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Article

The Impact of Commitment-Based Human Resources Practices on Psychological Well-Being by Mediating Passion for Work. An Analytical Study of The Viewpoints of a Sample of Workers at The Holy Karbala Education Directorate

Bushra Mohammed Alwan*

1. College of Education for Human Sciences, University of Kerbala, IRAQ.

* Correspondence: bushra.m@uokerbala.edu.iq

Abstract: The research aims to explore the mediating role of passion for work in strengthening the relationship between adopting commitment-based human resources practices and achieving psychological well-being among workers in the Holy Karbala Education Directorate. The field of research, as the intellectual problem of the research, was represented by the central question: Does adopting commitment-based human resources practices in the Directorate contribute to... Raising the Holy Karbala in enhancing psychological well-being through the mediating role of passion for work? The research was applied in the Holy Karbala Education Directorate on a random sample of (196) respondents from workers in the studied directorate using a questionnaire form that was designed specifically for this project. Through the utilization of SPSS V AMOS 24.26, a collection of statistical techniques, such as structural equation modeling and path analysis, were utilized in order to conduct the analysis of the data. The researcher reached a set of conclusions, the most important of which is the existence of a correlation and direct, significant influence between the research variables, as well as the presence of an indirect, significant influence of passion for work in the relationship between adopting human resources practices based on commitment and enhancing psychological well-being among workers in the studied directorate. Therefore, on the basis of the findings that the researcher obtained, she was able to formulate a number of recommendations to improve levels of response to work requirements, the most important of which are establishing written, clear and precisely defined recruitment and appointment procedures, the Directorate's reliance on various training programs in line with the variables of the global environment, and the necessity of the Directorate granting incentives and rewards to employees based on Established standards, as well as the need to continuously develop the incentives and rewards system in the directorate.

Keywords: Human Resources Practices Based On Commitment, Psychological Well-Being, Passion For Work, Holy Karbala Education Directorate

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1. Introduction

When we say the human element in the institution, we mean the most important elements of the institution. For this element, there must be wise and practical management that performs its role correctly so that the work is successful, whatever it may be. Effective management is characterized by the advantage of pushing towards the goal, so effective management is a human process whose goal is to gather... All human efforts in the organization are under one umbrella so that they are well invested by interrogating the energies, capabilities, and creativity they have that enable them to reach the goals with the least effort, the quickest time, and the lowest cost. This can only be achieved with administrative effort, so effective management is now seen as one of the most important.

The elements upon which society relies in order to progress, and if management is not capable of this, this means that it leads the institution to failure. It has been proven that the success of a project depends first on the quality of management, and this consequently led to the adoption of human progress as a measure for judging any Community.

With the development of human resource management, human virtues that were ignored by some organizations, such as the positive behaviour of individuals in the organization and positive mental abilities, attracted more attention from researchers and specialists. As a result, organizations began to think about how to attract and retain qualified employees, as they are the essential factor for success. The organization, especially in the areas of service provision because employees are in direct contact with auditors. Based on the fact that the researcher addressed a problem related to the reality of the performance of employees in the Holy Karbala Education Directorate and the fundamental role this field plays in providing educational services and its great importance to the country, the research gained its importance.

Psychological well-being, which comes at the forefront of the concepts of positive psychology and is considered one of the essential indicators of satisfaction with work life, is the desired goal that a person seeks to reach, The accomplishment of which results in the individual experiencing feelings of contentment, joy, optimism, self-realization, the pursuit of important goals, and the establishment of connections with other people, as it is referred to as a term that refers to how an individual views his life. The evaluation may take the form of a cognitive evaluation, which is based on knowledge about the individual's life, or it may be a combination of the two., that is, evaluative judgments about the individual's satisfaction with his life as a whole, or in the form of an evaluation of effectiveness, which is a calm evaluation and a clear vision that guides his actions, actions, and behaviours. Perseverance and determination to achieve his goals.

The concept of career passion is considered a relatively recent concept, which has attracted scholars and researchers in multiple psychological fields, including the field of educational psychology. Job performance has occupied the attention of employees and various organizations and entities in light of the contemporary competitive market. Still, the issue of quality and creativity in performance remains the most important. Because it is linked to success, excellence, and achieving competitive advantage, which will only be achieved by the presence of "career passion" among these employees, this term has recently emerged in the management and business community. It is linked to efficiency, effectiveness, and job satisfaction, all of which means their high desire to practice jobs that they see as compatible with their inclinations and trends. Various studies have proven the practical impact of this passion on organizational stability, job engagement, happiness at work, and others, which explains the secrets of the excellence of employees and administrative leaders.

2. Materials and Methods

1- Research problem

Most sectors, including the education sector, suffer from problems and challenges they face resulting from human resources. Boundaries have become almost abolished, as everyone is looking for what achieves psychological well-being among workers.

The problem crystallized through the researcher's observation of many problems related to the performance of educational services in the field of work (Karbala Education Directorate). These problems include, for example, wasting time and a low level of cooperation among employees, in addition to laziness and lack of desire and seriousness in performing work, which causes many problems. Related to psychological well-being and through investigating the most important reasons for the decline in psychological well-being among workers,

Identifying human resources practices based on commitment and weak job passion, and accordingly, The following problem was formulated: "The effect of commitment-based human resources practices on psychological well-being by mediating passion for work in the Holy Karbala Education Directorate."

1-2- The importance of research

1. The variables (human resources practices based on commitment, psychological well-being, and passion for work) are among the essential variables that directly affect the environment of organizations in general and the educational environment in particular.
2. The current study presents a number of conclusions and recommendations that will help in developing a number of appropriate reform measures through which the general performance of the General Directorate of Education in Holy Karbala under investigation can be improved and enhanced.
3. Testing a number of measures used in different global environments (human resources practices based on commitment, psychological well-being, and passion for work) in the educational environment represented by the Holy Karbala Education Directorate.

1-3- Research objectives

1. Identify the level of availability (human resources practices based on commitment, psychological well-being, and passion for work) in the Holy Karbala Education Directorate under research.
2. Testing the impact of human resources practices based on a commitment to passion for work in the Holy Karbala Education Directorate, field of application.
3. Testing the impact of commitment-based human resources practices on psychological well-being in the Holy Karbala Education Directorate, the field of application.
4. Testing the mediating role of passion for work in the relationship between human resources practices based on commitment and psychological well-being in the Holy Karbala Education Directorate Field of Application

1-4- Research methodology

The research relied on the descriptive analytical approach to describe the phenomenon under investigation, identify its components, and analyze the trends of the respondents towards the availability of human resources practices based on commitment and its role in achieving psychological well-being using a passion for work.

1-5- Hypothetical research plan

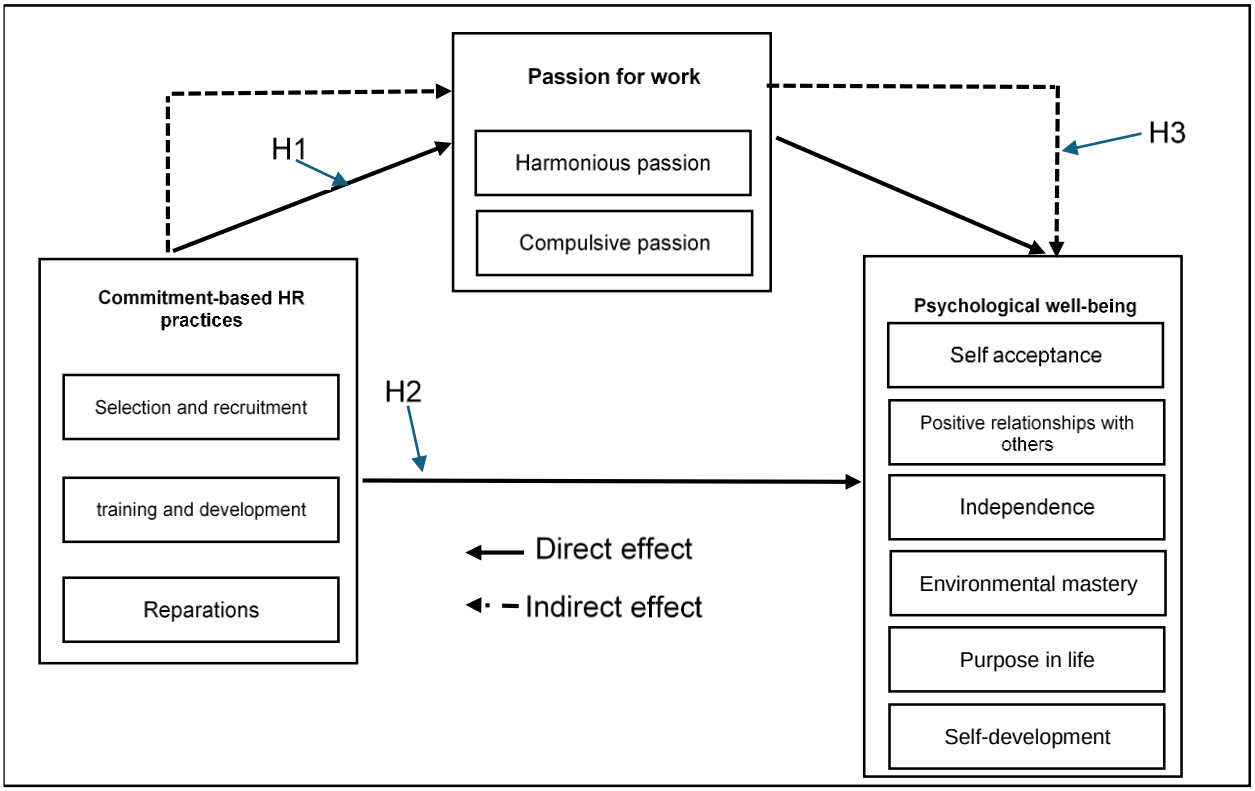


Figure (1) Hypothetical model for the research

The following figure shows the following research hypotheses:

1. The first primary hypothesis: There is a significant effect of human resources practices based on a commitment to the passion for work in the Holy Karbala Education Directorate, the field of application.
2. The second central hypothesis: There is a significant effect of human resources practices based on commitment to psychological well-being in the Holy Karbala Education Directorate, the field of application.
3. The third central hypothesis: This hypothesis relates to testing the mediating role of passion for work in the relationship between human resources practices based on commitment and psychological well-being in the Holy Karbala Education Directorate, the field of application.

6-1- Research population and sample

The research community consists of all workers in the Holy Karbala Education Directorate, where all employees in the studied department reached (386) individuals, and the equation (Steven K. Thompson, 2012: 59) was relied upon.

$$n = \frac{N \times p(1-p)}{[[N-1 \times (d^2 \div z^2)] + p(1-p)]}$$

N= Community size

z= The standard score corresponding to the significance level is 0.95 and equals 1.96

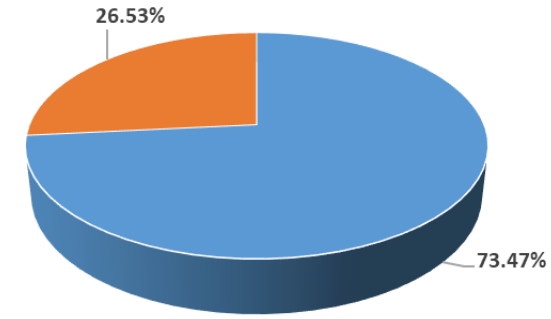
d= The error rate is 0.05

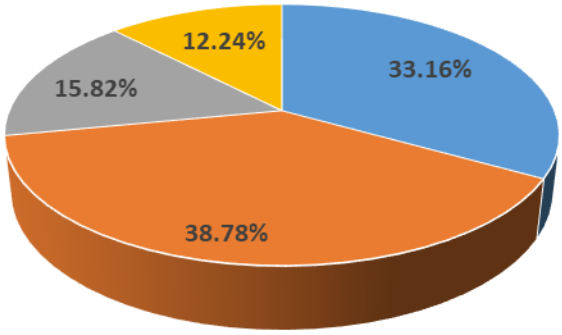
p= The ratio of availability of the property and neutrality equals 0.50

As a result of this, it seemed that the optimal sample size was at least twenty-three employees. As a result, twenty-ten questionnaires were distributed in a random manner. After twenty-eight questionnaires were retrieved, it was discovered that the number of questionnaires that were suitable for statistical analysis reached twenty-six questionnaires., which is the required number and with a percentage Response (94.3%). The following is a description of the study sample in Table No. (1) in terms of personal or professional characteristics, which were represented by (gender, age, educational attainment)

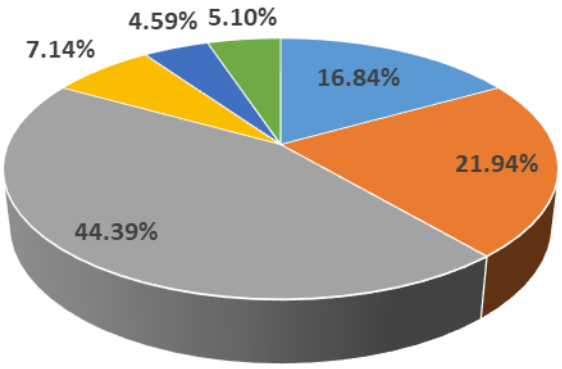
Table (1): Personal information for the research sample

The humankind	Repetition	The ratio
Male	144	%73.47
Feminine	52	%26.53
the total	196	100
the age	Repetition	The ratio
32 years or less	65	%33.16
From 33-42	76	%38.78
From 43-52	31	%15.82
53 or more	24	%12.24
the total	196	100
Academic achievement	Repetition	The ratio





PhD	10	%5.10
Master's	9	%4.59
Higher Diploma	14	%7.14
Bachelor's	87	%44.39
Diploma	43	%21.94
Preparatory school and below	33	%16.84
the total	196	100



2- The conceptual framework of the research

1-2- Commitment-based human resources practices

2-1-1- Concept :

Rules, policies, routines, and collective problem-solving mechanisms are established by human resource management, which influences the capacity of companies. In particular, organizations that intend to implement a business innovation strategy are inclined to investigate the development of novel products and services. Commitment-based human resource management practices are designed to cultivate the organizational capacity necessary for the implementation of the innovation strategy by recruiting employees based on their expertise and encouraging them to apply their knowledge to their organizations, fostering collaborative organizational habits, and engaging employees in work practices. All of these factors influence employee behaviors in a manner that is consistent with the innovation strategy. In human resource management practices that are based on commitment, employees are recruited based on their knowledge, which includes consideration of their internal promotion, competitive salary, and opportunity for long-term growth (Ko & Ma, 2019:5). The organization has encountered challenges in managing external disturbances, such as conflicts or government policy changes, as a result of the extensive involvement of Human Resource Management (H.R.M.). This results in the human resource management department playing a critical role in the organization's welfare and the administration of its employees. In the present day, organizations are prioritizing the implementation of sound human resource management practices as a strategic approach to cultivating a management style that is open, flexible, and compassionate. These human resource management practices involve the assessment of the internal and external environment, recruitment, and the participation of managers at all levels, formulating strategy, implementing strategy, evaluating and controlling (Adresi & Darun, 2017:1).

2-1-2- Dimensions:

Organizations have implemented initiatives such as enriching positions, encouraging semi-autonomous or self-managed groups, and reducing central authority and control over previous models to adapt to the dynamics of the modern world and foster more exceptional commitment from their employees. These more adaptable production organization models, in conjunction with the restructuring that occurred in the 1980s (such as downsizing and reengineering), necessitated the development of new organizational structures and underscored the necessity of eschewing labor management models that were founded on The foundation of employee loyalty and stability. These new business models have placed new demands on human resource management (Scheible & Bastos, 2013:62). The dimensions of human resources management practices refer to (selection, training, development, and compensation), according to the study of both (Al-Jassimi and Al-Jubouri, 2021: 53) and (Mahfouz et al., 2021: 234), as follows:

1. Selection and recruitment

In cultures that are extremely performance-oriented or cosmopolitan, recruitment and selection are based on "rigorous criteria" (i.e., job-related technical and cognitive

knowledge, competencies, and skills). In cultures that prioritize ascribed or special status, are low in performance orientation, and are characterized by a high degree of sensitivity, "soft norms" (including social and interpersonal skills, social class, and age) are implemented (Aycan, 2005:6).

2. Training and development

Some researchers have found that employee training has a positive impact on organizational, as well as personal, performance and concluded that a significant impact on activity execution, or improvement in performance, similarly confirms that "some of these impacts, or even more, maybe increases in overall efficiency." "For employees, where employers and workers are able to give their best efforts by educating and benefiting each other." Off-the-job training imparts improved efficiency. In addition, Not only does successful training enhance the effectiveness of employees' skills and knowledge, but it also contributes to employees' satisfaction, which is crucial for the achievement of organizational objectives. The employee's comprehension of the position and their ability to execute the task were enhanced by additional training. The training offered is designed to establish a connection between market expectations and the skills and requirements of the market. In my opinion, these items may prove more advantageous in terms of redirecting labor (Anwar & Abdullah, 2021:38).

3. Compensation

Many companies use compensation practices to gain a competitive cost/efficiency advantage and use compensation to drive their search for innovative products and services. Entrepreneurial behaviour in entrepreneurial leaders is motivated by associating more rewards with their success. Stock options and personal computers are awarded to successful project directors. Sales generated in another department are credited to units or teams in exchange for their assistance in that department. Through its compensation practices, compensation fosters innovation by encouraging interdependence. A constant stream of product and service improvements and enhancements that help these companies stand out among their competitors is indicative of the value they receive for their investment (Aburumman et al., 2020:644)

.2-2- Psychological well-being

2-2-1-Concept:

Psychological Well-being aims to develop a theory-based approach to understanding mental health. Indicators of subjective well-being, including positive affect and life satisfaction, are considered insufficient to ignore key components that reflect the positive functioning of mentally healthy individuals. Specifically, these positive functioning indicators are formulated based on influential mental health, clinical, and lifespan developmental theories, such as the humanistic theory of the self, the theory of individuation and complexes, and the phases of psychosocial development. Reeve investigated the conceptual convergence of these theories and identified six dimensions that represent positive psychological functioning. These dimensions include self-acceptance (a positive attitude toward oneself and one's qualities), positive relationships with others (warm, satisfying, and trusting relationships with others), autonomy (a sense of self-determination and independence), environmental mastery (feeling competent to confront the challenges of the world), purpose in life (a sense of meaning, goals, and directions in life), and personal growth (experiencing personal growth and development) (Dierendonck & Lam, 2023: 596).

Currently, there are numerous definitions of well-being, with subjective and psychological well-being being the two primary concepts. The pursuit of positive experiences is the foundation of subjective well-being, which is founded on a hedonic framework. It is typically quantified as life satisfaction, which is achieved through a harmonious equilibrium of positive and negative emotions. This framework has not theorized the criteria that individuals employ to evaluate their subjective well-being. Carol Reeve, on the other hand, introduced the concept of psychological well-being with the objective of creating theory-based indicators of positive human functioning that were in accordance with the psychological well-being theory of pleasure. The self-determination theory is another extensively researched theory of psychological well-being

that posits that the fulfillment of fundamental psychological requirements is a prerequisite for growth and development (Weiss et al., 2016:2).

2-2-2-Dimensions:

(Matud et al., 2019:5) And (Bryant & Veroff 1982: 727) identified six dimensions of psychological well-being:

1. Self-acceptance

Positive qualities: It is that a person has a positive attitude towards himself; Recognizes and accepts multiple aspects of self, including sound and evil qualities; Feels optimistic about past life. As for the negative characteristics, he feels dissatisfied with himself, is disappointed with what happened in his past life, is disturbed by some personal characteristics, and desires to be different from what he is.

2. Positive relationships with others

Highest scores: Demonstrates the ability to establish cordial, satisfying, and trusting relationships with others; demonstrates a genuine concern for the welfare of others; and is capable of demonstrating strong empathy, affection, and intimacy. Comprehends the reciprocal nature of human relationships. Low scores: has a limited number of close relationships and trust with others; struggles to develop cordial, open, and interested relationships with others; feels isolated and frustrated in personal relationships; unwilling to make compromises to preserve essential relationships with others.

3. Independence

The highest degree: is capable of self-determination and independence, resists social constraints to think and act in specific ways, regulates behavior from within, and evaluates the self by personal standards. Low scores: Complies with social pressures to think and act in specific ways, relies on others' judgments to make crucial decisions, and is concerned about the expectations and evaluations of others.

4. Environmental mastery

Highest scores: Possesses a sense of mastery and competence in environmental management, effectively manages a diverse array of external activities, capitalizes on available opportunities, and is capable of selecting or establishing contexts that align with personal values and aspirations. Low score: Experiences challenges in managing daily tasks, is oblivious of opportunities in the immediate environment, and lacks a sense of control over the external world

5. Purpose in life

Highest scores: Possess a sense of direction and life goals, believes that present and past lives have significance, holds beliefs that provide meaning to life, and has objectives and goals for living. Low score: lacks a sense of purpose in life; has few aims or objectives, lacks a sense of direction; sees no purpose in past lives; has no expectations or beliefs that give meaning to life.

6. Self-development

Highest scores: Demonstrates a sense of ongoing development, observes growth and expansion, is receptive to new experiences, believes in the fulfillment of one's potential, observes improvements in one's self and behavior over time, and undergoes changes that reflect increased self-awareness and effectiveness. Low scores: Demonstrates a sense of personal stagnation, a lack of development or expansion over time, a sense of boredom and disinterest in life, and an inability to develop new attitudes or behaviors..

2-3- Passion for work

2-3-1- Concept:

Passion for work refers to one's love for work or one's intense emotional state toward it and is less clear in terms of the theoretical underpinnings from which it is derived. The basic premise of general passion—that passion for work provides employees with the perseverance and motivation to achieve work goals and sustain positive emotions from work—is based on arguments from theories of both intrinsic motivation and affect (Pollack et al., 2020:7).

The concept of work passion has garnered a growing amount of attention in the fields of organizational behavior and management literature. A strong inclination toward work-related activities that individuals appreciate and in which they invest time and energy is

referred to as passion for work. The researchers examined work passion, which encompasses fervor and obsession for work. These emotions are the result of two distinct processes that allow activity to be internalized into an individual's identity. Individuals engage in the activity freely and voluntarily as a result of the activity's independent internalization into their identity. The controlled assimilation of an activity that generates internal pressure to participate in that activity is referred to as passion. There is substantial evidence from organizations that employees' enthusiasm for their work has a substantial impact on their performance; however, the repercussions are not uniform. In general, passion fosters positive work outcomes and healthful adjustment (Burke et al., 2015:458). Passion is a subject of interest in the field of philosophy, and a plethora of definitions and analyses of the concepts have been provided by specialists. These definitions can be classified into two distinct approaches. One the one hand, the notion that emotion entails a loss of control and reason. Spinoza (1632-1677) and other authors posited that rationality is the source of permissible and healthy ideas, while emotion is the source of inappropriate ideas. Emotion is responsible for the control of human affairs and the enslavement of humans to their suffering. However, when emotions are under control, a more optimistic perspective on emotion was regarded as a beneficial variable. Descartes (1596-1650) and other authors were aware that APassion was defined (1649-1972) as concrete emotions with behavioral tendencies that could be positive. In the discipline of psychology, the concept of emotion is frequently linked to motivation and is associated with specific concepts, including love and creativity. He defined passion as a strong inclination toward an activity that is essential to individuals, that they enjoy, and in which they invest time and energy (Gómez et al., 2019:6).

2-3-2- Dimensions:

(Al-Nawajah, 2022: 82), (Slemp et al., 2021: 61), and (Gómez et al., 2019: 7) identified two dimensions related to passion for work:

1. Harmonious passion

Harmonious passion is a form of emotion that is adaptive and in harmony with other aspects of existence. It is the result of complete behavioral integration, in which activity and its outcomes are internalized independently to the extent that they are consistent with internal values and objectives. Harmonious passion is a reflection of activities that individuals are ardent about but choose to engage in freely. This is typically due to the fact that the activity provides a profound sense of enjoyment and satisfaction and is a reflection of their identity. The foundation for a balanced and purposeful existence is believed to be provided by harmonious passion, which fuels motivation and engagement in tasks. The internalization of autonomous activity into one's identity is the cause of harmonious emotion. The completion of this task is voluntary and is not contingent upon factors other than the individual's motivation. Participation is voluntary and fosters a sense of personal support and determination. Consequently, activity is indispensable in an individual's life; however, it enables activities to be in harmony with other aspects of life. Harmonious fervor will result in fewer adverse effects and more positive outcomes during the designated task time.

2. Compulsive passion

Compulsive craving is a maladaptive emotion that is typically associated with other aspects of life. It is the result of a controlled assimilation of the activity that one enjoys, and it is derived from partial rather than complete behavioral integration. Consequently, activity is frequently motivated by ego-based motivations and is contingent upon factors such as maintaining self-esteem, attaining social approval, or achieving high performance. Conversely, a compulsive emotion is the consequence of an internal level of control over the activity that has been established. The individual experiences both self-imposed and externally imposed pressures. A sense of pathological dependence is induced, which thereafter renders it impossible to avoid the necessary task. Consequently, an activity that was initially enjoyable is transformed into a responsibility that must be managed.

3- Applied framework

This research is concerned with reviewing the results of the applied aspect and interpreting them through a group of paragraphs as follows:

3-1- Verify the search scale

The current paragraph is concerned with verifying the accuracy of the scale used to explore the research variables through a set of steps:

3-1-1- Coding and describing the research variables

Coding the research items, dimensions, and variables constitutes a necessity that enables the researcher to read its variables and differentiate between them when using appropriate programs. Table (1) shows the coding adopted in the research, as well as the Cronbach's alpha coefficient, which shows the extent of the scale's stability in exploring the availability of variables when the questionnaire is redistributed to the same sample in Different points in time, as it became clear that all coefficients were between the level of (0.883-0.883), which are acceptable values from a statistical point of view as they exceed (0.75). Accordingly, the measurement tool is characterized by the required stability.

Table (1) / Coding, description, and reliability of the research variables and dimensions

variable	Coding	The dimension	number items	Cronbach alpha for the variable	Coding	Source
Commitment-based HR practices	C.B.P.	Selection and recruitment	5	0.890	SR	Al-Jassimi and Al-Jubouri, 2021: 53) & (Mahfouz et al, 2021: 234)
		training and development	5		T.D.	
		Reparations	5		C.O.	
Passion for work	PFW	Harmonious passion	5	0.921	HP	(Al-Nawajah, 2022: 82) & (Slemp et al, 2021: 61) & (Gómez et al, 2019: 7)
		Compulsive passion	5		C.P.	
Psychological well-being	P.W.B.	Self-acceptance	5	0.883	SA	(Matud et al.,2019:5)
		Positive relationships with others	5		PR	
		Independence	5		IN	
		Environmental mastery	5		E.M.	
		Purpose in life	5		GL	
		Self-development	5		S.D.	

Source: Prepared by the researcher based on the literature on the topics

2-2-3 Confirmatory factor analysis of the research variables for the purpose of verifying the structural validity of the research scale with its variables, dimensions, and paragraphs

Structural equation modelling (confirmatory factor analysis method) will be used to verify this using the Amos. V program. 24). Through this procedure, the researcher aims to verify two issues: the first is that the dimensions actually express the variable and that its items are characterized by honesty and are statistically acceptable. Secondly, the data collected from the sample conforms to the hypothesized structural model of the measurement. The

verification process is carried out through criteria that exceed or equal the saturation percentage of paragraphs to (0.40), in addition to the criteria for quality of conformity according to the following table:

Table 3: Indicators and rule of the goodness of fit for structural modelling equation

	Indicators	Match quality rule
1	The ratio between the values of X2 and the degrees of freedom df	**Less than or equal to 3**
2	Goodness of Fit Index (G.F.I.)	**Greater than or equal to 0.90**
3	Comparative Fit Index (CFI)	**Greater than or equal to 0.95**
4	Root Mean Square Error of Approximation (RMSEA)	Less than 0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289.

Confirmatory factor analysis of commitment-based human resources practices

The following figure and table show that all of the items (commitment-based human resources practices) exceeded their saturation rate (0.40), which means that they are statistically valid (Costello & Osborne, 2005), in addition to that the quality standards of conformity to the structural model were higher than the specified standards, and that the data collected from The sample is homogeneous with the assumed structural structure of the research variables. This confirms that the data drawn from the research sample conforms to the measurement model represented here by the scale of the research variables.

Table (4) Confirmatory factor analysis of commitment-based human resources practices

item	path	The dimension	Estimate	S.E.	C.R.	P
SR1	<---		.768			
SR2	<---		.832	.078	13.271	***
SR3	<---	Selection and recruitment	.873	.080	14.051	***
SR4	<---		.797	.080	12.594	***
SR5	<---		.818	.078	12.988	***
TD1	<---		.634	.076	9.985	***
TD2	<---		.809	.070	13.634	***
TD3	<---	training and development	.810	.069	13.639	***
TD4	<---		.839	.075	14.308	***
TD5	<---		.807			
CO1	<---		.875	.062	16.765	***
CO2	<---		.892	.060	17.366	***
CO3	<---	Reparations	.851	.056	15.998	***
CO4	<---		.793	.066	14.318	***
CO5	<---		.839			

It is the "amos.24 outputs" source.

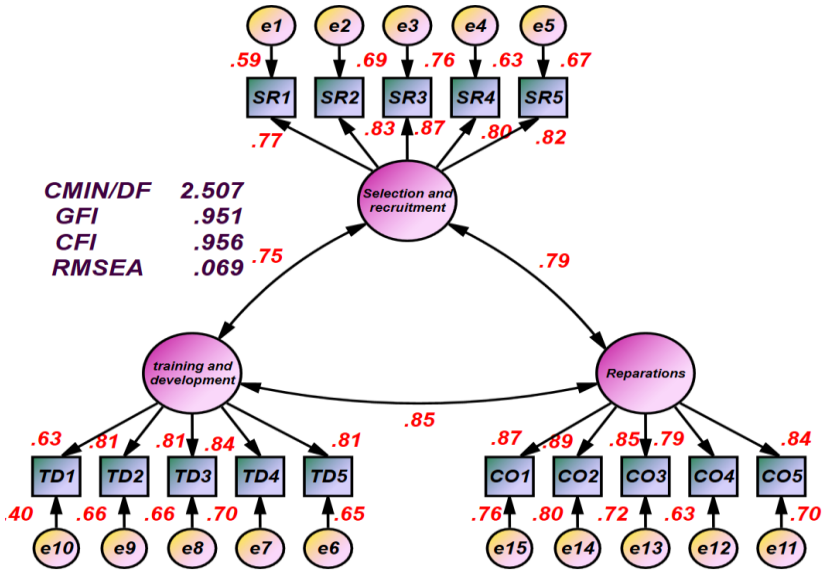


Figure (2) Confirmatory factor analysis of commitment-based human resources practices

It is the "amos.24 outputs" source.

2. Confirmatory factor analysis of passion for work

The following figure and table show that all of the items (passion for work) exceeded their saturations (0.40); in addition, the quality of fit criteria for the structural model was higher than the specified criteria, which shows that the research variables are multidimensional and that the data collected from the sample are homogeneous with The assumed structural structure of the research variables. This confirms that the data drawn from the research sample conforms to the measurement model represented here by the scale of the research variables.

Table (5) Confirmatory factor analysis: Passion for work

Item	path	The dimension	Estimate	S.E.	C.R.	P
HP1	<---		.804			
HP2	<---		.881	.073	15.621	***
HP3	<---	Harmonious passion	.834	.075	14.438	***
HP4	<---		.815	.080	13.982	***
HP5	<---		.862	.071	15.119	***
CP1	<---		.821			
CP2	<---		.805	.077	13.863	***
CP3	<---	Compulsive passion	.783	.073	13.321	***
CP4	<---		.767	.075	12.947	***
CP5	<---		.779	.076	13.225	***

It is the "amos.24 outputs" source.

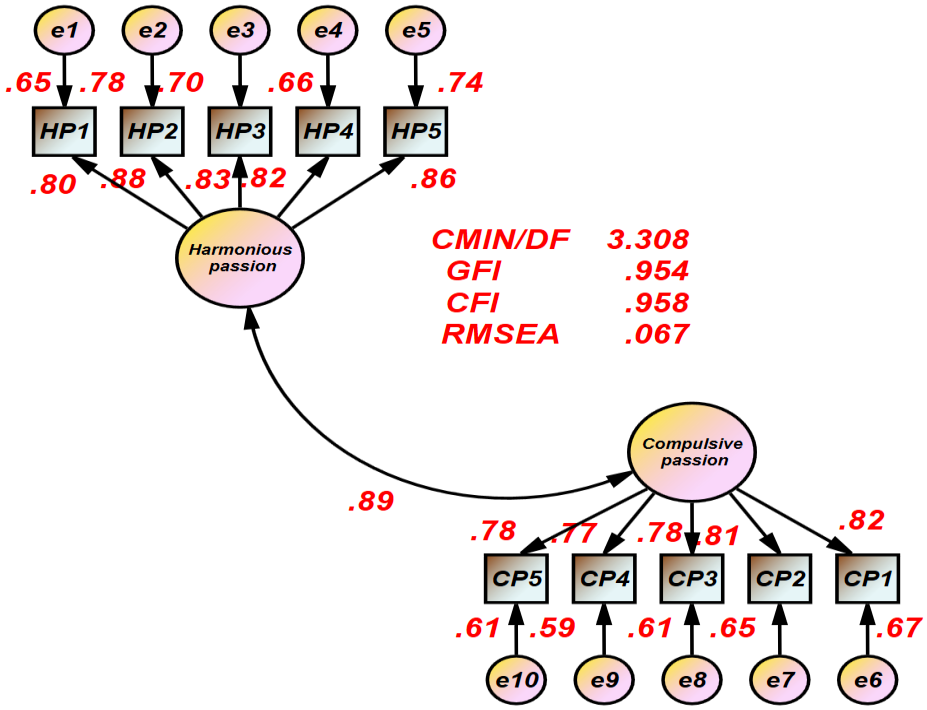


Table (5) Confirmatory factor analysis: Passion for work
It is the "amos.24 outputs" source.

3. Confirmatory factor analysis of psychological well-being

The following figure and table show that all items (psychological well-being) exceeded their saturations (0.40). In addition, the criteria for the quality of fit for the structural model were higher than the specified criteria, which shows that the research variables are multidimensional and that the data collected from the sample are homogeneous with The assumed structural structure of the research variables. This confirms that the data drawn from the research sample conforms to the measurement model represented here by the scale of the research variables

Table 6: Confirmatory factor analysis of psychological well-being

Item	path	The dimension	Estimate	S.E.	C.R.	P
SA1	<---	Self-acceptance	.779			
SA2	<---		.807	.079	13.060	***
SA3	<---		.819	.077	13.295	***
SA4	<---		.844	.078	13.808	***
SA5	<---		.894	.078	14.825	***
PR1	<---	Positive relationships with others	.779			
PR2	<---		.895	.082	15.315	***
PR3	<---		.873	.078	14.818	***
PR4	<---		.875	.081	14.847	***
PR5	<---		.927	.077	16.053	***
IN1	<---	Independence	.855			
IN2	<---		.835	.065	16.197	***
IN3	<---		.895	.059	18.427	***
IN4	<---		.861	.068	17.124	***

IN5	<---		.917	.062	19.348	***
EM1	<---		.745	.073	12.925	***
EM2	<---		.790	.069	14.052	***
EM3	<---	Environmental mastery	.819	.062	14.822	***
EM4	<---		.869	.067	16.253	***
EM5	<---		.820			
GL1	<---		.837	.053	17.074	***
GL2	<---		.855	.055	17.788	***
GL3	<---	Purpose in life	.872	.054	18.482	***
GL4	<---		.857	.049	17.840	***
GL5	<---		.870			
SD1	<---		.851	.059	17.598	***
SD2	<---		.862	.061	18.095	***
SD3	<---	Self-development	.911	.057	20.370	***
SD4	<---		.877	.062	18.730	***
SD5	<---		.876			

It is the "amos.24 outputs" source.

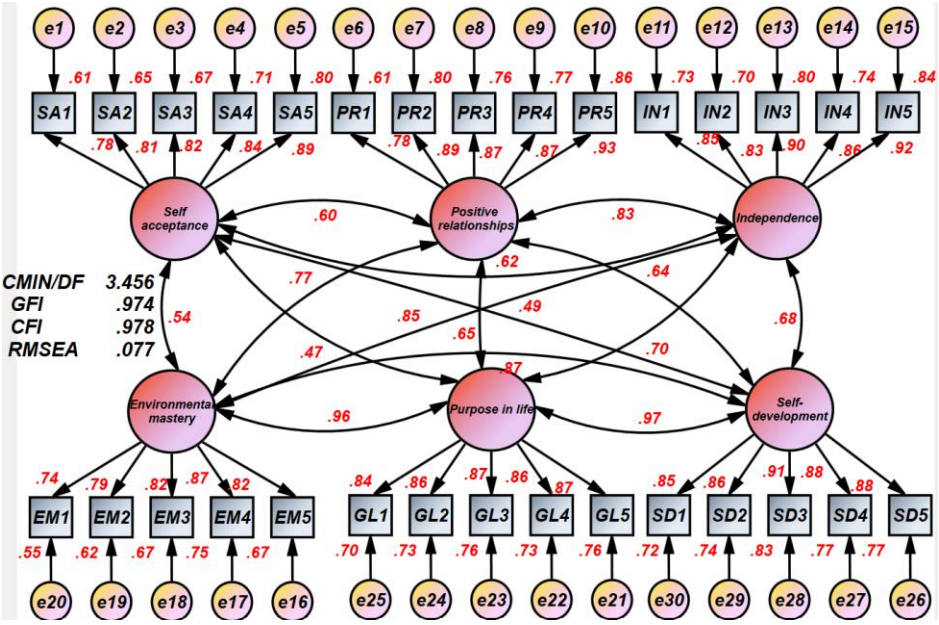


Figure (4) Confirmatory factor analysis of psychological well-being

It is the "amos.24 outputs" source.

3-2- Describing and interpreting the results of the research sample's responses

This paragraph is related to exploring the availability of variables and dimensions of research, and according to the classification of (Dewberry (2004:15), which indicated that if the researcher relies on a five-point Likert scale, agree - disagree entirely, then there are five categories to which the arithmetic means belong.

Table (7) / Classification of statistical description categories

the level	Categories	Sequence
very low	1-1.80	1
low	1.81-2.60	2
Moderate	2.61-3.40	3
high	3.41-4.20	4
very high	4.21-5.00	5

Prepared by the researcher based on the sources that were found in the literature

Table (8) shows the criteria for the statistical description of the research sample's responses, represented by the arithmetic mean, standard deviation, response level, direction of the research variables and dimensions.

- **Measuring the extent to which employees in the organization under study understand the research variables**

Using the scale applied in the research, it was possible to calculate the arithmetic means, standard deviations, coefficients of variation, percentage of agreement for the research variables, and sub-dimensions of each variable, as shown in the table below.

Table (8) Descriptive analysis of the study variables (human resources practices based on commitment, passion for work, and psychological well-being)

	Dimensions of Commitment-based HR practices	Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Selection and recruitment	3.222	0.854	%26.5	%64.4	1
2	training and development	2.992	0.934	%31.2	%59.8	2
3	Reparations	2.765	1.044	%37.8	%55.3	3
	Commitment-based HR practices	2.993	0.944	31.5%	59.9%	
	Dimensions Passion for work	Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Harmonious passion	2.854	1.011	%35.4	%57.08	2
2	Compulsive passion	3.102	0.966	%31.1	%62.04	1
	Marketing intelligence system	2.978	0.989	33.2%	59.56%	
	Dimensions of Psychological Well-being	Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Self-acceptance	3.099	0.891	28.8%	%62.0	2
2	Positive relationships with others	3.178	0.782	%24.6	%63.6	1
3	Independence	3.004	0.899	%29.9	%60.1	3
4	Environmental mastery	2.772	1.104	%39.8	%55.4	6
5	Purpose in life	2.851	1.042	%36.5	%57.0	5
6	Self-development	2.905	0.962	%33.1	%58.1	4
	Psychological well-being	2.968	0.947	31.9%	59.4%	

Using the results that were generated by the SPSS program, the researcher compiled the table that was shown. v. 26

The previous table shows the following: That.

- The average interest in the sample items for the variable (human resources practices based on commitment) towards the overall general average dimensions (neutral), where the total general average for the dimensions of human resources practices based on commitment was (2.993), with a standard deviation of (0.944), and a coefficient of variation (31.5%).), with a high agreement rate (59.9%).

The relative importance of the dimensions of commitment-based human resources practices varies according to the lowest coefficient of variation/highest percentage of agreement, and their order was as follows: selection and recruitment - training and development - compensation).

- The average interest in the sample items for the variable (passion for work) towards the overall general average dimensions (neutral), where the total general average dimensions for passion for work reached (2.978), with a standard deviation of (0.989), a coefficient of variation (33.2%), and a high percentage of agreement (59.56%)).

The relative importance of the dimensions of passion for work varies according to the lowest coefficient of difference/highest percentage of agreement, and their order was as follows: compulsive passion - harmonious passion).

- The average availability of the sample items for the variable (psychological well-being) towards the overall general average dimensions (neutral), as the total general average of the dimensions of psychological well-being reached (2.968), with a standard deviation of (0.947), a coefficient of variation (31.9%), and a high percentage of agreement (59.4%)).

1. The relative importance of dimensions of psychological well-being varies according to the lowest coefficient of variation/highest percentage of agreement, and their order was as follows: positive relationships with others - self-acceptance - independence - self-development - purpose in life - environmental mastery).

3-3- Testing hypotheses of the influence of the research variables

This paragraph is related to exploring the level of influence relationships and their direction for the research variables and the level of direct and indirect influence through the path analysis model.

By using the program (24. Amos V) as follows:

A. Testing the first central hypothesis: There is a direct moral effect of human resources practices based on commitment to passion for work in the Holy Karbala Education Directorate, the field of application, as it becomes clear that human resources practices based on commitment explain (72%) of the changes that occur in the variable of passion for work. The remaining percentage (28%) is due to the contributions of other variables not included in the research model. As for the ability of the variable influence of human resources practices based on commitment to passion for work, it reached (0.83), in addition to its significance based on the achieved significance rate of (0.039), which is less than The moral value assumed by the researcher, which is related to the social sciences, is (5%). The critical percentage achieved supports the level of significance, which is (11.22) because it is more significant than (1.96). This means that whenever the availability of human resources practices based on commitment increases by one unit, the passion for work will be enhanced by a percentage (83%), and the following figure and table illustrate the path analysis model for the first hypothesis.

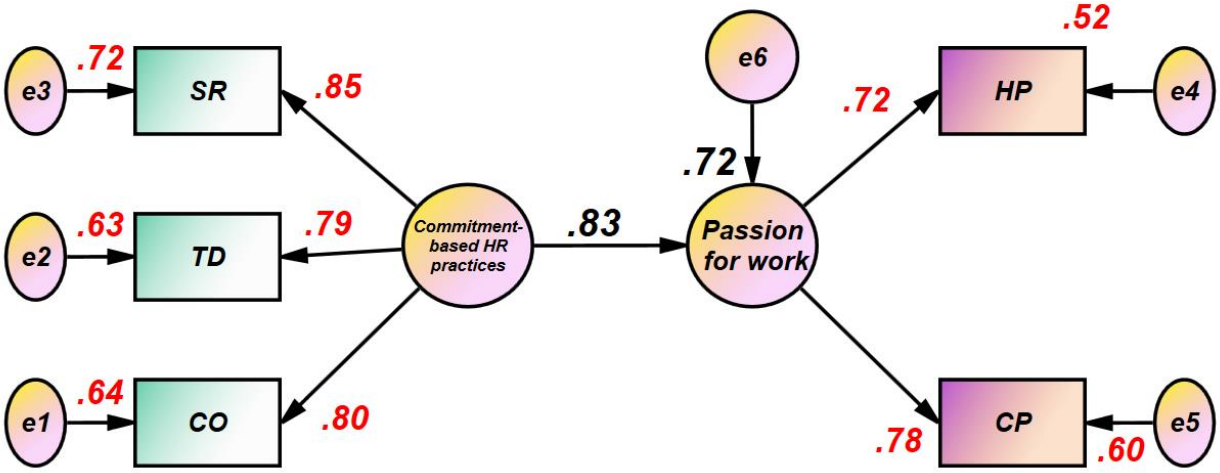


Figure (5): The structural model of the impact of human resources practices based on commitment to the passion for work

Table (9) shows the significance of the values for effect according to the criterion (P-Value) and the critical ratio (C.R), which were significant, which means accepting the first central effect hypothesis.

Table (9) / Evaluate the effect of human resources practices based on commitment to a passion for work

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	R2	P
passion for work	←	commitment-based human resources practices	0.834	0.923	0.051	11.22	.719	0.039

Based on the results of the 24.AMOS program, the researcher took the time to prepare this source.

B. Testing the second central hypothesis: There is a direct significant effect of commitment-based human resources practices on psychological well-being. Commitment-based human resources practices explain (17%) of the changes that occur in the psychological well-being variable. In comparison, the remaining percentage (83%) is attributed To the contributions of other variables not included in the research model. As for the ability to influence the variable human resources practices based on commitment to psychological well-being, it reached (0.23), in addition to its significance based on the achieved significance value of (0.044), which is less than the moral value that the researcher assumed for the social sciences, which is (5%), and the critical percentage The results achieved support the significance level of (3.64) because it is more significant than (1.96), which is a weak effect ratio. This means that whenever the availability of commitment-based human resources practices increases by one unit, psychological well-being will be enhanced (23%), and the figure and table show the path analysis model for the second hypothesis.

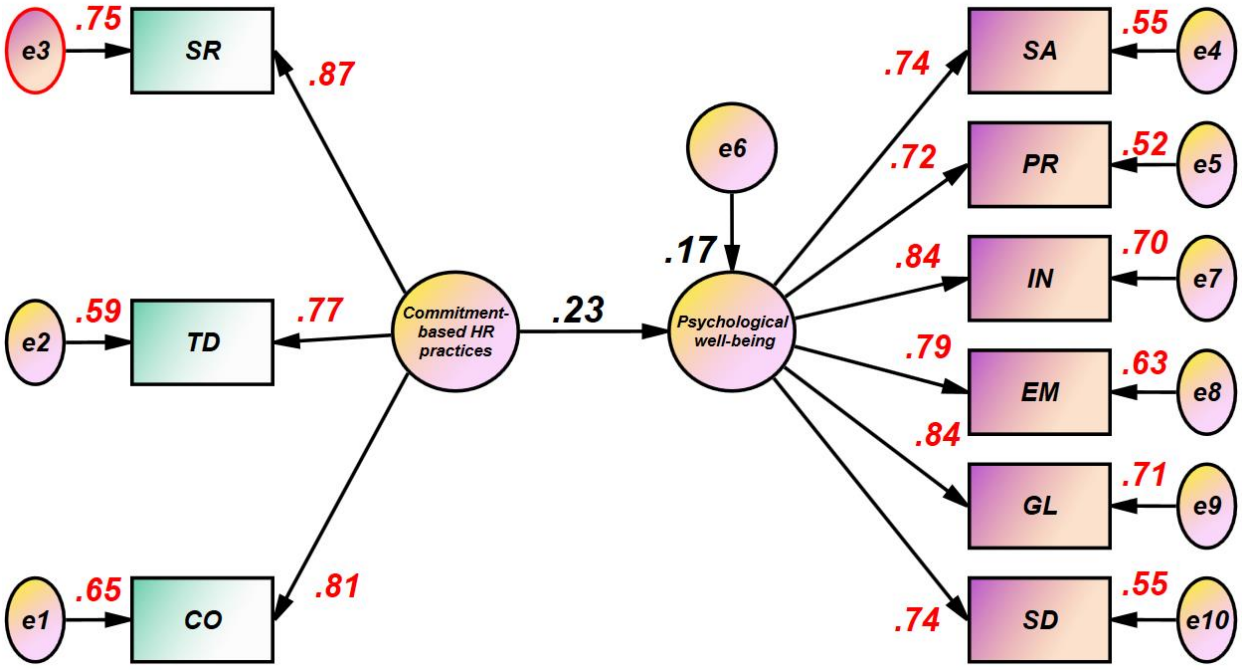


Figure (6) Structural model of the impact of commitment-based human resources practices on psychological well-being

Table (10) shows the significance of the values for effect according to the criterion (P.Value) and the critical ratio (C.R), which were significant, which means rejecting the second central effect hypothesis.

Table (10) / Evaluate the impact of commitment-based human resources practices on psychological well-being

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	R2	P

psychological well-being	←	commitment-based human resources practices	0.232	0.334	0.176	3.64	.174	0.044

Based on the results of the 24.AMOS program, the researcher took the time to prepare this source.

C. Testing the third central hypothesis: The hypothesis states that there is a significant indirect effect of human resources practices based on a commitment to psychological well-being through a passion for work. The researchers relied on testing the direct and indirect effects and comparing them using the path analysis equation by using the program (24. Amos). V) The following figure and table show the standard regression paths and R2 values for the direct effect relationship between the independent variable and the dependent variable and the indirect effect via the mediating variable.

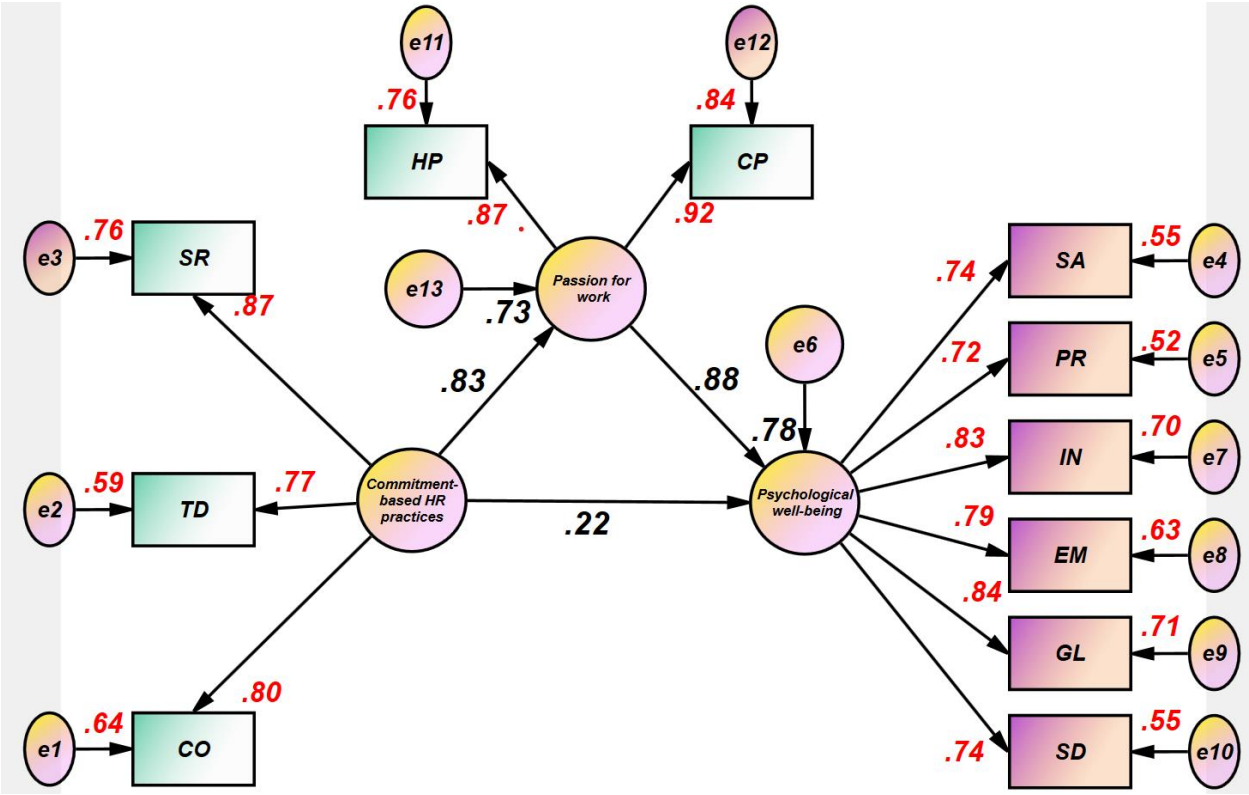


Figure (7): The intermediate structural model (source)

There is no direct effect of the human resources practices variable based on commitment and psychological well-being within the test of the mediating model in structural equation modelling, as shown in the figure above and the table below. As for the size of the indirect effect of the mediation of the mediating variable, it is shown in the table below, which amounted to (0.735). It shows that there is an indirect effect of the variable of human resources practices based on a commitment to psychological well-being through a passion for work, which is a moral value and statistically acceptable. The use of modelling in testing the mediator also requires verifying the reality of mediation through the Bootstrap test, which is shown in the following table, which shows that the upper and lower terms have the same sign and at a level of significance (.009). These results indicate that the indirect effects of this variable are real and have significant effects on the mediation of the variable. Passion for work, and since the value of the indirect effect is greater than the value of the direct effect, this explains that the mediation is partial.

Table (11): Paths and parameters for choosing the third main hypothesis

Variables	PATH	Variables	S.R.W	Estimate	S.E.	C.R.	P
Passion for work	←	Commitment-based HR practices	0.834	0.963	0.056	12.77	0.00
Psychological well-being	←	Commitment-based HR practices	0.231	0.27	0.178	0.819	0.12
Psychological well-being	←	Passion for work	0.881	1.024	0.067	18.09	0.00
Psychological well-being	Passion for ← work	←Commitment-based HR practices	Indirect Effect	R2	Lower Bounds	Upper Bounds	p-value
			0.735	56.9%	0.688	0.881	0.009

Based on the results of the 24.AMOS program, the researcher took the time to prepare this source.

3. Results and Discussion

- The interest in the dimensions of human resources practices based on commitment was moderate, as most of the respondents' answers to most of the items were neutral. This indicates the moderate interest in human resources practices based on commitment in the studied department and indicates the presence of policies for recruitment and appointment that are clear and compatible with the objectives of the directorate. The human resources department determines The attributes and characteristics of the individuals who will be attracted, the qualifications, skills and experience to select the best employees in advance before announcing the job, and those responsible for the recruitment and appointment process enjoy efficiency and integrity. The Directorate provides an opportunity for employees to receive training on an ongoing basis to acquire new skills, as well as the Directorate grants incentives and rewards to employees based on objective criteria. The directorate's incentives and rewards system is continuously developed at a moderate level that does not meet the ambition.

The availability of passion for work among workers in the studied department was average, as most of the answers of the study sample were neutral, and this explains the interest of some workers in the studied department in making the advantages of their work preferable to them more than other activities. Their work is compatible with their style of life and their interest in mastering all the skills related to their work. In addition, I only enjoy them when they practice their work at an average level that does not meet my ambition.

- The employees of the studied department have psychological well-being at an average rate, as most of the answers of the study sample were neutral. This indicates that some of the employees of the studied department do not express their opinions, even if the opinions are opposed to most people. They do not feel comfortable with the people and society around them. They do not want to. They try new ways of doing things in their lives, they do not enjoy conversations with family members or friends, and they do not enjoy making plans for the future and working to achieve them in reality.
- The direct effect relationships between commitment-based human resources practices and psychological well-being were low and direct (0.23) and significant (0.044). This indicates that whenever attention is paid to the components of commitment-based human resources practices in the department studied, it leads to enhancing psychological well-being, but At a low level.
- The direct effect relationships between human resources practices based on a commitment to a passion for work were high and directly significant (0.83), and this indicates that whenever attention is paid to the components of human resources practices based on commitment in the studied department, it leads to enhancing passion for work, that is if the department The Human Resources Department determines the traits and

characteristics of the individuals who will be recruited, the qualifications, skills and experiences to select the best employees in advance before announcing the job. Those in charge of the recruitment and appointment process enjoy efficiency and integrity. The Directorate provides an opportunity for employees to receive training on an ongoing basis to acquire new skills, and the Directorate relies on training programs. Diverse in proportion to the variables of the global environment. Giving employees incentives and rewards according to their job performance increases the passion for work among employees in the studied directorate.

- It is evident through the analysis of the mediating role of the variable of passion for work between human resources practices based on commitment and psychological well-being. It was high, statistically significant, and highly significant. This indicates that the more attention is paid to the components of human resources practices based on commitment in the department studied, the more this leads to enhancing well-being. Psychological using passion for work, that is, whenever the studied department uses human resources practices based on a commitment to setting a system of wages, salaries and incentives in the directorate with the high cost of living, and following up with employees after they complete training to ensure that the knowledge they have acquired is applied in their jobs. The psychological well-being of workers in the highly studied directorate is enhanced if the passion for work is used to match and fit their work with their style of life, as well as the enjoyment they find in their work practice.

4. Conclusion

a. Establishing written, clear and precisely defined recruitment and appointment procedures.
   Vacant positions are announced in the usual ways (the newspaper, the directorate's website, etc.) and are available to the public.
b. The Directorate relies on various training programs in line with the variables of the global environment.
c. The Directorate determines training needs according to a pre-established plan.
   The Directorate must grant incentives and rewards to employees based on established standards.
d. The necessity of developing the incentives and rewards system in the directorate on an ongoing basis.

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