



THE ROLE OF TRUST WITHIN THE ORGANIZATION IN ACHIEVING ORGANIZATIONAL SUCCESS: AN EXPLORATORY STUDY IN THE GENERAL DIRECTORATE OF EDUCATION - AL-RUSAFA FIRST

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Abstract

The current research aims to identify the level of organizational culture within the Al-Rusafa First Education Directorate, as well as to demonstrate the level of influence of the main variable (organizational culture) with its dimensions, which are (trust in superiors, trust in colleagues, and trust in the organization) on the dependent variable (organizational success) with its dimensions, which are (resources, organizational structure, management, processes, and knowledge management). The research was applied in the Iraqi Ministry of Education, specifically the Al-Rusafa First Education Directorate, and a sample of employees in the directorate was randomly selected, amounting to (60) employees. The data were analyzed through the statistical analysis program (SPSS V.26), and the arithmetic means and standard deviation were adopted as tools in the practical aspect. The research concluded with a number of results, the most important of which is that trust in the institution is the most influential factor in almost every aspect of organizational success, especially in resources and organizational structure.

Keywords: Trust within the organization, organizational success, Iraqi Ministry of Education.

Introduction

Trust is a psychological state involving the willingness to accept vulnerability based on positive expectations of others' intentions or behaviors. Therefore, trust is particularly important in contexts of uncertainty and risk. At its core, trust requires a "leap of faith," suspending irreducible social vulnerability and uncertainty as if they were positively resolved. Trust has been studied in organizational contexts in relation to multiple references and



different levels of analysis. Our focus here is on trust within the organization : that is, the trust employees have in the organization they work for. Employees include all members of the organization who are employed by it, regardless of their roles or hierarchical positions. Studies have indicated that organizational trust increases employee motivation by fostering a sense of belonging, loyalty, confidence, and value, and encouraging positive self-perception and a positive view of the organization. This, in turn, allows the organization to maximize employee potential and achieve competitive advantage. Furthermore, organizational trust has a significant and positive impact on work motivation and success. The greater the harmony between superiors and subordinates, and between employees and their colleagues, and the more supportive the organizational management environment becomes, the greater the sense of comfort in the workplace, which can encourage employee motivation and promote organizational success.

Organizational trust is a crucial factor for organizational success. It reflects employees' sense of confidence and support from the organization and its leadership, and reinforces the belief that leaders are honest and committed to their promises. This trust contributes to building a harmonious and collaborative work environment and supports horizontal and vertical relationships within the organization. Furthermore, establishing trust between leaders and employees enhances commitment, increases employee engagement and loyalty, and improves the ability to adapt to change. Thus, organizational trust becomes a cornerstone for achieving outstanding performance, stability, and a competitive advantage, making it a key driver of organizational success.

Part One: Research Methodology

First : Research Problem

Organizations in Iraq, particularly educational institutions, need unified organizational structures based on the principles of flexible cooperation between employees and management. This is due to the numerous internal and external challenges these organizations face. Therefore, educational institutions require modern tools to enhance organizational success, one of which is organizational trust. In this context, the Iraqi Ministry of Education, and specifically the Rusafa First Education Directorate, is a vital directorate providing educational services to the community. However, the field study conducted by the researcher indicates a trust gap between management at some levels and the directorate's employees, which negatively impacts its organizational success. Therefore, the current research problem can be expressed through the following main question: What is the level of organizational trust's impact on enhancing organizational success within the directorate? This question leads to the following sub-questions:

1. Is there trust between management and employees within the directorate?
2. Does the directorate under study possess indicators of organizational success?



3. What is the level of organizational trust's impact on enhancing organizational success within the directorate under study?

Second : Importance of the Research

The current research constitutes a scientific contribution that reduces the research gap between two important variables of organizational behavior, namely organizational trust and organizational success, especially given the importance of organizational trust at the organizational level. From an applied perspective, the importance of the research is evident through the nature of the directorate in which the research was applied. The Rusafa First Education Directorate is one of the educational institutions concerned with providing educational services to all segments of society. Therefore, the level of organizational trust among the employees in the directorate is a fundamental factor in promoting organizational success, which is clearly reflected in the level of educational services provided by the directorate.

Third: Research Objectives

The research objectives can be clarified through the following:

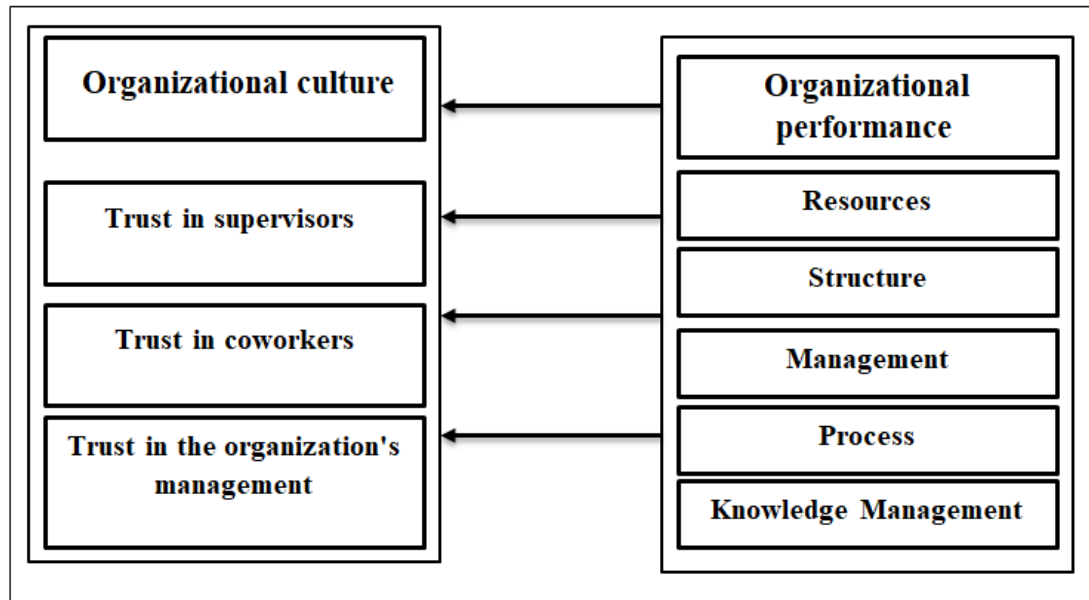
1. Establishing a theoretical framework for both organizational culture and organizational success.
2. Identifying the level of organizational culture among employees in the First Rusafa Education Directorate.
2. Identifying the level of organizational success possessed by the research directorate.
3. Shedding light on the nature of the relationship and influence between the research variables in the research directorate.

Fourth: Hypothetical Diagram

The hypothetical diagram aims to clarify the logical relationships between the set of main variables and the subvariables related to each one. The dimensions of the variables were selected based on intellectual and literary surveys of available sources, based on the following variables:

- 1. Independent Variable:** Organizational Culture, with its dimensions of Trust in Supervisors, Trust in Colleagues, Trust in Institutional Management.
- 2. Dependent Variable:** Organizational Success, with its dimensions of Resources, Structure, Management, Process, Knowledge Management.

Figure (1) illustrates the relationship between the variables, as follows :



Source: Prepared by the researcher

Figure (1) Hypothetical research plan

Fifth: Research Hypotheses

In line with the research objectives and hypothetical outline, the researcher developed a set of main and sub-hypotheses that clarify the relationships of correlation and direct and indirect influence. The researcher will then test these hypotheses later to verify their validity. The hypotheses can be explained as follows:

Main Hypothesis: There is a statistically significant effect of organizational trust in all its dimensions on organizational success. The following sub-hypotheses emerge from this:

- There is a statistically significant effect of trust in superiors on organizational success.
- There is a statistically significant effect of trust in coworkers on organizational success.
- There is a statistically significant effect of institutional trust on organizational success.

Sixth: Research Methodology

The current research adopted the descriptive-analytical approach. The descriptive-analytical approach is a type of research method that aims to describe and analyze phenomena and events in a detailed and systematic manner. This approach is characterized by its focus on providing a precise description of the variables studied and a deep understanding of them through the analysis of the collected data and information. The descriptive-analytical approach includes



both the descriptive and analytical aspects of phenomena and the relationships between them. Sixth: Research Community and Sample

The First Rusafa Education Directorate is the research community, as it is one of the institutions concerned with providing important services to citizens, which are linked to the provision of educational services. The number of individuals in the Directorate reached (221). Therefore, a random sample of (60) individuals was selected, relying on Stephen Thompson's equation below to estimate the sample size in the case of large communities. (60) questionnaires were distributed directly by the researcher to the study sample, in accordance with the research specialization on the one hand and achieving its objectives on the other. (5) questionnaires were retrieved that were not valid for statistical analysis, making a total of (55) questionnaires valid for statistical analysis, representing (92%) of the total.

Part Two: Theoretical Aspect

1. The Concept of Organizational Trust

Employee opinions on an organization's reliability are reflected in organizational trust. According to Kumari et al. (2021: 45), it symbolizes workers' trust that the company will never take part in any activity that can endanger their health and that it will be conscious of how its actions affect them.

In an organizational setting, trust is characterized as a mutually beneficial connection between two or more people in which people evaluate one another's reliability in order to change how they behave. One way to define a trusting relationship is when one side assumes that the other will act in a certain way in the future. A side's behavior is determined by how trustworthy they believe the other party to be (Bulińska-Stangrecka & Iddagoda, 2020: 14). Trust is sometimes referred to be "a psychological state involving the willingness to accept vulnerability based on positive expectations of another person's intentions or behaviors." The emphasis on fragility is emphasized in this definition. In situations involving danger and uncertainty, trust is especially crucial. In fact, the need for trust would vanish if there were total information or certainty, or if there was no risk in a connection (Gustafsson et al., 2021: 1411).

An organization's overall credibility, especially its perceived support and trustworthiness, is measured by its organizational trust. The macro level and the micro level are the two levels of trust research. With a focus on honesty and kindness, the majority of micro-level trust metrics are related to perceptions of reliability. Maintaining trust practices in an organization depends on how employees view the pillars of trust (Joo et al., 2023: 6). Employees' perception of an organization's or its leadership's integrity and dependability is known as organizational trust, according to Dai et al. (2022: 3). It stands for workers who are willing to build a lasting relationship with the company and who identify with it.



Organizational trust, according to Al Samman & Mohamed (2024: 18), is a psychological state in which a person or group is prepared to make concessions regarding the behavior of another person based on that person's beliefs, strength, honesty, and integrity.

The aforementioned concepts demonstrate that organizational trust is a dynamic component. Accordingly, based on prior experiences and internal policies, the researcher characterizes organizational trust as a psychological and cognitive state that represents the degree to which people believe in the organization's competence, dependability, and integrity. It is demonstrated by the openness and cooperation of employees and is impacted by fairness, transparency, and the capacity to accomplish objectives with a high degree of responsibility and dependability.

2. Dimensions of organizational trust

The trust that develops from individuals or groups as a whole is known as organizational trust. As a result, businesses or individuals work hard to establish wholesome relationships, backed by kindness and integrity. According to Nabilla et al. (2023: 3420), organizational trust is the support that organizations give to people, which eventually leads to a person's sense of trust in their leadership as they feel that the organization supports all of their actions.

According to Wardani & Fachrunnisa (2022: 93), McAllister's (1995) affective and cognitive trust indicators are used to gauge organizational trust.

According to Okçu et al. (2023: 51), there are three ways to gauge organizational trust: trust in the organization, trust in coworkers, and trust in supervisors. The dimensions offered by Bylok (2022) and Okçu et al. (2023) are in agreement with the researcher and can be interpreted as follows:

A. Have Faith in Supervisors

Without a doubt, companies with innovative executives or supervisors have a beneficial effect on the creativity of their employees and their ability to work as a team. At the moment, companies are trying to recruit innovative workers. They discovered a connection between employee creativity and supervisor trust, which is shown in the improvement of employee creativity (Kulachai et al., 2024: 406).

There is broad agreement regarding the significance of interpersonal trust for organizations, making it a contentious issue between superiors and subordinates.

A positive work environment, high subordinate performance, and an increased competitive advantage for the company are all based on trust between supervisors and subordinates (Yu, 2022: 986). According to the researcher, trust in supervisors is the degree to which staff members believe their managers behave honorably and fairly and are capable of making choices that are beneficial for the group.



B. Have faith in colleagues

The significance of trust amongst coworkers in a company has been emphasized by numerous research. Both parties in a solid social exchange relationship anticipate and have faith that their good behavior will be returned. Consequently, these team behaviors are likely to affect colleagues' confidence (Rashid & Ilkhanizadeh, 2022: 4). A person's willingness to be exposed to the conduct of colleagues over whom they have no control is known as trust among coworkers. Additionally, reciprocal behavior is predicted by coworker trust, which enables peers to help or benefit one another. Because coworkers trust one another and may effectively contribute to corporate results, there is a decreased risk of opportunistic conduct. Organizational pessimism can also be decreased by coworkers having faith in one another (Nurahman et al., 2021: 91). According to Horak et al. (2024: 35), trust in coworkers is the capacity to be swayed by others without being able to keep an eye on their behavior and anticipate favorable results. Colleague trust is defined by the development of sentiments of kindness, compassion, and honesty.

According to the researcher, confidence in coworkers is the degree to which workers have faith in their honesty, integrity, and capacity for productive teamwork and knowledge sharing without exploitation.

C. Trust in Institutions

A key component of an organization's success is institutional trust. Because the degree of confidence that people have in their organizations determines their efficacy and legitimacy, institutional trust is essential. In addition, trust in an organization gives workers a strong impression that their workplace is just and fulfilling (Angino et al., 2021: 213). Generally, the phrase "institutional trust" refers to the way in which an organization offers a target for trust. According to recent research in sociology and institutional economics, employees' confidence in their employers is reflected in how well they provide organizational justice for all of their coworkers (Lounsbury, 2023: 308).

According to studies, confidence in an organization begins with trust in the individual. According to studies, in order to build trust, firms must create a just and efficient atmosphere where trust is rewarded. Therefore, the performance of organizations must be the source of trust (Domański & Pokropek, 2021: 89).

According to the study, employees' level of confidence in a business is determined by how much they believe its decisions and transactions are honest, ethical, and transparent.

3. Concept of Organizational Success

Given its critical role in the expansion and development of organizations, scholars and researchers have started to pay more attention to the significance of organizational success. According to one definition, organizational success is "the proactive ability to leverage the



organization's available capabilities to utilize successful organizational activities to achieve goals," which is accomplished through knowledge management based on prior experiences. In this situation, leadership plays a crucial role in encouraging staff members to advance their knowledge and expertise, which helps to guarantee success at all administrative levels (Al-Taie, 2025: 153). According to (Ali et al., 2024 : 140), organizational success is the management objective it aims to accomplish and encompasses two fundamental aspects: first, outperforming rivals with the goods and services offered, and second, making wise decisions fast and effectively to attain excellence.

With success serving as a crucial gauge of how well the organization's strategic goals are being realized, achieving organizational success is also a top priority for businesses. They work to accomplish this aim by employing the finest management practices and available resources. As a result, the idea of organizational success is strongly related to the effective use of material, financial, and human resources as well as environmental adaptation, which is referred to as organizational effectiveness and efficiency. The ability of an organization to effectively manage its resources while preserving its adaptability and competitiveness in dynamic business contexts is known as organizational success. This embodies what it means to succeed as a company.

4. Dimensions of organizational success

A. Materials

Both tangible and intangible resources are crucial strategic components that serve as the basis for an organization's decisions and output. They can produce benefits and capabilities that allow the company to grow and surpass its rivals if they are properly managed and invested in. Resources are not created overnight; rather, they need substantial intangible and material investments that take a lot of time and intense work (Al-Ghalbi and Idris, 2007: 297-300).

One of the most significant of these resources is human capital, which is one of four categories of assets: financial assets like stocks and securities; human assets, which are skilled people who can offer services to organizations; and tangible assets, which include things like land, buildings, equipment, etc. Designs and patents are examples of intangible assets (Othman et al., 2015: 122).

According to the researcher, resources are the entire collection of components and skills that an organization has at its disposal, including human, technological, material, and cognitive resources, all of which are utilized to accomplish the company's objectives and guarantee its success.

B. Structure of Organizations

An essential component of an organization's success is its organizational structure. An essential management philosophy that supports the growth of the organization's operations



and the accomplishment of its goals is incorporated into the organizational structure's design. In addition to improving the organization's capacity to sustain an efficient balance between mechanism and organicity, between centralization and decentralization, between continuity and adaptation to environmental changes, gaining a competitive edge, and conquering future organizational challenges, the organizational structure reflects the framework that determines the relationships between the various organizational units within the organization. Organizations can generally be observed changing over time from simple to sophisticated organizational structures. Depending on the needs and policies of the company, this evolution may take the shape of network, divisional, or matrix structures (Al-Anzi, 2016 : 233-236) Al-Qaryouti (2013) defines organizational structure as the process of organizing tasks, defining the main roles of employees, adopting a system for exchanging information, and determining the necessary coordination mechanisms and interaction patterns between the various departments and their employees. A collection of techniques that split organizational work into discrete tasks that are assigned and coordinated to accomplish organizational objectives is known as organizational structure (Dekoulou & Drivellas, 2017: 386). Organizational structure, according to the researcher, is "a means of effectively managing an organization by organizing and distributing work and responsibilities within it to guide the behavior of its members toward achieving goals."

C. Administration

Planning, organizing, leading, and controlling human, material, financial, and information resources are just a few of the ways that management techniques reflect the intellectual processes that underlie the practical realities of organizations. As a result, these resources are converted into products and services that create a productive workforce that meets predetermined objectives. Ghalbi and Al-Amri (2008), p. 28.

Many people find it more difficult to understand the difference between management and leadership. It is more beneficial to consider management and leadership as separate but complementary processes rather than roles. Then, one of the responsibilities that managers must have is leadership. Management, to put it simply, is about handling complexity (Elearn, 2007: 2).

According to the researcher, management is a structured social activity that aims to translate the organization's vision and mission by putting plans into action and achieving objectives.

D. Process

A process is a set of actions from beginning to end, with resources and information as inputs and certain outputs (the outcomes generated). An event-driven sequence of actions that converts data, resources, or promises into a particular good or service is called a process. It may alternatively be described as a collection of coordinated, related processes or activities



that result in a particular service or product (with a certain function) for a particular customer or customers. An arrangement of resources and actions that convert inputs into outputs that satisfy customers' internal or external needs is called a process (Slack & Brandon, 2015: 4).

The success of organizations is fueled by a number of crucial and fundamental activities, such as marketing, which creates demand and facilitates the exchange of goods and services to help people and groups meet their wants and desires. Promotion, the second action, is the process of educating customers about a product, including its features and functions, how it is used, and the markets where its prices are offered (Al-Taie, 2015: 70). According to the researcher, the process includes every action an organization takes to accomplish its objectives and carry out its plan. With the aim of attaining quality and raising production with the least amount of work and expense, it encompasses activities pertaining to the planning and execution of everyday operations and aids in achieving maximum efficiency and effectiveness.

E. Management of Knowledge

The goal of this approach is to optimize the organization and integration of information and knowledge inside organizations. It focuses on gathering, preserving, and disseminating knowledge and skills in order to strategically employ them to aid in decision-making and accomplish corporate objectives. It involves creating systems, procedures, and technology that facilitate knowledge sharing and documentation across staff members and departments (Prado, 2020: 10).

The methodical process of creating, capturing, disseminating, and utilizing the knowledge required for a company to succeed is known as knowledge management.

It focuses on giving the appropriate information to the appropriate user—be it a machine or a human—at the appropriate moment and location. Making knowledge useable by multiple people and for the company as a whole is the ultimate goal of knowledge management (Laal, 2011: 544). According to the researcher, knowledge management is the process of arranging and growing knowledge and skills inside a company in order to foster creativity and education. It contains methods and resources for gathering, preserving, and sharing information within an organization.

Part Three: Practical Aspect

The goal of the current study is to determine the kind of relationship (impact) that exists between the independent variable of organizational trust and the dependent variable of organizational success. The researcher analyzed the research data extracted for the independent variable and its dimensions (trust in superiors, trust in colleagues, and trust in the institution) as a whole, with the dependent variable organizational success and its dimensions (resources, organizational structure, management, process, and knowledge management) after



looking into the opinions of the sample and harvesting the inferential statistical results produced by the research questionnaire. By identifying the correlation hypothesis and determining the linking relationships between the variables and their dimensions, as well as the direction and strength of the relationship, employing the Pearson correlation coefficient—given that the sample consists of more than thirty observations and the data is distributed normally—as well as the simple and multiple linear regression coefficient on it, the researcher aimed to test and discuss the primary research hypotheses in the Directorate of the First Rusafa Education Directorate. In the positive and negative directions, the relationship's strength was oriented toward ($0 < r < 0.30$) being weak, ($0.30 < r < 0.50$) being medium, and ($0.50 < r < 1$) being strong. The correlation coefficient was spread between ($1 \pm$). Noting that the probability value for the entire matrix is 0.000, the researcher can also use the square of the correlation to determine the value of the coefficient of determination for any link between the variables in the matrix. By multiplying the correlation coefficient by the sample root and comparing it to the table value (1.645), one can determine the calculated value of (T). Squaring the computed value of (T) and comparing it to the table value (2.706) at a degree of freedom (249) yields the p-value. Examining Influence Connections and Confirming Research Theories

In order to ascertain if the primary influence hypotheses mentioned in the research methodology should be accepted or rejected, this section is dedicated to testing each of the main and sub-hypotheses that stem from them. The objective is to determine the following multiple linear regression equation by testing the impact of the independent variable model (organizational trust) on the dependent variable, organizational success, at the dimension level based on the coefficient of determination and influence, and their acceptance via the probability value ($\text{Sig} < 0.05$), the calculated value ($T > 1.645$), the value ($F > 2.706$), and a degree of freedom (249).

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + u$$

Evaluating the Relationship Between Organizational Trust and Success

The research's initial major hypothesis was determined to be: The combined aspects of organizational trust—confidence in superiors, trust in coworkers, and faith in the institution—have a statistically significant impact on the success of the company. Given that Table (2) showed that there were direct correlations between the variables and dimensions, a multiple linear regression model was used to confirm the hypothesis. Thus, in order to confirm the first major hypothesis, the researcher did the following:

Confirming the primary hypothesis: The success of an organization is significantly impacted by organizational trust in all of its dimensions:

According to Table (1) and Figure (2), the model's calculated (F) value is (101.456) with a probability value of (0.000), greater than its tabulated value of (2.706) with a probability value of (0.05) and a degree of freedom of (249). This suggests that the model is significant and



strong, and that the researcher attributes its acceptance to the combined dimensions of organizational trust and organizational success. Together, the three dimensions of organizational trust—trust in superiors, trust in colleagues, and trust in the institution—were statistically able to explain 55% of the changes in organizational success, with the remaining 45% being attributable to other variables not included in the tested model. This is in addition to the presence of a coefficient of determination (30.55) and a probability value of 0.000. With a computed (T) value of (2.666), which is higher than its table value of (1.645), a degree of freedom of (249), and a probability value of (0.000), it was discovered that confidence in superiors has a positive impact on organizational success, equal to (0.15). Additionally, it was discovered that confidence in coworkers has a favorable impact on organizational success, with a calculated (T) value of (2.635), a probability value of (0.000), and a value of (0.18). A calculated (T) value of (7.334) and a probability value of (0.000) indicated that the model is invested by (100%) of its foundations in the First Rusafa Education Directorate. The results also demonstrated a positive effect of trust in the institution on organizational success, amounting to (0.486). The first main hypothesis—that organizational trust, with its integrated dimensions, has a moral effect on organizational success—is accepted in light of all the facts that have been provided.

**Table (1) The impact of organizational trust and its combined dimensions on
organizational success (n=60)**

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors ---> Organizational success	.152	.053	.008	2.666	0.553	101.456	0.000
Trust in colleagues ---> Organizational success	.183	.068	.008	2.635			
Trust in the institution ---> Organizational success	.486	.058	***	7.334			

Source: AMOS V.26 outputs.

The findings were as follows at the level of organizational success dimensions:

1. Confirming that the resources dimension is significantly impacted by organizational trust in all of its dimensions:

With an impact coefficient of $\beta = 0.503$, statistically significant at a significance level of less than 0.05, the results of Table (2) demonstrated that the "trust in the institution" dimension had the greatest influence and significance on resources. This suggests that a greater level of trust in the institution plays a significant role in improving resources. With an impact coefficient of 0.193, which indicates a significant positive association, trust in superiors also had a significant impact at a significance level below 0.05. Although it was the lowest of the



four dimensions, trust in coworkers was statistically significant at a significance level of 0.012 and had a positive impact with an impact value of 0.166. The model has strong explanatory power overall, explaining 60.1% of the variance in resources.

**Table 2 shows how organizational trust and all of its components affect resources
(n=60)**

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors - --> Resources	.193	.053	***	3.572	0.601	123.708	0.000
Trust in colleagues ---> Resources	.166	.068	.012	2.522			
Trust in the institution ---> Resources	.503	.058	***	8.032			

Source: AMOS V.26 outputs.

2. Confirming that the organizational structure dimension is significantly impacted by organizational trust in all of its dimensions:

With an impact coefficient of $\beta = 0.511$, which is statistically significant at a significance level of less than 0.05, Table (3)'s findings demonstrated that the "trust in the institution" dimension had the biggest impact and importance on the organizational structure. This suggests that a greater level of trust in the organization plays a major role in improving the organizational structure's efficacy. At a significance level of 0.017 and an impact coefficient of 0.149, trust in superiors also demonstrated a significant impact, suggesting a positive association, albeit one that was weaker than trust in the institution. Colleague trust had little effect on the organizational structure of the sample under study, as evidenced by the fact that it was not statistically significant ($P = 0.227$). The model's overall explanatory power of 47.2% for the organizational structure variance is adequate.

**Table 3 shows how the organizational structure is affected by organizational trust
across all of its aspects (n=60).**

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors ---> Organizational structure	.149	.077	.017	2.392	0.472	108.892	0.000
Trust in colleagues ---> Organizational structure	.091	.100	.227	1.208			
Trust in the institution - --> Organizational structure	.511	.085	***	7.097			

Source: AMOS V.26 outputs.



3. Confirming that the management dimension is significantly impacted by organizational trust in all of its dimensions:

With an impact coefficient of $\beta = 0.455$, which is statistically significant at a significance level of less than 0.05, Table (4)'s results clearly show that the "trust in the institution" dimension is the most important and influential in predicting management. However, with statistical significance values above 0.05, trust in coworkers and superiors did not show a meaningful impact. According to these findings, employees respect the institution's ideals, procedures, and organizational justice more than they do their personal ties with superiors or coworkers. Therefore, increasing institutional trust could have a big impact on how well an organization's administrators function. This suggests that the directorate receives 33% of the model's resources.

Table (4) The impact of organizational trust and its combined dimensions on management (n=60)

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors -- -> Management	.099	.109	.132	1.508	0.408	83.146	0.000
Trust in colleagues -- -> Management	.142	.165	.076	1.773			
Trust in the institution ---> Management	.455	.473	***	5.970			

Source: AMOS V.26 outputs.

4. Verifying the significant impact of organizational trust, with its combined dimensions, on the process dimension:

The results of Table (5) showed that the "trust in the institution" dimension had the greatest influence and significance on the process, with an impact coefficient of $\beta = 0.411$, which is statistically significant at a significance level of less than 0.05, indicating that increased trust in the institution clearly contributes to improving the process. Trust in superiors also showed a significant impact at a significance level of 0.014, with an impact coefficient of 0.171, indicating a positive relationship, but less strong than trust in the institution. Trust in colleagues was not statistically significant ($P = 0.514$), with an impact coefficient of 0.056, indicating its limited impact on the process within the studied sample. Overall, the model explains 33.3% of the variance in the process, reflecting the model's moderate explanatory power.



Table (5) The impact of organizational trust and its combined dimensions on the process (n=60)

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors -- -> process	.171	.063	.014	2.453	0.333	61.425	0.000
Trust in colleagues - -> process	.056	.082	.514	.653			
Trust in the institution ----> process	.411	.070	***	5.083			

Source: AMOS V.26 outputs.

5. Verifying the Significant Impact of Organizational Trust on Knowledge Management:

The results of Table (6) showed that the dimension of "Trust in Colleagues" had the greatest influence and significance on knowledge management, with an impact coefficient of $\beta = 0.339$, which is statistically significant at a significance level of less than 0.05. This indicates that enhancing trust among colleagues contributes significantly to improving knowledge management within the organization. Trust in the organization also showed a significant impact at a significance level of 0.006, with an impact coefficient of 0.223, indicating a significant positive relationship, but less strong than trust in coworkers. Trust in superiors was not statistically significant ($P = 0.392$), with an impact coefficient of 0.060, indicating its weak impact on knowledge management within the studied sample. Overall, the model explains 32.5% of the variance in knowledge management, reflecting acceptable explanatory power.

Table (6) The impact of organizational trust and its combined dimensions on knowledge management (n=60)

Tracks	β effect	SE	Significance level P	T value	R^2	F value	Morale
Trust in superiors -- -> Knowledge Management	.060	.075	.392	.856	0.325	58.989	0.000
Trust in colleagues - -> Knowledge Management	.339	.097	***	3.969			
Trust in the institution ----> Knowledge Management	.223	.083	.006	2.737			

Source: AMOS V.26 outputs.



Part Four: Conclusions and Recommendations

First : Conclusions

1. The findings of the linear regression demonstrated the critical role that organizational trust plays in creating a stable and productive work environment inside the Rusafa First Education Directorate, as its combined dimensions account for 55% of the variation in organizational success.
2. The findings demonstrated the importance of institutional justice and transparency in improving the directorate's effective performance, demonstrating that trust in the institution is the most influential factor in nearly every aspect of organizational success, especially in resources and organizational structure.
3. With an impact coefficient of 0.339, trust in coworkers only seemed to have a significant effect on the knowledge management dimension, suggesting that peer communication and collaborative relationships within the directorate are key factors in the exchange of knowledge and expertise.
4. The findings showed that while trust in superiors significantly improves resources and procedures, trust in the organization has a greater influence. This indicates that while direct leadership plays a role in better performance, it is not the most crucial element.
5. The explanatory power of organizational trust models in the dimensions of organizational success ranged from 32% to 60%, indicating that other organizational and administrative factors that should be considered in future improvements also have an impact on an organization's success.

Second : Recommendations

1. Support programs to consolidate organizational trust within the organization by promoting the values of fairness, transparency, and accountability. These values play a key role in creating a stable work environment that contributes to improving performance and achieving significant organizational success.
2. Senior management in the directorate should focus on strengthening trust within the organization through fair and transparent administrative procedures and adopting an effective internal communications system that enhances individuals' sense of institutional belonging and confidence in the fairness of decisions made.
3. Work to build professional relationships based on cooperation and respect among colleagues by supporting teamwork activities and knowledge sharing, with the goal of improving knowledge management and raising the efficiency of collective performance within the directorate.
4. Leadership bodies in the directorate should develop the leadership and behavioral capabilities of direct supervisors to enhance their influence in improving internal processes and motivating individuals toward positive interaction, without relying solely on institutional



channels. 5. Adopting comprehensive organizational development policies that take into account other factors that complement trust, such as motivation, training, and organizational structure review, to ensure sustainable organizational success and maximize institutional effectiveness in a changing work environment.

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