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The impact of psychological ownership to achieving organizational excellence

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Abstract

The purpose of the research is to find out the extent of the influence of psychological ownership in achieving organizational excellence in the educational institution the influence linkages between dimensions and variables must be taken into consideration for the research's objectives. (psychological ownership) were studied, and based on the descriptive-analytical approach, (100) questionnaires were distributed on the research sample, and after presenting the collected and analyzing data and identifying the consistency of the sample's answers to the questionnaire items and choosing hypotheses using statistical programs (SPSS). The results showed the validity of the research hypotheses, and as a result, a number of conclusions were reached and a set of recommendations were drawn up.

Keywords: Psychological ownership, organizational excellence, educational institutions

Introduction

First: the research problem

The organisation can benefit from a range of positive effects from psychological employee ownership. Employee commitment is higher when the organisation is more involved in decision-making. Employees' psychological ownership has an effect on their performance as well, and this positive performance impact can be linked to the fact that ownership heightens an individual's sense of accountability (Maritz, 2012:11) ^[12]. As a result, the issue with the existing study can be summed up as follows: by posing the following fundamental query: ((What is the effect of psychological ownership in achieving organizational excellence?))
Second: Research questions

In order to answer this question, the current research seeks to raise the following questions

1. How much psychological ownership is there in the research sample?
2. What is the level of organizational excellence in the sample studied?
3. Is there an effect of psychological ownership in achieving organizational excellence?

Third: Research objectives

After diagnosing the research problem and its importance, the research objectives can be summarized as follows:

1. Knowing the level of psychological ownership in the researched sample.
2. Knowing the level of organizational excellence in the sample studied.
3. Determine the effect of psychological ownership in achieving organizational excellence.

Fourth: the default search form

The research model is developed by analyzing the links that the research challenge has found, and the fictitious research scenario illustrates the nature of the relationship between the variables being studied, as shown in Fig. (1).

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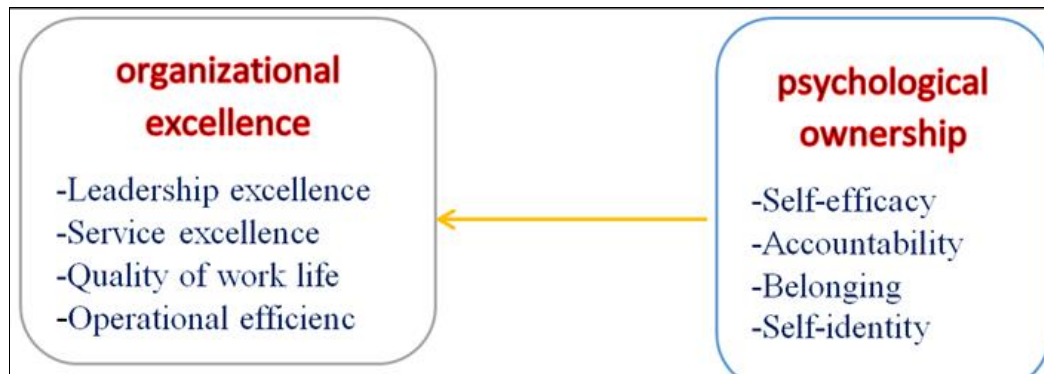


Fig 1: Default search

Fifth: Research hypotheses

According to the hypothetical research schedule, in order to accurately answer the current research question, the research hypotheses are as follows:

The main hypothesis: states

Psychological ownership has a statistically significant impact on organisational excellence.

The following sub-hypotheses emerge from it:

- The self-efficacy factor has a statistically significant impact on organisational excellence.
- There is a statistically significant effect of the accountability dimension on organizational excellence.
- There is a statistically significant effect of the organizational excellence dimension.
- There is a statistically significant effect of the self-identity dimension of organizational excellence.

The second topic

The theoretical side of the research

First: the concept of psychological ownership

The psychological component of psychological ownership is a sense of ownership over the objectives of the organisation, and it can be seen as a natural extension of formal ownership (Pierce *et al.* 2001) ^[8]. Psychological ownership and individual identity are closely related concepts in which things amassed over time are perceived as extensions of the self and thus become a part of the person. The heart of a person's identity can be found at home, but because people are spending more time at work, the lines between home and work are fuzzier than ever. Consequently, the workplace can be viewed as a component of the larger self. When attempts are made to determine psychological ownership, the relationship between possessions and identity of people can be seen in the literature.

The essence of psychological possession, which is the sensation of possessing, can be used to identify it. In the absence of any formal ownership, these emotions can be generated together with intangible items that can be observed. According to the researchers, psychological ownership can be viewed as a work-related attitude, but it is fundamentally different from other attitudes like dedication and job satisfaction because it is a sense of ownership towards the organization's goals. (Van Dyne & Pierce, 2004) ^[13].

Psychological ownership is also defined as the development of feelings by individuals about goals that generate interest and attraction to them, and that these goals are socially respectable and reveal themselves (Bullock, 2015:6) ^[7].

Second: Dimensions of psychological ownership

People's understanding of what psychological ownership is important, but the most important thing is to determine how psychological ownership occurs, and for this it defines a set of dimensions to define and measure psychological ownership, which are closely related to the interaction that produces a sense of psychological ownership, where Pierce *et al.*, 2001 ^[8] identified three dimensions of psychological ownership, which are (Self-efficacy, self-identity, affiliation) and Avey *et al.*, 2009 ^[1] presented four dimensions by adding the dimension of accountability and the fact that these dimensions are in line with the objectives of the study adopted by the researcher, which will be dealt with as follows:

1. Self-efficacy

Self-efficacy is related to people's belief that they are able to perform their jobs successfully and to successfully complete specific tasks and may enhance a sense of psychological ownership regarding a particular task, process, and procedure (Avey *et al.*, 2009) ^[1]. (Bandura, 1997) indicated that the self-efficacy component of psychological ownership says, "I need to do the job, I can do it, and therefore I have the responsibility to succeed

2. Accountability

Accountability has become a popular concept in the fields of business and public policy (Avey *et al.*, 2009) ^[1]. Accountability can be seen as part of psychological ownership primarily through the expected right to hold others accountable as well as the expectation of self-accountability. Accountability as a source of psychological ownership is evident in many areas of society such as economic systems and sports teams (Pierce *et al.*, 2003) ^[9]. Individuals with high feelings of psychological ownership expect to be able to summon others to consider the effects on their goal of ownership.

3. Belonging

Psychologists and social scientists have described the human need for a place to call home or a place to live over the years as a fundamental need that transcends just material concerns and meets the pressing psychological need for belonging. People will, for instance, organise their life and take ownership of their possessions in an effort to satiate their need to belong (Avey *et al.*, 2009) ^[1].

(Pierce *et al.*, 2001) ^[8] believes that feelings of psychological ownership through attachment to a place or place for the individual are far from affiliation that is reinforced through material possessions, and affiliation can

be understood in terms of psychological ownership in organizations as the individual's sense of belonging to the organization. In terms of meeting their social, emotional and social needs. Through a particular function, business team, business unit, department or organization.

4. Self-identity

Both self-identification and social identity are acknowledged as important components of the self-concept. Researchers have found that people frequently define themselves by their social networks and material assets. According to research by Avey *et al.* (2009) ^[1], people engage with tangible objects and intangible assets like a company or mission to develop, preserve, change, and restore their sense of self.

Third: the concept of organizational excellence

Many organisations are making efforts to be excellent in the modern world, but sadly, many of them fall short due to a lack of awareness of what excellence in economic management entails (Dahlgaard and Mi Dahlgaard, 2003) ^[3]. Numerous academics describe excellence. The European Foundation for Quality Management offered one such description of a job. According to the EFQM guidelines from 1999, excellence is defined as an exceptional method of coordinating the realisation of nine core concepts: customer focus, operational and fact-based management, continuous learning, partnership development and public accountability, results orientation, leadership and purpose, population development and engagement, and innovation and improvement. Furthermore, according to Eisakhani (2008) ^[6], successful organisations share seven traits, including perspective, mission, organisational planning, operations, ambitious objectives, strategic thinking, leadership, and technology. The instruments that assist organisations in determining how successful and distinctive an enterprise path is are models of institutional and business excellence (Attafar, Forouzan, & Shojaei, 2012) ^[5].

Organisational performance and institutional excellence are strongly related. In other words, organisations can achieve the highest level of excellence and receive accolades for excellence through improving performance. Organisational excellence, on the other hand, can benefit businesses by enhancing operations, gaining a competitive edge, and boosting performance. Numerous scholars have validated this connection (Al-Dhaafri *et al.* 2014) ^[10], who conducted an empirical study on the effect of organisational excellence on performance. Organisational performance is positively and significantly impacted by organisational excellence, according to the experts. The findings also show that performance variables can be included to quantify organisational excellence and performance.

Fourth: The results of organizational excellence

According to Terouhid, *et al.* (2016) ^[11], "performance excellence" is an integrated method of controlling organisational performance.

1. Better value delivery: More than ever, VAN helps to create value for consumers and stakeholders and helps to maintain organisations.
2. Increase overall organisational capability and effectiveness
3. Enhance individual and organisational learning.

Fifth: Dimensions of Organizational Excellence

Most researchers agree that the dimensions of organizational excellence are: (Abu Kaoud, and Rababah, 2013) and (Heerwagen, 2000:354) ^[4].

1. Excellence in leadership

The most crucial tenet of contemporary management is the superior talents of the leader, as this is necessary for management to stay up with the advancements and changes brought about by the knowledge age. Since it is undeniable that leaders who are adept at seeing issues and issues have a possibility to increase competition in all circumstances

2. Service excellence

One of the tenets of excellence management is that customers turning to rival businesses as a last resort are indicators of a problem with the way the service is delivered, and these symptoms trigger the creation of an action plan to address problems or faults. It goes without saying that employing a structured approach to problem solving aids in the process of achieving continuous improvement.

Excellence in service means developing unique specifications that give the organization an opportunity to set exceptional prices. For example, if a supplier increases the prices of inputs, the organization will transfer them to customers. On the other hand, customers cannot switch to other organizations to obtain alternative goods and services because of the unique characteristics of the organization's products.

3. Quality of work life

Job security, an improved system of rewards, employee benefits, employee retention, and involvement in organisational performance are all examples of aspects of quality of work life that have been discussed in the literature (Havlovic, 1991; Scobel, 1975). The quality of work life is defined as "appropriate working conditions and environment for employees that take into account the interest and well-being of employees, and in which employees' attitudes towards operational work and employees in general are managed (Jaiswal, 2014:83) The quality of work life is also defined as "the level of happiness or satisfaction with career life." (Kaur, 2016: 8305). The responsibility for improving the quality of work life lies with the administration, as the administration must ask itself the following question: How will the organization, communication patterns, decision-making, standards, values and basic rules that help individuals satisfy the needs of self-esteem, achievement, satisfaction and so on within the workplace (Jaiswal, 2014:84).

4. Operational efficiency

The fourth critical dimension is operational efficiency, which includes accounting, billing, advertising, recruiting and training employees, production, sales, and related delivery systems. Entrepreneurial organizations tend to excel in their operating systems. Therefore, it is important to develop operating systems in a timely manner to build a successful organization. On the other hand, large organizations adopt operating systems. Operating systems are so large that they need to be re-engineered (Flamholtz, 2002:300).

The above factors can be divided into two groups, the first

group focusing on adding value and the second group focusing on reducing costs. It is clear that only one of these dimensions focuses on the cost side, which is operational efficiency, while the rest of the dimensions of excellence, leadership, service, and work life focus on raising costs.

Fifth: The relationship between psychological ownership and excellence in the workplace

Every component of an organisation needs to function correctly for it to be truly outstanding. Every component, endeavour, and individual within the company has an impact, which in turn has an impact on others. Errors accumulate, and when requirements aren't met in one place, it causes issues elsewhere, which leads to more errors, more issues, and so on. There are significant advantages to doing everything correctly the first time around (Oakland, 2001:58) [2].

The third topic

Statistical analysis of research data

First: the preliminary analysis of the results and the description and diagnosis of the research variables

The third issue is concerned with the statistical presentation of applied research findings along with their analysis and interpretation. This topic has two main components. The first is related to psychological ownership, which is exposed in its four dimensions of self-efficacy, accountability,

belonging, and self-identity. The second is related to organisational excellence, which is related in its four dimensions of leadership excellence, service excellence, quality of work life, and operational efficiency. Both sides include a presentation of the arithmetic averages of the questionnaire items, their standard deviations, and the relative importance. The level of answers was determined in the light of the arithmetic averages by determining their affiliation to any category. And because the research questionnaire is based on the five-point Likert scale (completely agree - completely disagree), there are five categories to which the arithmetic mean belongs. It was also relied on the hypothetical mean value of (3), meaning that each dimension gets an arithmetic mean less than (3), which means that the respondents' conviction is low, otherwise the response is considered acceptable.

1. Analyzing the sample's opinions of the independent variable psychological ownership

The statistical indicators of the independent variable (psychological ownership), which are represented by (the arithmetic mean, standard deviation, and relative importance), are discussed in this paragraph. These indicators serve as the foundation for the diagnosis' key findings. The rates attained at the dimension level and then at the variable's overall level.

Table 1: summary of the descriptive statistics indicators of the dimensions of the psychological ownership variable

Psychological ownership					
	Questions	Mean	Std. Deviation	Relative importance	Dimension relative importance
Self-efficacy	SE1	4.4250	.59054	.89	.8360
	SE2	4.2500	.83439	.85	
	SE3	4.0500	1.00505	.81	
	SE4	4.1750	.80779	.84	
	SE5	4.0000	1.03116	.80	
	Average	4.18	0.85	.84	
Accountability	A6	3.8500	.88732	.77	.6870
	A7	3.5500	.92641	.71	
	A8	3.2500	1.04941	.65	
	A9	3.3750	1.09516	.68	
	A10	3.1500	1.06854	.63	
	Average	3.44	1.01	.69	
Belonging	B11	4.0750	.88267	.82	.8090
	B12	4.0500	.84043	.81	
	B13	4.0750	.82332	.82	
	B14	4.1750	.74247	.84	
	B15	3.8500	.94266	.77	
	Average	4.05	.85	.81	
Self-identity	SI16	3.5750	1.12255	.72	.6910
	SI17	3.6000	1.07444	.72	
	SI18	3.2750	1.23222	.66	
	SI19	3.3250	1.04063	.67	
	SI20	3.5000	1.05543	.70	
	Average	3.46	1.11	.69	
Total psychological ownership		3.78	.95	75.75	

Source: Prepared by the researcher based on the program (SPSS).

A number of questions were posed regarding this variable in order to clarify its availability in the studied institution by analyzing and interpreting the responses of the sample members. The arithmetic mean, standard deviations, and relative relevance are shown in the table above. It is greater than the hypothetical mean value of (3), and the standard deviation was (.85), a figure that indicates weak dispersion

and agreement among the sample participants about the response. The relative importance was (85%), which is a very high proportion, and the sample as a whole agreed with the response.

As for the questioning variable, it obtained an arithmetic mean of (3.44), which is a higher value than the hypothetical mean value of (3), and the standard deviation

reached (1.01), which indicates a dispersion and somewhat agreement in the respondents' response regarding this variable. As for the relative importance it reached (69%), which is an average rate.

And the belonging variable obtained a mean of (4.05), which is a higher value than the hypothetical mean value of (3), and the standard deviation was (.85), which indicates a weak dispersion and agreement of the sample members in the answer regarding this variable. As for the relative importance, It reached (81%), which is a very good percentage.

As for the self-identity variable, it obtained an arithmetic mean of (3.46), which is a higher value than the hypothetical mean value of (3), and the standard deviation reached (1.11), which indicates a dispersion and somewhat agreement in the respondents' response regarding this variable. The relative percentage reached (69%), which is an average percentage.

Description and diagnosis of the psychological ownership variable at the aggregate level

From Table No. (1) it can be seen that the level of response

to the variables of psychological ownership (self-efficacy, accountability, belonging, self-identity). It was as follows:

- A. All the answers and in all aspects of internal marketing were at a high level compared to the hypothetical mean of (3).
- B. The variable of psychological ownership with its four dimensions at the total level achieved an arithmetic mean of (3.78) and a standard deviation of (0.95). The value of relative importance was (75.75).

2. Analyzing the sample's opinions of the dependent variable organizational excellence

The description and diagnosis of the paragraphs of the dependent variable of organizational excellence with its four dimensions (leadership excellence, service excellence, quality of work life, operational efficiency) will be dealt with, according to statistical indicators (arithmetic mean, standard deviation, relative importance) to present the opinions of the researched sample and their response regarding the research variable, and the table shows (2) The rates achieved at the dimension level and then at the overall level of the variable.

Table 2: Summary of the descriptive statistics indicators of the dimensions of the psychological ownership variable

Psychological ownership					
	Questions	Mean	Std. Deviation	Relative importance	Dimension relative importance
Leadership distinction	LE21	3.5000	1.14737	.70	.7190
	LE22	3.2500	1.30723	.65	
	LE23	3.9000	.92230	.78	
	LE24	3.7750	.94098	.76	
	LE25	3.5500	1.16814	.71	
	Average	3.60	1.09	.72	
Service excellence	SE26	3.2750	1.29238	.66	.6990
	SE27	2.6750	1.33857	.54	
	SE28	3.7250	1.07885	.75	
	SE29	3.9000	.86566	.78	
	SE30	3.9000	.94935	.78	
	Average	3.50	1.10	.71	
Quality of work life	QWL31	3.7750	.82638	.76	.8080
	QWL32	3.7000	.90568	.74	
	QWL33	4.4250	.59054	.89	
	QWL34	4.2500	.83439	.85	
	QWL35	4.0500	1.00505	.81	
	Average	4.04	.83	.81	
Operational efficiency	OE36	4.0000	1.03116	.80	.7680
	OE37	3.8500	.88732	.77	
	OE38	3.5500	.92641	.71	
	OE39	3.9000	.86566	.78	
	OE40	3.9000	.94935	.78	
	Average	3.84	.93	.77	
Total organizational excellence		3.75	.98	.75	

Source: Prepared by the researcher based on the program (SPSS).

Several questions were posed concerning this variable in order to determine the presence of leadership excellence in the sample under study through analysis and interpretation of the sample members' responses. The arithmetic mean, standard deviations, and relative relevance are shown in the table above. The standard deviation was 1.09 and the hypothetical mean value was 3. This shows that the respondents' responses to this variable were moderately dispersed and consistent. In terms of relative importance, it came to (72%), which is a respectable proportion.

The service quality variable had an arithmetic mean of (3.50), which is greater than the ideal mean value of (3), and

a standard deviation of (1.10), which shows that respondents' responses to this variable were both relatively dispersed and consistent. The relative percentage attained (71%) is a respectable level.

The quality of work life variable received the highest arithmetic mean of (4.04), which is higher than the fictitious mean value of (3). The standard deviation reached (.83), a value that indicates weak dispersion and agreement among the sample members in the response, while the relative importance reached (81%) which is a very respectable rate.

The operational efficiency variable had an arithmetic mean of (3.84), which is greater than the fictitious mean value of

(3), and a standard deviation of (.93), which shows that the respondents' answers to this variable were not widely dispersed and agreed upon. The relative percentage obtained, 77%, is a respectable number.

Description and diagnosis of the organizational excellence variable at the aggregate level

From Table No. (2), it can be seen that the level of response to the variables of organizational excellence (leadership excellence, service excellence, quality of work life, operational efficiency). It was as follows:

- A. All the answers and in all aspects of organizational excellence were at a high level compared to the hypothetical mean of (3).
- B. The variable of psychological ownership with its four dimensions at the total level achieved an arithmetic mean of (3.75) and a standard deviation of (0.98). The value of relative importance was (.75).

Table 3: Statistics of the effect of psychological ownership on organizational excellence

Independent variable	Dependent variable		Organizational excellence		
	(β) regression	(T) calculated	R ²	(F) calculated	Sig value
Psychological ownership	.921	20.862	.846	435.239	.000

The results of the F test for the entire model are displayed in Table (3). There is an effect of psychological ownership in organisational excellence at a significance level of (.000)*, according to the value of the regression coefficient, which reflects a tendency, and the value of the F test for psychological ownership in organisational excellence, which was (435.239). The regression line (β =.921) represents the percentage change in the value of the respondent variable when the value of the independent variable - in this case, the organizational excellence variable - increases by one unit. The fundamental hypothesis, that there is a considerable association between psychological ownership and organisational excellence, is accepted since a change of one unit will result in a change of (0.921) in organisational excellence.

The determination coefficient (R²) value was (.846), which indicates that the amount of (84.6%) of the variance attained in organisational excellence. The determination coefficient (R²) value is a descriptive measure used to explain the usefulness of the regression equation in estimating values

Second: Test hypotheses of influence

Following are some of the hypotheses that will be tested in regard to the major hypothesis about the influence links between the two research variables, psychological ownership (the independent variable) and organisational excellence (the dependent variable):

The main hypothesis

There is a significant effect of psychological ownership on organizational excellence.

A straightforward linear regression analysis was conducted to determine whether the main hypothesis - that psychological ownership has a major impact on organizational citizenship behavior - is valid. The results are presented in the following table (3). A mathematical model or a straightforward linear regression equation can be created for the psychological ownership variable on the organisational excellence variable using the results shown in the table, as shown below:

and represents the percentage of decrease in errors when using the regression equation. It is a variance explained by organisational excellence that was included in the model, and that (15.4%) is a variance explained by variables not included in the regression model. The following is a sub-hypothesis level investigation of the sub-effects between psychological ownership and organisational excellence.

1. The first sub-hypothesis: There is a significant effect of self-efficacy on organizational excellence

To test the validity of the first sub-hypothesis emanating from the main hypothesis, whether there is a significant effect of self-efficacy in organizational excellence or not, simple linear regression analysis and a test were used. Mathematical or simple linear regression equation for the variable of self-efficacy on the variable of organizational excellence as follows:

Table 4: Statistics of the effect of psychological ownership dimensions on organizational excellence

Independent variable	Dependent variable		Organizational excellence		
	(β) regression	(T) calculated	R ²	(F) calculated	Sig value
Self-efficacy	.185	3.416	.871	134.725	.001
Accountability	.516	8.848			.000
Belonging	.194	3.775			.000
Self-identity	.264	4.586			.000

The F test results for the model are shown in Table (4). There is an effect of self-efficacy in organisational excellence with a significance level of (.001), according to the value of the F test for self-efficacy (SE) in that field, which was (134.725), and the value of the regression coefficient, which measures The slope of the regression line, or (=185), is defined as the amount of change in the responsive variable's value when the independent variable's value changes by one unit, or a rise in the self-efficacy

variable's value. Accept the first sub-hypothesis, which states that there is a considerable association between self-efficacy and organisational excellence, since a change of one unit will result in a change of (.185) in organisational excellence.

2. The second sub-hypothesis: There is a significant effect of accountability on organizational excellence

The F test results for the model are shown in Table (4).

There is an effect of accountability in organisational excellence at a level of significance (.000), according to the value of the F test for accountability (A) in organisational excellence, which was (134.725). The amount of change in the value of the respondent variable when there is a change of one unit in the value of the independent variable, that is, the rise in the value of the accountability variable, is indicated by the value of the regression coefficient, which represents the slope of the line Regression ($\beta = .516$). Accept the second sub-hypothesis, which states that there is a considerable relationship between accountability and organisational excellence. By one unit, it will result in a shift of (.516) in organizational excellence.

3. The third sub-hypothesis: There is a significant effect of affiliation on organizational excellence

Table (4) shows the F test values of the model. The value of the F test for affiliation (B) in organizational excellence was (134.725), and this means that there is an effect of affiliation in organizational excellence at a level of significance (.000), and the value of the regression coefficient, which represents the slope of the line Regression ($\beta = .194$), which is interpreted as the amount of change in the value of the responsive variable when there is a change of one unit in the value of the independent variable, that is, the increase in the value of the affiliation variable. By one unit, it will lead to a change of (.194) in organizational excellence, so accept the third sub-hypothesis, that is, there is a significant influence relationship of affiliation in organizational excellence.

4. The third sub-hypothesis: There is a significant effect of self-identity on organizational excellence

The F test results for the model are shown in Table (4). There is an effect of self-identity in organisational excellence at a significant level (.000), according to the value of the F test for self-identity (SI), which was (134.725), and the value of the regression coefficient, which represents The slope of the regression line, which is equal to .264, is used to determine how much the value of the responsive variable changes when the value of the independent variable - in this case, the self-identity variable - increases by one unit. Accept the fourth sub-hypothesis, which states that there is a strong influence relationship between self-identity and organisational excellence. By one unit, it will result in a shift of ($\beta .264$) in organisational excellence.

The fourth topic

Conclusions and recommendations

First: Conclusions

The current research reached a number of conclusions, including:

- A. Psychological ownership has an impact on organizational excellence in the researched organization, as any increase in the sense of psychological ownership leads to an increase in organizational excellence.
- B. The employees' adoption of the organization's goals contributes significantly to achieving them
- C. There is a relationship between psychological ownership and achieving excellence in the workplace

Second: Recommendations

The current research also reached, based on its conclusions,

a set of recommendations:

1. Providing material and moral support to qualified employees, granting them additional privileges, and enabling them to achieve their sense of job satisfaction to create psychological ownership.
2. The necessity of conducting more research in the field of the variables of the current research combined.
3. Developing positive behaviors within organizations to ensure the psychological ownership of individuals towards the goals of their organizations.
4. Empowering working individuals to ensure the achievement of psychological ownership and thus organizational excellence.

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