


**EFFECT OF THE AFFILIATION DIMENSION AT WORK ON ORGANIZATIONAL COMMITMENT AN APPLIED STUDY OF ETIHAD FOOD INDUSTRIES COMPANY LTDA. SUGAR AND OIL INDUSTRY / BABYLON GOVERNORATE**

Iman Jasim Mohammed<sup>A</sup>, Amal Ghalib Rashid<sup>B</sup>



ARTICLE INFO	<u>ABSTRACT</u>
<p><b>Article history:</b></p> <p><b>Received</b> 21 November 2022</p> <p><b>Accepted</b> 13 February 2023</p>	<p><b>Purpose:</b> The aim of this study is to find out the extent of the impact of all kinds of affiliation (national affiliation - intellectual affiliation - political affiliation - religious affiliation) on organizational commitment through its dimensions represented by (emotional, continuous, and normative) among workers in the Union Company for Food Industries Ltd. / Industry Sugar and oil in the province of Babylon.</p>
<p><b>Keywords:</b></p> <p>Belonging; Organizational Commitment; Union Company for Food Industries.</p> <div data-bbox="172 1077 480 1323" style="text-align: center;">  </div>	<p><b>Theoretical framework:</b> The study touched on the theoretical aspect of the variables of the study and reviewed the most important concepts related to the variable after affiliation and organizational commitment. The company's vision of the extent of the impact of institutional affiliation in achieving organizational commitment at work. According to Avey (2009) affiliation expresses the mutual investment between the individual and the organization in the continuation of the ongoing contractual relationship, as this mutual relationship shows individual behavior more than the expected official behavior and being ignored by the organization as well as the individual's desire to give part of himself in order to contribute In the success and continuity of the organization such as (the desire to work more diligently and do it voluntarily, and take on additional responsibilities). Organizational commitment is generally defined as “the relative strength of an individual's identification with, and participation in, a specific organization” (Subramaniam &amp; Mia; 2003, p. 3).</p> <p><b>Design/methodology/approach:</b> The questionnaire was used as a tool for collecting the necessary data and information, and an intended sample consisted of (302) represented by (managers - assistants - and department officials - administrative departments). In Al-Ittihad Company for Food Industries Ltd., the descriptive analytical approach was mainly used in presenting and analyzing the research. The information was interpreted, and a number of statistical methods were used, such as confirmatory factor analysis and structural equation modeling method to measure the effect ratio, arithmetic mean, standard deviation, relative coefficient of difference, relative importance and Pearson's ratio through statistical programs (SPSS V. 23) The Program (Amos V. 23).</p> <p><b>Findings:</b> The results show that job affiliation will achieve common and mutual communication and understanding among the pillars of management at their different levels (top, middle and bottom), and sincerity in the service of the job goal will achieve greater returns when it appears on the actual performance of the individual. Membership produces commitment, just as commitment is affected by belonging.</p> <p><b>Research, Practical &amp; Social implications:</b> The study is the most important findings of the study is that interest in employee affiliation leads to achieving organizational commitment in the workplace and will also increase the organization's chances of achieving its goals and objectives.</p>

<sup>A</sup> Researcher in industrial management, College of Administration and Economics, University of Babylon, Iraq. طريق حلة نجف, Hillah, Iraque. E-mail: [iman.mohammed.hbus26@student.uobabylon.edu.iq](mailto:iman.mohammed.hbus26@student.uobabylon.edu.iq)  
Orcid: <https://orcid.org/0000-0002-7996-9804>

<sup>B</sup> Researcher in industrial management, College of Administration and Economics, University of Babylon, Iraq. طريق حلة نجف, Hillah, Iraque. E-mail: [amalrashd@yahoo.com](mailto:amalrashd@yahoo.com) Orcid: <https://orcid.org/0000-0001-5730-6789>

**Originality/value:** Organizations today are striving to become world class organizations that compete globally and in order to achieve this organizations must not only recruit the best talent but they need employees who are psychologically connected to their work. Managers must build a supportive culture that allows employees to utilize their expertise and abilities in their work processes. In order for employees to do so, opportunities must be provided to harness their abilities and to develop positive attitudes towards their workplace.

Doi: <https://doi.org/10.26668/businessreview/2023.v8i2.924>

## EFEITO DA DIMENSÃO DA FILIAÇÃO NO TRABALHO SOBRE O COMPROMISSO ORGANIZACIONAL UM ESTUDO APLICADO DA ETIHAD FOOD INDUSTRIES COMPANY LTDA. INDÚSTRIA DE AÇÚCAR E PETRÓLEO / GOVERNADOR DO BABYLON

### RESUMO

**Objetivo:** O objetivo deste estudo é descobrir a extensão do impacto de todos os tipos de afiliação (afiliação nacional - afiliação intelectual - afiliação política - afiliação religiosa) no comprometimento organizacional através de suas dimensões representadas por (emocional, contínua e normativa) entre os trabalhadores da Union Company for Food Industries Ltd. / Indústria de açúcar e óleo na província de Babilônia.

**Estrutura teórica:** O estudo abordou o aspecto teórico das variáveis do estudo e revisou os conceitos mais importantes relacionados à variável após a afiliação e o comprometimento organizacional. A visão da empresa sobre a extensão do impacto da afiliação institucional no alcance do comprometimento organizacional no trabalho. De acordo com Avey (2009) a afiliação expressa o investimento mútuo entre o indivíduo e a organização na continuação da relação contratual contínua, uma vez que esta relação mútua mostra mais o comportamento individual do que o comportamento oficial esperado e sendo ignorada pela organização, bem como o desejo do indivíduo de dar parte de si mesmo a fim de contribuir no sucesso e continuidade da organização, tais como (o desejo de trabalhar mais diligentemente e fazê-lo voluntariamente, e assumir responsabilidades adicionais). O comprometimento organizacional é geralmente definido como "a força relativa da identificação e participação de um indivíduo em uma organização específica" (Subramaniam & Mia; 2003, p. 3).

**Design/metodologia/abordagem:** O questionário foi utilizado como uma ferramenta para a coleta de dados e informações necessárias, e uma amostra pretendida consistiu de (302) representada por (gerentes - assistentes - e funcionários de departamento - departamentos administrativos). Na Al-Ittihad Company for Food Industries Ltd., a abordagem analítica descritiva foi utilizada principalmente na apresentação e análise da pesquisa. As informações foram interpretadas, e vários métodos estatísticos foram utilizados, tais como análise fatorial confirmatória e método de modelagem da equação estrutural para medir a relação de efeito, média aritmética, desvio padrão, coeficiente de diferença relativa, importância relativa e relação de Pearson através de programas estatísticos (SPSS V. 23) O Programa (Amos V. 23).

**Conclusões:** Os resultados mostram que a afiliação ao trabalho alcançará comunicação e compreensão comum e mútua entre os pilares da administração em seus diferentes níveis (superior, médio e inferior), e a sinceridade a serviço do objetivo do trabalho alcançará maiores retornos quando este aparecer no desempenho real do indivíduo. A afiliação produz comprometimento, assim como o comprometimento é afetado pela pertença.

Pesquisa, implicações práticas e sociais: O estudo é a conclusão mais importante do estudo é que o interesse na afiliação dos funcionários leva ao comprometimento organizacional no local de trabalho e também aumentará as chances da organização de atingir suas metas e objetivos.

**Originalidade/valor:** As organizações de hoje estão se esforçando para se tornarem organizações de classe mundial que competem globalmente e, para conseguir isso, precisam não apenas recrutar os melhores talentos, mas também funcionários que estejam psicologicamente conectados ao seu trabalho. Os gerentes devem construir uma cultura de apoio que permita aos funcionários utilizar seus conhecimentos e habilidades em seus processos de trabalho. Para que os funcionários o façam, devem ser oferecidas oportunidades para aproveitar suas habilidades e desenvolver atitudes positivas em relação a seu local de trabalho.

**Palavras-chave:** Pertença, Compromisso Organizacional, Union Company For Food Industries.

## EFFECT OF THE AFFILIATION DIMENSION AT WORK ON ORGANIZATIONAL COMMITMENT AN APPLIED STUDY OF ETIHAD FOOD INDUSTRIES COMPANY LTDA. SUGAR AND OIL INDUSTRY / BABYLON GOVERNORATE

### RESUMEN

**Propósito:** El objetivo de este estudio es averiguar el alcance del impacto de todos los tipos de afiliación (afiliación nacional - afiliación intelectual - afiliación política - afiliación religiosa) en el compromiso organizacional a través de sus dimensiones representadas por (emocional, continua y normativa) entre los trabajadores de la Unión Empresa de Industrias Alimentarias Ltda. / Industria del azúcar y el aceite en la provincia de Babilonia. / Industria del azúcar y el aceite en la provincia de Babilonia.

**Marco teórico:** El estudio tocó el aspecto teórico de las variables del estudio y revisó los conceptos más importantes relacionados con la variable después de la afiliación y el compromiso organizacional. La visión de la empresa sobre el alcance del impacto de la afiliación institucional en la consecución del compromiso organizacional en el trabajo. Según Avey (2009) afiliación expresa la inversión mutua entre el individuo y la organización en la continuación de la relación contractual en curso, ya que esta relación mutua muestra el comportamiento individual más que el comportamiento oficial esperado y ser ignorado por la organización, así como el deseo del individuo a dar parte de sí mismo con el fin de contribuir En el éxito y la continuidad de la organización, tales como (el deseo de trabajar con más diligencia y hacerlo voluntariamente, y asumir responsabilidades adicionales). El compromiso organizativo se define generalmente como "la fuerza relativa de la identificación de un individuo con una organización específica y su participación en ella" (Subramaniam & Mia; 2003, p. 3).

**Diseño/metodología/enfoque:** Se utilizó el cuestionario como herramienta para recopilar los datos y la información necesarios, y una muestra prevista compuesta por (302) representados por (directivos - asistentes - y funcionarios de departamento - departamentos administrativos). En Al-Ittihad Company for Food Industries Ltd. se utilizó principalmente el enfoque analítico descriptivo para presentar y analizar la investigación. Se interpretó la información y se utilizaron varios métodos estadísticos, como el análisis factorial confirmatorio y el método de modelización de ecuaciones estructurales para medir la relación de efectos, la media aritmética, la desviación típica, el coeficiente relativo de diferencia, la importancia relativa y la relación de Pearson mediante programas estadísticos (SPSS V. 23) El programa (Amos V. 23).

**Conclusiones:** Los resultados muestran que la afiliación laboral logrará una comunicación y entendimiento común y mutuo entre los pilares de la dirección en sus diferentes niveles (superior, medio e inferior), y la sinceridad al servicio de la meta laboral logrará mayores rendimientos cuando se manifieste en el desempeño real del individuo. La pertenencia produce compromiso, al igual que el compromiso se ve afectado por la pertenencia.

Investigación, implicaciones prácticas y sociales: Las conclusiones más importantes del estudio son que el interés por la afiliación de los empleados conduce a la consecución del compromiso organizativo en el lugar de trabajo y, además, aumentará las posibilidades de que la organización alcance sus metas y objetivos.

**Originalidad/valor:** Las organizaciones de hoy en día se esfuerzan por convertirse en organizaciones de clase mundial que compitan globalmente y para lograrlo las organizaciones no sólo deben reclutar a los mejores talentos sino que necesitan empleados que estén psicológicamente conectados con su trabajo. Los directivos deben crear una cultura de apoyo que permita a los empleados utilizar sus conocimientos y capacidades en sus procesos de trabajo. Para que los empleados puedan hacerlo, hay que ofrecerles oportunidades para que aprovechen sus capacidades y desarrollen actitudes positivas hacia su lugar de trabajo.

**Palabras clave:** Pertenencia, Compromiso Organizativo, Empresa Sindical de Industrias Alimentarias.

## INTRODUCTION

One of the most important factors for the success and effectiveness of any organization is the presence of the creative energies of the individuals working in it, as the success, effectiveness and efficiency of these organizations depends on the willingness of these individuals to work efficiently, accurately and effectively. Skillfully for the success of this organization. Therefore, the effectiveness of individuals does not depend only on preparation, training and development only, but rather on the degree and level of affiliation of these individuals and their commitment to the organizations in which they work. Individuals need a personal space or space - 'home' - to live in or a space that satisfies a pressing psychological need to belong Recognize important behavioral concepts, because through them the

understanding and interpretation of human behavior within organizations, and these concepts are organizational affiliation and commitment within work and their impact on working individuals. Their intellectual framework is based on social exchange and the principle of reciprocity, and when the individual realizes that the organization cares about his well-being, his happiness and the satisfaction of his psychological need will exchange their transactions. Organizational commitment emphasizes individual identity and participation in the organization.

The work of organizations faces great challenges in light of the progress and development that affects the possibility of their survival. Therefore, these institutions continue to operate under the influence of pressures and challenges, which makes them in urgent need to use modern administrative methods (such as organizational commitment and improving the level of performance of its employees) in light of their sense of belonging and an explanation for this study sought to Finding out to what extent affiliation affects as an independent factor in organizational commitment, as well as the problem of the current study can be summarized by the following main question, which is does affiliation have an impact on the employee's commitment in the workplace? And answer the following sub-questions: 1. What is the perception of the study sample about belonging? What is the level of correlation between affiliation and organizational commitment? What is the level of affiliation effects on organizational commitment? How can the two concepts be combined? Can organizational commitment and affiliation be statistically linked?

The importance of the study stems from the intellectual importance of its current variables, which are clearly important and influential concepts in the context of the work of organizations, as well as contributing to the achievement of the sample surveyed, which is affiliation. Which has a significant 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.

Organizational commitment is one of the basic indicators for predicting many behavioral aspects, especially the rate of work progress, as it is assumed that individuals are committed to the longest period of stay in the organization and more work towards achieving its goals (Kanter, 1968). Organizational commitment is an important element in connecting the organization and the individuals working in it, especially in times when organizations cannot... provide appropriate incentives to motivate these individuals to work and achieve high levels of performance (Buchanan, 1977). 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 (Al-Serafy, 2005). Examine the role of employees in the company in question and their affiliation with self-reported prosocial behavior.

The aim of this research is to demonstrate the relationship between the affiliation dimension and organizational commitment, and whether the affiliation dimension has an impact on organizational commitment.

## LITERATURE REVIEW

### First affiliation

Affiliation refers to an individual's need to feel belonging to a place where belonging is one of the main foundations of psychological ownership (Pearce, 2001). both physically and psychologically (van, 2017).

Affiliation expresses mutual investment between an individual and an organization on an ongoing contractual relationship. This interrelationship shows individual behavior more than the formal behavior expected and ignored by the organization as well as the individual's willingness to give a part of himself in order to contribute to the success and continuity of the organization such as the desire to work harder, do it more voluntarily and take on additional responsibilities (Avey; 2009 & Pierce , 2001) An individual's sense of belonging is one of the strong relationships that bind an individual to an organization. The individual must be motivated and his relationship with the organization developed by the senior management that provides an appropriate work climate that helps with belonging, as well as encourages and develops competencies in material and moral ways and maintains them. This leads to individuals feeling proud of belonging to this organization in which they work and feeling that it is their home to which they belong. All of this will reflect positively on the organization on the size and type of achievements and performance in the organization (Brown & Zhu, 2016). Affiliation is a feeling of security and support When there is a feeling of acceptance, integration and identity of a member of a particular group When an individual can bring his authentic self to work When employees feel that they do not belong at work, their performance and character of life are affected. Creating true feelings of belonging for all is a critical factor in improving participation and performance. It also helps support business goals such as employee engagement, enthusiasm levels, and personal communication with their organization. It measures how motivated people are to move forward, and also a sign of how committed they are to staying. A sense of belonging at work is closely related to high levels of participation. An increased sense of belonging leads to better collaboration, problem solving and decision



making only when people feel they belong, can share ideas, speak with confidence, and contribute fully to the success of the organization (Olkens & Plessis, 2015).

## **Second Organizational Commitment**

Among the many definitions of organizational commitment, it has been agreed that commitment depends on the situation or behaviour. How are situations formed? According to (Kağıtçıbaşı, 1996) “No one has any innate attitude. As long as employees in the workplace participate in decisions that concern them, organizational commitment and participation in the decision-making process becomes more important for employees (Kaur, 2010). Compliance is an important part of influencing people's work and meeting business requirements. Individuals with an extraordinary sense of responsibility work harder, remain loyal to their organization, and try to achieve organizational goals. This adherence should be viewed as a preventive and curative measure (Aberman, 2011). Organizational commitment is the psychological attachment that individuals feel to the organization (O'Reilly & Chatman, 1986). Individuals with a strong commitment want to continue the organizational affiliation. According to Beggan (1992), individuals generally become more attached to things to which they feel they belong than to similar things to which they do not feel they belong. Because a sense of connection and belonging is the core of organizational commitment, it is logical to expect a positive relationship between belonging to the organization and 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. Moreover, the worker's confidence in the company's goals and mission is also taken into account. He also wants to continue working in the company using his best abilities (Bashir & Ramay, 2008). It is a common theme often and shows that committed individuals believe and accept organizational goals and values and are willing to stay within their organizations and on Willingness to go to great lengths on their behalf (Yang & Chang, 2008).

Organizational commitment is generally accepted as “the relative strength of an individual's identification with and participation in a particular organization” (Subramaniam & Mia, 2003). It is also related to the degree of integration of the individual into 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 a person in an organization may be willing and satisfied with his work, but he hates the

organization in which he works, but wants to work in another organization. On the contrary, he may want to work in a particular institution, but he hates the field of work that he practices (Abu Jiyab, 2016). Organizational and personal variables including organizational tenure, age and personality may affect organizational commitment of employees (Singh & Pandey, 2004). So organizational commitment is a state in which employees are aware of organizational goals and still wish to remain in the organization to achieve those goals. Employee commitment is a psychological wealth employees in the work environment.

Organizational commitment is a multidimensional construct, not a single one. Although most researchers agree on its multiple dimensions, they differ in its definition, but these dimensions affect each other. (Al-Dosari, 2005).

## **MATERIAL AND METHODOLOGY**

Cronbach's alpha, Spearman Brown - correlation coefficient-Test of normal distribution

## **RESULTS AND DISCUSSION**

### **Regulatory Compliance Models**

- **Mowday's Regulatory Compliance Model**

Mowday created the organizational commitment model which he developed in two different forms as employee emotional commitment and behavioral commitment. When the word "behavioral (emotional) commitment" is mentioned, the emotional reactions of the employee must be taken into account. The employee's emotional reactions are an expression of his strength in integration and participation in the organization, the second type of commitment is called (behavioral commitment), through which it refers to the employee's experience as a result of his working life and adaptation to it. All conditions of the organization.

- **Katz and Cohen Model of Regulatory Compliance**

They explained the concept of commitment with the idea that the reward employees receive for performing their duty would be effective in terms of feeling obligated. They state that the factor that motivates employees to perform their duties in the work environment is rewards. This award will also determine the strength of the commitment. The award is explained under two headings as Internal Awards and External Awards. Internal rewards are mostly narrative and communicative rewards. Behaviors such as recognition and acceptance indicate the nature of employees' dedication to the system (Nascimento, 2008).

- **Winner's Regulatory Compliance Form**

Wiener used two levels to explain organizational commitment which distinguishes between effective and organizational commitment with explaining the states of loyalty to performance to be utilitarian, calculating and self-interested on the basis of interest relationship in explaining organizational commitment on the other hand he uses motivational elements based on value or morale within the concept of moral commitment. All this determines the strength of the commitment that the employee feels to his organization, depending on the level (Balay, 2000).

### **Hypothesis testing**

**First:** Testing the first main hypothesis (there is a statistically significant correlation between the dimension of affiliation and organizational commitment).

The results showed that there is a strong, positive and statistically significant correlation between the dimension of affiliation and organizational commitment, where the correlation ratio was (0.703\*\*), and this confirms the basis of the relationship and harmony between the two variables in. The level of Etihad Food Industries Company Ltd., the study sample, at the level of significance (0.01).

This relationship can be explained by the fact that the employees of the study sample company seek to enhance their association with the company and the jobs they practice in terms of the depth of the job with the details and procedures of each job and seek to exercise voluntary roles in providing work services and follow-up the helpful behavior of co-workers and strive to improve the internal work environment through Contribute to solving problems that interfere with the workflow from time to time, it would improve their level of organizational commitment and improve their engagement in work.

**Second:** Testing the second main hypothesis (there is a significant effect of the affiliation dimension on organizational commitment).

Figure No. (1) shows the effect of the affiliation dimension on organizational commitment at the level of sample answers in the study sample in Etihad Food Industries Company Ltd., where it was found that there is a significant effect of the affiliation dimension at the level of affiliation in organizational commitment. Where it appears that the normative impact ratio was (0.70), and this indicates that after affiliation, it affects the organizational commitment variable by (70%) at the level of the study sample company. This indicates that changing one deviation unit after belonging to the study sample company will change

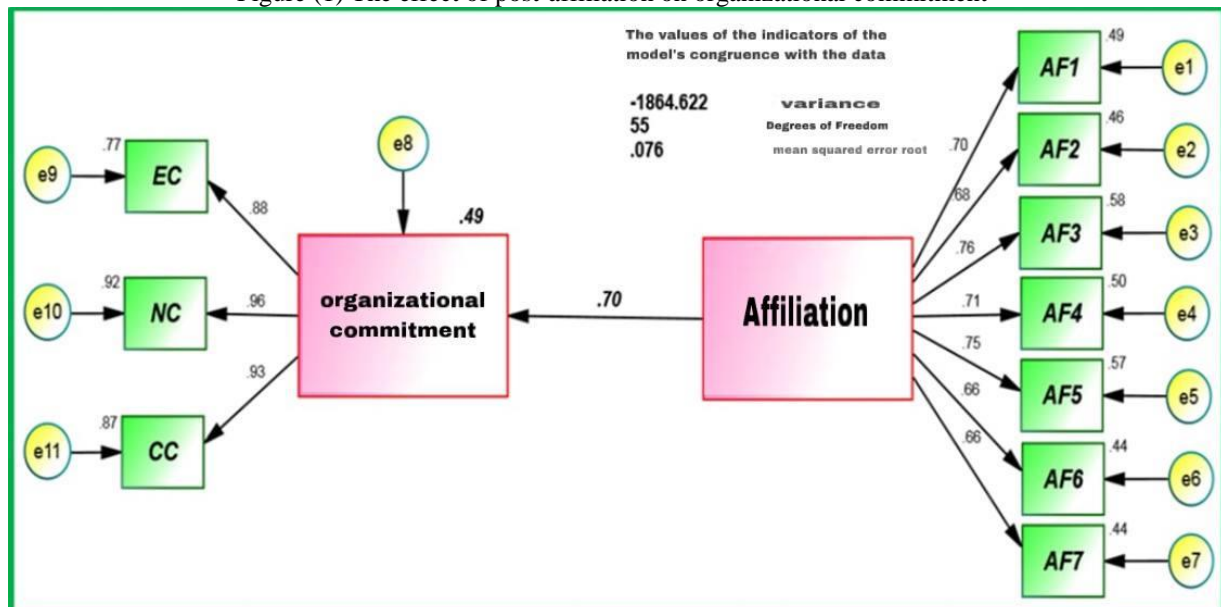


organizational commitment by (70%). This value is considered significant because the critical ratio according to Table (34) reached (16.651), which is highly significant.

As it is clear from Figure No. (1) that the amount of interpretation represented by the coefficient of determination ( $R^2$ ) amounted to (0.49), which are the changes that occur after belonging to the organizational commitment according to the sample answers at the level of the study sample company, while the complementary percentage reached (51%), which indicates On the presence of other factors that contribute to the overall changes in the organizational commitment variable, which were not included in the current study.

Based on the foregoing, the second main hypothesis is accepted.

Figure (1) The effect of post-affiliation on organizational commitment



Source: Program output (Amos V. 23)

Through the current study, it was found that affiliation has a significant impact on organizational commitment in the workplace, as the application of the affiliation dimension contributed to creating commitment in the workplace, and this is beneficial to the company, and very high levels of affiliation to the organization may lead to the opposite results.

## CONCLUSION

The organizations' interest in the individuals working for them leads to the creation of affiliation and loyalty among them. Increasing affiliation spreads stability within the organization, and its weakness creates many problems such as strikes, disturbances, thefts and sabotage, and makes indifference a motto for individuals in their work.

The individual has, since joining the work, another psychological and economic commitment with the organization in which he works. Job affiliation will achieve communication and common and mutual understanding between the pillars of the administration at its various levels (higher, middle, and lower). Dedication in serving the career goal achieves greater returns when it appears on the effective performance of the individual. Belonging produces commitment, just as commitment is affected by belonging. Organizations' interest in encouraging the commitment of their subordinates, which increases their organizational commitment, and instills in them the feeling that they are an active part of the organization's work team, which made them feel very happy when they continue to work within the organization. There is a very strong positive correlation with a moral significance between the dimension of affiliation and organizational commitment, where the correlation ratio was (0.703\*\*). There is a significant effect of the affiliation dimension on organizational commitment, as it appears that the normative effect ratio was (0.70), and this indicates that the affiliation dimension affects the organizational commitment variable by an amount of (70%) at the level of the study sample company.

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

Those are the recommendations: Holding workshops and training courses on research variables and the necessity of employee participation in order to acquire additional skills and experience for belonging; Awareness of employees of the reality of the privileges and benefits that they will obtain as a result of their continued affiliation and loyalty and their stay within the administrative organization; The manager must motivate individuals to work by setting an example for them in hard work and showing his true interest in the interest of the profession; The individual's feeling of professional independence and freedom of work, because it contributes to increasing the worker's belonging to his place of work and increases his belief that his achievement is directly related to his efforts; The manager creates conditions that enable the organization to be more effective in helping its employees grow in their careers if they have a sense of belonging to the organization and its mission; Recommendations that emphasize the importance of the work done by the employees, commend their efforts and appreciate their role in achieving the overall success of the organization, which enhances employee satisfaction and a sense of belonging.

Future research should study the dimension of affiliation in different environments or other sectors (banks, education), where legal arrangements and different social programs may

affect the employee, where cultural values such as collectivism and role obligations may reduce the effects of affiliation on employee behavior.

## REFERENCES

Abbas, Moataz, 2020. Organizational commitment under spiritual leadership, a case study in the Baghdad governorate office, research presented to obtain a higher diploma, College of Administration and Economics - University of Baghdad.

Abu Jayab, Abd Attia, 2017. "The relationship of entrances to the development of organizational commitment to the level of organizational commitment among Palestinian police officers in the Gaza Strip" IUG Journal of Economics and Business, Vol. 25, No. 2, p 22-48.

Afthanorhan, W. A, 2013. " A Comparison Of Partial Least Square Structural Equation Modeling (PLS-SEM) and Covariance Based Structural Equation Modeling (CB-SEM) for Confirmatory Factor Analysis " International Journal of Engineering Science and Innovative Technology (IJESIT) Vol 2, Iss 5 , P. (198-205).

AL-Jabari, Ghazzawi, 2019. Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda, Article in International Leadership Journal · February. "ILJ", 11(1), 78-119.

Al-Zuhairi, Karim, 2017. "Educational Research Methods", 1st Edition, Debono Center for Teaching Thinking, Dubai, United Arab Emirates.

Ayachi, Salem, 2019. "Organizational culture and its relationship to organizational commitment among employees in sports organizations" PhD thesis, University of Mohamed Boudiaf - M'Sila, Institute of Science and Techniques of Physical Sports Activities.

Fatima Al-Zahra, 2014. "The organizational climate and its relationship to organizational commitment, a field study at the National Corporation for the Industrial Automotive Industry in Rupee," Journal of Studies in Organizational Sociology, Volume 1, Issue 3.

Habib, Saja Reda, 2018. "Checking the Relationship Between Psychological Ownership and Harmony in the Workplace" Master's Thesis, College of Administration and Economics - University of Kufa.

Hallaq, 2020. Organizational Behavior, from the publications of the Syrian Virtual University, Syrian Arab Republic.

Helen Pickford, 2016. Genevieve Joy, Kate Roll, Psychological Ownership Effects and Applications, Saïd Business School, Egrove Park, Oxford OX1 5NY Briefing Number 2-20 October.

Jalal Hanaysha, 2016. Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment, 5th International Conference on Leadership, Technology, Innovation and Business Management, Procedia - Social and Behavioral Sciences 229 -289 – 297, 2015 Published by Elsevier Ltd.

Maharani, 2021. The Impact Of Transformational Leadership On Employee Performance With Psychological Ownership And Organizational Commitment , Binus University, Article · February.

Mayhew MG, Ashkanasy NM, Bramble T, Gardner J. 2007. A study of the antecedents and consequences of psychological ownership in organizational settings. *J Soc Psychol.* Oct;147(5):477-500. doi: 10.3200/SOCP.147.5.477-500. PMID: 18225830.

Nazir Shah, Azhar Mahmood, 2021. Organizational Commitment of Secondary School Teachers: A Comparative analysis of Gender, Age, Rural and Urban Schools, *Journal of Educational Research*, Dept. of Education, IUB, Pakistan (Vol. 24 No. 1).

Nils J, 2017. "Introduction to Structural Equation Modeling Using IBM SPSS STATISTICS AND AMOS" Translated by Saad bin Saeed Al-Qahtani, Dar Al-Fajr for Publishing and Distribution, Riyadh, Saudi Arabia.

Ramadan, Ziad Hassan, 2019. "The mediating role" of psychological ownership towards the job "on the relationship between organizational transparency and the performance of workers in civil society institutions operating in the Gaza Strip" Master's thesis, Faculty of Economics and Administrative Sciences - The Islamic University of Gaza.

T. K., & Park, J. H, 2019. More about the basic assumptions of t-test: normality and sample size. *Korean journal of anesthesiology*, 72(4), 331.

Ümit YEŞİL, Ali BANCAR, Gönül BUDAK, 2015. Psikolojik Sahiplik Kavramına İlişkin Bir Literatür İncelemesi, *Eskişehir Osmangazi Üniversitesi Sosyal Bilimler Dergisi* Aralık, 16(2), p 59-82.

Vahagn Asatryan, 2006. Psychological ownership theory: An application for the restaurant industry, A dissertation submitted to the graduate faculty in partial fulfillment of the requirements for the degree of DOCTOR OF PHILOSOPHY, Iowa State University Ames, Iowa.

Y., Hidayat, Y., Hambali, B., & Slamet, S, 2017. March. Content Validity Estimation of Assessment Instrument Based on Volleyball Information System of Volleyball Learning: Field Research. In *IOP Conference Series: Materials Science and Engineering* (Vol. 180, No. 1, p. 012230). IOP Publishing.

Yusoff, M. S. B, 2019. ABC of response process validation and face validity index calculation. *Resource*, 11(3).