

-RESEARCH ARTICLE-

**REFLECTION OF ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL TRUST IN PSYCHOLOGICAL FLOURISHING IN IRAQI
HEIS**

Hakim Hsoonee Magroud Almayali

Faculty of Administration and Economics,

University of Kufa

Email: Hakemh.almaialy@uokufa.edu.iq (Corresponding Author)

ORCID: <https://orcid.org/0000-0002-4673-8292>

Zainab Hadi Maaouf Al-Sharifi

Faculty of Administration and Economics,

University of Kufa

Email: zainabh.maufee@uokufa.edu.iq

ORCID: <https://orcid.org/0000-0002-5984-6065>

Ameerh Hatif Haddawee

Technical Administrative College,

AlFurat Alawsat Technical University

Email: amira.hataf@atu.edu.iq

ORCID: <https://orcid.org/0000-0003-2711-0800>

—Abstract—

The research aims to determine the relationship between organizational trust and organizational commitment and their role in developing the psychological well-being of faculty members in Iraqi universities. To gain the research objectives, a questionnaire has been utilized to select data, with 380 questionnaires distributed directly to respondents (representing professors in Iraqi universities) and a response rate of 92%. Additionally, statistical methods SPSS V.26 and AMOS V.26 were utilized to obtain findings that identify the relationship kind between the research variables for analysis

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of hypotheses and reaching conclusions and recommendations. A statistically significant relationship was found between organizational trust and organizational commitment. Furthermore, there is an impact of organizational trust and organizational commitment on the development of psychological well-being, which in turn leads to improving the academic performance of faculty members in the research sample. On

One hand, one of the key conclusions of the study was the lack of attention to the concepts of organizational trust, organizational commitment, and the development of psychological well-being by universities. As for the main recommendations of the study, it is imperative to increase focus on organizational trust and organizational commitment to achieve psychological well-being for faculty members, reflecting an improvement in their performance and the achievement of educational institutions' goals towards enhancing the quality of educational services provided to the community.

INTRODUCTION

The new century is characterised by the emergence of sophisticated technology and the transformation of economic, political, and social systems, leading to increased global competitiveness and globalisation (Cheng et al., 2009; Davis, 2011; Sentosa, 2009). The influence of globalisation on organisational stability is well recognised. To improve educational performance and stay informed about ongoing developments, it is crucial to strengthen higher education institutions (HEIs), which have a substantial impact on success and survival (Chen et al., 2009). In addition, HEIs play a crucial role in assisting governments and organisations in enhancing all sectors of the economy, particularly in developing nations (Conrad, 2011).

An examination of existing research on organisations in the context of universities identified two important elements that contribute to academic success: organisational trust (OT) and organisational commitment (OC) (Al-Alawi et al., 2007; Zhou, 2009). According to Bracey (2002), OT is defined as the level of trust in which I have confidence that you would prioritise my best interests in a certain domain (p. 3). OC has been associated with beneficial organisational practices that foster employee retention and commitment to achieving organisational goals (Robinson, 2010). Moreover, people inside organisations are more likely to embrace those who demonstrate trustworthiness by being willing to share their expertise (Eastlick & Lotz, 2011; Majewski et al., 2011; Sewkarran, 2008). Reform is a crucial factor for enhancing an organization's capacity to multitask, as highlighted by (Liou, 2010; Wang & Zhu, 2009).

Therefore, fostering organisational trust among people findings in a desire to share information with one another, based on their capacity, honesty, transparency, proficiency, dependability, integrity, care, and goodwill, all of which contribute to the

development of sustained trust (Eastlick & Lotz, 2011). Renzl (2008) argued that trust in the workplace has been shown to have a significant impact on several organisational phenomena, including OC. Therefore, prior studies have shown that establishing more trust among people, including their leaders, is crucial for enhancing academic performance, particularly at HEIs (Luton, 2010). To tackle some of the challenges in Iraq's higher education sector, establishing a strong connection between the OT (organisational technology) and OC (organisational culture) might be beneficial. Hence, this research examines the correlation between OT and OC in Iraqi higher education institutions (HEIs).

In addition, there was a growing interest among psychologists in the concept of psychological flourishing as a principal concept in positive psychology. It encompasses a variety of positive behaviours and personal growth. It appears that flourishing individuals enjoy mental and physical health, resilience in facing life's pressures and challenges compared to non-flourishing individuals, embodying individuals' mental health and leading to increased ability to cope with difficulties, improve their lives, achieve effective performance and continuous accomplishment, adapt to environmental changes, and contribute to productive work in society in a way that leads to personal, emotional, and social well-being (Mayer, 2016).

Furthermore, psychological flourishing is considered one of the modern positive concepts, representing optimal performance resulting from individuals possessing high levels of positive emotions, psychological integration, and meaning in life, positive relationships, and accomplishments. As known, psychological flourishing represents positive human behaviour performance within organizations. Therefore, this performance is influenced by the individual's adaptability and ability to organize, regulate, enhance, and evaluate behaviour through understanding behaviour outcomes and monitoring it. Positive psychology focuses on personal strengths and how they contribute to psychological flourishing. Since modern theorists consider individuals as the fundamental element in building and progress, it is necessary to develop their cognitive and psychological abilities and prepare them to lead society in the future amidst cognitive and technological advancements and the prevalence of attention distractions and psychological pressures in our current era. This requires achieving organizational justice among employees, increasing their loyalty, and improving trust among each other by stakeholders and senior management in a way that leads to achieving high levels of personal, emotional, and social well-being within the organization.

Based on the preceding discussion, OT and OC are important variables that contribute to instilling positive mental skills in individuals. The balance between commitment, responsibility, credibility, and trust is crucial for achieving comprehensive success. An

individual who embodies these magnitudes becomes a positive element in the work environment, enhancing personal, professional, and psychological development. Walking the path of success and excellence with confidence and stability, in addition to promoting psychological balance and well-being, serves as an indicator of achieving psychological prosperity among employees. Enjoying a high level of loyalty and trust plays a significant role in protecting individuals from psychological distress and increasing their level of psychological prosperity ([Akin et al., 2007](#)).

In the work environment, the importance of discipline, commitment, and enhancing organizational trust, along with complementary magnitudes such as responsibility, credibility, and trust, becomes evident. These factors work together to achieve harmony that positively impacts both the individual and the organization. Many researchers attribute the success of Japanese organizations to the presence of a set of common magnitudes that every individual in the organization believes in, given the efforts made by Japanese organizations to instil these magnitudes in the minds of their employees. The prevailing positive magnitudes in the organization boost individuals' morale, encourage them to face challenges, seek solutions transparently, and avoid concealing issues, all of which positively impact the performance of individuals and their organizations, leading to happiness and psychological prosperity. Therefore, the current situation indicates the need for OT and OC as they are the resources and drivers of individual and collective behaviour within organizations, ensuring fair and just treatment that provides them with a sense of security in terms of their psychological stability and professional growth.

LITERATURE REVIEW

Organizational Trust

Definition of Organizational Trust

According to a literature study, organisational trust (OT) is the primary duty of organisational leaders, ought to make attempts to develop elevated levels of trust among their followers ([Liou, 2010](#)). [Renzi \(2008\)](#) argues that achieving success in building trust requires a concentrated effort in a particular domain. High trust is still considered desirable due to some events, persons, or organisations. However, due to the many views and study disciplines, there is a lack of agreement on a suitable definition of trust, which hinders a clear understanding of this term in the literature ([Cheng et al., 2009](#); [Liou, 2010](#)). According to [Webster \(1961\)](#), trust is defined as a strong belief in the honesty, reliability, strength, and character of a person, which leads to feelings of respect, competence, compassion, and constancy. [Zahed-Babelan and Moenikia \(2010\)](#), assert that this concept encompasses several aspects. The establishment of trust and successful relationships relies on four key factors: respect, competence, compassion,

and consistency (Liou, 2010).

Tschannen-Moran (2004) defined trust as being willing to share one's vulnerabilities with another person if they are benevolent, honest, open, reliable, and competent. According to Tschannen-Moran and Hoy (2000), trust is the organization's willingness to risk damage from another party if it believes the other party is kind, reliable, competent, honest, and transparent Shockley-Zalabak et al. (2000). Organisational trust (OT) at higher education institutions (HEIs) is academics' confidence in the universities' engagement mechanisms. Organisational Transformation (OT) is essential to the success and survival of Higher Education Institutions (HEIs) (Vineburgh, 2010). Optimal workplace performance requires overtime (OT). Furthermore, trust was correlated with organisational outcomes such as reduced individual turnover and heightened levels of cooperative conduct among people. Furthermore, trust is a crucial factor in all types of Higher Education Institutions (HEIs), such as colleges and universities, since it fosters employee honesty and adherence to core principles (Hopp, 2009). Trust encompasses several strategies that might enhance the exchange of knowledge inside the organisation. Trust fosters enhanced collaboration among academic personnel (Shagholi et al., 2010). Therefore, trust may be utilised to establish procedures that need ongoing vigilance in order to prevent deterioration (Ertürk, 2007).

Prior research has shown that there are five variables that influence followers' capacity to enhance their connections with their organisations: openness, competence, dependability, honesty, and concern (Robinson, 2010; Sewkarran, 2008; Shockley-Zalabak et al., 2000). Although there has been growing interest among experts in establishing academic staff communities, there have been few research examining the formation of trust within these communities (Aasen & Stensaker, 2007; Sztajn et al., 2007; Zahed-Babelan & Moenikia, 2010).

Dimensions of Organizational Trust

Trust has a role in increasing people's desire and loyalty to participate in their organisation (Jiang et al., 2008). The amount of vulnerability that people are willing to tolerate is determined by the degree of trust between the leader and the individuals. This trust depends on the leader's compassion, competency, honesty, and consistency (Kaneshiro, 2008; Xue et al., 2011). Several scholars have proposed several criteria for determining trust, including kindness, honesty, competence, ability, consistency, integrity, dependability, and openness (Robinson, 2010; Shockley-Zalabak et al., 2000; Tanner & Tanner, 2007). Trust plays a crucial role in situations when there is uncertainty (Jiang et al., 2008).

Trust is essential to the success of organizations and institutions because it affects both their efficiency and the personal success of its members. The five elements of trust—

honesty, compassion, openness, reliability, and competency ([Aasen & Stensaker, 2007](#); [Shockley-Zalabak et al., 2000](#); [Yavaş & Çelik, 2010](#)), may be precisely stated as follows:

1. The concept of benevolence involves trusting someone or something to secure one's safety and well-being.
2. Reliability is the extent to which persons or organizations may be trusted and depended upon.
3. Competence refers to the level of knowledge and abilities of the trusted individual.
4. Honesty defines moral and ethical attributes of a trustworthy person, such as honesty and authenticity.
5. Openness measures the transparency of information.

Organizational Commitment

Definition of Organizational Commitment

Organizational commitment (OC) is necessary for job satisfaction and absenteeism reduction. The likelihood and obligation of an employee to remain with an organization depends on loyalty. OC, or Organisational Commitment, is an individual's loyalty, connection, and membership to the company and their willingness to work hard for it. This suggests that individuals work harder to achieve an organization's objectives ([Farndale et al., 2011](#); [Robinson, 2010](#)). [Tian et al. \(2008\)](#), defined OC as the choice made by a controlling partner to stay in the relationship. [Huang \(2004\)](#) concluded that OC is one of the extensively studied subjects in the area of organisational behaviour since its significant influence on work-related behaviour. Consequently, the subject of organisational culture has always attracted the interest of workers in many organisations.

Researchers have emphasised the significance of workers' dedication to an organisation for over thirty years in order to help it compete with other organisations ([Merriman, 2010](#)). Organisations have relied on followers to maintain such success ([Huang, 2004](#); [Luton, 2010](#)). A high turnover rate necessitates significant investment of time, effort, and resources by an organisation in recruiting, selection, training, and related activities, resulting in substantial losses for the organisation ([Luo et al., 2009](#)).

[Mowday et al. \(1982\)](#) established three distinct manifestations of organisational commitment (OC): a profound conviction in and acceptance of the organization's goals and principles, a willingness to put significant effort in one's work for the organisation, and a strong inclination to maintain membership with the organisation. [Kaneshiro](#)

(2008) defines OC as a crucial element in the connection between people and organisations, as stated in the management and organisational behaviour literature. Organisational change (OC) can result in advantageous outcomes, including enhanced efficiency, performance, and production, and reduced employee turnover and absenteeism at both the individual and organisational levels. In this research, we define organisational commitment (OC) as a complex term consisting of three components: emotional, continuous, and normative commitment. These components describe an employee's level of commitment to the organisation, as proposed by (Meyer & Allen, 1991).

Castiglia (2006) defines OC as a mental attitude that affects behavior. Organizations tend to invest much on people. According to Brookover IV (2002), workers with strong organizational commitment (OC) are more productive, have higher morale, and are less likely to leave. Organizational commitment (OC) is vital to an individual's job performance. High OC levels are associated with lower turnover, withdrawal, and absenteeism (Barney, 2010). Organisational Commitment (OC) is also defined by an individual's strong alignment with the organization's purpose and magnitudes and their willingness to go above and beyond to accomplish its goals. Employees who desire to stay with the company display organisational commitment (OC) (Lowhorn et al., 2009). As a behavioral sign of intention, OC is related to an organization or entity that exceeds the person, resulting in a feeling of self-worth from the organization's good reputation (Zulaiha, 2006). Education makes people more engaged in information acquisition and processing (Zhang & Bloemer, 2011). Understanding customer expectations may help Higher Education Institutions (HEIs) close gaps. However, emotional, normative, and continuous commitment at Higher Education Institutions (HEIs) is understudied (Hardcastle, 2010; Jusoh et al., 2011; White, 2010).

Dimensions of Organizational Commitment

According to study, Organizational Commitment (OC) may be measured by its three components: emotional, continuous, and normative. An employee's emotional connection and pleasure with the company drives them to work harder. People with deep emotional ties to the organization join it (Bligh et al., 2006; Meyer & Allen, 1991; Rocha et al., 2008). Several research investigating organisational commitment (OC) have mostly concentrated on the emotive aspects, as noted by (Huey Yiing & Zaman Bin Ahmad, 2009).

Continuous commitment in an organization is defined by comparing the costs and benefits of leaving or remaining and being engaged. Primary members of the organization must remain dedicated. People's obligation to stay with the company is normative commitment. Normatively committed people think they must remain with

the company (Robinson, 2010). Normative commitment has gotten the least study attention of the three factors (Huey Yiing & Zaman Bin Ahmad, 2009).

Deeply committed members retain strong personal relationships and want to be part of the collective. They tend to remain with the company long-term. They develop a habit of loyalty and devotion that they maintain throughout their work. In essence, organizational commitment (OC) is a person's dedication and desire to stay with the company based on its success. Using this technique, organizations may foster worker devotion and welcome workplace changes, improving performance. Increase work happiness and performance while reducing absenteeism and turnover intentions (Zheng & Bao, 2006).

Relationship between Organizational Trust and Organizational Commitment

Organisational trust (OT) and organisational commitment (OC) are positively correlated when all corporate departments have high OT (Chenet et al., 2010). Integrity and kindness build enduring partnerships and inspire reciprocal devotion that develops emotional attachment (Chen et al., 2009; Liu et al., 2008). According to (Robinson, 2010), both systems positively affect interpersonal trust and emotional commitment. As per the TRA (Trust Relationship Assessment), it is essential to analyse and comprehend the significance of the connections between trust in others and organisational commitment (OC) in order to attain long-lasting achievement in an organisation (Decker, 2006). Organisational trust (OT) is considered the primary factor that has a favourable impact on commitment in high-technology organisations. Nevertheless, the relationship between trust and commitment was not extensively investigated, according to (Robinson, 2010).

In addition, organisational studies have just lately started to focus on OT. Trust and organisational commitment both influence people's conduct and their readiness to dedicate themselves to an organisation. Recent research has posited that employee commitment has a positive impact on performance and, therefore, on organisational success (Robinson, 2010). Therefore, trust is understood and defined in different ways when it comes to personal conflicts, uncertainty about outcomes, and the process of addressing problems (Robinson, 2010).

Prior research has investigated the association between OT and commitment and has identified a noteworthy link between these two factors in certain people. The present research posits that commitment is essential for work that arises from improved occupational therapy in order to boost people's productivity and foster organisational commitment (Kaneshiro, 2008). Fortunato et al. (2007) discovered that there is a strong and positive correlation between organisational trust (OT) and emotional and normative commitment. This implies that trust plays a crucial role in organisational commitment

(OC). Moreover, people will not have a sense of duty or loyalty towards their leaders or organisation if they see a lack of honesty or justice. Further investigation is required to explore the association between OT (oxytocin) and OC (obsessive-compulsive) tendencies.

(Yeh, 2007) argument, it is said that commitment is strongly linked to the confidence followers have in their leader. Furthermore, it is unlikely for a leader who is not trusted to successfully inspire commitment towards a new vision for the organisation. Moreover, organisational commitment (OC) is enhanced by individual trust, which encompasses qualities such as honesty, dependability, and integrity. Additionally, a strong degree of organisational trust (OT) findings in increased organisational commitment. Tian et al. (2008) argued that trust is the paramount aspect in maintaining a long-term commitment in an association. They emphasised that commitment cannot be attained without the establishment of mutual trust.

Lai et al. (2009) posited that there exists a positive correlation between trust and organisational commitment (OC). Three explanations were found as to why OT and dedication are crucial traits:

1. Trust and commitment motivate people to actively work together to maintain relationship investments.
2. Trust and commitment include resisting appealing short-term alternatives to pursue the anticipated long-term advantages of remaining with an organization.
3. Commitment and trust see potentially high-risk initiatives as cautious because they believe that the company will not behave in an opportunistic manner.
4. In conclusion, prior research has asserted that a fall in organizational trust (OT) findings in a decline in organizational performance. Trust is a crucial factor in increasing levels of organizational commitment, which in turn improves performance in the workplace (Farndale et al., 2011). Thus, the next hypothesis is proposed.

H1: *There is positive relationship between Organizational Trust and Organizational Commitment in Iraqi HEIs.*

The concept of psychological flourishing

According to Seligman (2011), psychological flourishing means an individual possessing a set of positive emotions and the ability to engage in social activities, establish positive relationships with others, and accomplish what they are tasked with. It is also defined as the individual's perception of self, such as the sense of meaning, optimism, purpose, and the fabric of social relationships with others, as well as success in various domains (Diener & Diener, 2011). Individuals who possess a high level of

psychological flourishing tend to focus on personal development and framing difficult life experiences. They are more effective in acquiring new perspectives about themselves, facing social pressures, and effectively utilizing available opportunities, in addition to their ability to form successful relationships with others and hold beliefs that give meaning to life (Ryff, 2008). Furthermore, they are characterized by spirituality, sacrifice, commitment, tolerance, a desire to support others, confidence, influence, satisfaction, love, a sense of meaning, and purpose in life (Lambert et al., 2011).

A study by Joseph (2015) indicated that psychological flourishing is the result of striving, participation, and effective positivity among individuals that bring joy and happiness through achieving goals and interacting with others. It is not something fixed, as anyone can feel it if they make some effort. Seligman (2011) pointed out that achieving flourishing and happiness for individuals does not mean getting rid of all that is negative, but rather anything that can facilitate growth and flourishing and anything related to improving the quality of their psychological life. Psychological flourishing serves as a description of mental and emotional health and the well-being of life (Seligman, 2011). Positive emotions make individuals creative, productive, and mature (Fredrickson, 2004).

The dimensions of psychological well-being

Seligman (2011) identified five dimensions for measuring psychological well-being through the theory of human virtues and strengths, encompassing twenty-four strengths distributed across six dimensions that contribute to measuring psychological well-being, which refer to positive emotions, engagement in life and work, positive relationships, meaning in life and work, and accomplishments. These dimensions will be discussed as follows:

Positive emotions: refer to positive feelings represented by joy, comfort, and positive activities in expressing a good life filled with positive emotions (Weber, 2012). These feelings enhance performance and physical health, increase connections between individuals, and stimulate optimism and hope for the future (Kun et al., 2017).

Engagement in life and work: is a motivating and satisfying positive feeling of well-being associated with work (Wood et al., 2020). It is one of the elements that include all factors that are not self-measured in the theory of well-being, as engagement and complete immersion in achieving desired and important tasks without thinking or feeling during the flow state where the individual loses track of time and lives in the present moment, focusing entirely on the task (Joseph, 2015).

Meaning in life and work: means that the individual uses their strengths to achieve their important goals (Kun et al., 2017). The meaning is to make life worth living and

belonging to something or serving something that one believes is important in itself, such as faith in religions, establishing charitable organizations, supporting individuals and themselves (Seligman, 2011).

Positive relationships: refer to strong relationships characterized by cohesion, intimacy, growth, flexibility, and communication with others, exchanging feelings, love, affection, and appreciation. Such relationships achieve lasting positive feelings and significantly contribute to the psychological well-being of individuals (Seligman, 2011).

Accomplishment: is individuals' pursuit of success and excellence are goals in themselves as there is no single element that defines psychological well-being, each element contributes to its determination. Achievement is the individual's daily feeling of the ability to set goals and strive to achieve them. The individuals' sense of accomplishment achieves their well-being, completes daily responsibilities, and overcomes obstacles (Seligman, 2002).

The relationship between organizational trust and organizational commitment and their role in influencing psychological well-being

A study by Naami et al. (2020) showed an indirect relationship between trust and employees' psychological well-being. From a psychological contract perspective, when the psychological connection between managers and employees weakens, employees perceive their managers as not fulfilling their obligations towards them, leading to a lack of trust and a decrease in organizational commitment, thus weakening their psychological well-being (Jaskeviciute et al., 2021). According to a study by Chambel and Carvalho (2022), an organization that achieves emotional commitment with employees and focuses on creating emotional bonds with them ensures their well-being and psychological stability within the work environment in a way that leads to organizational survival and growth and psychological flourishing of employees.

H2: There is positive reflection of organizational commitment and organizational trust in psychological flourishing in Iraqi HEIs

Theoretical Framework

A theoretical framework is a model that explains the relationship between different events, variables, or ideas (Sekaran & Bougie, 2010). The study's independent variable is OT (honesty and openness, competence, dependability, and concern). The

investigation's dependent variable is OC, which encompasses emotional, continuous, and normative commitment. The suggested theoretical framework for this study is to empirically investigate the factors that forecast personal growth. The model contains components that are associated with H1. Figure 1 illustrates the theoretical framework, which depicts two independent variables (OT) and one dependent variable (OC) among academic staff at Iraqi HEIs, as described in the prior literature.

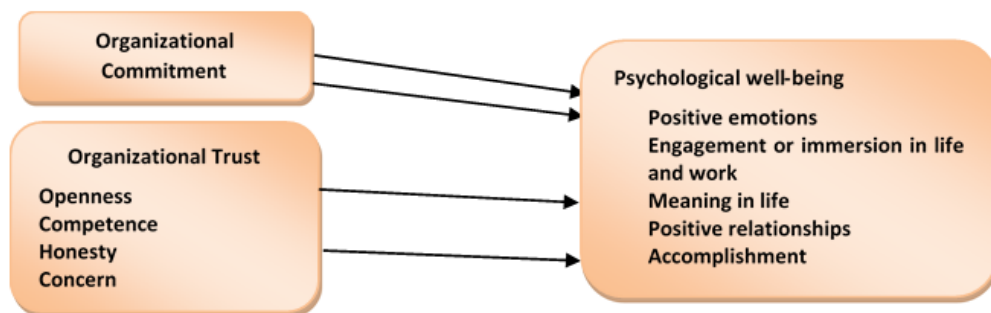


Figure 1. Theoretical framework of this Research

Hypothesis Development

This study utilizes hypotheses to examine the correlation between organizational trust and commitment among academic staff in Iraqi higher education institutions (HEIs), as seen in Figure 1.

Fortunato et al. (2007) discovered that there is a meaningful and favourable correlation between OT and OC. Additionally, the author contends that trust plays a key role in organizational culture. Moreover, people will not have a sense of duty towards their leaders or organization if they lack faith in the organization. From this debate, the hypothesis is derived.

H1: *There is a direct correlation between OT and OC.*

RESEARCH METHODOLOGY

Sample Size

The present research has a sample size of 380 academic professionals, as reported by (Sekaran & Bougie, 2010). Table 1 presents the comprehensive scientific recommendations for making choices about specimen size.

Table 1 Identifying Specimen Size of a Specified Population

N	S
2×10^4	377
3×10^4	379
4×10^4	380
5×10^4	381
7.5×10^4	382

Source: [Sekaran \(2010\)](#). Whereas: N = is size of population S = is size of specimen

[Sekaran and Bougie \(2010\)](#) determined that the specimen size for this research is 380 individuals, based on the guideline provided in Table 1. These authors suggest that the optimal size of specimen ought to be between the range of 30 to 500.

Research Variables Measurement

According to [Sekaran and Bougie \(2010\)](#) state that the variables in the theoretical framework may be measured to test the hypotheses and provide answers to the research questions.

Organizational Trust

Organizational trust is comprised of five dimensions: transparency, proficiency, dependability, integrity, and care. The dimensions were measured by ([Shockley-Zalabak et al., 2000](#)). The present study investigated a total of 24 products. The survey questions related to the assessment of openness and honesty consist of 9 items, numbered 1-9. The questions measuring competence are comprised of 4 items, numbered 14-17. The questions evaluating reliability consist of 4 items, numbered 10-13. Lastly, the questions assessing concern consist of 6 things, numbered 18-24. [Shockley-Zalabak et al. \(2000\)](#) found that the total organizational trust instrument has a Cronbach's alpha magnitude of 0.95. Additionally, each sub-scale of the instrument had alpha magnitudes ranging from 0.85 to 0.90. Therefore, each sub-scale has a high level of reported dependability. These qualities were operationalized and quantified using a five-point scale that ranged from 1, indicating "Very little," to 5, indicating "Very great."

Organization Commitment

The Organizational Commitment Questionnaire (OCQ) was created by [Meyer and Allen \(1991\)](#) with the purpose of assessing an individual's level of commitment towards an organization. Organizational commitment is comprised of three components: emotional, continuation, and normative ([Meyer & Allen, 1991](#)). The 24 measures in this study assess the three separate psychological components that make up commitment, as described by ([Hardcastle, 2010](#)). A factor analysis was conducted on the 24 questions,

with 8 items assigned to each component of organizational commitment. The study yielded a mean coefficient of reliability of .83, which exceeded the needed threshold. Nunnally (1978) said that coefficients of reliability equal to or greater than .70, as measured by Cronbach's alpha, are considered appropriate for research purposes. These aspects were operationalized and assessed using a five-point scale that ranged from 1, indicating "Strongly Disagree," to 5, indicating "Strongly Agree."

Psychological Flourishing Scale

The Psychological Flourishing Scale was adopted based on Seligman (2011) and his PERMA model of psychological flourishing, which included (24) items distributed across five dimensions: Accomplishment, Positive Relationships, Meaning in Life, Engagement, and Positive Emotions. The measure used a five-point Likert scale, with ratings ranging from 5 (Strongly Agree) to 1 (Strongly Disagree).

THE RESEARCH FRAMEWORK

First section

In this section, the extent of the natural distribution of the dimensions and variables of this research will be revealed, as well as identifying the level of statistical descriptive analysis of each variable's dimensions according to various statistical indicators. The research tool will be tested according to a set of criteria for evaluating the measurement model, followed by testing the research hypotheses based on its main variables (organizational commitment, organizational trust, and psychological well-being) using the software programs (SPSS v.26 AMOS v.26). Subsequently, the research findings will be discussed as follows:

Description of research variables, their diagnosis, and initial results analysis

This section is limited to describing the research data and diagnosing it for the purpose of preliminary analysis. The data were obtained through questionnaires distributed to the research community sample, regarding the measurement of research items at the level of their dimensions and variables represented by (organizational commitment), (organizational trust), and (psychological well-being). For this purpose, a Likert scale method was used, consisting of five sequential weights from the lowest weight (1) reflecting the response field (strongly disagree) to the highest weight (5) reflecting the response field (strongly agree), in addition to the other weights (4-3-2) reflecting the response fields (disagree - neutral - agree). Furthermore, extracting the magnitudes of statistical indicators reflecting descriptive statistics magnitudes, including (mean, standard deviation, and percentage).

Descriptive analysis of research variables:

First: Descriptive analysis of the independent variable (Organizational Commitment)
 This paragraph is limited to analysing the researched specimen response regarding the variable (Organizational Commitment) by relying on the appropriate program to extract the statistical indicators magnitudes of the sample response, represented by (mean, standard deviation (S.D), and percentage). Table 2 shows the relevant findings for each paragraph of the variable (Organizational Commitment), through which the homogeneity or consistency in the sample responses for each dimension measured by the mentioned variable can be diagnosed.

Table 2. Statistical description of the Organizational Commitment variable.

No	Independent Dimensions	Minimum	Maximum	Mean	S.D	Percentage	Dimension Ranking
1	Organizational Justice	1	5	3.762	0.675	0.754	1
2	Continuous Commitment	1	5	3.452	0.72	0.690	3
3	Standard Commitment	1	5	3.537	0.821	0.727	2
Total Organizational Commitment		1	5	3.583	0.738	-	-

The source: Produced by researchers utilizing SPSS.V.26 software

Table 2 lists the initial findings of the statistical analysis for the researched specimen response on items and dimensions (organizational commitment), indicating that the response was somewhat acceptable with an average magnitude of (3.583) and a S.D of (0.738), which explains the extent of deviation of magnitudes from their mean. The statistical indicators above were for the dimensions through which the variable was measured as follows:

Organizational justice:

The organizational justice dimension achieved the highest response among the other dimensions, with an average of (3.762) and a S.D of (0.675) and a percentage of (0.754). In the same context, the other items obtained acceptable mean magnitudes as they exceeded the hypothetical mean of (3).

Continual commitment:

The continual commitment dimension achieved the lowest response rate among the dimensions with an overall mean of (3.44), yet it is considered acceptable as it is higher

than the hypothetical mean of (3) with a S.D of (0.72) and a percentage of (0.69). In the same context, the other items obtained acceptable mean magnitudes as they exceeded the hypothetical mean of (3).

Secondly: Descriptive analysis of the second independent variable (organizational trust)

This paragraph focuses on analysing the researched specimen response regarding the variable (organizational trust) using the appropriate program to extract the statistical indicators for the researched specimen response, represented by (mean, S.D, and percentage). Table 3 presents the relevant findings for each item of the variable (organizational trust) through which the homogeneity or consistency in the sample responses for each dimension of the variable organizational trust can be diagnosed.

Table 3. Statistical descriptive analysis of the organizational trust variable.

No.	Independent Dimensions	Minimum	Maximum	Mean	S.D	Percentage	Dimension Ranking
1	OH	1	5	3.745	0.876	0.645	2
2	CM	1	5	3.586	0.844	0.617	3
3	RL	1	5	3.532	0.822	0.614	4
4	CN	1	5	3.783	0.872	0.676	1
Total Organizational Confidence		1	5	3.661	0.860	0.638	-

The source: produced by researchers utilizing SPSS.V.26 software

Table 3 illustrates the preliminary findings of the statistical analysis for the researched specimen response on items and dimensions (organizational trust) based on relevant statistical indicators represented by (mean, S.D, and percentage). It was found that the response was somewhat acceptable, indicated by the average magnitude of (3.661), with a S.D of (0.860) explaining the extent of deviation of magnitudes from their mean. The statistical indicators above were for the dimensions through which the variable was measured as follows:

CN:

CN dimension achieved the highest response among the other dimensions, with an average of (3.783), S.D of (0.872), and a percentage of (0.676). Additionally, the other items obtained acceptable mean magnitudes as they exceeded the hypothetical mean of (3).

RL:

RL dimension achieved the lowest response rate among the dimensions with an overall mean of (3.532). However, it is considered acceptable as it is higher than the hypothetical average of (3) with a S.D of (0.822) and a percentage of (0.61). At the sub-item level, the remaining items also obtained acceptable mean magnitudes as they exceeded the hypothetical mean of.(3)

Thirdly: Descriptive analysis of the dependent variable (psychological well-being)

This paragraph focuses on analysing the researched specimen response regarding the variable (psychological well-being) using the appropriate program to extract the statistical indicators for the sample response, represented by (mean, S.D, and percentage). Table 4 illustrates the relevant findings for every item of the variable (psychological well-being) that can be used to diagnose the consistency or harmony in the sample responses for each dimension through which the mentioned variable is measured.

Table 4. Statistical Description Table for the Psychological Well-being Variable

No.	Independent Dimensions	Minimum	Maximum	Mean	S.D	Percentage	Dimension Ranking
1	SE	1	5	3.636	0.786	0.647	2
2	PE	1	5	3.486	0.764	0.617	3
3	PR	1	5	3.286	0.74	0.576	5
4	A	1	5	3.476	0.834	0.614	4
5	MIL	1	5	3.783	0.874	0.674	1
Total Psychological Prosperity		1	5	3.533	0.799	0.624	-

The source: Produced by researchers utilizing SPSS.V.26 software

Table 4 illustrates the preliminary findings of the statistical analysis for the researched specimen response on items and dimensions of (psychological well-being) based on relevant statistical indicators represented by (mean, S.D, and percentage). The response was somewhat acceptable, as indicated by the mean magnitude which was (3.533) with a S.D of (0.799) explaining the extent of deviation of magnitudes from their mean. The statistical indicators above were for the dimensions through which the variable was measured as follows:

MIL

The MIL dimension of organizational justice achieved the highest response among the other dimensions, with an average of (3.783), a S.D of (0.874), and a percentage of (0.674). The other items obtained acceptable mean magnitudes as they exceeded the hypothetical mean of.(3)

SE:

The SE dimension had the lowest response rate among the dimensions with an overall mean of (3.636). However, it is considered acceptable as it is higher than the hypothetical average of (3) with a S.D of (0.786) and a percentage of (0.647). At the sub-item level, the remaining items obtained acceptable mean magnitudes as they exceeded the hypothetical mean of (3).

The third section Confirmatory Factor Analysis (CFA) for external and internal latent variables:

To evaluate the construct validity and concept of the Structural Equation Model (SEM), and to verify the data's capability to test the research hypotheses, the researcher employed confirmatory parameter analysis to measure the variables (organizational commitment, organizational trust, psychological well-being), as it is one of the best modern statistical methods used to verify the construct validity of measures and the quality of testing the SEM using the AMOS V.26 software.

First: Confirmatory Factor Analysis (CFA) for the first independent variable (organizational commitment) is used to measure and assess the influence path size of external variables on internal variables by modelling the SEM using the AMOS V.26 software, in other words, measuring the quality of fit indices, which include Chi-square test, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), P. magnitude, CMIN/DF (Kline, 2011).

Figure 2 explains the preliminary findings of the SEM (organizational commitment) and confirms the data's inconsistency with the measurement model (standard predicts) based to the Goodness of Fit Index indicators. After conducting CFA using the modification index in the AMOS software by imposing constraints on (24) items of organizational commitment, the measurement model did not achieve sufficient fit for the data because the recommended magnitudes for the fit indices were given as $P > 0.05$, $GFI > 0.90$.

This requires model measurement and reduction of standard errors through modification to obtain Goodness of Fit Index indicators. CFA is used to delete items with higher measurement errors for objective and statistical reasons to achieve the research objectives and test its hypotheses (Kline, 2011). After modifying the model through CFA and excluding measurement errors using the AMOS V.26 software,

Figure 2 shows that the modified measurement model for the organizational commitment structure produced relatively appropriate indicators. In other words, the model fits the fit indices and is consistent with the measurement model data perfectly. As illustrated in Figure 2, all total model measures were given such as Chi-square = 1230.483, DF = 573, Ratio = 2.147, $P = 0.000$, $GFI = 0.931$, and $RMSEA = 0.047$, indicating that the model matches the data according to the fit indices.

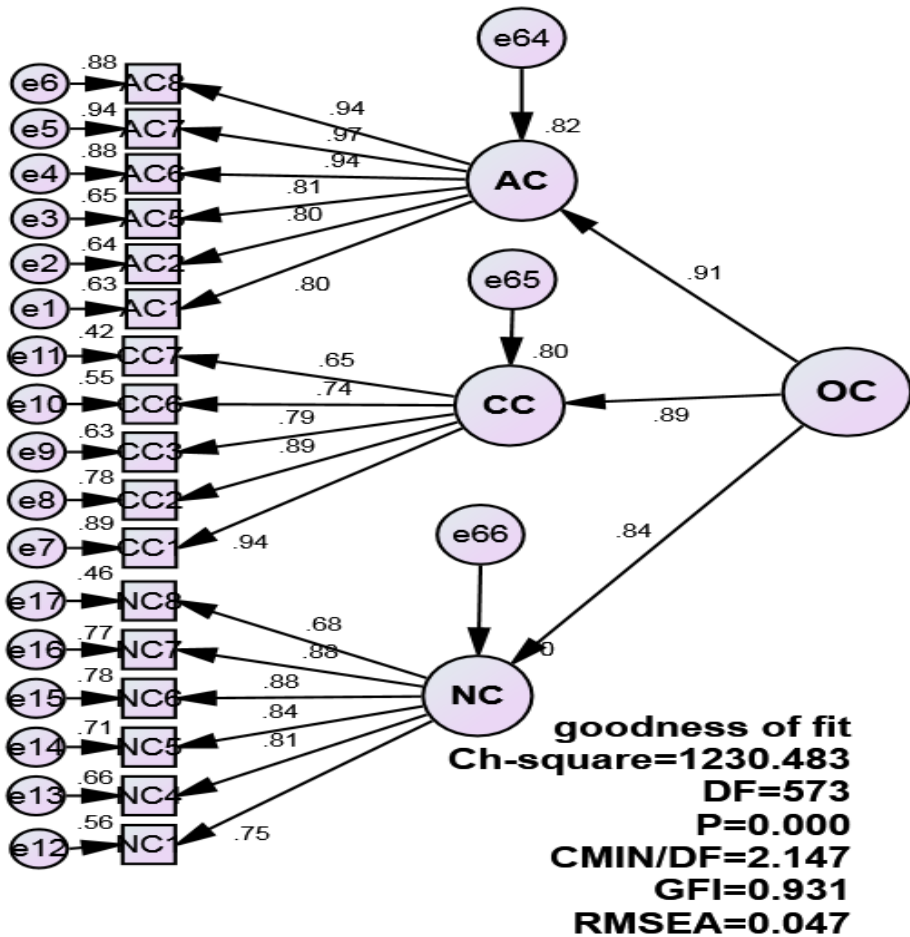


Figure 2. The Modified Measurement Model for the External Variable (Organizational Commitment).

Table 5. Maximum predictions of the fit indices for the organizational commitment variables.

	Predict	S.E.	C.R.	P	Label
AC1	.884	.073	52.005	***	par_17
AC2	.937	.072	51.659	***	par_18
AC5	.877	.071	52.548	***	par_19
AC6	.653	.075	48.375	***	par_20
AC7	.642	.071	51.407	***	par_21
AC8	.634	.071	53.034	***	par_22
CC1	.423	.074	48.546	***	par_23
CC2	.545	.077	46.733	***	par_24
CC3	.628	.079	43.517	***	par_25
CC6	.784	.075	48.301	***	par_26

CC7	.889	.074	49.237	***	par_27
NC1	.459	.072	49.787	***	par_28
NC4	.768	.077	45.377	***	par_29
NC5	.778	.083	41.087	***	par_30
NC6	.709	.076	45.512	***	par_31
NC7	.657	.070	51.033	***	par_32
NC8	.558	.072	53.102	***	par_33

Table 5 illustrates that the maximum likelihood predicts for the indicator variables, the standardized regression weights (SRW) exceeded 0.50%, and that SMC made a good contribution to each element in the variable. The magnitude of C.R was greater than (1.96). Furthermore, all predicts were statistically significant at the $p < .050$ level. The maximum likelihood predicts for the organizational commitment indicator variables (OC) consisting of three dimensions that could have a direct impact on OC of the latent variable were statistically significant at the $p < .050$ level. After conducting CFA utilizing modification indices in the AMOS software, by imposing constraints on 24 items of organizational trust, the measurement model did not obtain sufficient fit to the data as the recommended fit indices were given as $P > .05$, GFI > 0.90 . Therefore, Figure 3 explains the preliminary findings of the SEM (Organizational Trust) and confirms the data mismatch with the measurement model (standard predicts) according to the Goodness of Fit Index. This requires model evaluation and reduction of standard errors through modification.

Secondly: CFA of the second independent variable (Organizational Trust)

After modifying the model and excluding measurement errors using the AMOS software version 26, to obtain Goodness of Fit Index indicators, Figure 3 illustrates that the SEM (for Organizational Trust) shows relatively appropriate indicators. In other words, the model fits well with the fit indices and is consistent with the measurement model data. As illustrated in Figure 3, all overall model measures were given as follows: Chi-square = 641.692, DF = 148, Ratio = 4.336, $P = 0.000$, GFI = 0.901, and RMSEA = 0.063. The findings detected that the model's alignment with the data according to the fit indices.

Table 6 shows that the maximum likelihood predicts for the indicator variables, the standardized regression weights (SRW) exceeded 0.50%, and that SMC made a good contribution to each element in the variable. The C.R magnitude was greater than (1.96), in addition, all predicts were statistically significant at the $p < .050$ level. The maximum likelihood predicts for the matching quality indicators for the organizational trust variable (OT), which consists of four dimensions that could have a direct impact on organizational trust of the latent variable, were statistically significant at the $p < .050$ level.

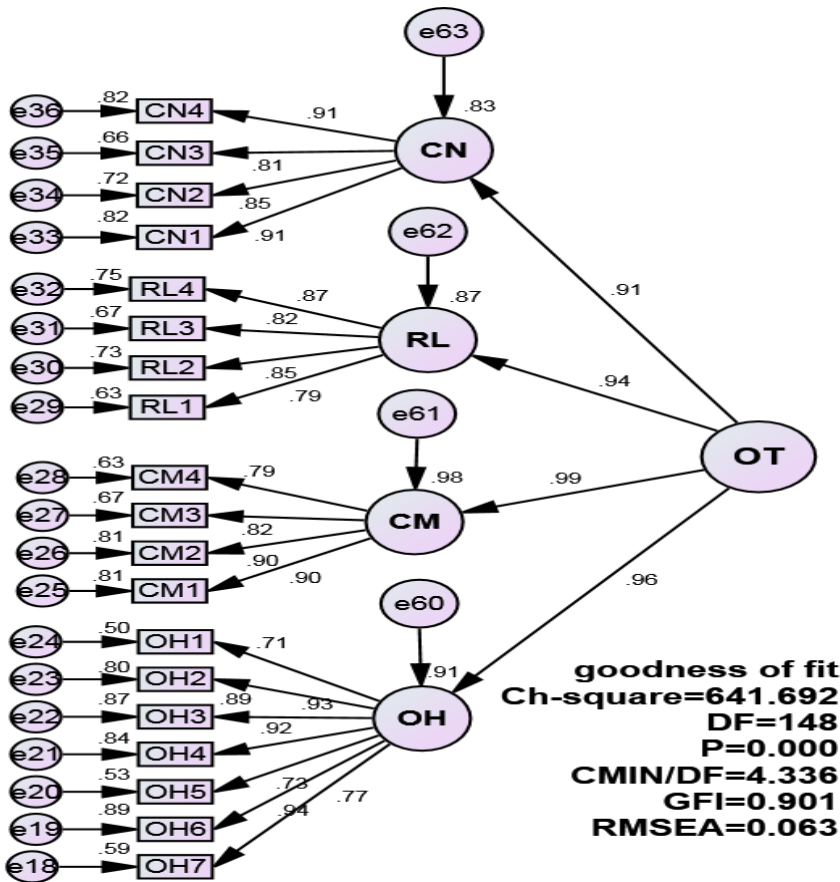


Figure 3. The Modified Measurement Model for the External Variable (Organizational Trust).

Table 6. Maximum predicts of matching quality indicators for organizational trust variables.

	Predict	S.E.	C.R.	P	Label
OH7	.956	.076	46.581	***	par_19
OH6	.992	.074	47.840	***	par_20
OH5	.935	.056	66.441	***	par_21
OH4	.909	.077	46.051	***	par_22
OH3	.766	.074	49.251	***	par_23
OH2	.941	.074	48.770	***	par_24
OH1	.731	.076	47.823	***	par_25
CM1	.918	.076	46.766	***	par_26
CM2	.895	.077	47.962	***	par_27
CM3	.708	.083	41.679	***	par_28

	Predict	S.E.	C.R.	P	Label
CM4	.900	.087	39.988	***	par_29
RL1	.901	.084	41.298	***	par_30
RL2	.816	.085	39.460	***	par_31
RL3	.792	.090	37.227	***	par_32
RL4	.793	.084	42.593	***	par_33
CN1	.853	.082	41.622	***	par_34
CN2	.817	.082	42.864	***	par_35
CN3	.865	.088	38.443	***	par_36
CN4	.908	.077	46.733	***	par_37

After conducting CFA using the modification index in the AMOS program, by imposing constraints on (24) items of psychological well-being, the measurement model did not achieve sufficient fit to the data as the recommended magnitudes for fit indices were given as $P > .05$, $GFI > 0.90$. Therefore, [Figure 4](#) explains the preliminary findings of the SEM (psychological well-being) and confirms the data mismatch with the measurement model (standard predicts) according to the Goodness of Fit Index indicators. This requires model assessment and reducing standard errors through modification. After adjusting the model and excluding measurement errors using the AMOS V.26 program, to obtain Goodness of Fit Index indicators, [Figure 4](#) illustrates that the modified measurement model for the psychological well-being variable produced relatively appropriate indicators.

In other words, the model fits well with the fit indices and is consistent with the data of the measurement model perfectly. As shown in [Figure 4](#), all overall model measures were given such as Chi-square = 1214.154, $DF = 225$, Ratio = 5.396, $P = 0.000$, $GFI = 0.92$, and $RMSEA = 0.021$. The findings indicate the model's alignment with the data according to the fit indices.

Thirdly: CFA for the dependent variable (psychological well-being):

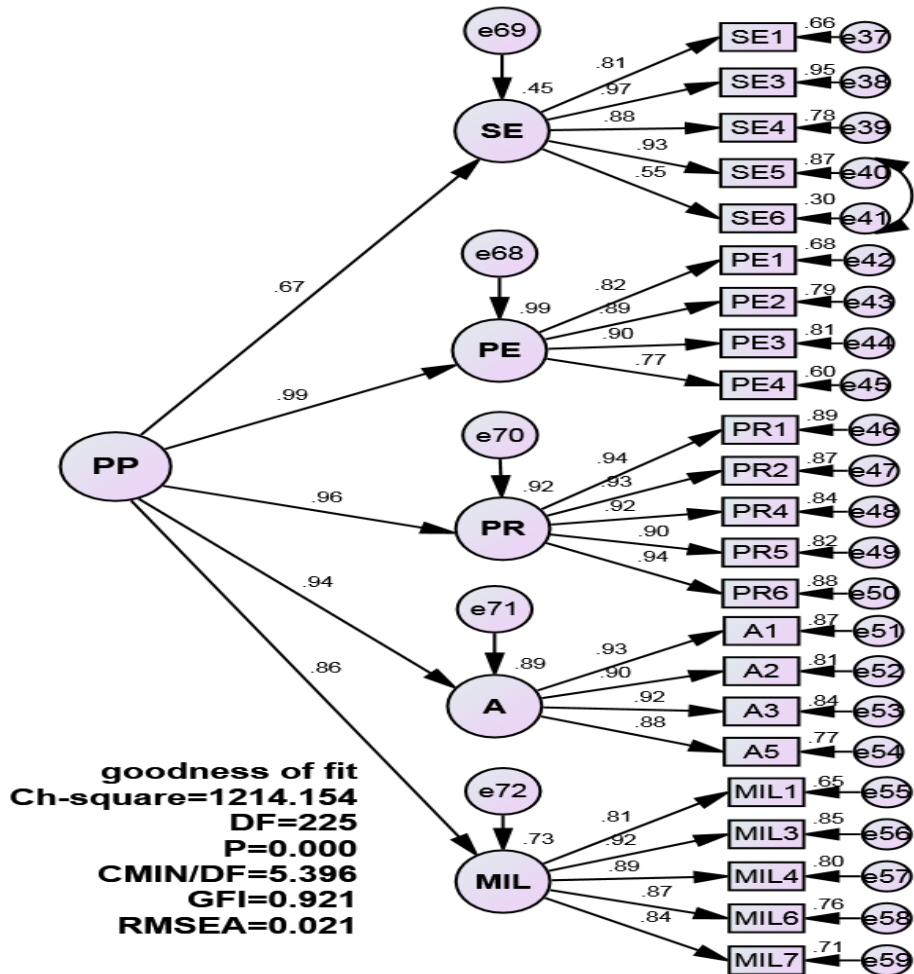


Figure 4. The Modified Measurement Model for the Internal Dependent Variable (Psychological Well-Being).

Table 7 shows that the maximum likelihood predicts for the indicator variables, standardized regression weights (SRW) exceeded 0.50%, and that SMC made a good contribution to each element in the variable. The magnitude of C.R was greater than (1.96). Furthermore, all predicts were statistically significant at the $p < .050$ level. The maximum likelihood predicts for the psychological well-being indicator variables (PP), consisting of five dimensions that could have a direct impact on psychological well-being of the latent variable, were statistically significant at the $p < .050$ level

Table 7. Maximum predicts of matching quality indicators for psychological well-being variables.

	Predict	S.E.	C.R.	P	Label
SE1	.670	.087	41.793	***	par_24
SE3	.994	.077	47.387	***	par_25
SE4	.960	.086	42.144	***	par_26
SE5	.941	.073	50.775	***	par_27
PE1	.855	.072	49.933	***	par_28
PE2	.813	.067	54.902	***	par_29
PE3	.972	.063	61.194	***	par_30
PE4	.882	.066	59.851	***	par_31
PR1	.933	.065	57.198	***	par_32
PR2	.824	.067	54.591	***	par_33
PR4	.888	.068	55.116	***	par_34
PR5	.897	.068	55.222	***	par_35
PR6	.774	.066	55.898	***	par_36
A1	.942	.065	56.299	***	par_37
A2	.932	.067	55.338	***	par_38
A3	.919	.067	56.130	***	par_39
A5	.905	.066	56.249	***	par_40
MIL1	.938	.060	62.434	***	par_41
MIL3	.932	.057	66.325	***	par_42
MIL4	.901	.061	61.557	***	par_43
MIL6	.915	.059	63.774	***	par_44
MIL7	.878	.058	66.578	***	par_45
SE6	.807	.083	42.570	***	par_46

HYPOTHESIS TESTING AND RESULTS DISCUSSION

Testing the first main hypothesis:

The first major hypothesis states the presence of a significant positive correlation between organizational commitment and psychological well-being. To test this hypothesis, a SEM was formed as illustrated in [Figure 5](#), and [Table 8](#) displays the evaluation findings of the SEM for this hypothesis.

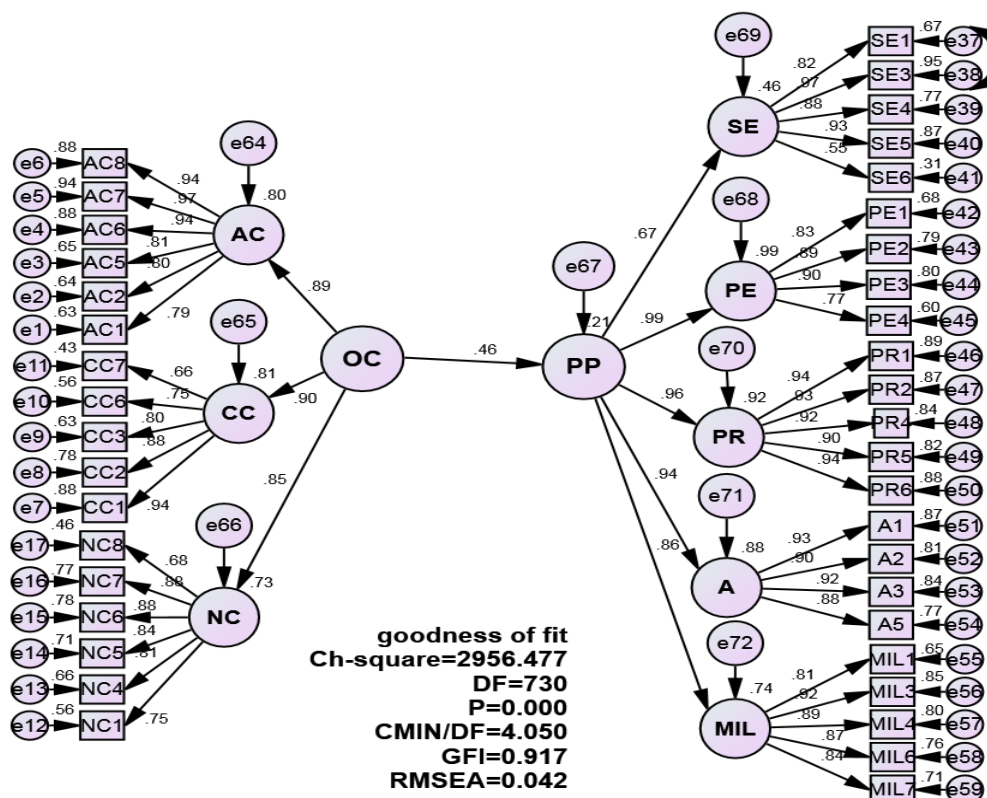


Figure 5: The structural model form (5) for testing the first main hypothesis
Source: Developed by researchers based on outputs of AMOS V.26 software

Table 8. Findings of assessing the first major hypothesis model

Hypothesis	Path	Path Coefficient	p Magnitude	Result	C.R	Determination Coefficient R2
H1	OC → PP	0.46	0.000	Accepted	48.375	0.21

The source: produced by researchers depending on the outputs of AMOS V.26 software.

The findings of reviewing the structural model for the first major hypothesis are presented in Table 8. The path coefficient (effect) has been determined to be 0.46, which is considered essential once the magnitude of (t) is greater than 1.96 and is below the magnitude of (P) 0.05, based to the rule stated by (Hair et al., 2017).. The table unequivocally demonstrates that the necessary limits have been fulfilled, hence confirming this idea. The results also indicated that the determination coefficient R2 was 0.21, suggesting that the variable of OC accounted for 21% of the variation in psychological well-being. The remaining percentage was attributed to other variables examined in the investigation, including OT.

Testing the second main hypothesis:

The second major hypothesis states a substantial positive correlation between organizational trust and psychological well-being. To test this hypothesis, a SEM was built as illustrated in Figure 6, and Table 9 displays the findings of assessing this hypothesis's SEM.

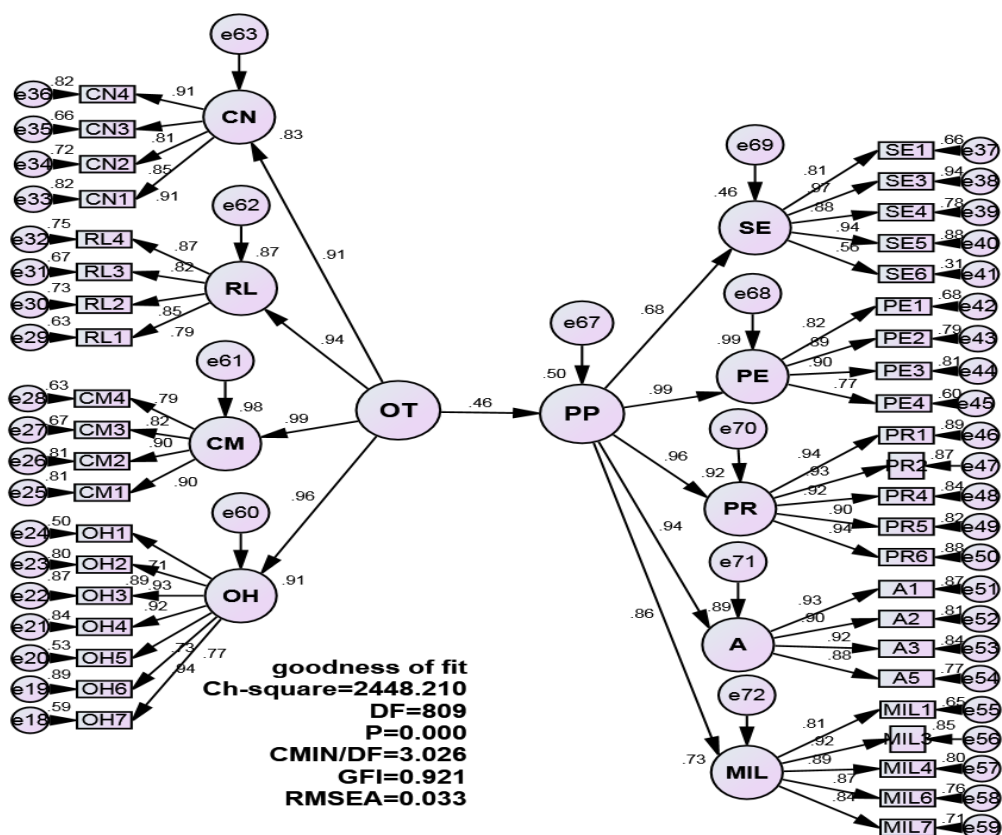


Figure 6. The model structure for testing the second major hypothesis.

Source: Developed by researchers depending on the outputs of AMOS V.26 software.

Table 9. Presents the findings of evaluating the second major hypothesis model.

Hypothesis	Path	Path Coefficient	p Magnitude	Finding	C.R	Determination Coefficient R2
H2	OT → PP	0.46	0.000	Accepted	46.581	0.50

Table 9 shows structural model assessment results for the first primary hypothesis. Path coefficient (effect) was 0.46, which was statistically significant. The significance was evaluated by comparing the (t) value, which surpassed 1.96, to the (P) value, which did

not exceed 0.05, following the criteria (Hair et al., 2017). The chart clearly shows that the required constraints have been met, supporting this argument. The determination coefficient R² was 0.50, indicating that OT explained 50% of psychological well-being variance. The remaining 20% was due to various causes, including OC.

Testing the third major hypothesis:

The main idea is that OC and OT positively correlate and improve psychological well-being. Figure 7 shows a SEM used to test this hypothesis. Table 10 shows this hypothesis's SEM findings.

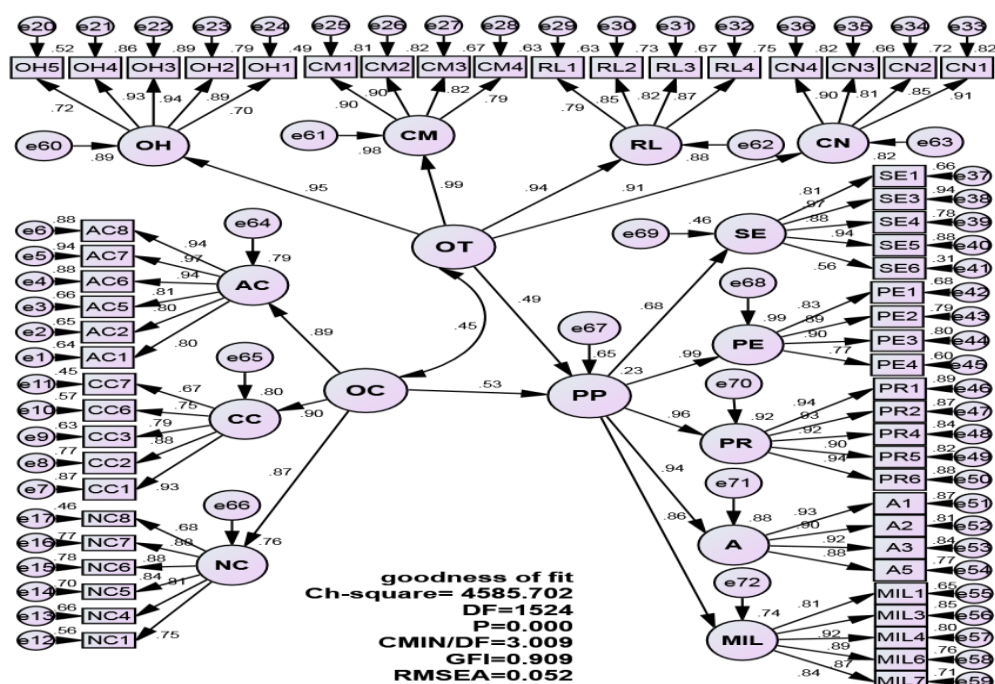


Figure 7. Model Structure of Testing the Third Major Hypothesis

Source: Developed by researchers depending on outputs of AMOS V.26 software

Table 10. Findings of Assessing the Third Major Hypothesis Model

Hypothesis	Path	Path Coefficient	p Magnitude	Result	C.R	Determination Coefficient R ²
H3	OC+OT → PP	0.53	0.000	Accepted	43.271	0.65

Table 10 illustrates the outcomes of assessing the structural model for the primary hypothesis, indicating a path coefficient of 0.46, which was deemed statistically

significant as the (t) magnitude surpassed 1.96 and did not exceed the threshold of 0.05 for (P), following the criteria established by (Hair et al., 2017). The table distinctly exhibits the attainment of the requisite criteria, thereby endorsing this hypothesis. Additionally, the findings reveal a coefficient of determination (R²) of 0.65, denoting that 65% of the variation in psychological well-being could be described by studying the association between organizational commitment and trust within a community context, with the remaining portion attributable to unexplored factors.

CONCLUSIONS AND RECOMMENDATIONS

The investigation discerns that faculty members at Al-Kufa University demonstrate organizational trust, commitment, and psychological well-being, correlating positively with one another. Moreover, the research underscores that elevating organizational trust and commitment is associated with heightened levels of psychological well-being, subsequently enhancing job satisfaction among employees. Notably, variations in these factors exist across different faculties. Furthermore, organizational commitment serves as an indicator of an individual's allegiance to the organization's success, development, and growth, while organizational trust reflects the affective dimension of an individual's perception through mutual trust. The study emphasizes the significance of the characteristics in promoting employee stability and well-being inside the corporate environment. Furthermore, recognizing and developing such features that promote organizational commitment and trust is vital to reach organizational aims and goals in the addition of the employees' well-being in the work environment.

The most important recommendations of the research in light of what researchers have concluded from the findings is that organizational trust and organizational commitment are essential for the development of psychological well-being among employees in organizations. Therefore, the attention of decision-makers should be directed to their impact on the psychological well-being of employees in the academic field at Iraqi universities. The success and progress of educational institutions, especially universities, require attention to human elements as they are considered a competitive advantage due to their knowledge, experience, and skills. Universities strive to compete and excel by enhancing organizational commitment of their employees, which reflects on improving their performance and productivity. It has been shown that enhancing organizational commitment among employees in Iraqi universities through involving them in decisions that affect their professional and social lives, through seminars and workshops focusing on enhancing positive practices that serve the university's goals and plans, activating incentives, developing initiative and creativity by adopting programs that encourage innovative ideas and working on them, creating a sense of satisfaction and commitment among employees in Iraqi universities. University leadership should work on developing organizational commitment among employees by providing an organizational

environment that allows for innovation and functional creativity, characterized by relationships of respect and appreciation for employees, providing care and attention along with the necessary resources to help employees work efficiently, making them feel magnitude and increasing their commitment, achieving positive feelings and behaviours, psychological stability for employees, reflecting on improving their performance and increasing their adaptability to new environmental challenges and changes.

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