



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

THE ROLE OF ORGANIZATIONAL JUSTICE IN DEVELOPING PSYCHOLOGICAL OWNERSHIP OF WORKERS

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DOI: <http://doi.org/10.37648/ijrssh.v12i04.055>

Paper Received:

20 October 2022

Paper Accepted:

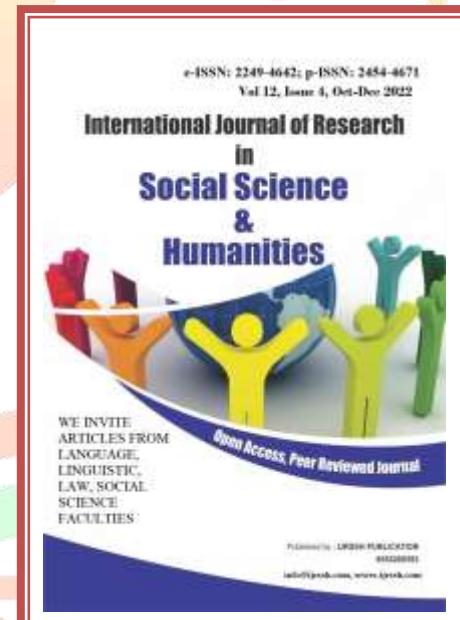
21 December 2022

Paper Received After Correction:

24 December 2022

Paper Published:

26 December 2022



How to cite the article: Khaled M.S., Majeed H.T., Hala S.A.S.(2022) The Role of Organizational Justice in Developing Psychological Ownership of Workers, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 1043-1061 DOI: <http://doi.org/10.37648/iirssh.v12i04.055>

ABSTRACT

The research aims to demonstrate the role of organizational justice as an independent variable in influencing the achievement of development of the sense of psychological ownership of workers as a dependent variable. The current research variables were distinguished as being effective variables in terms of the field and affecting the achievement of success for organizations. In order to achieve this goal, it was applied on a sample of employees in the Iraqi Ministry of Transport employees, whose number reached (84) individuals, and the data were collected through the questionnaire as a main tool, to come out with a set of conclusions that contribute to raising the levels of the researched company, and based on the importance of the research topic in government organizations, and the role the most prominent figure in which can contribute to activating the public sector, the descriptive and analytical approach was adopted in the completion of this research, and a number of statistical methods were used to process the data, including: arithmetic mean, standard deviation, simple linear correlation coefficient (Pearson) and simple linear regression. As for the most prominent conclusions, they have represented: there is an effective and essential effect of organizational justice in influencing on the psychological ownership of workers

Keywords: *organizational justice, psychological ownership*

INTRODUCTION

There is no doubt that the topics that are looking at developing the relationship between the individual and the organization have become the concern of many researchers in the field of management in general and organizational behavior in particular. The integration of the individual with the organization and the sense of belonging to it and treating it as an essential part of his self-identity has become the most important goal that all organizations seek to reach it. So, this research came as a continuation of previous knowledge efforts in this field, as individuals within the organization felt a kind of justice in the organization's dealings with them may be an incentive towards promoting many positive psychological cases that could lead them to

develop their job performance, as it can give workers a feeling of comfort and a sense of the family climate within the organization, which also has a positive effect in enhancing the morale within the work environment. Therefore, this research focused on the psychological impact of organizational justice by addressing the effect of this justice on the sense of psychological ownership, which is the highest degree of loyalty and belonging to the organization through which the individual can develop his own organizational identity that expresses his personal identity and which reinforces all personal initiatives of him towards the organization Which, in essence, is the psychological extension of his own identity.

LITERATURE REVIEW

Organizational justice

Justice is considered as a subjective concept in that it represents what individuals believe to be right, rather than an objective reality or a prescriptive moral code. organizational justice is a personal evaluation of the ethical and moral standing of managerial conduct. It follows from this approach that producing justice requires top management to take the perspective of an employee. That is, they need to understand what sorts of events engender this personal feeling of organizational justice. (Cropanzano et al,2007:35). Organizational justice was defined by (Greenberg, 1996) as the perception of the employees of the fair equation by the organization, and how the satisfaction of these workers and their commitment to the perception of this justice is affected, and this concept came from the theory of equality for (Adam, 1969) where the employees determine the values of job outputs and inputs, and through the ratio of inputs and outputs, employees compare themselves with employees within the same field (Yean, et al, 2016: 27) and organizational justice explains how the administration deals with its employees in order to improve the work environment and make it more creative and productive (Khan, et al, 2016: 54) It is

also known as the organization members' sense of moral justice in the way they are treated, and it is an important element to create and maintain a productive and creative work environment (Lee, et al, 2015: 1528) and according to (James, 1993), when employees realize that the organization is fair in identifying resources, decision-making and processes, they will be inclined to be more committed to its goals. According to (Toremen & Ten, 2010), employees' belief in fairness and equality in business within the organization is one of the most important reasons for motivation and support for their efforts (Shamma, 2016: 130). Therefore, there may be an intersection between what the higher management perceives as treating its employees fairly, and what the employees perceive and their sense of this justice. Therefore, there is no permanent agreement between what the higher management perceives and what the employees perceive. In order to know the basic pillars of organizational justice, it is necessary to focus on its dimensions, which differed among researchers in dealing with them. Each researcher has set out to define the dimensions according to his research vision, the viewpoint at which they look at the topic and according to the environment and the place of application, so the researchers will focus on the

dimensions that proposed to (Cohen, Chaeash & Spector, 2001)

A. Distributive justice

The distribution of returns is based on the theory of justice presented by (Adams, 1965), which includes inputs and outputs. Adams explained that a person will receive returns for his contribution to the organization's inputs. He also discussed the theory of equality. The employee will be satisfied when he feels that the returns he receives are equal to the inputs provided by the organization and there is no difference between them (Murtaza, et al, 2011: 75). Therefore, distributive justice according to (Greenberg, 1986) is the perception that focuses on the fairness of the evaluations received by the employee that are appropriate for the work performed (Ayobami, 2013: 208) That the employee gets includes salary, promotion and social returns, and the inputs that include his contributions to the organization are the efforts made by the employee, education and experience, and when individuals realize that the results they receive are insufficient based on the contributions they make, they will feel unfair in dealing by their organization (Rousseau, et al, 2009: 306).

B. Procedural justice

Procedural justice, according to (Taber & Taylor, 2003) is the employees' perception of fairness and consistency of rules, procedures and decisions made by management (Shamma, 2016). As indicated by (Lind & Tyler, 1988), some researchers suggest that equality in procedures and systems may enhance employee commitment because equality it will make them respects their membership in the organization (Pare & Tremblay, 2007: 335).

C. Interactive justice

Interactive justice measures the extent to which employees believe that their needs are taken into account in decision-making processes and the extent to which explanations are provided to them after the decision-making process is completed (Eigen & Litwin, 2014: 175). According to (Bies & Moag, 1986) that interactive justice refers to the treatment that employees receive. In terms of giving them explanations and information about the decision with sympathy and respect (Usmani & Jamal, 2013: 353), Interactive justice appears when there is a commitment by the administrative authority to follow specific rules for fair communication with individuals. In the event that there is a violation of the rules

of respect and discipline of the employees, it will become clear that the ethical standards followed by the organization in making decisions will not be followed (Zapata, et al, 2009: 95).

D. Information justice

According to (Greenberg, 1993), informational justice refers to the procedures for communicating the special reasons for the producers used in the evaluation and the fair distribution of rewards to the employees in the organization (Naidu, et al, 2014: 3) and it also refers to the information, justified and honest that is provided to the employees, the evaluation based on Insufficient and unreal information lead to the perception of injustice (Srivastavas, 2015: 669).

Psychological Ownership

Psychological ownership is the mental state in which individuals feel that something is theirs. (Baxter, 2015: 2) Psychological ownership refers to a type of ownership that transcends goals, objects, concepts, organization, or even people that may or may not be supported by formal ownership (Pickford, et al, 2016: 6). (Mustafa, et al, 2001) define it as the employees' feeling that the organization is their being and the sense of having a shared responsibility towards its success

(Kim & Beehr, 2017: 2). It is also defined as the employee's feeling when he thinks that the goal of ownership or part of this goal expresses his self-identity and it reflects the individual's perception, thinking and belief related to the goal of ownership, and the goal of ownership in the workplace may be tangible or intangible and examples of this ownership are new ideas and strategic initiatives Or private projects and their applications (Avey, et al, 2012: 2). It is defined as a sense of ownership that acts as a core concept: It answers the question what is the feeling of being what I am and a part of me? It reflects the psychological connection to the object of ownership, which is a dimensionless structure and reflects the conditions under which individuals experience when they view the object of ownership as being part of the psychological extension (Pierce & Peck, 2018: 10). (Kostova & Dirks, 2001) defines psychological ownership as the feeling that something is in The organization expresses a self-identity and employees in the organization are likely to develop this sense of ownership towards the organization in general (Shu & Peck, 2011: 440). Individuals produce positive or negative behaviors through some experiences of psychological ownership. They become emotionally connected to the

tangible and intangible properties around them and think of it as their personal property, and sometimes they make a picture in their minds and their behaviors about this property. And they become catalysts to cultivate a strong sense of protection towards this property, whether personal or impersonal, as they become physically and emotionally tense to control these stimuli during this form of ownership (Yee, et al, 2018: 123). Psychological ownership is a kind of psychological extension that individuals experience towards tangible and intangible things in their workplace. This type of extension results in a sense that everything in the organization expresses their self-identity and that it is part of their being. The dimensions that have been set will be approved by (Olckers, 2013), which are:

A. Organizational identity

Organizational identity generally refers to what the employee perceives, feels and thinks about the organization, and the most famous definition of organizational identity was developed by each of (Albert & Whetten, 1985) through their definition of it as everything that is central, distinct and permanent to the personality of the organization (Hatch & Schultz, 1997: 357). This requires employees to create a feeling and a sense of organizational

identity between them and the organization in order to facilitate effective activities (Harquail & King, 2010: 1). Therefore, the organizational identity is made through the interaction of what is informal (social relations between individuals) with what is formal (tasks the work and duties of the organization) and the result of this interaction determines the level of perception and thinking of the individual about his organizational identity.

B. Independence

Independence, according to (Breagh, 1999) refers to the extent by which an individual is allowed to practice his work, and the size of this range depends on the design of the job by managers (Aube, et al, 2007: 484) and is also defined as the freedom associated with work activities and decision-making, and it may also be defined as It is the degree to which the individual is free to act in carrying out his duties (Sia & Appu, 2015: 774). Independence depends on the predominant organizational culture, does this culture allow some freedom for employees to carry out their tasks outside official frameworks, or is the culture of routine and commitment to organizational maps.

C. TERRITORIALITY

It is a behavioral expression for the individual about his feelings towards ownership of physical or social entities in the organization, and this definition includes behaviors related to building, communicating, maintaining and restoring the domain of these entities that make the individual feel his ownership of this space (Brown, et al, 2005: 578) this feeling that will generate in addition to a sense of loyalty and belonging, it will also generate behaviors by which the individual expresses control and dominance over the geographical areas associated with these entities.

D. Responsibility

According to what he indicated (Freundich, 1998), employees who feel that they own the organization psychologically believe that they have the right to influence the direction of this organization and have a greater sense of responsibility than their counterparts who do not feel psychological ownership of their organization (Olckers, 2013: 13).

METHODOLOGY

As a result of organizational complexity, rapid environmental and technological changes, and the many challenges facing public organizations in Iraq, achieving

organizational justice faces many difficulties in achieving it, whether in terms of the evaluation systems followed, distributed incentives or approved promotion, which negatively affected the overall performance of the organization as well as in the psychological aspect of workers that needs to be the focus of special attention and care by the higher management, as these legal, social and organizational arrangements can affect the psychological perceptions of the individual worker, as the lower the levels of organizational justice, the greater the workers' sense of alienation and the feeling that the organization does not express. This will reduce the responsibility and loyalty towards the organization by workers as a result of the decline in the sense of psychological ownership, so our research came to focus on how to activate levels of organizational justice within the Ministry of Transport center that have become a field for research on the impact on psychological ownership for employees. Therefore, the purpose of the research is

- A. Measuring the nature of the variables (organizational justice and psychological ownership) in the center of the Ministry of Transport.
- B. The current research is a scientific and applied contribution

to determine the level of influence of research variables (organizational justice) on (psychological ownership) in the Iraqi Ministry of Transport.

C. The importance of field research is clear in choosing the transport sector, which is one of the important sectors in the country as it provides services of important economic and social value to citizens and the country. By analyzing and interpreting the data in a variety of statistical means.

To achieve the objectives of the research, two main hypotheses were formulated that explain the nature of the relationships between the research variables, which we present as follows:

A. The first main hypothesis: "There is a significant correlation between the organizational justice dimensions and psychological ownership"

B. The second main hypothesis: "There is a significant influence on the psychological property dimensions of organizational justice".

So the research adopted the descriptive-analytical approach to the advantage of this approach with a holistic view and the association

of describing the case with its analysis, as this approach deals with the description of what is an object, its interpretation, and the identification of conditions and relationships that exist between the facts. And then extract the results and basic indicators using the description in collecting the data and information required by the research, to determine the results and stand on the most prominent indicators. To design a questionnaire about research variables, psychological ownership, and organizational justice, it was required to prepare a questionnaire. The questionnaire consists of (19) questions about the variable of organizational justice divided into four dimensions, and (28) questions about the variable of psychological ownership divided into four dimensions. Table (1) shows the measures that measured the variables of the current research in the light of the scientific sources on which the researchers relied, and the sequence of the questionnaire items.

Table (1) construction and installation of the search tool scale

Source	number of Paragraphs from - to	sub-variables	the main variable
Dimensions of Organizational justice			Organizational justice
(Olckers, 2013)	7	Procedural justice	
	4	Distributive justice	
	4	Interactive justice	
	4	Information justice	
Dimensions of Psychological ownership			Psychological ownership
(Cohen, Chaehash & Spector, 2001)	10	Self-identity	
	8	Responsibility	
	5	Independence	
	5	Regional	

RESULTS

Results of the internal consistency test:

The results of the internal consistency test came through the correlation coefficient (Cronbach Alpha), which is used to measure the reliability of the measuring tool in terms of the internal consistency of the instrument's statements, as can be

explained in Table (2) with which the internal consistency of the scale paragraphs is confirmed at the dimensional level. All of them after the values of the correlation coefficients (Cronbach Alpha) exceeded the acceptable minimum (0.70), which confirms the internal consistency of the scale and thus the stability required in the event of a repeat test.

Table (2) results of the internal consistency test for variables	
Cronbach Alpha	The Scale
0.964	Procedural justice
0.966	Distributive justice
0.962	Interactive justice
0.961	Information justice
0.9580.	Organizational justice
0.960	Self-identity
0.959	Responsibility
0.961	Independence
0.961	Regional
0.9570.	Psychological ownership
0.974	All items on the questionnaire

Stability of the questionnaire:

The “split-half” method is used in measuring reliability, which is summarized by finding the correlation between the scores of individual questions and the degrees of even questions in the questionnaire, and the correlation coefficient is corrected with the “Spearman Brown” equation, so if the reliability coefficient is 0.67 According to the equation, it is sufficient for the research on which the questionnaire is used as a tool for it and upon applying this method, it was found that the correlation of the resolution (0.907) which means that, with its different measures, it has good stability and can be adopted at different times and for the same individuals and gives the same results.

Descriptive analysis of research variables

From this analysis, we seek to identify the reality of organizational justice and psychological ownership of a sample in the

Ministry of Transportation Center, and the arithmetic means standard deviation, and coefficient of variation will be relied on for these answers in addition to determining the level of the relative importance of each dimension within the same variable depending on the coefficient of variation. The research relied on the five-year Likert scale in the sample responses to the questionnaire, so the level of each variable will be between (1-5) with four levels and the table (3) illustrates this, and it includes two levels in the case of an increase from the hypothetical mean of (2.60 to 3.39) It will be good if it ranges between (3.40 to 4.19) and very good if it increases from (4.20 to 5). It also includes two levels if it falls below the hypothetical mean (2.60 to 3.39), then it will be weak if it ranges between (1.80 to 2.59) and very weak if it decreases. About (from 1 to 1.79) and as shown in Table (3).

Table (3) the weighted average and the direction of the answer

Level answer	Answer scale	Weighted average.
Very weak	I don't completely agree	1 to 1.79
Weak	I do not agree	1.80 to 2.59
Average	neutral	2.60 to 3.39
good	Agreed	3.40 to 4.19
very good	Totally agree	4.20 to 5

1. Organizational Justice (X)

The highest general arithmetic mean of the organizational justice variable in the Ministry of Transport center was at the information justice dimension, as the mean was (3.544), with a good level, a standard deviation (0.957), and a difference coefficient (27.00). This indicates the existence of justice in the research ministry in terms of fair distribution of information. Often, managers are clear in their communication with employees and explain the procedures followed carefully, with the required details and in the suitable time, and this will help that this information have an effective role in forming the enrichment job that helps the employee to perform his tasks correctly. As for the lowest dimension in the organizational justice variable, it came to distributive justice, as it came with an arithmetic mean in general (3.419) and a good level, as its standard deviation reached (0.820) and the coefficient of variation (23.98). This indicates that there is slightly good justice in terms of the results that are Employees receive it and it is the result of the contributions that they make inside the ministry, and as most of the incentives and rewards that employees receive, there is justification for obtaining them, especially in terms of the performance that is provided, but it is

noticeable on the performance of the ministry that it is not distributed correctly and satisfactorily to the workers in terms of the outputs they obtain On an equal basis within the ministry, but sometimes there is a kind of distributional injustice, especially in terms of the efforts made. As for the total, the organizational justice variable achieved an arithmetic mean (3.482) with a good level and a standard deviation (0.772), which indicates the lack of dispersion of the sample answers and their assertion of a good presence of organizational justice within the center of the Ministry of Transport as employees have the ability to express their views about the procedures followed in The organization in which the employees believe that these procedures are implemented in a consistent manner, and that the senior management is keen to ensure that there is fairness in respecting and appreciating the employees as a whole equally without discrimination. Therefore, achieving this will make the employees feel that they are appreciated and respected, which will create their motivation towards creativity and hard working.

2. Psychological ownership (Y)

The highest general arithmetic mean of the psychological property variable was at

the after independence, as it reached an arithmetic mean (3.248), a mean level, a standard deviation (0.440), and a difference coefficient (13.54). This indicates a decline in the independence granted to workers within the researched ministry as there is no complete freedom in how to perform the work or use personal opinion in the implementation of the work or to decide how and when to accomplish the work, but all this remains in the hands of the higher management, according to the controls and powers. As for the lowest dimension in the psychological ownership variable, it came to the regional dimension, as it came with a general arithmetic mean (3.075) and with an average level, as its standard deviation reached (10.64) and the difference coefficient (20.84). This indicates that despite the employees' feeling of an urgent need to protect their property Intellectual property from being used by others in the ministry, but at the same time we do not find they have a tendency to be independent in everything. The employees do not object to the presence of employees in their own environment for work or to prevent others from entering the office space of each employee, but there is cooperation and team spirit we find among the employees within the surveyed ministry. In total, the psychological ownership variable achieved

an arithmetic mean (3.181) with a medium level and a standard deviation (0.546), This is indicative of the lack of dispersion of the sample answers and their assertion that the level of psychological ownership was not at the required level inside the center of the Ministry of Transport, as most of the employees do not feel the true belonging to the ministry or feel that the ministry is their identity or express their self-identity as most employees do not link the success or failure of the ministry with personal success or failure, as well as the factor of belonging to this ministry was not at the required level, which negatively affected the levels of responsibility of the employees, which affected the level of motivation towards work. The researchers believe that the reason for this is neglect by the higher management in focus On the behavioral side and paying attention to it, as focusing only on the formal aspects and neglecting the informal side or the feelings of employees, so this will create a large gap between the upper management and the workers, which will negatively affect the psychological ownership within the ministry.

Table (4) shows the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the research variables				
Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Dimensions of search variables
2	24.96	0.855	3.425	Procedural justice
1	23.98	0.820	3.419	Distributive justice
3	26.42	0.935	3.538	Interactive justice
4	27.00	0.957	3.544	Information justice
2	22.17	0.772	3.482	Organizational justice
3	24.19	0.768	3.174	Self-identity
4	26.08	0.808	3.098	Responsibility
1	13.54	0.440	3.248	Independence
2	20.84	0.641	3.075	Regional
1	17.16	0.546	3.181	Psychological ownership

Sample volume= 84

Source: Prepared by researchers based on the outputs of SPSS V.23

Research hypotheses testing (correlation hypotheses)

It is clear through the data of Table (5) the results of the Pearson Correlation coefficient values between the organizational justice variable with its dimensions (procedural justice, distributive justice, interactive justice, informational justice) and the psychological ownership variable.

1. Test the first main research hypothesis, which states (There is a significant correlation relationship between organizational justice dimensions and psychological ownership)

Table (5) shows the value of the correlation coefficient between

organizational justice overall with psychological ownership, as it reached (0.824 **) at the level of significance (0.000). This means that there is a very good and significant level correlation of organizational justice with psychological ownership. Achieving organizational justice in all levels and departments of the ministry, this will help the workers feel reassured and stable, and thus the feeling that this ministry expresses their self-identity and the existence of a strong bond that brings them together with the ministry, which will achieve psychological ownership in the workplace.

2. Test the first sub-hypothesis: which states (there is a significant correlation relationship between the dimensions of organizational

justice and psychological ownership), as it is evident through the table that there is a significant correlation relationship between all dimensions of organizational justice with psychological ownership and at a good level, and this indicates on the essential and effective role of organizational justice and its dimensions to achieve psychological ownership, as whenever there is procedural, distributive, interactive and informational justice, the more it helps to achieve a sense of responsibility and self-identity

towards the ministry by workers and thus achieve psychological ownership. awareness that the highest value of the correlation coefficient came between interactive justice with psychological ownership and a correlation coefficient (0.900) at the significance level (0.000). As for the lowest value of the correlation coefficient, it was between procedural justice and psychological ownership, as it came to a correlation coefficient (.8400) at a significant level (.0000), and at a good level.

Table (5) shows the links between organizational justice and psychological ownership dimensions

Psychological ownership	Correlation value and level of significance	Dimensions of organizational justice
.840**0	Correlation	Procedural justice
.0000	Sig	
.852**0	Correlation	Distributive justice
.0000	Sig	
.900**0	Correlation	Interactive justice
.0000	Sig	
.867**0	Correlation	Information justice
.0000	Sig	
.824**0	Correlation	Organizational justice
.0000	Sig	

**Correlation is significant at the 0.01 level (2-tailed)

Impact hypotheses testing

1. The second main hypothesis test (there is a significant effect of organizational justice in psychological ownership) as the (F) calculated for the estimated model (172.972), which is greater than the tabular

value of (F) of (3.96) at a level of significance (0.05), and accordingly, the hypothesis is accepted, and this means (there is a significant effect of organizational justice on psychological ownership as a whole) at a level of significance (5%) that is, with a degree of

confidence (95%). This indicates that organizational justice has an effective and clear effect on psychological ownership, that is, whenever there is organizational justice within the center of the Ministry of Transport, the more it helps in developing a sense of responsibility and psychological ownership among employees. And through the value of the determination coefficient (R^2) of (0.678), it becomes clear that organizational justice can explain what percentage (68%) of the changes that occur to the adopted variable (psychological ownership), while the remaining percentage (32%) is related to other non-included variables in the search form. It is evident through the value of the marginal propensity coefficient of organizational justice of (0.93) that increasing organizational justice by one unit will lead to an increase in the variable (psychological ownership) by (93%).

2. Examining the first sub-hypothesis: (There is a significant effect of organizational justice dimensions on the psychological ownership) It is evident from Table (6) that all the values between the organizational justice dimensions with psychological ownership came with significant levels of influence, as the values of the (F) value calculated for the model for all dimensions were greater than the tabular (F) value of (3.96) at a level of

significance (0.05). Based on this, the hypothesis is accepted, which means (there is a significant influence between the organizational justice dimensions in psychological ownership) at a level of significance (5%), i.e. a degree of confidence (95%). Consequently, this indicates that all dimensions of organizational, procedural, distributive, interactive, and informational justice have an effective and strong influence on the development of a sense of psychological ownership. As for the highest value of the impact factor, it came between informational justice and psychological ownership, which came with a value of (F) computed (166.213), which is greater than the tabular value (F) of (3.96) at a significance level (0.05). And through the value of the determination coefficient (R^2) of (0.670), It is evident that information justice can explain what percentage (67%) of the changes that occur to the dependent variable (psychological ownership), while the remaining percentage (33%) is dependent on other variables that are not included in the research model. As for the lowest impact value, it came between distributive justices in psychological ownership, as the calculated value of (F) came to (46.324), which is greater than the tabular value (F) of (3.96). This indicates the presence of a significant effect of

distributive justice in Psychological property. As for the value of the coefficient of determination (R^2) of (.3610), it is clear that distributive justice can explain what percentage (36%) of the

changes that occur to the dependent variable (psychological ownership), while the remaining percentage (64%) is related to other variables not included in the search form.

Table (6) Statistical indicators for the organizational justice dimensions in psychological ownership							
Psychological ownership	path	Dimensions of organizational justice	a	B	F	R^2	Sig
Psychological ownership	<---	Procedural justice	.862	.700	72.090	.468	0.000
	<---	Distributive justice	1.067	.641	46.324	.361	.0000
	<---	Interactive justice	.840	.684	93.701	.533	.0000
	<---	Information justice	.606	.749	166.213	.670	.0000
	<---	Organizational justice	.008	.934	172.972	.678	.0000

CONCLUSIONS

Through the results of the questionnaire and hypothesis testing, the researchers reached a set of conclusions:

1- With regard to organizational justice as a whole, the results indicated that the employees feel that there is a kind of organizational justice within the organization, and the results of the information justice dimension indicate that the higher management in the organization adopts a method of disclosure regarding the evaluation of employees and focus on honest information on the procedures followed in promotions and punishment and others, as well as there was an increase in the level of reactive justice, this

indicates the existence of a kind of ethical treatment and commitment by the higher management in focusing on the needs of the employees and their views regarding the decisions they make, regarding procedural and distributive justice, it was somewhat less than the dimensions of information justice and justice Interactivity, this indicates a relative decline in procedural and distributive justice in comparison with them, but also indicates a clear existence of consistency in the rules and procedures followed by the higher management. It also indicates that there is no discrimination between employees regarding following these procedures and the decisions taken by them. Therefore, the researchers believe

that there is a need for more attention on the part of senior management in promoting everything that would contribute to increasing the employees' sense of justice within the workplace in which they work.

2. Regarding the psychological ownership variable, the results showed that there is a feeling among a large portion of the employees that there is no great sense of responsibility and a strong association with the organization and that their goals are not represented by the goals of the organization. This means that it is necessary for the researched organization, according to what the researchers see, to try to get close to the employees by relying more on the behavioral side in dealing with them instead of focusing only on the formal side.

3. As for the dimensions of psychological ownership, the results showed that despite the presence of a relative sense of independence among some of the employees and that they feel relative freedom in their performance of daily activities within the organization, this did not have a strong effect in forming a clear organizational identity about the organization in which they work, in addition to the lack of a sense of responsibility towards what they do within

the organization, in addition to the absence of some kind of privacy among employees in their workplace. Therefore, the researchers believe that there is a need to pay attention to the psychological side of the employees by taking measures and policies that will enhance independence and freedom within the work and to establish a culture of sense of responsibility among the employees through the psychological empowerment of them for the work they perform because all this will help to form an organizational identity for them.

4. The results of the correlation between organizational justice and psychological ownership indicate a strong relationship between them. This means that the more interest there is in the policies that would enhance the sense of fairness among the employees, the greater their feeling that the organization is a part of them and that it expresses their aspirations and goals. . Therefore, the researchers believe that there is a need for attention on the part of the researched organization in promoting the aspect of organizational justice, especially with regard to the psychological and behavioral aspect, because it has a positive effect in strengthening the psychological connection of employees with the organization in which they work.

5. With regard to examining the effect of organizational justice on psychological ownership, the results indicated that there is an effect of organizational justice on psychological ownership, which is a rather strong effect. Therefore, researchers believe that the sense of organizational identity, independence and freedom among employees will be formed through strengthening the dimensions of organizational justice within the environment the internal organization of the organization, especially with regard to the social and psychological aspects of it.

Financial support and sponsorship: Nil

Conflict of Interest: None

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