

## THE IMPACT OF PSYCHOLOGICAL OWNERSHIP AT WORK ON ORGANIZATIONAL COMMITMENT, AN EXPLORATORY AND ANALYTICAL STUDY AT THE UNION FOOD INDUSTRIES COMPANY LTD. SUGAR AND OIL INDUSTRY / BABYLON GOVERNORATE

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### Abstract

The aim of the research is to find out the relationship and influence of psychological ownership through the dimensions of psychological ownership represented by (self-efficacy, affiliation, responsibility) on commitment, through its dimensions represented by (emotional, continuous, and normative) among employees working in the Union Food Industries Company In addition to identifying the nature of the relationship between psychological ownership and organizational commitment. A questionnaire was used to collect data and information. The questionnaire was randomly distributed to (302) represented by employees working in the Union Food Industries Company Ltd. The statistical program was relied on (SPSS V. 23) program. Amos V. 23. Software (Microsoft Excel 2010). For this purpose, this form was designed according to the five-point Likert scale, to reach the results related to the topic in question. The research found a set of results, the most important of which is the existence of an influence relationship and a correlation between the independent variable psychological ownership and its dimensions and the dependent variable independent organizational commitment.

**Keywords:** psychological ownership, organizational commitment

### Introduction

The identification of behavioral concepts, which are important, because through them the understanding and interpretation of human behavior within organizations, and of these concepts are psychological ownership and organizational commitment within work and their impact on working individuals. Their intellectual structures are based on social exchange and the principle of reciprocity, and when the individual realizes that the organization cares With his well-being, happiness and fulfillment of his psychological need, he will reciprocate to his dealings. The organizational commitment emphasizes the identification of the individual and his involvement in the organization. The notion of organizational psychological ownership (i.e. the sense of ownership that some object to is “MINE” or “OURS” has received increasing interest from scholars and practitioners as a potential factor as an important predictor of employee attitudes and behaviors (Psychological ownership is the phenomenon in which an employee develops feelings of ownership of a goal). In this The research suggests that the possessive nature of organizational psychological ownership distinguishes it from other work-related attitudes while simultaneously (and more importantly) allowing organizational psychological ownership to increase our understanding of employee attitudes and behavior.

## **The first topic: research methodology**

### **First: the research problem**

Psychological ownership is a phenomenon that was originally defined outside the organizational and managerial literature but has since been applied to the work environment first (Pierce. ; 2001). It is associated with a range of positive behaviors including increased motivation, organizational management, and loyalty but also has potential negative effects such as territoriality And the lack of accountability in general, the understanding of psychological ownership helps to enhance the positive aspects that benefit both the individual and the organization while avoiding the negative aspects. Several studies have tried to identify management practices for this purpose. Psychological ownership and its methods as well as the main dimensions of ownership and efforts to measure them. The study then turns to the practical aspects of the organizational application of psychological ownership and makes recommendations on how to enhance and focus on the ways in which different forms of ownership affect the relationship between employers and employees as well as the ways in which different forms of ownership can For corporate ownership and jobs within those companies, whether formal or legal ownership Or a sense of ownership in the business or company in which employees invest We are considering whether psychological ownership can be part of a reciprocal relationship between company and employee and if so how can both benefit from this relationship of control, responsibility, and the desire to belong. Based on what was previously discussed above, the work of organizations faces great challenges in light of progress and development that affects the possibility of their survival, so these institutions remain working under pressure and challenges, which makes them an urgent need to use modern administrative methods such as organizational commitment and upgrading the performance of their employees in light of their sense of ownership Mental. As an explanation for this, the study sought to find out to what extent psychological ownership as an independent factor affects organizational commitment, as well as the problem of the current study can be summarized by a main question, which is does psychological ownership have an impact on employee commitment in the workplace? And answer the following sub-questions.

1. What is the perception of the study sample about psychological ownership?
2. What is the level of correlation between psychological ownership and organizational commitment?
3. What is the level of psychological ownership effects on organizational commitment?

### **Importance of studying**

1. The importance of the study stems from the intellectual importance of its current variables, which is one of the important and clearly influential concepts in the course of the organizations' work, as well as contributing to the achievement of the surveyed sample, which is represented by psychological ownership, which has a large and influential role in the work of organizations through its contribution to improving the position of the organization in society And highlighting its competitive advantage compared to other organizations.

2. Psychological ownership has attracted increasing attention from researchers as an important indicator of employees' attitudes and positive behaviors, as it has received a wide amount of attention in many fields, including the psychology of organizational behavior, which included individuals' sense of ownership towards their organizations, which leads them to take responsibility for their decisions and actions that affect the pain. He organized that the phenomenon of ownership is multidimensional and that the feelings of ownership are either objective or psychological, as the individual feels ownership towards the things he owns, in addition to that this ownership may be conceptual for things that the person does not own from reality, but within him he wishes that he owns them.
3. It is also possible to benefit from the results of this study in reconsidering the development of administrative practices among those in charge of managing organizations, especially in the areas related to the methods and procedures of dealing with working individuals.

**Third: The objectives of the study**

1. Indicating the extent of the relationship between the feeling of psychological ownership towards the job and the employees' performance of their work within the organization.
2. Test whether organizational commitment and psychological ownership will affect employee performance.
3. Shedding light on psychological ownership and highlighting its impact on activating the dimensions of organizational commitment.

**Fourth: the hypothesis of the study:**

The study plan represents a set of logical relationships between the variables of the study. The independent study variable identified psychological ownership, which includes three sub-dimensions (self-efficacy, affiliation, responsibility) And the dependent variable is organizational commitment, which includes three dimensions (emotional commitment, normative commitment, and continuous commitment). As shown in Figure No. (1) below.

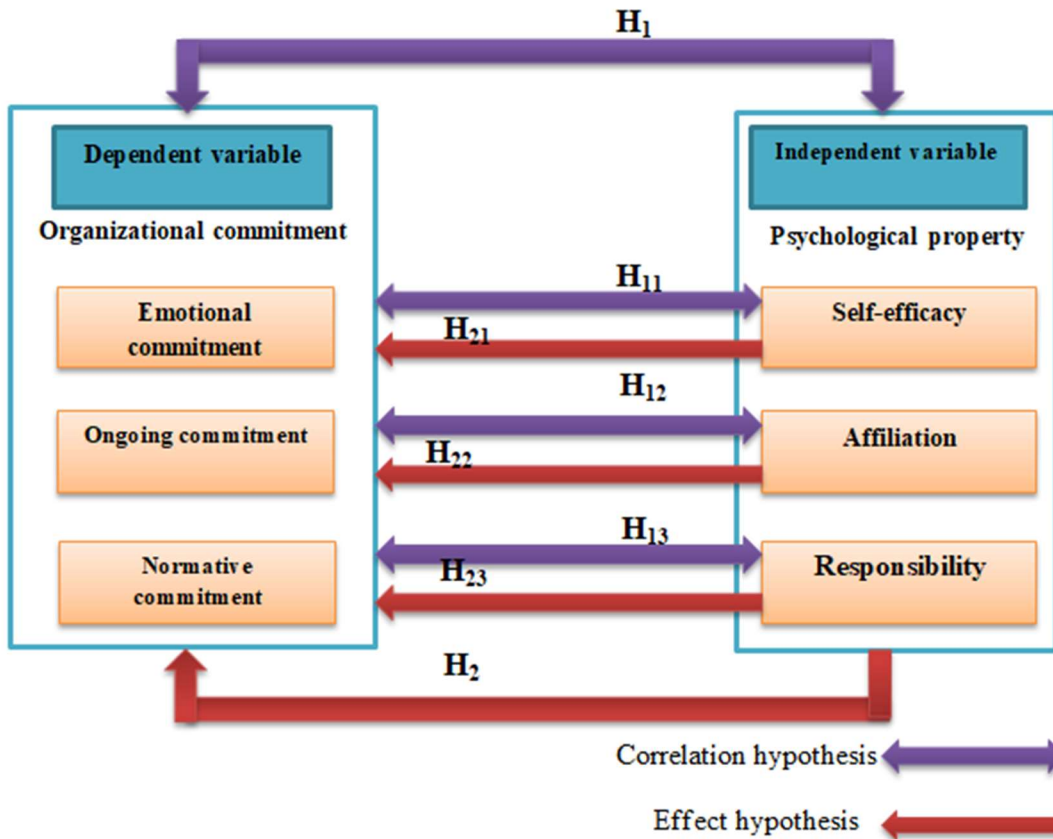


Figure (1) represents the hypothetical study plan

The source was prepared by the researcher

Fifth: Study hypotheses

The first main hypothesis: There is a significant correlation between psychological ownership and organizational commitment combined.

The following sub-hypotheses are derived from it

A- There is a significant correlation between the self-efficacy dimension and organizational commitment.

B - There is a significant correlation between the dimension of affiliation and organizational commitment.

C - There is a correlation of moral significance between the dimension of responsibility and organizational commitment.

### The theoretical framework of the study

#### Psychological property

##### First, the concept of psychological ownership

Psychological ownership has received great attention from a number of researchers, and this is considered an important indicator of workers' positive attitudes and behaviors, and it has had a great deal of interest in many fields and sciences, such as: psychology, philosophy, anthropology, marketing, consumer behavior and organizational behavior. The organizational environment and the work environment as well as it is considered an integral part of the

individual's relationship with the organization and to what extent he accepts the change that will occur in the organization. Psychological ownership is also considered as a key to organizational competition in the twenty-first century. Where the sense of ownership towards the organization has been defined "that feeling that is generated among working people In the organization, it is through which the employee feels ownership of a part of his organization in which he works, and it can become part of his self-awareness and psychological identity" (Pierce et al, 2004)

### **Secondly, the dimensions of psychological ownership**

Avey pointed out; et al, 2009)) indicated that the psychological ownership of reinforcement includes six dimensions (self-efficacy, sense of belonging, self-identity, accountability, independence, and responsibility). As for the psychological ownership of prevention, it includes (the regional or spatial dimension) and our study will be limited to three dimensions. For psychological ownership and these dimensions are.

#### **Self-efficacy**

Self-efficacy shapes people's beliefs about their personal ability to complete tasks (Bandura, 1995). It has also been referred to as trust (Avey et al., 2009). According to (Furby, 1978), controlling things is an important part of self-efficacy, so it is possible to be in control and be able to produce a desired result from actions, a psychological component that results in a feeling of self-sufficiency and in enhancing psychological ownership, as it is considered one of the modern psychological concepts. As (Bandura, 1977) pointed out in the cognitive social learning theory, which sees that the individual's beliefs about self-efficacy appear through recognition or awareness of his abilities and personal skills, and in general, feelings of control and ownership may be generated in children because of their love for control and possession, and this love of control is what drives the person To a sense of psychological ownership (Bandura, 1997), where a person's feelings of ownership are closely related to his need for competence as well as the experiences he has in life, either directly or indirectly, so self-efficacy can determine the path that the individual follows as measures of behavior, whether in the innovative image Or stereotyped, and that this path can refer to its efficiency around the individual's conviction and personal confidence in her capabilities required by the situation (Furby, 1991)

#### **Affiliation**

Porteous, 1976 & Avey et al, 2009) report that employees who have a sense of ownership at work are more positive and report that they occupy a place in the organizational context where they belong. With the goals and values of their organization, this situation leads to a conflict of interests between the two parties, so two parties seek to achieve the greatest gains against the other party, which in turn may lead to the loss of each. Based on this perspective, organizational affiliation is trying to repair the relationship between employees and their organization. The relationship between employees and the organization has interrelated features and has an impact on the management of employees and their stay or departure from the organization and through effective affiliation and continuous affiliation (George & others, 1999)

## **Responsibility**

A sense of ownership leads to a sense of responsibility where ownership encourages individuals to protect and defend their property rights even in the context of property rights in accordance with the importance of protecting and enhancing property, including improvement as well as control and access to others. The concept of psychological ownership is a sense of ownership because it is psychologically related to a specific goal. For example (house, land, work)) So the concept of psychological ownership is something that I feel is special to me (Wilpert; 2009) and the implicit right to control associated with ownership leads to a sense of responsibility.

## **The second topic**

### **First: The concept of organizational commitment**

#### **Organizational commitment**

Organizational commitment is a very popular term used by researchers today. It considers the level at which employees are aware of the organization and want to be part of the organization. This commitment refers to the level at which employees are willing to work in the organization furthermore the worker's confidence in the company's goals and mission is also taken into consideration. He also wants to continue working in the company using the best of his abilities (Singh & Pandey, 2000 and Bashir & Ramay, 2008) It is also related to the degree of the individual's integration with the organization and his interest and desire to continue with it. It should be noted that the concept of organizational commitment differs from the concept of job satisfaction at work, as we note here that the person in the organization may be willing and satisfied with his work, but he hates the organization in which he works, but he wants to work in another organization.. It may affect Organizational and personal variables including organizational, age and personal tenure of organizational commitment to Employees (Singh & Pandey, 2004) Therefore, organizational commitment is a state in which employees are aware of organizational goals and still want to remain in the organization to achieve those goals. Employee commitment is the psychological wealth that employees have in the work environment.

#### **Secondly, the dimensions of organizational commitment**

Meyer and Allen (1991-1997) developed an organizational commitment model consisting of the three dimensions of specific organizational commitment, namely emotional, continuity, and normative dimensions.

#### **Emotional Commitment**

The first dimension of organizational commitment in the model is emotional commitment, which represents the emotional attachment of the individual to the organization. According to (Meyer and Allen; 1997, p 11) emotional commitment is "the employee's emotional attachment to, recognition and participation in the organization." Organizational members who are emotionally committed to an organization continue to work in the organization because they want to (Meyer & Allen; 1991). Committed members remain on an emotional level with the organization because they see their personal working relationship as compatible with the goals and values of the organization (Beck & Wilson; 2000). Emotional commitment is a work-related attitude with positive feelings toward the organization (Morrow, 1993). Sheldon (1971,



p 148) also asserts that this type of attitude is an “organization-orientation that binds a person to an organisation”. Emotional commitment is the relative strength of the individual's identification with a particular organization and his participation in it (Mowday et al; 1982). Tetric (1995, p 589) also describes emotional commitment as “a rational value-based organizational commitment which refers to the degree of value matching between an organizational member and the organization.

### **Continuous commitment**

The second dimension of the 3D model of organizational commitment is ongoing commitment. Meyer and Allen (1997, p.11) define ongoing commitment as “awareness of the costs associated with leaving the organization.” It is a mathematical process in nature due to an individual's exposure to the costs and risks associated with leaving the current organization (Meyer & Allen; 1991 )As stated (Meyer and Allen; 1991; p 67) that “employees whose primary attachment to the organization depends on continued commitment stay because they need to do so”. This refers to the difference between continuity and emotional commitment where emotional commitment refers to individuals staying in the organization because they want to. Continuing commitment can be considered as a basic attachment to the organization, where the individual's attachment to the organization depends on the evaluation of the economic benefits gained (Beck & Wilson; 2000). Organizational members develop commitment to the organization because of positive external rewards that are obtained through effort or bargaining without recognition of the organization's goals and values. The continuous commitment put forward by Meyer and Allen (1990) is based on Becker's theory of side bet. According to this theory, when an individual works for several years in an organization, he tends to accumulate investments in the form of time, job effort, and skills specific to the organization that are very costly to lose.

### **Normative commitment**

The third dimension is the normative commitment, which is an expression of the employee's commitment to the organization on the basis of ethical considerations (Wiener, 1982) describes that this feeling of commitment to stay in the organization can be achieved by accommodating the normative pressures on the individual in the first place to deal with the organization itself (for family or cultural reasons) Or from influencing the organizational direction of employees of powerful individuals The environment can put strong pressure on employees to feel ethically responsible for the organization however compliance with standards can also develop when the organization allows it .O'Reilly and Chatman (1986) found that individuals tend to show the highest levels of organizational commitment when company values align with employee values. Becker, Randall, Reigel; 1995 concluded that the three dimensions of organizational commitment are not mutually exclusive and an individual can develop any one or a combination of all three dimensions of commitment.

### **Practical side**

#### **Or not. Test the first main hypothesis**

(There is a significant correlation between psychological ownership and organizational commitment)

The results of Table (1) show that there is a very strong, positive, significant correlation between the psychological ownership variable and the organizational commitment, where the correlation ratio was (0.711\*\*) and this confirms the basis of the relationship and bonding between the two variables at the level of the Union Food Industries Company Ltd., the study sample at the level of Significance (0.01) Based on the foregoing, this relationship can be explained that whenever the employees of the study sample company seek to enhance their psychological ownership and the moral aspects they hold that support their field orientations in the practices and performance of the duties assigned to them in terms of improving their level of self-efficacy and acquiring the skills necessary to carry out administrative and manufacturing tasks and strengthening their affiliation with The company and the job they practice, add to this the need to assume their responsibilities in developing the overall performance of the company, and this in turn enhances their level of commitment to work and supports their association with the company.

Based on the foregoing, the validity of the first main hypothesis was confirmed.

Table (1)Correlation coefficients between psychological ownership and organizational commitment

dimensions psychological property			psychological property	variable independent variable subordinate organizational commitment
the responsibility	affiliation	Self-efficacy		
.663**	.703**	.618**	.711**	organizational commitment
.000	.000	.000	.000	Sig. (2-tailed)
very strong positive and significant correlation relationship at the .000 level between Psychological property in its dimensions and organizational commitment				result (resolution(



Source: SPSS V.23 output.

**Secondly.** Testing the second main hypothesis: (there is a significant effect of the influence of the psychological ownership variable on organizational commitment)

Figure (2) shows the effect of the psychological ownership variable as an independent variable on organizational commitment as a dependent variable on the level of the sample answers in the Union Food Industries Company Ltd., the study sample. It was (0.71) and this indicates that the psychological ownership variable affects the organizational commitment variable by (71%) at the level of the study sample company. This indicates that changing one deviation unit of psychological ownership in the study sample company will lead to a change in organizational commitment by (71%). This value is significant due to the fact that the critical ratio (C.R.) and according to Table (2) has reached (17.061), which is highly significant. As it appears from Figure (2) that the amount of interpretation represented by the coefficient of determination ( $R^2$ ) amounted to (0.51), which are the changes caused by the independent variable psychological ownership in organizational commitment according to the sample answers at the level of the study sample company, while the complementary ratio reached (49%), which shows the presence of other factors that contribute to the overall changes in the organizational commitment variable that were not included in the current study.

In light of the above, it is possible to prove the validity of the second main hypothesis

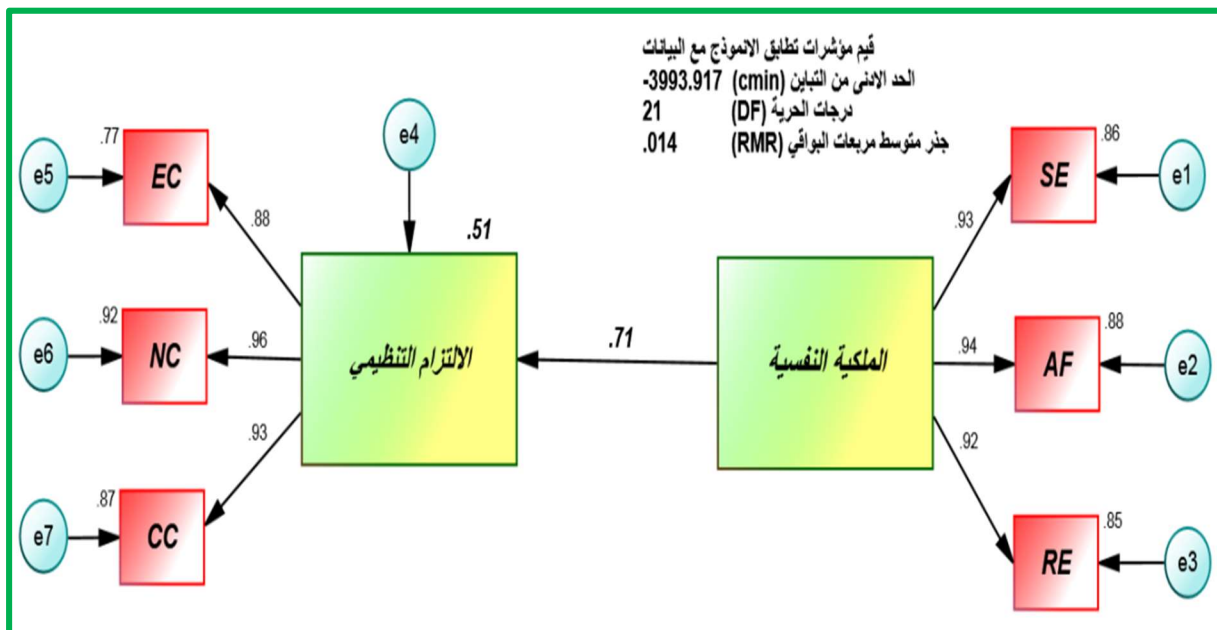


Figure (2) The effect of psychological ownership on organizational commitment

Source: Program output (Amos V. 23)

Table (2): Tracks and Parameters of Testing the Impact of Psychological Ownership on Organizational Commitment

Tracks	Appreciation	Appreciation	The error	The ratio	pedigree
	n	n			e

			normative	non-standard	normative	critical	morale
organizational commitment	<-- -	psychological property	.711	.672	.039	17,061	***
SE	<-- -	psychological property	.927	1.004	.024	41,776	***
AF	<-- -	psychological property	.941	1.106	.024	46,677	***
RE	<-- -	psychological property	.923	.890	.022	40,567	***
EC	<-- -	organizational commitment	.877	.954	.031	30,753	***
NC	<-- -	organizational commitment	.961	1.006	.017	58,814	***
CC	<-- -	organizational commitment	.934	1.040	.024	43.954	***

Source: Program output (Amos V. 23)

## Conclusions and recommendations

### Conclusions

#### First, the conclusions

From previous studies in the literature the strong concept of “mine” is not only important in human life, but also plays an important role in organizations to capture this concept. Given that psychological ownership is rooted in efficiency motives, it makes a good argument in organizations. Personality, Responsibility and Belonging Employees may feel a sense of ownership over the organization or various organizational factors because these motives can be satisfied in the organisation. Psychological ownership is a complex but potentially valuable tool that helps organizations increase employee commitment and morale while increasing productivity and demand. But with ownership comes certain expectations. Developing psychological ownership can lead to the responsibilities that come with being an owner and the desire to fulfill those responsibilities by participating in decision-making and holding yourself and others accountable for success. This, in turn, may require more inclusiveness and openness to the regulatory side. Psychological ownership arises from certain processes of association by the individual with the goal through these processes, such as controlling the goal, getting to know it closely, and investing themselves in the goal of ownership. Individuals become psychologically attached to the goal, and the goal becomes part of their extended self. Each of these processes can express itself in the organizational context. Organizations can benefit from psychological ownership as it results in employees feeling responsible for goals (eg the

organization) which can play a role in talent retention and intent not to leave. While psychological ownership can have ineffective effects, this study focuses on the positive aspects of psychological ownership which can also promote the development of psychological ownership in organizations even though managers have no control over the “roots” of psychological ownership (self-efficacy, responsibility and belonging). ) but they can develop the target's core attributes by making the target visible, attractive and easily accessible which increases the potential for psychological ownership. Being able to make such a significant investment in one's goals that measuring this new type of competency ownership can offer managers and HR practitioners a new way to improve performance and retain talent. The literature deals with psychological ownership primarily from the perspective of the organization (and its potential benefits) It should be viewed from multiple perspectives including employees which can benefit organizations and confirm the identity of employees when they experience positivity and responsibility but is it good for the organization? Employees always feel these extra responsibilities? The relative neglect of the employee perspective in the literature leaves our understanding of psychological ownership incomplete. There is a very strong positive correlation with a moral significance between the psychological ownership variable and organizational commitment and based on the foregoing, this relationship can be explained that whenever the company's employees seek the study sample to enhance their psychological ownership and the moral aspects they hold that support their field orientations in the practices and performance of duties assigned to them from Where improving their self-efficacy level and acquiring the skills necessary to carry out administrative and manufacturing tasks and strengthening their affiliation with the company and the job they practice, in addition to the need to assume their responsibilities in developing the overall performance of the company, which in turn enhances their level of commitment at work and supports their connection with the company.

### **Second: Recommendations**

Given the importance and novelty of the topic, the current study recommended that the studied organizations establish this type of psychological ownership and encourage researchers to focus their efforts on behaviorally oriented topics that are important to enhance organizational commitment.

1. Holding workshops and training courses on research variables and the necessity of employee participation to gain additional skills and experience for psychological ownership.
2. Appreciating the efforts of employees and rewarding employees with creative achievements.
3. Informing employees of their importance and the importance of their role in serving the organization and serving the local community.
4. Organizations need to be flexible enough to meet the needs of their employees.
5. Recommendations emphasizing the importance of the work done by employees, praising their efforts and appreciating their role in achieving the overall success of the organization, which enhances employee satisfaction and a sense of belonging.

6. Encouraging the employees of the organization and rewarding them morally and materially by emphasizing their collective role in the success of the organization, which enhances the employee's sense that the organization belongs to him.

### Future recommendations

Future research should study psychological ownership in different settings such as European environments where different legal arrangements and social programs may affect the employee and we also recommend research in non-Western environments where cultural values such as collectivity and role obligations may reduce the effects of psychological ownership on employee behaviour. Additionally, because our study is an initial step toward understanding the association between psychological ownership and attitudes and behaviors in the workplace, our model is incomplete and ill-defined, future research should consider a wide range of concepts that are theoretically relevant to psychological ownership even though we examined the increasing validity of psychological ownership in addition to organizational commitment, but future research should further refine the distinction of psychological ownership over a broader set of constructs. Therefore, we recommend that future research continue to study the unique contribution of psychological ownership to understanding employee attitudes and behavior.

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