

## **The Role of Organizational Trust in Achieving Organizational Commitment: A Field Study on the Employees of the Faculty of Human and Social Sciences, University of Biskra**

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### **Abstract:**

The study aims to examine the role of organizational trust in fostering organizational commitment among the employees of the Faculty of Humanities and Social Sciences at the University of Biskra. The study was applied to all administrative employees, totaling 56 participants. A descriptive approach was employed, utilizing a questionnaire and data analysis through SPSS version 25. The findings indicate that organizational trust significantly contributes to enhancing organizational commitment among employees.

**Keywords:** Organizational trust; trust in top management; trust in supervisors; trust in colleagues; organizational commitment.

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## **1. INTRODUCTION**

An organization fundamentally relies on human resources, as they represent the active element that drives and utilizes other resources to achieve its desired goals and ensure its continuity in a dynamic competitive environment. However, the effectiveness of these resources remains contingent upon their competence and ability to invest material, financial, and technical resources.

Consequently, organizations have turned their attention to human resource behaviors by providing a supportive and favorable organizational climate for their members, enabling employees to perform effectively. One of the indicators of such a climate is organizational trust, which constitutes a fundamental dimension that ensures the continuity of cohesion within the organization, as it reduces suspicion and enhances voluntary cooperation and engagement in shared objectives. Organizational trust arises through daily interactions among employees within the organizational framework and is manifested in employees' expectations of fair, stable, and legitimate behavior from management and colleagues. It is closely related to the organizational culture, leadership styles, transparency, values of justice, mutual respect, and involves all organizational actors, including top management, supervisors, and coworkers.

Organizational commitment represents one of the organizational determinants in organizational behavior and is among the key

elements of the organizational climate. It directly reflects the quality of the relationship between the individual and the organization and indicates the employee's willingness to actively engage in achieving organizational goals, remain within the organization, and adopt its values. This commitment is demonstrated through loyalty, taking responsibility, and readiness to exert extra effort without direct coercion. Sociological literature suggests that commitment is not imposed through force or regulations; rather, it develops gradually and may be nurtured by feelings of belonging and justice within the organization.

Given the significance of organizational trust among organizational actors, this field study was conducted to answer the following question:

**How does organizational trust contribute to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra?**

### **Research Questions:**

To address the study problem, the following sub-questions were formulated:

1. How does trust in top management contribute to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra?

2. How does trust in supervisors contribute to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra?
3. How does trust in coworkers contribute to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra?

### **Study Objectives:**

The study aims to explore the role of organizational trust in achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra, through:

- Investigating the contribution of trust in top management to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra.
- Examining the contribution of trust in supervisors to achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra.
- Identifying the role of trust in coworkers in achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra.

### **Significance of the Study:**

The study derives its significance from the importance of the variables it addresses—organizational trust and organizational

commitment—and the central role they play in maintaining the university institution through stability and continuity in a changing internal and external environment that seeks to enhance quality and continuous improvement. This necessitates a focus on human and organizational aspects to ensure the effectiveness of these demands. Moreover, the study contributes to clarifying the role of organizational trust in achieving organizational commitment and provides results that can serve as a foundation for initiating new reforms at the Faculty of Human and Social Sciences, University of Biskra.

## 2. Study Concepts:

### 2.1 Organizational Trust:

**Linguistic Definition:** Ibn Manzur defined trust as derived from the verb "thaqa" (to trust), meaning to entrust or rely upon someone. It is said "so-and-so is trustworthy," meaning reliable. The plural form is "thiqāt." Additionally, fertile land is described as "wathiqah" and abundant water as "muwaththaq," meaning dependable (Manzur, 2003).

**Terminological Definition:** Organizational trust is defined as "the expectation held by an individual or group that the written or verbal promises of others, whether individuals or groups, can be relied upon" (Altajam, 2003).

It is also defined as trust in the employer and the possibility of receiving support from the trusted authority, reflecting the belief that the employer will act fairly in interactions and fulfill commitments,

thus maintaining cohesion and providing a sense of security (Al-Jassar, 2014).

Furthermore, it is described as the individual's belief in the goals, decisions, and policies of the organization, in the leader, and in all colleagues within the organization, reflecting the employee's satisfaction and commitment to the organization (Kadhim, 2014).

**Operational Definition:** Organizational trust, operationally, refers to the degree to which employees of the Faculty of Human and Social Sciences, University of Biskra, perceive the credibility, integrity, and transparency of key actors within the institution, including top management, direct supervisors, and coworkers. It also reflects their confidence in these actors' intentions and their belief that they act in a fair, consistent, and predictable manner, demonstrating mutual respect and support within the work environment.

## 2.2 Organizational Commitment:

**Linguistic Definition:** The concept of commitment in language derives from the verb "lazama," meaning to bind, adhere, or make something permanent (Salman, 2013).

**Terminological Definition:** Researchers' views on organizational commitment differ because it encompasses several domains, including commitment to work and internal tasks, commitment to the organization and workgroup, and commitment to the profession, among others. This study focuses on the following definitions:

It is defined as "a feeling possessed by an individual towards the organization that results in alignment with the organization and its goals, a desire to remain within it, and a positive outlook towards serving it regardless of returns" (Buhli, 2019).

Organizational commitment also refers to the process of believing in the organization's goals and values and working with maximum effort to achieve these goals and embody these values, arising voluntarily from the individual's choice rather than coercion (Ghania, 2022).

According to Sheldon, organizational commitment is "the positive evaluation of the organization and the determination to work towards achieving its goals; it reflects the positive feelings generated in the individual towards the organization they work for, their loyalty, and pride in being part of it while striving to achieve its objectives" (John, 2010).

Organizational commitment is also defined as "the behavior of employees in the organization reflecting their degree of commitment to the organization's goals and values through the willingness to exert effort to support organizational objectives and develop membership within it" (Karima, 2022).

**Operational Definition:** Operationally, organizational commitment refers to the degree of attachment of employees of the Faculty of Human and Social Sciences, University of Biskra, to the institution, their willingness to exert effort to achieve its objectives, their desire to

continue working there, and their positive behavior towards the faculty's values, along with adherence to its policies and regulations.

### **3. Methodological Procedures of the Study:**

#### **3.1 Study Scope:**

**A. Spatial Scope:** The spatial scope of the study is represented by the Faculty of Human and Social Sciences at the University of Mohamed Khider, Biskra. The Faculty of Human and Social Sciences at the University of Mohamed Khider, Biskra, was established by Executive Decree No. 90-09 dated 21 Safar 1430 AH, corresponding to 17 February 2009. It is based on Executive Decree No. 98-219 dated 13 Rabi' al-Awwal 1419 AH, corresponding to 07 July 1998, which provided for the establishment of the Faculty of Human and Social Sciences, located at the Chattma University Campus in Biskra. As of 2025, the faculty includes four departments: the Department of Social Sciences, the Department of Psychology and Educational Sciences, the Department of Humanities, and the Department of Media, Communication, and Library Sciences.

**B. Temporal Scope:** The study was conducted from 25 September to 10 October 2025.

**C. Human Scope:** The human scope of the study comprises all administrative staff at the Faculty of Human and Social Sciences, University of Mohamed Khider, Biskra, totaling 56 employees according to the 2025 statistics. Due to the small size of the research

population, a full census was conducted for all study units.

### 3.2 Study Method:

In line with the study's objectives and nature, the descriptive method was used to explore the role of organizational trust in achieving organizational commitment among the employees of the Faculty of Human and Social Sciences, University of Biskra. The method was applied in two stages:

1. The exploratory stage, related to identifying and formulating the research problem.
2. The in-depth diagnostic stage, involving field visits, data collection, analysis, and presentation of results.

### 3.3 Data Collection Tool:

Based on the descriptive method and the nature of the research population, a **questionnaire** was used as the primary tool for collecting field data. The questionnaire consisted of four main sections:

1. Personal data of respondents.
2. Contribution of trust in top management to achieving organizational commitment.
3. Contribution of trust in supervisors to achieving organizational commitment.
4. Contribution of trust in coworkers to achieving organizational commitment.

The questionnaire included 21 items and was distributed to all 56 employees of the study population. Responses were measured using a five-point Likert scale. The validity of the instrument was tested using Cronbach’s Alpha coefficient.

**Table 1:** Cronbach’s Alpha Results for Questionnaire Reliability

| Dimensions                         | Number of Items | Reliability Coefficient (Cronbach’s Alpha) | Validity Coefficient |
|------------------------------------|-----------------|--------------------------------------------|----------------------|
| Section 2: Trust in Top Management | 7               | 0.856                                      | 0.925                |
| Section 3: Trust in Supervisors    | 7               | 0.772                                      | 0.878                |
| Section 4: Trust in Coworkers      | 7               | 0.820                                      | 0.905                |
| Total                              | 21              | 0.848                                      | 0.920                |

**Source:** Prepared by the researcher based on SPSS 25 outputs

Table 1 shows the Cronbach’s Alpha results for testing the reliability of the questionnaire. The reliability coefficients for the study dimensions are high, ranging from 0.772 to 0.856, indicating that each dimension of the questionnaire enjoys a high degree of reliability. The overall reliability coefficient of the questionnaire is 0.848, which is very good, reflecting that the questionnaire possesses appropriate validity and reliability, making it suitable for field application in this study. This also indicates that the questionnaire would yield consistent results if re-applied under the same conditions,

as a high Cronbach’s Alpha value indicates increased reliability and precision of the extracted data.

3.4 Statistical Methods:

To achieve the study objectives, statistical methods were used with the aid of the SPSS version 25 software. These methods included frequencies and percentages, arithmetic mean, standard deviation, and Cronbach’s Alpha equation to measure the reliability of the questionnaire.

4. Presentation and Discussion of Study Results:

4.1 Characteristics of the Research Population:

The research population consisted of 56 employees at the Faculty of Human and Social Sciences, University of Biskra. The following table illustrates the characteristics of the respondents:

Table 2: Characteristics of the Respondents

| Variable | Category           | Frequency | Percentage |
|----------|--------------------|-----------|------------|
| Gender   | Male               | 20        | 35.7%      |
|          | Female             | 36        | 64.3%      |
|          | Total              | 56        | 100%       |
| Age      | Under 30 years     | 2         | 3.6%       |
|          | 30–39 years        | 22        | 39.3%      |
|          | 40–49 years        | 22        | 39.3%      |
|          | 50 years and above | 10        | 17.9%      |

|                                  |                    |    |       |
|----------------------------------|--------------------|----|-------|
| <b>Educational Qualification</b> | Total              | 56 | 100%  |
|                                  | Secondary          | 8  | 14.3% |
|                                  | Bachelor           | 15 | 26.8% |
|                                  | Master             | 31 | 55.4% |
|                                  | Postgraduate       | 2  | 3.6%  |
|                                  | Total              | 56 | 100%  |
| <b>Work Experience</b>           | Less than 4 years  | 2  | 3.6%  |
|                                  | 5–10 years         | 18 | 32.1% |
|                                  | 11–15 years        | 14 | 25%   |
|                                  | More than 16 years | 22 | 39.3% |
|                                  | Total              | 56 | 100%  |

**Source:** Prepared by the researcher based on SPSS 25 outputs

From the data presented in the table above, the distribution of the research population can be observed in terms of gender, age, educational qualification, and work experience. Regarding gender, the population included 20 males (35.7%) and 36 females (64.3%), indicating that females represent the majority of the sample. This distribution reflects a greater representation of female employees in the research population, which may influence the results and perspectives observed in the study, as responses may lean more towards female viewpoints.

Regarding age, the majority of respondents fall within the

middle-age categories (30–49 years), reflecting a substantial base of employees with practical experience, capable of providing guidance within the institution, contributing to workplace stability, and transferring knowledge to younger generations. The under-30 age group represents a smaller proportion, indicating limited representation of younger employees, which may reflect challenges in attracting or hiring younger staff or reliance on more experienced personnel. This relatively balanced age distribution between middle and older age groups highlights the importance of leveraging the experience of older employees while focusing on developing the skills of younger staff and attracting new talent to ensure institutional renewal and sustainable growth. Age composition may also affect work dynamics and communication styles between different age groups.

Regarding educational qualifications, most respondents hold a Master's degree (31 employees, 55.4%), followed by Bachelor's degree holders (15 employees, 26.8%), Secondary education (8 employees, 14.3%), and Postgraduate studies (2 employees, 3.6%). This distribution indicates a significant representation of university-educated staff, with a relative variation in educational levels among individuals, providing a diversity of knowledge and expertise within the institution. The smaller proportion of secondary and postgraduate qualifications suggests a varied knowledge base that can be utilized across different functional tasks. This distribution also highlights the need for tailored training and development programs suitable for

varying educational levels and allows the institution to leverage employees with higher qualifications for specialized tasks, thereby enhancing overall organizational performance and efficiency.

Regarding work experience, only 2 employees (3.6%) had less than 4 years of experience, indicating a very small proportion of new or less experienced staff. Employees with 5–10 years of experience represent a significant group (32.1%, 18 employees), reflecting a middle segment of staff with sufficient practical experience to perform their duties efficiently while still having opportunities to develop professionally over time. The largest group consists of employees with more than 16 years of experience (39.3%), followed by those with 11–15 years of experience (25%). This distribution indicates that the majority of the research population possesses long-term experience, representing a highly professional workforce with deep organizational knowledge, contributing to institutional stability and improving work performance quality.

In summary, the institution relies heavily on employees with medium to long-term experience, which enhances its ability to address work challenges efficiently and provides opportunities for transferring knowledge and training less experienced staff. Conversely, the low proportion of employees with short-term experience highlights potential challenges in attracting or retaining new employees, or reflects the institution's reliance on long-term workforce stability.

**4.2 Presentation and Analysis of Data for the Second Axis:  
Contribution of Trust in Top Management to Achieving  
Organizational Commitment**

**Table 3:** Respondents’ Answers on the Contribution of Trust in Top  
Management to Achieving Organizational Commitment

| No. | Item                                                                                         | Mean | Standard<br>Deviation | Respondents’<br>Trend | Rank |
|-----|----------------------------------------------------------------------------------------------|------|-----------------------|-----------------------|------|
| 01  | Your trust in top management makes you more committed to positive work behaviors             | 3.51 | 0.873                 | High                  | 07   |
| 02  | Feeling supported by top management enhances your desire to remain within the organization   | 3.87 | 0.764                 | High                  | 02   |
| 03  | Transparency in management decisions increases your sense of belonging to the organization   | 3.69 | 0.851                 | High                  | 04   |
| 04  | My trust in top management makes me feel more responsible for achieving organizational goals | 3.62 | 0.964                 | High                  | 06   |
| 05  | My trust in top management motivates me to exert extra effort in my work                     | 3.67 | 0.974                 | High                  | 05   |
| 06  | A good relationship with top management encourages me to adhere to                           | 3.92 | 0.709                 | High                  | 01   |



|                                                                                     |                                                                                              |             |              |      |    |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------|--------------|------|----|
| organizational values                                                               |                                                                                              |             |              |      |    |
| 07                                                                                  | My trust in the institution's leadership obliges me to implement its organizational policies | 3.75        | 0.744        | High | 03 |
| <b>Axis 2: Contribution of Trust in Top Management to Organizational Commitment</b> |                                                                                              |             |              |      |    |
|                                                                                     |                                                                                              | <b>3.72</b> | <b>0.619</b> | High | /  |

**Source:** Prepared by the researcher based on SPSS 25 outputs

The results in Table 3 reflect respondents' perceptions of the role of trust in top management in enhancing organizational commitment within the institution. The overall mean score for this axis is 3.72 with a standard deviation of 0.619, indicating a high positive trend among employees, reflecting their recognition of the importance of trust in top management as a motivating factor for commitment and organizational belonging.

Examining individual items, the most important factors enhancing organizational commitment, according to employees, relate to positive relationships with top management, perceived support, and transparency. Item 6, "A good relationship with top management encourages me to adhere to organizational values," ranked first with a mean of 3.92 and a standard deviation of 0.709, indicating strong agreement among respondents regarding the influence of positive relationships with management on adherence to organizational values.

Item 2, "Feeling supported by top management enhances your

desire to remain within the organization,” ranked second with a mean of 3.87 and a standard deviation of 0.764, highlighting employees’ appreciation of administrative support in promoting belonging and job stability. Item 7, “My trust in the institution’s leadership obliges me to implement its organizational policies,” ranked third with a mean of 3.75, reflecting employees’ awareness of the importance of compliance with organizational policies as a direct result of trust in leadership.

Item 3, “Transparency in management decisions increases your sense of belonging to the organization,” ranked fourth with a mean of 3.69 and a standard deviation of 0.851, showing employees’ recognition of transparency’s role in fostering belonging and active engagement. Item 5, “My trust in top management motivates me to exert extra effort in my work,” ranked fifth with a mean of 3.67, indicating that administrative trust encourages employees to perform better and take initiative.

Item 4, “My trust in top management makes me feel more responsible for achieving organizational goals,” scored a mean of 3.62, demonstrating that trust contributes to enhancing employees’ sense of responsibility toward achieving organizational objectives. Item 1, “Your trust in top management makes you more committed to positive work behaviors,” ranked last with a mean of 3.51, suggesting a relatively lower—but still high—impact of trust on positive work behaviors.

Overall, the analysis indicates that trust in top management

plays a central role in enhancing organizational commitment by promoting belonging, adherence to organizational values, increasing individual responsibility, and motivating employees to exert additional effort. The data also suggest some variation in employees’ perception of trust’s influence on positive behaviors, which calls for strengthening administrative communication and implementing mechanisms of participation and transparency in decision-making to ensure higher levels of organizational commitment across all staff categories.

4.3 Presentation and Analysis of Data for the Third Axis: Contribution of Trust in Supervisors to Achieving Organizational Commitment

Table 4: Respondents’ Answers on the Contribution of Trust in Supervisors to Achieving Organizational Commitment

| No. | Item                                                                                | Mean | Standard Deviation | Respondents’ Trend | Rank |
|-----|-------------------------------------------------------------------------------------|------|--------------------|--------------------|------|
| 01  | My supervisor’s support increases my sense of belonging to the organization         | 3.83 | 0.929              | High               | 02   |
| 02  | I feel that my supervisor trusts me and grants me authority and responsibilities    | 3.51 | 0.909              | High               | 07   |
| 03  | The relationship between my supervisor and me enhances my sense of belonging to the | 3.58 | 0.968              | High               | 06   |

|                                                                                  |                                                                                                    |             |              |      |    |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------|--------------|------|----|
| organization                                                                     |                                                                                                    |             |              |      |    |
| 04                                                                               | Mutual support and trust make me work with enthusiasm and continuous commitment                    | 3.92        | 0.709        | High | 01 |
| 05                                                                               | My trust in my supervisor's leadership ability makes me adhere to working in this organization     | 3.75        | 0.792        | High | 05 |
| 06                                                                               | My trust in my supervisor's ability to solve professional problems encourages me to stay in my job | 3.76        | 0.786        | High | 04 |
| 07                                                                               | Trust in my supervisor increases my adherence to organizational policies and procedures            | 3.76        | 0.738        | High | 03 |
| <b>Axis 3: Contribution of Trust in Supervisors to Organizational Commitment</b> |                                                                                                    | <b>3.73</b> | <b>0.553</b> | High | /  |

**Source:** Prepared by the researcher based on SPSS 25 outputs

The results in Table 4 reflect respondents' perceptions regarding the role of trust in supervisors in enhancing organizational commitment. The overall mean score for this axis is 3.73 with a standard deviation of 0.553, indicating a high positive trend among employees, highlighting their recognition of the importance of trust and support from supervisors in fostering belonging, enthusiasm, and adherence to organizational policies and procedures.

Based on the data, Item 4, "Mutual support and trust make me

work with enthusiasm and continuous commitment,” ranked first with a mean of 3.92 and a standard deviation of 0.709. This indicates that mutual support and trust between supervisors and employees represent a fundamental factor in motivating commitment and positive behavior within the organization.

Item 1, “My supervisor’s support increases my sense of belonging to the organization,” ranked second with a mean of 3.83 and a standard deviation of 0.929, highlighting that supervisors’ support enhances employees’ sense of belonging and engagement with organizational goals, reflecting the positive impact of effective leadership on employee morale.

Items 7 and 6, “Trust in my supervisor increases my adherence to organizational policies and procedures” and “My trust in my supervisor’s ability to solve professional problems encourages me to stay in my job,” both scored a mean of 3.76 with standard deviations of 0.738 and 0.786, respectively. This reflects general agreement among respondents that trust in supervisors reinforces compliance with rules, loyalty, and encourages employees to remain in the organization.

Item 5, “My trust in my supervisor’s leadership ability makes me adhere to working in this organization,” ranked fifth with a mean of 3.75 and a standard deviation of 0.792. Item 3, “The relationship between my supervisor and me enhances my sense of belonging to the organization,” scored a mean of 3.58 with a standard deviation of

0.968. Item 2, “I feel that my supervisor trusts me and grants me authority and responsibilities,” ranked last with a mean of 3.51 and a standard deviation of 0.909, indicating some variation in perceptions of granted authority, though it remains at a high acceptance level.

Overall, this axis demonstrates that trust in supervisors and mutual support are key factors in enhancing organizational commitment, as they influence enthusiasm, belonging, adherence to policies, and employee retention. The results suggest that strengthening the supervisor-employee relationship through trust and effective communication contributes significantly to creating a supportive work environment, improving overall performance, and achieving sustainable organizational commitment.

Research by Basit Ameer A. (2017) confirmed that employee trust in supervisors positively affects employee engagement, as it enhances psychological safety, enabling employees to express themselves and take initiative without fear of blame. This, in turn, generates a sense of deserved commitment to the organization, motivating greater dedication to achieving work objectives.

4.4 Presentation and Analysis of Data for the Fourth Axis:  
Contribution of Trust in Colleagues to Achieving Organizational  
Commitment

Table 5: Respondents' Answers on the Contribution of Trust in  
Colleagues to Achieving Organizational Commitment

| No | Item                                                                                              | Mean | Standard<br>Deviation | Respondents'<br>Trend | Rank |
|----|---------------------------------------------------------------------------------------------------|------|-----------------------|-----------------------|------|
| 01 | A cooperative environment with colleagues motivates me to commit and be disciplined               | 4.08 | 0.611                 | High                  | 03   |
| 02 | My colleagues support me psychologically and professionally, which enhances my commitment         | 3.57 | 1.157                 | High                  | 07   |
| 03 | I feel a sense of belonging to the organization through my positive relationships with colleagues | 3.78 | 1.003                 | High                  | 05   |
| 04 | When I see my colleagues committed, it motivates me to commit as well                             | 3.60 | 1.090                 | High                  | 06   |
| 05 | The team spirit makes me feel a sense of belonging to the organization                            | 4.03 | 0.686                 | High                  | 04   |
| 06 | The commitment of the work team makes me feel a collective responsibility toward the organization | 4.10 | 0.730                 | High                  | 02   |

|                                                                                 |                                                                             |             |              |      |    |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------|--------------|------|----|
| 07                                                                              | Mutual trust enhances the sense of collective belonging to the organization | 4.19        | 0.519        | High | 01 |
| <b>Axis 4: Contribution of Trust in Colleagues to Organizational Commitment</b> |                                                                             | <b>3.91</b> | <b>0.596</b> | High | /  |

**Source:** Prepared by the researcher based on SPSS 25 outputs

The data presented in Table 5 illustrate respondents’ views on the contribution of trust among colleagues in achieving organizational commitment among employees of the Faculty of Humanities and Social Sciences at the University of Biskra. The overall mean for this axis is 3.91 with a standard deviation of 0.596, indicating a high positive trend. This reflects employees’ strong awareness of the importance of mutual trust and cooperation among colleagues as essential elements in fostering organizational commitment. Positive relationships between colleagues contribute to creating a cohesive work environment that encourages discipline, collective responsibility, and supports the achievement of organizational goals with a team-oriented spirit.

From the table, Item 7, “Mutual trust enhances the sense of collective belonging to the organization,” ranked first with a mean of 4.19 and a standard deviation of 0.519, indicating that trust among colleagues is a fundamental factor in building team spirit and collective commitment. Employees feel part of an integrated system, which strengthens their adherence to work and organizational values. Collective belonging means that individuals perceive themselves as



integral parts of the organization, share its values and goals, and contribute their efforts—often beyond formal requirements—for its success and sustainability. This sense of belonging fosters cooperation, enhances team spirit, reduces negative behaviors such as absenteeism and turnover, and increases employee loyalty and job satisfaction, positively impacting overall performance (Al-Qader, 2016).

Item 6, “The commitment of the work team makes me feel a collective responsibility toward the organization,” ranked second with a mean of 4.10 and a standard deviation of 0.730. This reflects that colleagues’ commitment directly influences individual behavior, motivating adherence and excellence through shared responsibility for organizational success.

Item 1, “A cooperative environment with colleagues motivates me to commit and be disciplined,” ranked third with a mean of 4.08 and a standard deviation of 0.611, indicating that cooperation among colleagues contributes to a positive work environment based on mutual support, enhancing professional discipline and intrinsic motivation.

Item 5, “The team spirit makes me feel a sense of belonging to the organization,” ranked fourth with a mean of 4.03 and a standard deviation of 0.686, confirming the importance of team spirit as a driver for organizational belonging and loyalty, providing professional and psychological support through collaboration.

Item 3, “I feel a sense of belonging to the organization through my positive relationships with colleagues,” ranked fifth with a mean of 3.78 and a standard deviation of 1.003. Item 4, “When I see my colleagues committed, it motivates me to commit as well,” ranked sixth with a mean of 3.60 and a standard deviation of 1.090. This suggests that mutual influence and a sense of belonging among colleagues remain significant factors, albeit with some variation among individuals.

Item 2, “My colleagues support me psychologically and professionally, which enhances my commitment,” ranked last with a mean of 3.57 and a standard deviation of 1.157. This indicates some variability in perceived psychological and professional support among colleagues, although it remains at a high positive level.

Overall, the results of this axis indicate that trust among colleagues represents a core pillar in building organizational commitment within the institution. It enhances collaboration, belonging, and collective responsibility, contributing to a stable work environment characterized by mutual respect. Strengthening these professional and social bonds among colleagues improves overall team performance and fosters organizational harmony, supporting long-term institutional continuity and effectiveness. Trust among colleagues forms the basis for open cooperation and honest communication. When colleagues trust each other, they feel professional security and support, increasing engagement and responsibility, and motivating extra effort to achieve organizational

goals. This trust is reinforced through transparent interactions, fair task distribution, information sharing, and mutual support in challenging situations (Yousef, 2023).

5. General Results

Table 6: Respondents’ Answers Regarding the Study’s Main Axes

| Axis   | Dimension Name                                                                    | Mean | Standard<br>Deviation | Level | Rank |
|--------|-----------------------------------------------------------------------------------|------|-----------------------|-------|------|
| Axis 2 | Contribution of Trust in Senior Management to Achieving Organizational Commitment | 3.72 | 0.619                 | High  | 03   |
| Axis 3 | Contribution of Trust in Supervisors to Achieving Organizational Commitment       | 3.73 | 0.553                 | High  | 02   |
| Axis 4 | Contribution of Trust in Colleagues to Achieving Organizational Commitment        | 3.91 | 0.596                 | High  | 01   |

**Source:** Prepared by the researcher based on SPSS 25 outputs

Table 6 presents the responses of the study population regarding the main axes of the study related to organizational commitment, taking into account the mean and standard deviation for each axis. The results indicate that all three axes were achieved at a high level, reflecting a general positive trend among employees toward organizational development practices within the Faculty of Humanities and Social Sciences at the University of Biskra, albeit with varying degrees across the axes.

The axis of trust in colleagues for achieving organizational commitment ranked first with a mean of 3.91 and a standard deviation of 0.596, indicating a strong recognition among respondents of the importance of mutual support among colleagues as a key factor in enhancing commitment and organizational belonging. This suggests that relationships among colleagues within the faculty provide a supportive work environment, promote positive interaction, and contribute to both individual and collective performance. These findings are consistent with the results of the study by researcher Yasmine Mostoura, in which respondents reported high trust in their colleagues with a mean of 3.885 and a standard deviation of 0.565, attributed to the good interpersonal relationships and the humanitarian nature of their work (Yasmine, 2024).

The axis of trust in supervisors for achieving organizational commitment ranked second with a mean of 3.73 and a standard deviation of 0.553, reflecting employees' appreciation of the role of supervisors in guiding, supporting, and resolving professional problems. This contributes to increased adherence to policies and procedures, enhances job stability, and motivates employees. It emphasizes the vital role of supervisors in fostering an organizational environment based on trust and cooperation. This contrasts with the study by researcher Sundus Radwi, titled Organizational Trust and Its Impact on Achieving Commitment among Employees at Baghdad Soft Drinks Company, which found a lack of the supervisors' trust dimension in achieving organizational commitment.

The axis of trust in senior management for achieving organizational commitment ranked third with a mean of 3.72 and a standard deviation of 0.619, indicating that employees value the role of senior management in establishing policies and making decisions that enhance organizational commitment. Although this dimension is rated high, it suggests room for improvement to strengthen communication with employees and increase the level of trust and interaction between senior management and other staff. This aligns with the findings of researchers Boubker Naoura and Ahmed T., who confirmed a correlation between trust in senior management and organizational commitment, indicating that trust in senior management, as an independent variable, contributes to organizational commitment (T., 2021). Additionally, the study by Ahmed Ben Ali found a moderate positive correlation between trust in university administration and organizational commitment (Ben Ali & Malouki, 2023).

## **6. Conclusion:**

The results of the study clearly indicate that organizational trust plays a significant and substantial role in achieving organizational commitment among employees of the Faculty of Humanities and Social Sciences at the University of Biskra. This is evidenced by the high contribution of trust in colleagues, trust in supervisors, and trust in senior management. However, it is essential to further strengthen trust in senior management by activating mechanisms for participation

in decision-making, considering employees' opinions and suggestions, and enhancing employees' sense that senior management is concerned with their well-being. Additionally, fostering a culture of recognition and motivation through programs that reward employees who demonstrate commitment to positive behaviors remains crucial. Addressing these aspects is necessary to ensure employee commitment within a comprehensive and balanced organizational environment, capable of facing challenges and achieving strategic objectives efficiently and effectively.

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