

## Organizational Commitment as a Mediating Factor between Trust in Management and the Achievement of Organizational Goals – An Applied Case in Tikrit University

May. H. Alshamary<sup>1\*</sup><sup>1</sup>Assistant Professor, College of Administration and Economics, Tikrit University. Iraq

### Article History

Received: 23.04.2025

Accepted: 28.05.2025

Published: 04.06.2025

### Journal homepage:

<https://www.easpublisher.com>

### Quick Response Code



**Abstract:** This research aims to explore the relationship between trust in management and the achievement of organizational goals, with a focus on organizational commitment as a mediating factor in this relationship. The study was conducted on a sample of 100 employees at Tikrit University using a questionnaire as the data collection tool. The results revealed a statistically significant relationship between trust in management and both organizational commitment and the achievement of organizational goals. Furthermore, organizational commitment was found to play a significant mediating role that enhances the impact of trust in management on goal achievement. The findings indicated that employees demonstrated a good level of commitment and loyalty, while the levels of trust in management and awareness of organizational goals were moderate. The study recommends enhancing transparency practices, encouraging participatory decision-making, and fostering a supportive environment for institutional affiliation to ensure effective goal achievement. Consequently, a successful and innovative university administration inherently leads to a successful and progressive academic community. My love for the workplace inspired me to choose this topic.

**Keywords:** Organizational Commitment, Trust in Management, Organizational Goals, Organizational Behavior.

**Copyright © 2025 The Author(s):** This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

## INTRODUCTION

Modern organizations strive to enhance performance efficiency by fostering positive relationships between management and employees. Organizational commitment is considered one of the vital factors linking trust in management with the achievement of institutional goals. Trust lays the foundation for commitment, and employees' commitment enhances the potential for organizational success. When employees feel confident in their leadership, they are more willing to engage positively in the work environment and demonstrate greater loyalty to the organization's objectives, which directly reflects on productivity and quality of performance.

Organizational commitment represents the level of an employee's emotional and behavioral attachment to the organization and their professional loyalty. It serves as the internal motivation that drives employees to work diligently, take responsibility with a team spirit, and contribute to achieving the organization's strategic goals. Undoubtedly, a strong

foundation of trust between management and employees creates a stable and motivating work environment that encourages innovation, reduces turnover rates, and strengthens institutional affiliation.

In light of the rapid changes organizations face today, it is essential to understand how the elements of trust and organizational commitment interrelate to achieve the desired goals. The relationship among these three elements is not a simple linear one but rather an interwoven connection influenced by various internal and external variables. Hence, the importance of studying organizational commitment as a mediating factor lies in understanding its role in transforming trust into effective performance and tangible outcomes. Some scholars have emphasized the need to build more effective managerial strategies that focus on the human element as the primary driver of institutional success and sustainability.

## **FIRST SECTION: RESEARCH METHODOLOGY**

### **First: Research Problem**

The research problem stems from the challenges faced by many organizations in achieving their strategic objectives, despite the availability of resources and plans. This is often attributed to the weak level of trust between management and employees, which results in a decline in organizational commitment. The absence of trust leads to a tense and unstable work environment, where the sense of belonging and initiative diminishes, negatively impacting employee performance and the organization's ability to reach its goals. Within this context, there is a growing need to understand the mediating role that organizational commitment can play in strengthening the relationship between trust in management and the achievement of organizational goals. This role is crucial in building a more cohesive and efficient work environment.

### **Second: Research Significance**

1. To shed light on the relationship between trust in management and organizational commitment as influential factors in the work environment.
2. To highlight the mediating role of organizational commitment in achieving organizational goals, thereby improving managerial understanding of the factors affecting institutional performance.
3. To provide a conceptual framework that enables management to develop strategies that enhance trust and commitment, thus improving overall performance efficiency.
4. To support decision-makers in organizations by providing a scientific understanding of internal work relationships.
5. To assist administrative efforts in building a positive and motivating work environment based on trust, collaboration, and professional affiliation.
6. To offer a theoretical reference that may benefit researchers and those interested in management science and organizational behavior in their future studies.

### **Third: Research Objectives**

1. To identify the level of trust in management within the organization and its role in shaping the work environment.
2. To measure the level of organizational commitment among employees and its relation to their job performance.
3. To analyze the relationship between trust in management and the achievement of organizational goals.
4. To explore the mediating role of organizational commitment in linking trust in management to the achievement of organizational objectives.
5. To provide recommendations that help organizations enhance trust and commitment as

a means to improve performance and achieve institutional success.

### **Fourth: Research Questions**

1. What is the relationship between trust in management and the achievement of organizational goals?
2. What is the relationship between trust in management and employees' organizational commitment?
3. Does organizational commitment play a mediating role in the relationship between trust in management and the achievement of organizational goals?

### **Fifth: Research Hypotheses**

1. There is a statistically significant relationship between trust in management and the achievement of organizational goals.
2. There is a statistically significant relationship between trust in management and employees' organizational commitment.
3. Organizational commitment plays a statistically significant mediating role in the relationship between trust in management and the achievement of organizational goals.

### **Sixth: Research Boundaries**

- **Subject Boundaries:** Organizational commitment as a mediating factor between trust in management and the achievement of organizational goals – An applied study at Tikrit University.
- **Human Boundaries:** The research sample is limited to 100 employees.
- **Spatial Boundaries:** Tikrit University.
- **Temporal Boundaries:** Data were collected and analyzed during the period from September 1, 2024, to March 1, 2025.

### **Seventh: Research Methodology**

The research adopted the descriptive-analytical approach with the aim of describing and analyzing the relationship among the research variables: organizational commitment, trust in management, and the achievement of organizational goals. Data were collected from a sample of 100 employees using a questionnaire designed based on previous scientific references relevant to the research topic. The validity and reliability of the questionnaire were statistically verified before its application.

### **Eighth: Data Collection**

- **Theoretical Aspect:** Information was gathered from research studies, doctoral dissertations, master's theses, and articles available on internet platforms that focus on the same research themes.
- **Practical Aspect:** Data were collected through an electronically distributed questionnaire

designed and sent to the sample. The respondents cooperated in answering the questions related to the study's axes.

## SECOND SECTION – THEORETICAL FRAMEWORK

### First: The Concept of Organizational Commitment and Its Dimensions

Commitment is generally considered one of the essential phenomena in human life, particularly in business organizations. As a result, there has been a growing need to study human behavior within organizations with the aim of motivating individuals and increasing their commitment. This has led to the emergence of various theories and the implementation of numerous field and applied studies in recent years, most of which aimed to identify the factors that influence commitment in general (Ali & Hassan, 2022: 73). Organizational policies, practices, procedures, and activities must be clear and reflect virtuous values and good morals. Moreover, these values should be instilled in the employees and upheld consistently (Hareem, 2022: 325).

#### 1. The Concept of Organizational Commitment

Organizational commitment is one of the fundamental concepts that directly influence the success of any organization. A committed employee is one who demonstrates loyalty and a sense of belonging to the organization and works toward achieving its goals in alignment with its vision and strategies. Organizational commitment is often associated with job satisfaction, as employees who feel a sense of belonging and are satisfied with their work environment are more likely to remain with the organization and contribute to its development. Organizational commitment is defined as "the extent to which an employee feels loyalty and dedication toward the organization and is willing to engage in its activities and achieve its goals." This commitment is evident when the employee aligns with the organization's values and principles and perceives the organization's success as a personal achievement. Organizational commitment reflects an employee's active connection to the organization's objectives, thereby contributing to improved performance and enhancing the stability of the work environment (Bouquandour & Abriam, 2019: 85).

This definition indicates that organizational commitment goes beyond merely performing assigned tasks; it represents a true sense of belonging and responsibility toward the organization. When an

employee's personal values align with those of the institution, they become more motivated to participate in various organizational activities and view the success of the organization as an extension of their own success. This type of connection increases the employee's readiness to exert additional effort, promotes job stability, and reduces turnover rates, thereby contributing to the development of a stable and positive work environment that supports the achievement of strategic organizational goals. Meyer and Allen define organizational commitment as a psychological state that distinguishes the relationship between individuals and the organization, influencing their decision to remain or leave the organization (Jum'a & Ambarek, 2005: 5). Ahmad also emphasized a strong belief and acceptance by organizational members of the goals and values of the organization they work for, along with a desire to exert maximum effort, maintain membership, and defend and enhance its reputation (Al-Jundi, 2018: 123).

Furthermore, some researchers have noted that the factors influencing organizational commitment in studies from the 1970s included personal traits, job characteristics, and organizational attributes. In studies from the 1990s, "alternative job opportunities" were added due to their influence on organizational commitment (Faleh, 2010: 180). The weakness of organizational commitment in any organization leads to negligence in the workplace, increased turnover, lack of motivation for development and innovation, decreased drive and loyalty, and reduced dedication in fulfilling job duties (Sabah, 2024: 84). There is also a close relationship between organizational commitment and organizational behavior, particularly according to the bureaucratic model, which aims to achieve rationality and efficiency in organizations by controlling human behavior and guiding it toward rational and structured actions. This is done through the adoption of a strict system and firm rules and procedures within organizations, ensuring justice among employees, and emphasizing job stability for workers (Hareem, 2020: 23).

Darnouni, in her dissertation, noted that there are different levels of organizational commitment that are linked to individual development through their commitment to the organization. Diagram No. (1) illustrates these levels, showing how commitment increases or decreases. An employee's level of commitment may progress from a low level to a moderate one and continue developing toward a higher level of commitment (Darnouni, 2015: 132).



**Diagram: Illustrates the Levels of Development of Organizational Commitment (Darnouni, 2015: 132)**

## 2. Dimensions of Organizational Commitment

### A. Affective Commitment:

Affective commitment is considered the strongest form of organizational commitment. It arises from the employee's genuine sense of belonging to the organization and their emotional attachment to it. In this type of commitment, the employee perceives the organization as a part of their identity and feels proud to be a member of it. Employees with this type of commitment are often more willing to exert extra effort and rarely consider leaving the organization due to their emotional bond with it. Organizational commitment enhances participation in the workplace, resulting in engaged and motivated employees who contribute to the success of the organization. (Ying-Chen LO & K, 2024: 5)

### B. Continuance Commitment:

Continuance commitment is based on the employee's awareness of the potential costs associated with leaving the organization. An employee may have spent many years in the workplace or received certain benefits that are difficult to find elsewhere, which compels them to remain in the organization—not out of affection or a sense of belonging, but out of necessity. Although this type of commitment does not necessarily reflect employee satisfaction, it helps reduce turnover rates and contributes to workforce stability.

### C. Normative (Moral) Commitment:

Normative commitment reflects an individual's sense of responsibility and obligation toward the organization and its members, which compels them to remain loyal to the organization. Personal values play a significant role in shaping this type of commitment. The feeling of duty to stay in the organization may stem from personal values and principles held by the individual before joining the organization (such as cultural or familial orientation), or after joining (such as organizational orientation). Family values, societal

norms, or religious beliefs may also influence the development of normative commitment (Faleh, 2010: 179).

## 3. METHODS OF ENHANCING ORGANIZATIONAL COMMITMENT

### A. Promoting a Positive Work Environment:

One of the most effective ways to increase organizational commitment is by providing a supportive and positive work environment where employees feel safe, respected, and appreciated. When an organizational climate characterized by fairness and transparency is present, and employees are given the opportunity to express their opinions and participate in decision-making, their sense of belonging is strengthened, leading to a higher level of commitment to the organization (Sabah, 2024: 126).

### B. Continuous Motivation and Recognition:

Motivation is a powerful tool for enhancing commitment, whether in the form of financial incentives such as bonuses and raises, or moral encouragement through praise and public recognition. An employee who feels that their efforts are appreciated by management is more inclined to remain with the organization and contribute to its development. Fair reward systems also reinforce employee attachment to the organization and drive them to work more diligently.

### C. Providing Opportunities for Growth and Professional Development:

When employees perceive that the organization offers them opportunities for learning and growth whether through training, promotion, or empowerment their desire to stay and work with dedication increases. Investing in employee skill development not only improves performance but also fosters a long-term relationship between the employee and the organization, thereby enhancing loyalty (Al-Luhayani, 2012: 266).



Dr. Radia also wrote about the social structure that focuses on professional groups in universities and emphasized the importance of professional training as the essence of both natural and professional knowledge namely, the development of professional competence. She highlighted the importance of the reciprocal relationship between the educational process and scientific research. Accordingly, the functional approach affirms the functional and structural role of universities and higher education institutions (Dr. Bouzban, 2015: 84).

#### **D. Building Mutual Trust Between Management and Employees:**

Mutual trust between management and employees is one of the most important ways to foster organizational commitment. When management trusts its employees and gives them the autonomy to perform their tasks and assume responsibility, employees feel valued within the organization. This trust motivates them to give their best and reinforces a deep sense of responsibility and belonging (Hammadi, 2016: 301).

#### **Second: Trust in Management through the Work Environment and Organizational Commitment**

Organizational trust has received significant attention from researchers, as it is considered one of the main factors contributing to institutional success and excellence. The stage of trust in the organization begins around the fifth year of an individual's affiliation with the institution and may extend indefinitely. During this phase, the employee's loyalty grows, relationships are strengthened, and they transition into a stage of maturity. At this point, the employee becomes more invested in developing their skills and professional knowledge, while maintaining the perception of others regarding their ability to perform and contribute to the achievement of organizational goals (Darnouni, 205:135).

**1. The Concept of Trust:** Trust in management is one of the core concepts in the modern workplace, as it forms the foundation upon which organizational relationships are built. When employees perceive management as being characterized by integrity, fairness, and transparency, it instills a sense of security and belonging, encouraging them to fulfill their roles and actively contribute to the success of assigned tasks. Trust gains importance in the face of institutional challenges, serving as a crucial element in fostering loyalty and creating harmony across organizational levels.

Trust in management is defined as “a firm belief held by employees that organizational leaders demonstrate credibility, fairness, and competence, and act in the best interests of both the organization and its employees” (Zahran, 2015:720). This definition indicates that trust is not generated in a vacuum, but rather stems from a set of traits and behaviors consistently exhibited by management. When employees perceive that decisions are made fairly, communication

is clear and transparent, and promises are fulfilled, their confidence in leadership is strengthened, and their loyalty increases. Furthermore, the sense that employees' interests are protected and taken into account in managerial decisions is a key factor in building trust, which positively influences their engagement with the work environment and their professional performance.

Mchirah defined it as “a positive internal feeling stemming from mutual reassurance among organizational members (colleagues, supervisors, and management), and the positive expectations each member holds regarding the intentions and behaviors of others.”

#### **2. Dimensions of Trust (Mchirah & Atrous, 2021:9)**

**A. Personal Trust:** This includes two types:

- **Lateral (Horizontal) Trust:** Trust between colleagues within the organization.
- **Vertical Trust:** Trust between subordinates and their supervisors.

#### **B. Impersonal Trust:**

Also known as institutional or organizational trust, this refers to the employee's willingness to be subject to the organization's actions. Such willingness only manifests when the organization communicates with its employees—both formally and informally—through various official and unofficial networks.

Dirks and Ferrin (2002) also identified three dimensions of trust:

- Trust in supervisors
- Trust in coworkers
- Trust in organizational management (Mchirah & Atrous, 2021:12)

#### **2. Trust in Management and Its Importance in the Work Environment**

Trust in management is one of the fundamental pillars of any organization's success, as it forms the basis of the relationship between management and employees. When employees perceive that management is characterized by fairness, transparency, and mutual respect, a positive organizational climate is created, enhancing loyalty and a sense of belonging. The presence of trust reduces workplace tension and minimizes conflict and dissatisfaction, ultimately improving job quality and satisfaction. Trust in management plays a significant role in motivating employees. It serves as a psychological driver that increases employees' willingness to take responsibility, actively participate in decision-making, and carry out tasks effectively. When employees feel trusted and appreciated by their managers, they are more inclined to exert their utmost effort in achieving the organization's goals, positively impacting productivity and work quality. Trust also helps build team spirit and promotes collaboration among colleagues.

Faleh pointed out that organizational trust is a strategic asset of the organization that cannot be replicated by others. Trust in its three dimensions trust in supervisors, colleagues, and organizational management strengthens organizational commitment, which, in turn, reflects positively on organizational performance and success (Faleh, 2010: 166). From an administrative perspective, trust reduces the need for strict supervision and bureaucratic procedures, as a trusted employee operates with intrinsic motivation and demonstrates self-discipline. This saves administrative time and effort, allowing management to focus on strategic development and long-term goal achievement. Additionally, management that earns employees' trust faces less resistance when implementing changes or introducing improvements. In today's fast-paced and highly competitive work environment, trust in management becomes a critical factor in achieving institutional stability. It enhances the organization's adaptability to challenges and ensures sustainable performance. Organizations that succeed in building trust enjoy a strong reputation and are better positioned to attract and retain talent, giving them a competitive edge in the market (Al-Jundi, 2018: 151).

#### **4. Trust in Management and Organizational Commitment**

Modern organizations aim to build a work environment grounded in trust and mutual cooperation between management and employees, given its substantial impact on job stability and collective performance motivation. Trust in management serves as a foundational element in the employee-organization relationship, helping to create a positive atmosphere of respect and appreciation. It strengthens communication, reduces internal conflict, and supports the achievement of shared goals.

Al-Janabi noted that formulating realistic and ambitious organizational goals aligned with both current and future human and material resources serves as a guiding reference for organizational success. These goals should objectively reflect the internal and external forces and variables influencing the organization (Al-Janabi, 2010: 26).

In the same context, organizational commitment is a vital indicator of an institution's success in maintaining its human resources and enhancing employee loyalty. Trust can be categorized into four types: organizational trust, peer trust, trust in direct supervisors, and trust in senior management. These forms of trust correspond to various types of commitment: continuance, affective, and normative, as emphasized by numerous researchers and scholars in the field.

Commitment goes beyond mere retention in the workplace; it extends to belief in the organization's vision and the willingness to exert effort toward

achieving its objectives. Hence, this section addresses two essential axes: the concept of trust in management and its importance in the work environment, followed by the concept, types, and dimensions of organizational commitment (Yousfi, Mohamed & Aroussi, 2018: 58).

#### **Third: The Relationship Among the Three Variables and the Mediating Role of Organizational Commitment**

The relationship between trust in management and the achievement of organizational goals is one of the core themes explored in administrative and behavioral studies due to its direct impact on institutional performance effectiveness. However, this relationship is not always direct; it can be influenced by mediating factors that either strengthen or weaken it. Organizational commitment emerges as one of the most significant mediating variables that can explain how trust translates into goal achievement. It plays a crucial role in converting trust into practical behaviors that are reflected in employee performance and engagement at work. Therefore, examining the interaction among these three variables is essential for understanding the nature of the relationship and its impact on the realities of organizational life. Social relationships characterized by trust are regarded as a foundation for building organizational commitment among members of the organization.

#### **1. The Relationship Between Trust in Management and the Achievement of Organizational Goals**

Trust in management is a fundamental pillar on which the relationship between employees and management in any organization is built. When employees perceive that management exhibits integrity, fairness, and the ability to make sound decisions, it fosters a sense of reassurance and comfort. This trust contributes to a stable work environment and motivates employees to exert greater effort in achieving the set goals.

Trust in management is not limited to emotional or interpersonal dimensions but also directly affects job performance and the actual realization of organizational objectives. The greater the degree of trust in management, the higher the levels of cooperation and commitment among employees, which facilitates the implementation of strategic plans and the achievement of desired outcomes with efficiency and effectiveness. Trust also serves as a powerful motivator, encouraging employees to take initiative and innovate, thereby enhancing productivity (Al-Jundi, 2018: 40).

Moreover, trust in management helps reduce organizational conflicts and tensions in the work environment, thereby improving communication and increasing coordination across various administrative units. This internal harmony enhances the organization's ability to respond to challenges and adapt to changes, which indirectly supports the achievement of broader

institutional goals in a more flexible manner. Based on the above, it can be concluded that the relationship between trust in management and the achievement of organizational goals is complementary. Trust serves as the foundation for loyalty and belonging, through which plans are translated into results. Therefore, strengthening this trust is a strategic necessity for any organization striving for success and sustainability in a competitive and constantly evolving environment (Fares, 2014: 166).

## **2. The Mediating Role of Organizational Commitment in Achieving Organizational Goals**

Organizational commitment is one of the key factors in understanding how trust in management translates into the achievement of institutional goals. When an employee trusts their organization's leadership, this trust reflects in their sense of responsibility and loyalty toward the organization, thereby enhancing their positive engagement in fulfilling the institution's mission and overall vision. As such, organizational commitment acts as a fundamental mediator that links feelings of trust to productive work behaviors. Organizational commitment plays a pivotal role in improving collective performance by increasing levels of discipline and intrinsic motivation among employees. A committed employee does not settle for merely meeting minimum requirements but strives to deliver excellence, participates in development initiatives, and shows readiness to overcome challenges. This elevated spirit contributes significantly to accelerating the achievement of organizational goals and enhancing outcomes, especially when influenced by the external forces and elements present in the general environment (Al-Luhayani, 2021: 273).

At the administrative level, organizational commitment strengthens the relationship between employees and management, as employees begin to perceive themselves as genuine partners in success rather than mere executors. This sense of belonging drives them to safeguard the organization's reputation and ensure its success. It also leads to lower turnover rates and improved job stability, which in turn positively affects the quality of strategic plan implementation. In light of the above, it is clear that organizational commitment is not merely a result of trust in management; rather, it serves as an effective channel through which this trust is transformed into practical actions that support the realization of institutional objectives. Understanding this mediating role enables management to develop strategies that reinforce commitment and foster trust, ensuring sustainability and competitive excellence. The public interest of any organization requires that administrative roles be entrusted to competent individuals capable of handling the responsibilities of those positions (Sabah, 2024: 85).

The presence of organizational commitment among members of the organization fosters a positive feeling toward the institution and creates harmony

between individual and organizational goals. It helps align personal and institutional values and increases the individual's desire to remain a member of the organization. Moreover, it promotes dedication to work, adherence to professional standards, and pride in the organization's achievements—ultimately enhancing its effectiveness and productivity (Al-Azzawi, *Organizational Commitment in Business Organizations*, February 2025).

University administration, in particular, differs from other public and private institutions in that it is responsible for advancing the educational system within the university. Without a highly competent university administration that is well-versed in contemporary mechanisms and technologies, and committed to societal development and addressing change, the institution may hinder fundamental progress. Thus, a successful and innovative university administration is essential for building a successful and evolving academic community (Al-Khatib & Ma'ayeh, 2006: 14).

## **Third Section: Practical Aspect**

### **First: Data Collection Method**

This research relies on the questionnaire as the primary tool for data collection from the sample members. A questionnaire was designed based on the five-point Likert scale to measure organizational commitment and trust, in line with a series of questions covering the following variables: organizational commitment, trust in management, and organizational goals.

### **Second: Research Population and Sample**

#### **1. Research Population:**

The research population consists of employees at Tikrit University.

#### **Third: Research Sample**

A random sample of 100 employees was selected, which allows for a more accurate and comprehensive analysis of the examined variables.

#### **Fourth: Questionnaire Form**

The questionnaire consists of personal demographic data and three main axes, with a set of questions assigned to each axis to reflect general information. To answer the questionnaire items, five response options were provided:

- **Strongly Disagree:** 1.00 to 1.79
- **Disagree:** 1.80 to 2.59
- **Neutral:** 2.60 to 3.39
- **Agree:** 3.40 to 4.19
- **Strongly Agree:** 4.20 to 5.00

#### **Fifth: Statistical Methods for Data Analysis**

After collecting the completed questionnaires, they were numbered, coded, and entered into a computer using the Statistical Package for the Social Sciences (SPSS) in order to address the research questions.

Fifth: Data Collection and Analysis of the Questionnaire Form as Follows: Table (1) presents the demographic variables.

### Demographic Variables

**Table 1: Distribution of the Study Sample According to Demographic Variables**

Variable	Category	Frequency	Percentage (%)
Gender	Male	60	60%
	Female	40	40%
Age Group	Under 30 years	25	25%
	31–40 years	40	40%
	41–50 years	25	25%
	Over 51 years	10	10%
Educational Level	Bachelor's Degree	55	55%
	Postgraduate Studies (Master/PhD)	45	45%

It is evident from **Table (1)** that the majority of the sample consists of males at 60%, compared to 40% females, indicating a higher representation of males in the research sample population. Regarding age groups, the dominant age category is between 31 and less than 40 years, representing 40%. This is followed equally by the categories “under 30 years” and “41 to less than 50 years,” each accounting for 25%. The least represented group is “51 years and above” at 10%, reflecting that the sample primarily consists of individuals in the

professionally active age range. As for educational qualifications, the results show that the majority of respondents hold a bachelor’s degree (55%), followed by those with postgraduate degrees (Master’s/PhD) at 45%. This indicates that the sample has a strong educational background, which enhances their ability to understand and respond accurately to the questionnaire.

### 2. Table (2): Trust in Management Dimension

**Table 2: Trust in Management Dimension**

No.	Items	Mean	Standard Deviation
1	I believe that management makes decisions that serve the employees’ interests.	3.18	0.70
2	I feel that management deals with employees with transparency and fairness.	3.38	0.74
3	Management can be relied upon in times of crisis.	2.99	0.83
4	Management believes in the importance of employee participation in decision-making.	3.28	0.81
5	Management fulfills its promises and commitments toward employees.	2.98	0.84

It is evident from **Table (2)** that the arithmetic means of the respondents’ answers regarding the *Trust in Management* dimension range between 2.98 and 3.38, indicating a moderate level of trust in management among the participants. The item “I feel that management deals with employees with transparency and fairness” received the highest mean score (3.38), reflecting a relatively positive perception in this specific area. Conversely, the item “Management fulfills its promises and commitments toward employees” received the lowest mean score (2.98), indicating some degree of

skepticism or dissatisfaction regarding the extent to which management adheres to its commitments. The standard deviations ranged between 0.70 and 0.84, suggesting a moderate level of dispersion in the responses. This indicates that there is some variation in employees’ assessments of trust in management, reflecting diverse perceptions and experiences within the work environment.

### 3. Table (3): Organizational Goals Dimension

**Table 3: Organizational Goals Dimension**

No.	Items	Mean	Standard Deviation
1	I clearly understand the goals of the organization I work for.	3.22	0.82
2	Organizational goals are explained to employees on a regular basis.	2.92	0.85
3	I participate in achieving the specific goals of the organization.	2.88	0.83
4	I feel that the stated goals are realistic and achievable.	3.07	0.90
5	The organization continuously strives to develop and improve its goals and their attainment.	3.58	0.70

**Table (3)** illustrates that the arithmetic means of the respondents’ answers on the *Organizational Goals* dimension ranged between 2.88 and 3.58, indicating a

moderate level tending toward acceptability in employees’ perception of their organization’s goals. The highest mean score (3.58) was recorded for the item “The



organization continuously strives to develop and improve its goals and their attainment”, reflecting a clear belief among employees in the presence of ongoing improvement efforts within the organization. In contrast, the lowest mean (2.88) appeared in the item “I participate in achieving the specific goals of the organization”, suggesting limited actual involvement of employees in goal attainment potentially due to a lack of

empowerment or weak organizational communication. The standard deviations, which ranged from 0.70 to 0.90, indicate a moderate to high variation in responses. This implies diverse perspectives among respondents regarding the clarity and implementation of organizational goals.

#### 4. Table (4): Organizational Commitment Dimension

**Table 4: Organizational Commitment Dimension**

No.	Items	Mean	Standard Deviation
1	I feel a sense of loyalty to the organization I work for.	3.79	0.74
2	I exert extra effort to achieve the organization's goals.	3.91	0.77
3	I feel a strong attachment to my workplace.	3.77	0.60
4	It is difficult for me to think about leaving this organization.	3.90	0.67
5	I am keen to adhere to the organization's values and policies.	3.80	0.65

Table (4) indicates that the arithmetic means for the *Organizational Commitment* dimension are all relatively high, ranging from 3.77 to 3.91, which reflects a high level of organizational commitment among the employees. The statement “I exert extra effort to achieve the organization's goals” recorded the highest mean (3.91), indicating a strong internal motivation among employees to contribute to the organization's success. Similarly, the item “It is difficult for me to think about leaving this organization” also showed a high mean (3.90), suggesting a strong emotional attachment

between employees and the organization. The standard deviations were relatively low (ranging from 0.60 to 0.77), indicating a high degree of consistency in the respondents' views regarding their commitment to the organization.

#### 5. Hypotheses Testing

**First:** Table (5) presents the first hypothesis: *There is a statistically significant relationship between trust in management and the achievement of organizational goals.*

**Table 5: Results of Testing the First Hypothesis**

Sig.	t	B	Sig.	F	R Square	R
0.00	7.617	0.531	.000	58.017	0.372	.610

#### First Hypothesis:

There is a statistically significant relationship between trust in management and the achievement of organizational goals. Table (5) shows that the correlation coefficient (R) reached 0.610, indicating a moderate to strong relationship between the two variables. The coefficient of determination (R Square) = 0.372, meaning that trust in management explains approximately 37.2% of the variation in achieving organizational goals. Moreover, the F-value = 58.017 and the significance value Sig. = 0.000, which is less than the significance level of 0.05, confirming that the overall

statistical model is significant. In addition, the regression coefficient B = 0.531 indicates that every one-unit increase in trust in management results in a 0.531 increase in the achievement of organizational goals, which is a positive and statistically significant effect (t = 7.617, Sig. = 0.00). Therefore, the first hypothesis is accepted.

**Second:** Table (6) presents the second hypothesis: *There is a statistically significant relationship between trust in management and employees' organizational commitment.*

**Table 6: Results of Testing the Second Hypothesis**

Sig.	t	B	Sig.	F	R Square	R
0.00	6.370	0.497	.000	40.583	0.293	0.541

#### Second Hypothesis:

There is a statistically significant relationship between trust in management and employees' organizational commitment. The results of Table (6) show that the correlation coefficient (R) = 0.541, reflecting a moderate relationship between the two variables. The coefficient of determination (R Square) = 0.293, indicating that trust in management explains approximately 29.3% of the variance in organizational commitment. The F-value was 40.583 with a

significance level (Sig.) = 0.000, which is less than 0.05, confirming that the relationship between the two variables is statistically significant. The regression coefficient (B) = 0.497 indicates a direct positive effect of trust in management on organizational commitment, with a strong statistical significance (t = 6.370, Sig. = 0.00). Therefore, the second hypothesis is accepted.

**Third:** Table (7) presents the third hypothesis: *Organizational commitment plays a statistically*

*significant mediating role in the relationship between trust in management and the achievement of organizational goals.*

**Table 7: Results of Testing the Third Hypothesis**

Sig.	t	B	Sig.	F	R Square	R
0.00	3.658	0.311	.000	39.366	0.448	0.669

The third hypothesis assumes that organizational commitment plays a statistically significant mediating role in the relationship between trust in management and the achievement of organizational goals. The results of Table (7) show that the correlation coefficient ( $R$ ) = 0.669, which is higher than the values in the previous two hypotheses. This indicates that introducing organizational commitment as a mediating variable strengthens the relationship between the two main variables. The coefficient of determination ( $R$  Square) = 0.448, meaning the mediating model explains 44.8% of the variance in achieving organizational goals. Additionally, the  $F$ -value = 39.366 with a significance level ( $Sig.$ ) = 0.000, confirms the significance of the model. The regression coefficient ( $B$ ) = 0.311, with  $t$  = 3.658 and  $Sig.$  = 0.00, indicates that organizational commitment has a statistically significant effect on the relationship between trust in management and goal achievement. Therefore, the third hypothesis is accepted, and organizational commitment is considered an effective mediating variable in this relationship.

### Third Section: Conclusions and Recommendations

Following the analysis, the researcher arrived at several conclusions, summarized as follows:

#### First: Conclusions

1. The statistical analysis results showed that the level of trust in management among the sample was moderate, with arithmetic means ranging from 2.98 to 3.38. It was evident that employees perceive a relative degree of transparency and fairness in management's conduct; however, there is inconsistency in management's adherence to its promises and a relative lack of reliability during critical times.
2. The data indicated that employees' awareness of organizational goals was moderate, tending toward acceptable. Participants generally believed that the organization is striving to improve its performance, but participation in achieving goals and clear communication about those goals remain limited, which may hinder effective implementation.
3. The organizational commitment dimension recorded the highest means among the three dimensions, indicating a high level of loyalty and sense of belonging among employees. They showed readiness to exert extra effort to achieve organizational goals and reported difficulty imagining leaving their jobs.

4. The study found a statistically significant and strong relationship between trust in management and the achievement of organizational goals, suggesting that enhancing trust in management directly contributes to improving the organization's ability to achieve its objectives.
5. The results revealed a statistically significant relationship between trust in management and organizational commitment. As employees' trust in management increases, so does their commitment to the organization, which strengthens internal stability and professional affiliation.
6. The research findings showed that organizational commitment serves as an effective mediating factor in the relationship between trust in management and goal achievement. In other words, trust in management fosters commitment, which in turn enhances organizational performance.
7. The results of this study indicate that trust in management is a central element influencing the achievement of organizational goals, both directly and indirectly through the mediating role of organizational commitment. Therefore, enhancing this trust, reinforcing transparency, credibility, and involving employees in decision-making are crucial factors that lead to higher organizational commitment and, consequently, more efficient and effective goal achievement.

#### Second: Recommendations

The researcher offers several recommendations, including the following:

1. Commit to transparency and credibility in all administrative decisions, especially those affecting employee interests, to ensure a sense of fairness and reassurance.
2. Activate internal communication between management and employees through regular meetings or official messages to explain organizational policies and plans.
3. Enhance employee participation in decision-making, which increases their trust in management and reinforces their sense of value within the organization.
4. Foster a sense of belonging among employees by creating a supportive and motivating work environment that strengthens loyalty and satisfaction.

5. Acknowledge and reward employees for outstanding performance, which encourages retention and the willingness to exert extra effort.
6. Continuously instill organizational values through awareness programs and internal publications to strengthen cultural alignment with the organization.
7. Formulate clear, specific, and measurable goals (SMART Goals) and ensure they are communicated to all employees.
8. Link individual employee goals to overall organizational objectives to enhance responsibility and affiliation.
9. Periodically review and adjust goals in line with internal and external changes.
10. Measure progress toward achieving goals using clear and transparent performance indicators.
11. Promote a culture of continuous improvement and openness to developmental suggestions from all organizational levels.

## REFERENCES

- Ali, Nagham Daikh Abdul & M.M. Hassan, Mohammed Faez. *The Role of Organizational Culture in Enhancing Organizational Commitment – A Survey Study at the University of Karbala*, Journal of Administration and Economics, Vol. 2, No. 7, 2015.
- Hareem, Hussein. *Organization Management: A Holistic Perspective*, 5th ed., Dar Al-Hamed for Publishing and Distribution, Amman, Jordan, 2022.
- Bouquandour, Yamina & Abriam, Samia. *The Reality of Organizational Commitment among Individuals within Institutions*, Journal of Financial and Accounting Studies, 2019.
- Jum'ah, Suleiman Salem & Dr. Ambarek, Al-Mabrouk Abdul Jawad. *Organizational Commitment and Its Role in Improving Employee Performance – A Field Study on Employees of Al-Bayda Feed Factory, Libya*, Al-Bayan Journal, No. 9, 2023.
- Al-Jundi, Ahmed Faeq Mohammed. *The Role of Organizational Commitment as a Mediating Variable in the Relationship Between Demographic Variables and Retention or Turnover Intentions of Nurses in Egyptian University Hospitals*, Journal of Contemporary Commercial Research, 2018.
- Faleh, Mohammed Hikmat. *Analyzing the Relationship Between Organizational Trust and Organizational Commitment – A Survey Study in the Retirement and Social Welfare Departments in Tikrit*, Journal of Administration and Economics, Issue 83, 2010.
- Sabah, Saeed Mohammed. *The Role of Organizational Commitment in Developing Organizational Citizenship Behaviors and Its Impact on Job Satisfaction: An Applied Study on Employees of the Radio and Television Union*, Academic Journal, Vol. 2, Issue 1, January 2024.
- Hareem, Hussein. *Organizational Behavior – The Behavior of Individuals and Groups in Business Organizations*, 5th ed., Dar Al-Hamed for Publishing and Distribution, Amman, Jordan, 2020.
- Darnouni, Huda. *The Role of Organizational Culture in Achieving Organizational Commitment – A Field Study at the Electrical Cable Company – Biskra*, PhD Dissertation, Mohamed Khider University, Algeria, 2015.
- Ying-Chen Lo & others. *Examining the Influence of Organizational Commitment on Service Quality Through the Lens of Job Involvement as a Mediator and Emotional Labour and Organization Climate as Moderators*, *Heliyon*, 10 (2024) e24130.
- Al-Luhayani, Sultan Hameed Abdulhameed. *The Reality of Organizational Commitment Among Administrative Staff in the Education Department in Mecca from the Perspective of Educational Leaders*, Journal of the Faculty of Education (Assiut), Vol. 37, Issue 12 – Part Two, 2021.
- Bouzban, Radia. *Total Quality Management and Higher Education Institutions – A Field Study in Some Eastern Algerian Universities*, 1st ed., Academic Book Center, Amman, Jordan, 2015.
- Hammadi, Ahmed Abbas. *Organizational Commitment and Its Role in Enhancing Employee Performance – A Survey of Managers and Employees of the General Company for Dairy Products*, 2016.
- Zahran, Ali Sayed Bandari. *The Relationship Between Organizational Trust and the Enhancement of Organizational Citizenship Behavior*, Scientific Journal of the College of Commerce, 2015.
- Mchirah, Amani & Bouatrous, Inas. *The Impact of Organizational Trust on Job Commitment – A Case Study of the Algerian Leather and Derivatives Company – Jijel Unit*, Master's Thesis, Mohamed Seddik Ben Yahia University – Jijel, Algeria, 2021.
- Al-Janabi, Fares Abdullah. *Developing Senior Administrative Leadership from a Strategic Perspective*, 2nd ed., National Library, Khartoum, Sudan, 2010.
- Yousfi, Kamal & Iman Ben Mohammed & Samira Aroussi. *Organizational Commitment as a Mediating Variable in the Relationship Between Organizational Culture and Deviant Work Behavior in Public Hospitals in the City of M'sila*, Journal of Excellence for Economic and Administrative Research, 2018.
- Fares, Mohammed Joudat Mohammed. *The Relationship Between Organizational Trust and Organizational Commitment*, Islamic University Journal for Economic and Administrative Studies, Vol. 22, Issue 2, 2014.
- Al-Azzawi, Hani. *Organizational Commitment in Business Organizations*, February 2025. Retrieved from: <https://www.arado.org/MNGNews/?p=4260>
- Al-Khatib, Ahmed Mahmoud & Ma'ayeh, Adel Salem. *Creative Management of Universities – Modern Models*, 1st ed., Jidar for Global Publishing and Distribution, Amman, Jordan, 2006.

**Cite This Article:** May. H. Alshamary (2025). Organizational Commitment as a Mediating Factor between Trust in Management and the Achievement of Organizational Goals – An Applied Case in Tikrit University. *East African Scholars J Econ Bus Manag*, 8(6), 204-214.