

# THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND LEARNING SHARING ON CORPORATE SUSTAINABILITY STRATEGY

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## Abstract

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Psychological ownership is the assumption that any “thing” is one’s personal property in this study. People can establish a psychological attachment to a company, organization, idea, proposal, piece of equipment, or piece of labour without legal ownership. Employee emotional (internal) commitment, knowledge exchange, and work happiness all contribute to the company’s goals. By improving employee information exchange and work satisfaction, managers may enhance their emotional commitment attitudes. Many aspects of organizational commitment are studied in the literature. Other studies have examined work satisfaction and knowledge exchange (Goswami et al., 2023). This study examined psychological ownership, knowledge exchange, and work satisfaction were assessed at Baghdad banks and hospitals. Four hundred of 845 workers consented to participate in the research after receiving a questionnaire. Data was analyzed to see if employees’ knowledge sharing and job satisfaction affected their affective commitment. Three independent work satisfaction factors were examined. These aspects, together with self-development and coworker and employer contact, motivate employees. Information exchange, a personal interview, the Integrated Hospital Information Management System (IHIMS), and community member knowledge and experience sharing were also independent factors. A regression study showed a strong correlation between work happiness, information sharing, and emotional commitment.

**Keywords:** Psychological Ownership, Knowledge Sharing and Job Satisfaction Level, Private Employees in Baghdad

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## 1. INTRODUCTION

Researchers have started looking at the possibility that employees could develop psychological ownership of their companies, even if they do not have a financial stake in such companies. This is a topic that has been the subject of their investigation. The research conducted by Lee et al. (2018) indicates that even in the lack of legal

ownership, this type of ownership can nevertheless come about. It is expected that the employee will experience a feeling of ownership over the company, will create a psychological tie to the organization, and will have the perception that the organization is a component of their personality. The findings of this study indicated that psychological ownership and organizational commitment are two separate concepts, despite the fact that there is a significant

link between the two in terms of cognition. Differently, psychological ownership focuses an emphasis on the fact that the employee has the sense that the firm is entirely his own. This is in contrast to the traditional ownership model. Furthermore, it is believed that the possession of an object by an individual can result in a sense of belonging; hence, as a consequence, psychological ownership can fulfil the desire for belonging that individuals have. When seen from this angle, it is plausible to argue that the degree to which employees feel a feeling of belonging to the company is directly proportional to the degree to which they are committed to their firms and want to continue working for such organizations.

Although there are some studies by Degbey et al. (2020) in the related literature that concern the effects of psychological ownership, there is a limited amount of research on the antecedents of psychological ownership. This is despite the fact that there are some studies that address the effects of psychological ownership. There have only been a few studies that have looked at individual characteristics like power focus and individuality. These are examples of subjects that have been investigated. There were a number of aspects that were explored in the research that was carried out on the antecedents of psychological ownership. These characteristics included a sense of belonging, identification, responsibility, communication, having a comprehensive grasp of the business, and the employee's loyalty to the firm. Some literature has found that in order to grasp psychological ownership better, we need to expand the scope of this issue and do more studies to provide explanations. Both the company and its employees benefit when workers feel more invested in their work and have a good outlook as a result. There is a favorable relationship between dedication to a company, the quantity of information shared and the happiness an employee feels on the job. Highly committed employees demonstrate exceptional performance on the job by living up to the organization's principles and pursuing its objectives. You can't show your dedication without doing this. Allen and Meyer (1990) split the participants into three groups while they were researching organizational commitment. There are three distinct kinds of commitment, as outlined by Allen and Meyer (1990): emotional, ongoing, and normative. Studies on commitment continue to give the groundwork for this categorization system, which is still relevant today. As one of the elements of organizational commitment was examined, this study focused on the emotional commitment component. Behavioural scientists, such as psychologists and others in the field, have taken an interest in the issue of job happiness. When people are happy in their jobs, they are more invested emotionally and motivated to do a good job, and their performance improves. A sense of fulfilment in one's work is a common predictor of overall life satisfaction. Both the businesses that offer healthcare and the individuals who work there take their employees' level of job satisfaction seriously. Employees who enjoy what they do for a living are more likely to stay put, which boosts productivity and, in turn, the quality of service customers receive. One way to help employees feel more invested in the firm is to encourage them to share information, which is a great way to talk about things that people would not want others to know. The reason is that

information sharing is a tactic that takes advantage of information sharing. There are a number of studies that show how sharing knowledge can spark new ideas. It has also been proposed that workers can have a better understanding of their coworkers' decision-making processes through interacting with their own. According to Mohajan (2019), one kind of information that is exchanged and has an impact on each other is the firm's ethical principles, behavioural models, shared values, and traditions that employees willingly adopt. They also said that these are instances of shared information. The purpose of this research is to examine the relationship between psychological ownership and two measures of emotional commitment in private sector organizations in Baghdad, Iraq: work satisfaction and information sharing. Psychological ownership and work satisfaction will be the primary foci of the research. In addition, we hope to provide some recommendations to firm management on how to enhance information exchange and job satisfaction, as well as learn whether these qualities positively or negatively impact emotional commitment.

The research was limited to including private employees of Baghdad City, Iraq, including health and Banking personnel, office personnel, and technical personnel. Demographic information in the questionnaires is limited so as not to reveal the identity of the employees. For example, they were not asked about the department they worked. Apart from this, it was observed that the participants were unfamiliar with some concepts while measuring the level of information sharing. In order to overcome this problem, some concepts in the survey form were to be explained separately as footnotes at the bottom of the page by placing an asterisk.

The rest of the paper is organised as follows. Section 2 provides the literature review. Section 3 describes the research technique, which includes the theoretical framework as well as the sample of the one that is now being investigated. Section 4 contains the results and findings, as well as a discussion of those findings. Section 5 outlines the conclusion and recommendations for the future.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Several theories exist in the literature to explain how, in the context of employee property models, Meher et al. (2024) were the ones who first presented the concept of psychological ownership. After legal possession, psychological ownership is considered to be the next level of ownership. A psychological ownership hypothesis was proposed, which differentiated physical ownership of the organization from legal ownership of the organization. Consequently, Feser (2023) describes psychological ownership as a condition in which a person feels as though he owns particular items, and they define psychological ownership of a business as a state in which an employee feels as though he owns the firm. Both of these definitions are considered to be examples of psychological ownership. The ownership of a company, organization, concept, suggestion, position, or piece of machinery by an employee may be damaging to each of these entities. This study focuses on organizations that are owned by their employees. People and targets commonly form psychological connections with one another. When a person has the perception that something is "me"

or “us” in some way, it has an effect on their self-image. According to Alwan et al. (2023), psychological ownership is one of the factors that is investigated since it has an effect on a person’s ego, values, attitudes, and behaviours.

According to Alwan et al. (2023), there are three instances in which psychological ownership for employees to achieve success inside the organization. The possessive theory provides an explanation for this phenomenon by describing it as the tendency to exercise control over one’s surroundings and achieve the outcomes that one desires (Haider et al., 2023). Internalizing their ownership is the first step toward psychological ownership, which is achieved by employees. The social identity theory proposes that a person’s identity is formed by their interactions with other people. As a person increases their level of enjoyment in interacting with the organization, it eventually becomes a part of their personality. When an employee’s views are congruent with those of the organization, he or she will be more likely to remain with the company. One of the factors that contributes to this state is the psychological ownership of the organization, which in turn motivates other employees to feel ownership of the organization. Thirdly, the employees are content with their working environment. Those employees who have a big emotional investment in their organization and a strong connection to it are more likely to suffer from this illness. Given the amount of time that people spend at work, it is reasonable to assume that they will have a feeling of belonging and that part of their housing requirements will be satisfied. These three goals are something that both employees and employers are responsible for achieving. Because it meets all three motives, the firm’s opportunities for the employee to feel attached to the business, commit their time and energy to it, and influence their surroundings can promote psychological ownership. This is because the company provides these opportunities.

Masood et al. (2023) found that psychological ownership affects organization and employee results in several significant ways. Empirical research provides support for this theory. Increased organizational commitment, productivity, job happiness, and organizational citizenship activity are all correlated with psychological ownership. Furthermore, there is less employee turnover when employees have a sense of psychological ownership. An additional source of psychological ownership and accountability is the ongoing examination of employee attitudes and behaviours. If we want to learn more about the problem and add to what’s already been written about it, we need to look into the background of the topic and other aspects of different types of employees. Thus, rather than concentrating on the outcomes of psychological ownership, the aforementioned study examines its causes in order to draw conclusions about the connection between perceived organizational support and psychological ownership. Investigating the connection between the two variables in an organizational justice context aspires to add to the current corpus of knowledge.

When it comes to achieving its goals, the organization has the most success when it shares information. According to Diab (2021), one of the most important factors that contribute to the success of the company’s knowledge-sharing plan is the company’s capacity to coordinate

the management of its resources. There is a connection between the participants’ shared views and the construction of a system for information sharing and the learning of the behaviour associated with data sharing. The employees’ capability to share their expertise is improved as a result of their ongoing learning activities, which are designed to construct and create new business processes. A significant number of scientists are of the opinion that these behavioural adjustments are essential for innovative working practices. The knowledge management system must include the exchange of information as one of its fundamental components. When people share and integrate their expertise with others through the process of knowledge sharing, they are able to maintain their innovative competitive advantage and bring huge advantages to the organization with growing values and evolved experiences. According to Omotayo (2015), the transmission of knowledge from one person to another inside an organization is an essential component of the overall performance of the firm.

Throughout the course of their careers, individuals acquire knowledge regarding the company and the workplace. There are periods of happiness, sadness, and success that employees experience. Employees’ feelings and perceptions regarding their employment and their employers are reflected in these perspectives and emotions. There is a correlation between attitudes and job satisfaction. The employees’ physical and mental well-being can be inferred from this.

Those workers who are able to meet their duties at work and at home report higher levels of job satisfaction. The term “job satisfaction” refers to the emotional response that a person has when she/he compare what they want from her/his employment to what they actually receive from her/his job. Tien et al. (2023) define work satisfaction as an individual’s attitude about their employment in general from the perspective of the individual. Due to the fact that it is an abstract feeling, job satisfaction is the most prevalent. Generally speaking, jobs, wages, advancement, and other topics are handled. How important it is for employees to be satisfied with their results. Occupational contentment has an effect on both businesses and individuals. Several studies have demonstrated that there is a correlation between stress, anxiety, tardiness, absenteeism, and loyalty to one’s employer, as well as work happiness.

There is a substantial correlation between the three components of organizational commitment and job satisfaction. It has been discovered that job satisfaction has a favourable influence on emotional and normative commitment, while having a negative influence on continuing commitment. There is a strong connection between the concepts of emotional commitment and work happiness. In contrast to job satisfaction, emotional commitment is said to emerge gradually and is not influenced by the daily flow of work. There is no correlation between the two. On the other hand, the effects of such occurrences might be felt more quickly in terms of the level of job satisfaction. Researchers have asserted that emotional commitment, as opposed to job pleasure, is a more accurate indicator of employee leave than pleasure in the workplace. One theory is that employees who report high levels of work satisfaction are more emotionally attached to their employer as a result of their enhanced sense of ownership in the firm.

When there is a comparison between emotional commitment and work satisfaction, it becomes evident that job satisfaction is a more typical attitude that is targeted at the job, but emotional commitment is an attitude that has a broad viewpoint and is focused on the entire organization. Another conclusion that emerged from this research was that commitment has a structure that is more stable and long-lasting, in contrast to work satisfaction, which has a nature that is more short-term and changeable. A higher level of emotional commitment and a stronger willingness to share information with one another are two characteristics that have been seen in successful workers. Those who are eager to do so are able to share the information that they already possess, as well as the information that they will acquire from other employees of the organization. In the event that workers have a high level of emotional engagement, it is generally accepted that they will have a good attitude toward the sharing of information. In conclusion, behaviours that include the exchange of information are essential to the development of higher emotional commitment (Inuwa, 2015).

A study conducted by Xie et al. (2023) found that workers develop opinions that are both universal and lasting regarding the degree to which their organizations value their contributions and well-being. Perceived organisational support was defined by Naqshbandi et al. (2023) as the impression that workers have that their employer is concerned about their health and happiness. They viewed it as a set of business norms and procedures that would assist employees. Due to the fact that psychological ownership is a relatively new subject with a limited number of research, a more in-depth comprehension is required. Within this domain, the topics of psychological ownership, which is a relatively new subject, and perceived organizational support, which is presumed to be connected, are explored. When workers' socio-emotional needs are met, when they are valued for their contributions, and when their well-being is taken into consideration, the social exchange hypothesis states that employees would feel a sense of psychological ownership over their organizations. Additionally, the function of organizational justice as a conditional variable in this connection is studied. This is done in addition to the examination of the link between perceived organizational support and psychological ownership. The primary reason for this is that the justice system in the business has a significant impact on the pleasure and well-being of the employees, and it also discloses a variety of responses and behaviours that occur inside the organization.

The idea of organizational justice proposed by Greenberg (1981) places a significant emphasis on the views of fairness held by employees. According to Luqman et al. (2023), organizational justice is defined as the body of literature on fairness in the workplace. Adam Adams was a pioneer in the field of management and organizational justice studies during the 1960s. The judgments of workers on the fairness of incentives, sanctions, and resource allocation are what he considers to be the definition of organizational justice. When peers behave appropriately and benefits are dispersed fairly, employees have a positive perception of the justice that exists inside the firm. Management and organizational psychology are research fields that look at the concept of organizational justice. Many different organizational behaviours may be

explained by the perceptions, experiences, and reactions of employees to the organization's justice system. Fair organizational principles, according to the findings of academic studies, are associated with a rise in important employee behaviours that promote performance. There is a correlation between fairness and employee behaviour. There is a possibility that fairness might act as a moderator in the link between perceived organizational support and psychological ownership levels.

In line with the theoretical information explained and the aims of the research, the following hypotheses have been put forward:

*H1: Psychological ownership and perceived organisational support are positively correlated.*

*H2a: The association between perceived organisational support and psychological ownership is moderated by organisational justice.*

*H2b: The association between perceived organisational support and psychological ownership will be stronger in situations when the impression of justice is high.*

*H3: Hospital employees' job satisfaction levels positively affect their perceptions of emotional commitment.*

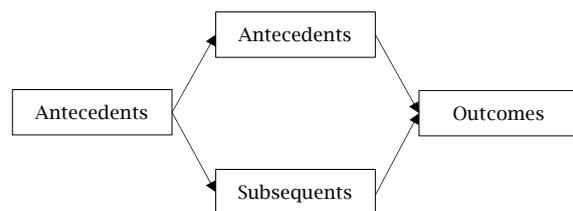
*H4: The level of knowledge sharing of hospital staff has a positive effect on their perceptions of emotional commitment.*

### 3. RESEARCH METHODOLOGY

#### 3.1. Theoretical analysis of concepts

The utilization of flowcharts was necessary in order to carry out the analysis of the data for this study. The antecedents, outcomes, mediators, and moderators that are all engaged in the interaction are all included in Figure 1, which gives a thorough visual picture of the relationship. They show the evolution of the connections in the model, as well as the signals that are connected with each one of those connections.

Figure 1. Theoretical framework



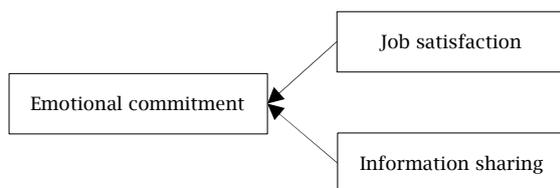
#### 3.2. Data collection and measures

The research was carried out with the participation of a selection of personnel working in businesses in Baghdad City, Iraq, that operate in a variety of industries, including the pharmaceutical, banking, construction, automotive, and medical sectors, among others. It is seen that 53% of the participants are female, while 47% are male, when the demographic features of the participants are taken into consideration. The average age of the participants is 29.7 years, the average number of years of work experience is 7.2 years, and the average amount of time spent working at the present workplace is 4.2 years. 38% of those who participated in the survey are married, while 62% are single. 76% of the participants have earned a degree

from a university, 20% have earned a graduate degree, three point 2% have graduated from high school, and 8% have graduated from primary school, as shown in Figure 2.

In this study, we viewed *Emotional commitment* as the dependent variable and *Knowledge sharing* and *Work satisfaction* as the independent variables. By analyzing the connection between the two, we hoped to learn more about how *Psychological ownership* affects both work happiness and information sharing. Two of the sub-variables were determined to be the “Quantity of information sharing, the frequency of personal interviews”, and “Amount of information sharing with the integrated hospital information management system (IHIMS)”. *Sharing knowledge and experiences with community members* was the second independent variable. *Job satisfaction*, *Intrinsic job motivation*, and *Opportunities for professional development* were deduced as the three independent factors. We used factor analysis to look at these variables. We looked at how five independent variables affected the dependent variable of *Emotional commitment* using regression analysis. *Work satisfaction* and the amount of information shared were two of the factors considered.

**Figure 2.** The effect of *Job satisfaction* and *Knowledge sharing* level on *Affective commitment*



### 3.3. Information collection method

During the course of the study, a total of 845 individuals who were employed by private organizations in Baghdad, Iraq, participated. Information on how to fill out the surveys was included in the envelope that was used to send the prepared questionnaires to the participants. The questionnaires that had been filled out were then placed in an envelope that had been sealed. The research project included the administration of a questionnaire to a total of 617 health staff, 176 office personnel, and 52 technical and banking personnel. Eight items pertaining to demographic information were included in the questionnaire form that was given to the participants. Yi et al. (2011) designed a scale called the “knowledge sharing behaviour scale”, which consisted of 28 questions, and it was utilized for the purpose of information sharing: 1 – “never”, 2 – “seldom”, 3 – “occasionally”, 4 – “frequently”, and 5 – “always” were the choices available to choose from. A questionnaire titled “Minnesota Job Satisfaction Scale” was utilized, which included 20 items pertaining to job happiness. These four individuals, Weiss, Dawis, England, and Lofquist, came up with the “Minnesota Job Satisfaction Scale” in 1967 (Uluacan, 2017). It has since become quite popular. Option 1 is not happy at all, option 2 is not satisfied, option 3 is unsure, option 4 is satisfied, and option 5 is extremely satisfied. In the dimension of emotional (sincere) commitment, which is one of the organizational commitment scales created by

Allen and Meyer (1990), there are a total of six questions. One might strongly disagree, two could disagree, three could be indecisive, four could agree, and five could highly agree. For the purpose of the study, a Likert scale with five points was utilized. Statistical Package for the Social Sciences (SPSS) 13.0, a statistical package application, was utilized in order to analyze the data that was gathered over the course of the investigation. An analysis of regression was carried out in order to investigate the relationship between the dependent and independent variables that were outlined in the study model.

### 3.4. Organizational justice scale

The scale developed by Colquitt (2001) was used to measure the *Organizational justice* variable in the second part of the form. The 20-item scale measures four dimensions of *Organizational justice* (procedural justice, distributive justice, interactional justice, and informational justice). Translation of expressions into Turkish by Ozmen et al. (2005) and used in their studies: “Every decision taken in my workplace, all relevant personnel are applied consistently” and “Full and accurate information is collected before work-related decisions are made in my workplace” are some of the expressions that measure *Organizational justice*.

### 3.5. Perceived organizational support scale

Perceived organizational support in the third part of the questionnaire uses the following expressions. There are eight statements on the scale. “The institution I work for does not appreciate my extra efforts”, and “The institution I work for is proud of my achievements in my job” are expressions measuring perceived organizational support.

### 3.6. Alternative methods

The researchers in this study used questionnaires to gather data from educators as their quantitative tool, although they may have explored other methodologies to round out their findings. Focus groups and in-depth interviews are two examples of qualitative methods that could shed light on educators’ views and experiences with organizational trust and knowledge transfer. To paint a more complete picture of the phenomenon under study, a mixed-methods approach may combine qualitative and quantitative data. The relationship between organizational trust, knowledge transfer, and innovation capability may also undergo changes over time, which may be better understood with the use of longitudinal studies. Using these different methodologies could potentially validate and expand upon the study’s findings by providing fresh perspectives.

## 4. RESULTS AND DISCUSSION

### 4.1. Analysis and interpretation

In the study, a total of 400 of 845 questionnaires were returned. The return rate is 47.33%. This rate is sufficient in terms of validity and reliability for research conducted in the field of social sciences. The socio-demographic characteristics of the private employees are presented in Table 1.

**Table 1.** Distribution of the socio-demographical characteristics of the employees

Demographics characters	Frequency	Percent (%)	Demographics characters	Frequency	Percent (%)
<b>Age groups</b>			<b>Seniority</b>		
20 to 24 years old	70	17.5	1 year	48	12
25 to 29 years old	145	36.25	2 to 4 years	128	32
30 to 34 years old	101	25.25	5 to 9 years	113	28.25
35 to 39 years old	50	12.5	10 to 14 years	111	27.75
40 to 44 years old	20	5	Total	400	100
45 to 49 years old	7	1.75	<b>How many workplaces</b>		
≥ 50 years old	7	1.75	1 workplace	152	38
Total	400	100	2 workplaces	150	37.5
<b>Work time</b>			3 workplaces	57	14.25
40 hours	221	55.25	4 workplaces and more	41	10.25
45 hours	54	13.5	Total	400	100
48 hours	96	24	<b>Gender</b>		
56 hours	29	7.25	Woman	300	75
Total	400	100	Male	100	25
<b>Marital status</b>			Total	400	100
Married	230	57.5	<b>Income group</b>		
Single	170	42.5	1001 to 1500	160	40
Total	400	100	1501 to 2000	199	49.75
<b>Duty-title</b>			2001 to 2500	33	8.25
Health personnel	271	67.75	2501 and above	8	2
Office personnel	101	25.25	Total	400	100
Technical personnel	28	7			
Total	400	100			

The collected questionnaires were numbered and their data were entered into the SPSS 13.0 package program. At this stage, 20 questionnaire forms were not evaluated because demographic data were not entered, information sharing, *Job satisfaction* level or *Emotional commitment* scale were not answered the questions, and analyses were made on 400 questionnaires.

#### 4.2. Reliability analysis

When the factor analysis of the data obtained in the study was performed, three factors were determined in terms of *Job satisfaction*: 1) motivating aspects of the job — Cronbach's alpha reliability coefficient = 0.815, 2) self-development of the employee — reliability coefficient = 0.801, 3) supervisor and employee — interaction with

co-workers — reliability coefficient = 0.755. Two factors were determined for information sharing: 1) the reliability coefficient for information sharing with a personal interview and IHIMS was found to be 0.785, and 2) the reliability coefficient for sharing information and experiences with community members was found to be 0.877. For the dependent variable, *Affective commitment*, the reliability coefficient was 0.715. Since the Cronbach's alpha coefficient of all factors is above 0.70, it is sufficient in terms of reliability.

#### 4.3. Regression analysis and testing hypotheses

Regression analyses showing the effect of *Job satisfaction* and information-sharing independent variables on the dependent variable of *Affective commitment* are given in Tables 2 and 3.

**Table 2.** The effect of *Job satisfaction* level on *Affective commitment*

Independent variables	$\beta$	p (Sig.)
<b>Dependent variable: Affective commitment</b>		
Motivating aspects of the job	0.395	0.000
Employee self-development	0.112	0.013
Interaction with supervisor and colleagues	0.273	0.000
Model F	73.069	
Model R <sup>2</sup>	0.423	

According to the regression analysis results in Table 2, Model F = 73.069 and p = 0.013. Since p < 0.05, H3 is accepted. The effect of *Job satisfaction* levels of hospital employees on *Emotional commitment* is significant. According to this model, R<sup>2</sup> = 0.423 is a measure showing that three independent variables related to *Job satisfaction* can define 42.3% of the change in *Affective commitment*, which is the dependent variable. In a study conducted by Gül

(2008), the author claimed that by increasing the *Job satisfaction* level of the employees, organizational commitment would be ensured, and customer satisfaction and service quality would increase. In a study conducted in our country, it was determined that satisfaction with the general structure of the job and collectivist organizational culture were the variables that most affected *Emotional commitment*.

**Table 3.** The effect of information sharing level on emotional attachment

Independent variables	$\beta$	p (Sig.)
<b>Dependent variable: Emotional commitment</b>		
Personal interview and information sharing with IHIMS	0.258	0.000
Sharing knowledge and experiences with community members	0.191	0.000
Model F	37.36	
Model R <sup>2</sup>	0.15	

According to the regression analysis results in Table 3, Model F = 37.36 and p = 0.000. Accordingly, H4 is accepted since p < 0.05. The effect of knowledge-sharing levels of hospital staff on *Emotional commitment* perceptions is significant. According to this model, R<sup>2</sup> = 0.15 indicates that two independent variables related to the level of information sharing can describe 14.5% of the change in *Affective commitment*, which is the dependent variable.

**4.4. Factor analysis**

When *Psychological ownership*, the study's dependent variable, was subjected to factor analysis, the findings revealed that the seven statements used to measure *Psychological ownership* could be consolidated into a single factor. The decision to use *Psychological ownership* as a univariate variable in the subsequent analyses was influenced by this finding. The alpha value obtained from the *Psychological ownership* reliability analysis was 0.914.

The results of factor analysis on the data for the study's other variable, *Organizational justice*, were the same: three statements were excluded because they had low factor loads. Analysis of the remaining 17 statements revealed that by classifying them into three factors, 68.109% of the variance could be explained. All of the variables that were reliability-analysed also showed high reliability. The deciding factors were interactional (factor 1), procedural (factor 2), and distributive justice (factor 3). The factor analysis results are shown in Table 4, along with a reliability analysis of the factors and their mean values.

Statements measuring organisational support, the study's independent variable, were also subjected to factor analysis, with one statement being omitted due to its low factor load. Seven total statements were dropped, and the statements left were divided into two categories; 74.14% of the variance is explained by these two factors. The two most crucial elements were support at work and *Emotional support*. The results of our factor analysis, including mean values and analyses of the factors' reliability, are shown in Table 5.

**Table 4.** Findings from a factor analysis of the organizational justice

Factor	Factor contribution	Cronbach's alpha	Average value
<b>Factor 1: Quantifying the dispersion of interpersonal justice: 34.023</b>			
When making decisions about my job, my superior treats me with respect and dignity.	0.852	0.965	4.319
My boss considers the legal protections I have as an employee when making decisions that affect me at work.	0.849		
My manager takes my preferences and needs into account whenever possible.	0.843		
My boss gives me reasons for the decisions they are making that make sense to me.	0.823		
My boss has always been straightforward with me regarding making work-related decisions.	0.823		
When making decisions related to my job, my superior treats me with kindness and consideration.	0.814		
My boss always asks for my input when making decisions that could affect my position.	0.809		
The decisions that have been made with regard to my job have been explained to me by my superior.	0.768		
<b>Factor 2: A variance measure of transactional justice: 17.861</b>			
At my company, we always get everyone's input before making any major choices.	0.824	0.831	3.746
At my company, we explain our decisions to staff whenever they ask us to.	0.73		
At my company, we make business decisions in a fair and unbiased manner.	0.718		
He is entitled to raise concerns about workplace decisions and request modifications where I work.	0.624		
Every policy adopted at my company is implemented uniformly across the board.	0.604		
<b>Factor 3: Distributive fairness variance value: 17.018</b>			
Honestly, I'm satisfied with my salary.	0.889	0.856	3.77
The amount of work I have to do is reasonable, in my opinion.	0.865		
Overall, I feel I'm being fairly compensated monetarily and morally for my efforts here.	0.822		
In my opinion, the terms of my employment are reasonable.	0.593		
Kaiser-Meyer-Olkin (KMO) value: 0.920; df: 134			
Bartlett significance value: 0.000; Chi-square value: 2911.88			

**Table 5.** Factor analysis results regarding the organizational support test

Factor	Factor contribution	Cronbach's alpha	Average value
<b>Factor 1: Business support variance value: 38.490</b>			
The institution I work for does not appreciate my extra efforts*.	0.887	0.854	3.987
The institution I work for does not take my interests (interests) into account when making decisions*.	0.879		
The institution I work for does not matter, even if I do my job in the best way*.	0.859		
The institution I work for shows little interest in me*.	0.679		
<b>Factor 2: Emotional support variance value: 33.561</b>			
The organization I work for truly cares about my well-being and happiness.	0.931	0.896	4.062
The institution I work for cares about my overall satisfaction at work.	0.895		
The institution I work for values my contribution to the purpose of the institution.	0.854		
KMO value: 0.805; df: 20.2			
Bartlett significance value: 0.000; Chi-square value: 918.563			

Note: \* Reverse expressions.

#### 4.5. Correlation analysis

The study's primary variables were examined using correlation analysis to determine their overall relationship. The results of the analysis are displayed in Table 6. Perceived organizational support (both emotional and work-related) and *Psychological ownership* are positively and statistically significantly correlated, according to the results of the correlation analysis. The association between *Psychological ownership* and work-related support (factor 1) is weak ( $r = 0.3$ ,  $p = 0.000$ ), but

the relationship between *Emotional support* (factor 2) and *Psychological ownership* is strong ( $r = 0.548$ ,  $p = 0.000$ ). The substantial and positive link between *Emotional support* and all dimensions of *Organizational justice* is revealed when the relationship between these two variables is investigated in order of sub-dimensions.

H1 of the study stated that there is a positive correlation between *Psychological ownership* and perceived organizational support was tested using regression analysis. Table 7 shows the results of the inquiry.

**Table 6.** Results of correlation analysis between perceived organizational support and *Psychological ownership*

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
(1) Age	1	0.809*	0.533*	0.153*	0.01	0.044	0.06	0.063	0.112
(2) Duration of work life		1	0.604*	0.157*	-0.037	0.04	-0.012	0.04	0.125
(3) Seniority			1	0.074	-0.052	-0.076	-0.066	-0.063	0.019
(4) <i>Psychological ownership</i>				1	0.285*	0.564*	0.328*	0.417*	0.404*
(5) Work-related support					1	0.421*	0.407*	0.324*	0.407*
(6) Emotional support						1	0.621*	0.643*	0.565*
(7) Interactional justice							1	0.613*	0.439*
(8) Procedural justice								1	0.554*
(9) Distributive justice									1

Note: \* Reverse expressions.

**Table 7.** Regression analysis of perceived organizational support vs. *Psychological ownership*

Independent variables	$\beta$	t-value	p-value	R	R <sup>2</sup>	F
<b>Dependent variable: <i>Psychological ownership</i></b>						
Business support	0.269	4.548	0.004	0.554	0.329	54.320
Emotional support	0.529	10.358	0.000	0.000		

The regression analysis revealed that *Psychological ownership* was explained by work-related support by 27% at the 0.004 significance level and *Emotional support* by 53% at the 0.000 significance level, respectively. The research's initial hypothesis was supported by these findings. H2 stated that *Organizational justice* acts as a moderator in the relationship between *Psychological ownership* and perceived organizational support was tested using multiple regression analysis. *Organizational justice* must interact significantly with perceived organisational support (an independent variable) on *Psychological ownership* as a moderator variable (dependent variable). The approach recommended by Aiken and West (1991) was used for the conditional variable test. All independent variables and the moderator variable were averaged before the analysis began. By taking the mean values away from the variables, the variables were averaged. The multicollinearity issue that could arise between independent variables and interaction terms is resolved by the employed method.

The interaction terms were calculated by multiplying the new independent variable values by the moderator variable values after the variables had been averaged. Each obtained variable was separately added to the regression analysis. Table 8 displays the findings of the regression analysis.

No significant relationship between the two factors of organisational support — *Emotional support* and *Psychological ownership* — was discovered due to the hierarchical regression analysis used to determine whether *Organizational justice* plays a regulating role in this relationship. Therefore, it was observed that none of the *Organizational justice* dimensions moderated the relationship between work-related support and *Psychological ownership*. The graphs proposed by Aiken and West (1991) were drawn for each interaction term after it was determined through hierarchical regression analysis that all three aspects of *Organizational justice* have a moderating effect on the relationship between work-related support and *Psychological ownership*.

**Table 8.** Results of hierarchical regression analysis applied to test the regulatory variable (Part 1)

Independent variables	Stage 1	Stage 2	Stage 3
Business support (Factor 1)	0.291*	0.189*	0.187*
Interactional justice (Factor 1)		0.259*	0.23*
Business support * Interactional justice			0.168*
R <sup>2</sup>	0.077	0.128	0.152
R <sup>2</sup> change	0.081	0.055	0.028
F	21.72*	19.13*	15.81*
Business support (Factor 1)	0.291*	0.173*	0.203*
Procedural justice (Factor 2)		0.371*	0.344*
Business support * Procedural justice			-0.207*
R <sup>2</sup>	0.081	0.198	0.238
Adjusted R <sup>2</sup>	0.077	0.191	0.228
R <sup>2</sup> change	0.081	0.118	0.04
F	21.72*	30.17*	25.22*

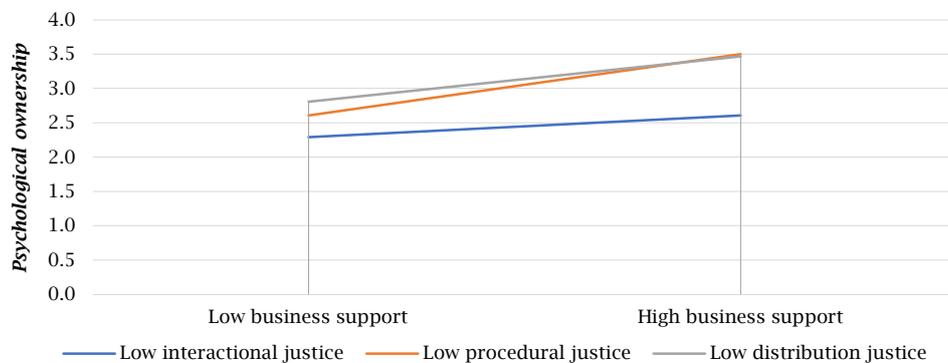
**Table 8.** Results of hierarchical regression analysis applied to test regulatory variable (Part 2)

<i>Independent variables</i>	<i>Stage 1</i>	<i>Stage 2</i>	<i>Stage 3</i>
<i>Business support</i> (Factor 1)	0.291*	0.152*	0.161*
<i>Distributive justice</i> (Factor 3)		0.352*	0.338*
<i>Business support * Distributive justice</i>			-0.207*
R <sup>2</sup>	0.081	0.181	0.214
Adjusted R <sup>2</sup>	0.077	0.173	0.204
R <sup>2</sup> change	0.081	0.1	0.034
F	21.72*	26.88*	22.02*

Note: \*  $p < 0.05$ .

Low *Interactional justice* in the workplace impacts employees' *Psychological ownership* of the business, according to further analysis *Organizational justice* has a regulatory role in the relationship between work-related support and *Psychological ownership*. Work-related aid does not impair *Psychological ownership* when *Interactional justice* is high. Work-related support impacts employees' *Psychological ownership* of the company

when *Procedural justice* is low. Job support impacts the employee's *Psychological ownership* when interactional fairness is high. The interaction between *Psychological ownership* and work-related support is governed by distributive fairness. Employee support greatly impacts *Psychological ownership* in an organisation with weak distributive fairness. Support impacts the employee's *psychological ownership* when *Distributive justice* is great.

**Figure 3.** The regulatory role of *Interactional justice*, *Procedural justice*, and *Distributive justice* (Factor 3)

#### 4.6. Discussion

Psychological ownership is common, however, there isn't much research on it in the literature (Van Dyne & Pierce, 2004). This may be explained by the relationship between psychological ownership, organisational commitment, and job satisfaction. Kahdim et al. (2005) discovered that these three ideas are unique and asserted that when employees feel ownership of the organisation, they are psychologically attached to it and it becomes part of their identity. More research is needed, especially on psychological ownership's antecedents. This study investigates the relationship between psychological ownership and perceived organisational support as well as the potential role of organizational justice in this relationship.

The study discovered a connection between psychological ownership and workplace and emotional support. Emotional support and psychological ownership have stronger correlations. This shows that employees feel more psychologically obligated to their employers when receiving work-related and emotional assistance. Social exchange theory is relevant. The social exchange hypothesis explains party exchange and stability. High-calibre partnerships are established through reciprocal activity. According to this viewpoint, when businesses cater to their employees' socio-emotional needs, particularly their happiness and well-being, they feel a sense of ownership over the business.

All organizational justice indicators only moderate the relationship between psychological ownership and support from the workplace. Further

research revealed that work support offers psychological ownership in organisations with low levels of interactional, procedural, and distributive justice. Analyses produce fascinating results. Although it is essential to understanding many organisational behaviours, organisational fairness has little bearing on the connection between employee support and psychological ownership. This demonstrates that workers appreciate the extra effort made by their employers and consider their interests, rather than seeking organizational justice. Organizational injustice, is lacks regulation of emotional support, which might be understood similarly to psychological ownership. This demonstrates that, independent of organizational justice, employees only need to feel emotionally supported by their employers to have a sense of ownership over their organizations. However, even if business-related decisions are not made impartially, the employee's supervisor does not act too honestly, does not give reasonable and logical explanations when making decisions about the employee's job, and does not show support from the organisation for the employee's work even if the employee does not believe the wage level and workload are fair ownership. Employees require their employer's emotional and professional support to have a sense of psychological ownership of their business.

The studies provide useful lessons for managers. The most important aspect is that employees can psychologically own their companies without legal ties, thanks to their bosses' support. If employers want their staff to give their all to the organisation by taking ownership of it, they

must respect their contributions and level of satisfaction. According to this study, organisational fairness is less important than employee support in promoting psychological ownership and productive employee behaviour. Organizational professionals should remember that psychological ownership of the organisation can inspire people to take ownership of their work, concepts, and tools. Porteous (1976) asserted that having any object can lead to belonging. Managers should be aware that employees with a sense of belonging may be more likely to stick with the company, adopt its values, and internalise them. Employees are sometimes able to care for and embrace the business, the labour, or the equipment more than the actual owner. Managers desire these actions. Managers should therefore consider that both psychological and legal ownership can increase worker engagement and positive attitudes and behaviours.

Like other studies, this one has some limitations. The first restriction is the sample number. Increase the sample size to make the results broader. Data from several businesses and industries could not be gathered. Sector comparison and sector differentiation may be aided by data from particular industries.

Research on psychological ownership is welcome. Psychological ownership, which was first described in the 1990s, requires more analysis and study. To clear up any confusion about the concept, it is advised to develop psychological ownership further and define how it differs from ideas like organisational commitment and job satisfaction. This is because psychological ownership can be observed in circumstances without legal ownership (Hasan et al., 2023). considers. Future research on organisational culture and the regulatory responsibilities of leadership will advance the field.

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## 5. CONCLUSION

When employee values and hospital values are in alignment, emotional commitment results. Emotional commitment can also be viewed as an employee's adoption of the hospital's aims and values, their voluntary support, and their efforts to shield themselves from harmful outside influences.

The study came to the following results regarding the impacts of information sharing and job satisfaction levels on psychological ownership in a sample of the private city of Baghdad employees. The effects of the independent variables of the motivating aspects of the job, self-development of the employee, and interaction with the supervisor and co-workers on the dependent variable affective addiction are significant. Personal interviews and IHMS and sharing knowledge and experience with community members have a significant effect on emotional commitment. The hospital staff's good attitudes and behaviours towards their jobs, encouraging information sharing attitudes and behaviours, and their emotional commitment are positively affected. If emotional commitment is increased, employees will be more willing to adopt the hospital's goals and values. It was concluded that hospital administrators can positively affect emotional commitment to the extent that they increase the level of knowledge sharing and job satisfaction of employees.

Since the study was conducted only in Baghdad City, private organizations, generalizations cannot be made from the findings obtained. To make generalizations, it is recommended that a sufficient number of organizational personnel representing the universe from university hospitals, state hospitals, and private hospitals serving throughout Iraq should be selected as a sample, and the study should be carried out.

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