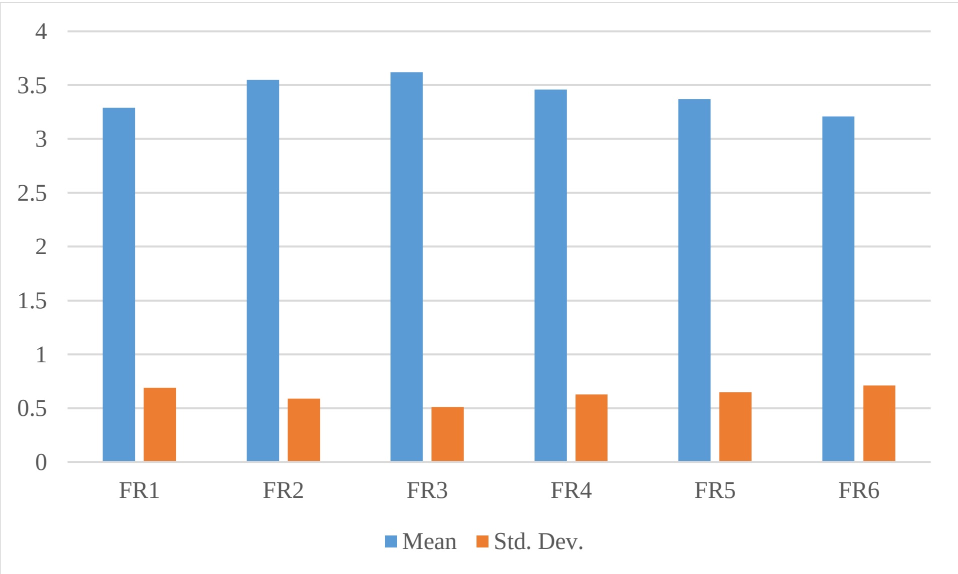

Figure (3) Chart of the results of the descriptive analysis of financial robustness in Elaf Islamic Bank

Source: (Microsoft Excel 2016) Outputs.

The results of the descriptive analysis presented in Table (3) and Figure (3) above, highlight the interaction of the study sample members with the questionnaire items related to the financial robustness variable (FR1-FR6) at Elaf Islamic Bank. It appears that study participants express positive opinions when responding to statements related to the financial robustness variable, as the arithmetic mean for this variable reached (3.42) and the standard deviation (0.629), which shows a relative importance of (68%). This shows that the individuals in the study sample agree, on a relatively average basis, that financial robustness is a major element that contributes to the banking context. The study sample agrees on the importance of benefiting from the strength of financial robustness as an effective means to enhance the stability and sustainability of the bank, especially in light of the accelerating economic fluctuations and increasing financial challenges in this dynamic financial context. It is clear that the arithmetic mean of this variable exceeds the hypothesized mean of (3). It also appears that item (FR3), which indicates that "all financial plans are implemented in the same fiscal year without postponement to other periods," is among the items that contribute most to enriching this variable, as its arithmetic mean reached (3.62), and its standard deviation (0.518), with a relative importance of (72%). This indicates a high level of availability of this item within the scope of this variable. On the other hand, item (FR6), which states that "The bank's capital ratio increases regularly over the years," achieved the lowest arithmetic mean among the item, as it reached (3.21) and a standard deviation of (0.710), with a relative importance of (64%). This shows the low level of availability of this item within the scope of this variable.

Descriptive Analysis of Financial Adaptability in Elaf Islamic Bank:

Table (4) below shows the results of the descriptive analysis of the financial adaptability variable in Elaf Islamic Bank, which consists of (6) items, as follows:

Table (4) Results of the descriptive analysis of the financial adaptability in Elaf Islamic Bank

Symbol	Items	Mean	Std. Dev.	Relative Importance	Seq.
FA1	Most of our financial operations are insured against events and conditions.	2.88	0.783	%58	**6**
FA2	We comply with applicable financial laws and regulations.	3.41	0.626	%68	**1**
FA3	We constantly follow different financial strategies from year to year.	3.12	0.705	%62	**4**
FA4	We are able to easily spot opportunities of great financial benefit in our business environment.	3.04	0.734	%61	**5**
FA5	We deal with financial shocks well.	3.29	0.649	%66	**2**
FA6	We maintain an appropriate level of financial reserves to meet future risks.	3.19	0.687	%64	**3**
	Average	**3.16**	**0.697**	**%63**	

Source: (SPSS V.22) Outputs.

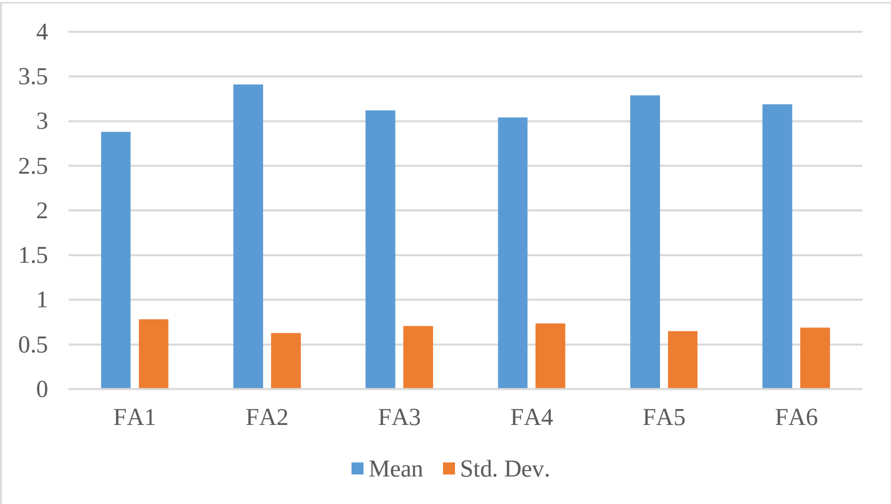

Figure (4) Chart of the results of the descriptive analysis of financial adaptability in Elaf Islamic Bank

Source: (Microsoft Excel 2016) Outputs.

The results of the descriptive analysis presented in Table (4) and Figure (4) above, highlight the interaction of the study sample members with the questionnaire items related to the financial adaptability variable (FA1-FA6) at Elaf Islamic Bank. It appears that study participants express positive opinions when responding to statements related to the financial adaptability variable, as the arithmetic mean for this variable reached (3.15) and the standard deviation (0.697), which shows a relative importance of (63%). This shows that individuals in the study sample agree on a relatively moderate level that financial adaptability is not just a response to challenges, but rather is understood as an important strategy to enhance the ability to control and thrive in the dynamic and changing financial environment. Individuals also focused on the importance of integrating financial adaptability into their strategies to efficiently confront current financial challenges and ensure the sustainability of the bank's growth. It is clear that the arithmetic mean of this variable exceeds the hypothesized mean of (3). It also appears that item (FA2), which indicates that "We comply with applicable financial laws and regulations," is among the items that contribute most to enriching this variable, as its arithmetic mean reached (3.41), its standard deviation reached (0.626), and its relative importance amounted to (68%). This indicates a high level of availability of this item within the scope of this variable. On the other hand, paragraph (FA1), which states, "We constantly follow different financial strategies from year to year," achieved the lowest arithmetic mean among the items, as it reached (2.88) and a standard deviation of (0.783), with a relative importance of (58%). This shows the low level of availability of this item within the scope of this variable.

Hypothesis Testing:

Testing the correlation hypotheses:

Testing the correlation hypothesis of International Islamic Bank:

Table (5) below shows the results of testing the correlation hypothesis for International Islamic Bank, which states: "There is a significant correlation between financial robustness and financial adaptability," which is as follows:

Table (5) Results of the correlation hypothesis for International Islamic Bank

		FR	FA
FR	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	38	38
FA	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	38	38

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS V.22) Outputs.

Based on the results presented in Table (5) above, it is clear that there is a significant correlation between financial robustness and financial adaptability, as its amount reached (0.683), with a significance level of (0.000). This result highlights the effective complementarity between financial robustness and financial adaptability, indicating that a bank with financial robustness has the ability to adapt effectively to changing financial challenges. This positive correlation between financial robustness and financial adaptability demonstrates the urgent need to develop financial strategies based on strength and flexibility to ensure continued good performance in light of rapid economic changes. Because of what was mentioned, the correlation hypothesis of the International Islamic Bank is accepted.

Testing the correlation hypothesis of Elaf Islamic Bank:

Table (6) below shows the results of testing the correlation hypothesis for Elaf Islamic Bank, which states: "There is a significant correlation between financial robustness and financial adaptability," which is as follows:

Table (6) Results of the correlation hypothesis for Elaf Islamic Bank

		FR	FA
FR	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	41	41
FA	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	41	41

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS V.22) Outputs.

Based on the results presented in Table (6) above, it is clear that there is a significant correlation between financial robustness and financial adaptability, as its amount reached (0.719), with a significance level of (0.000). This relationship reflects evidence that a bank with high financial robustness is more able to adapt to financial challenges. This growing understanding of the positive interaction between financial robustness and financial adaptability reinforces the importance of achieving the right balance between financial robustness and adaptability in the business context. Because of what was mentioned, the correlation hypothesis is accepted for Elaf Islamic Bank.

Testing the effect hypotheses:

Testing the effect hypothesis of International Islamic Bank:

Table (7) below shows the results of the effect hypothesis test for International Islamic Bank, which states: "There is a significant effect of financial robustness in enhancing financial adaptability," which is as follows:

Table (7) Testing the effect hypothesis for International Islamic Bank

Dependent variable	**Financial Adaptability**				
Independent variable	**β**	R^2	**F. Value**	**Sig.**	**Result**
Financial Robustness	.683	.466	12.107	.000	**Accept**

Source: (SPSS V.22) Outputs.

The results of Table (7) above show that there is a significant and positive effect of financial robustness in enhancing financial adaptability in International Islamic Bank. The regression coefficient of (.683) shows the presence of a significant effect, as the level of significance reached (.000), which is less than the level of significance assumed by the researcher (0.05). The explanatory coefficient (R^2) was (.466), which indicates that financial robustness explains (46.6%) of the variance in the dependent variable financial adaptability. These results are strengthened by the calculated (F) value of (12.107), which exceeded its tabulated value of (4.00), and based on the aforementioned results; this hypothesis can be accepted at the study level.

Testing the effect hypotheses:

Testing the effect hypothesis of Elaf Islamic Bank:

Table (8) below shows the results of the effect hypothesis test for Elaf Islamic Bank, which states: "There is a significant effect of financial robustness in enhancing financial adaptability," which is as follows:

Table (8) Testing the effect hypothesis for Elaf Islamic Bank

Dependent variable	**Financial Adaptability**				
Independent variable	**β**	R^2	**F. Value**	**Sig.**	**Result**
Financial Robustness	.719	.517	15.302	.000	**Accept**

Source: (SPSS V.22) Outputs.

The results of Table (8) above show that there is a significant and positive effect of financial robustness in enhancing financial adaptability in Elaf Islamic Bank. The regression coefficient of (.719) shows the presence of a significant effect, as the level of significance reached (.000), which is less than the level of significance assumed by the researcher (0.05). The explanatory coefficient (R^2) was (.517), which indicates that financial robustness explains (51.7%) of the variance in the dependent variable financial adaptability. These results are strengthened by the calculated (F) value of (15.302), which exceeded its tabulated value of (4.00), and based on the aforementioned results; this hypothesis can be accepted at the study level.

CONCLUSION:

The current study sought to achieve a primary objective of testing the effect of financial robustness in promoting financial adaptability, by collecting the opinions of employees working in International Islamic Bank and Elaf Islamic Bank as a sample for the study. After analyzing the data and extracting the results using the program (Spss V.22), it was found that there is a significant and positive effect of financial robustness in promoting financial adaptability in International Islamic Bank and Elaf Islamic Bank alike, but this effect in Elaf Islamic Bank is greater than in the International Bank. Islamic. These results indicate the importance of investing in financial robustness, as institutions that enjoy high financial robustness are more prepared to face changing and accelerating financial challenges. This reflects the positive effect of financial robustness in enhancing the stability and success of banking institutions and their adaptation in a volatile business environment.

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