

EXPLORING THE ROLE OF ORGANIZATIONAL JUSTICE AS AN ANTECEDENT OF PSYCHOLOGICAL OWNERSHIP

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ABSTRACT: *Many organizations around the globe are facing a number of threats in terms of intense competition and hence employees' intentions to switch the organizations. The current study is carried out to explore an emerging area of psychological ownership in relation to organizational Justice. The feelings of psychological ownership may provide the organizations a sustainable competitive advantage by enhancing the retention rate of valuable employees and making them to go for an extra mile for their organization. In this study we will be exploring the role of organizational justice as an antecedent of psychological ownership. The results of the study reveals that among the three dimensions of organizational justice (Distributive, Procedural & Interactional), procedural justice is found to be a strong predictor of psychological ownership. To prove the hypothesis of the study convenience sampling technique is used for data collection and about 37 useable responses from employees are considered for data analysis. Implications of these results as well as avenues for future research are also discussed.*

Key words: Psychological Ownership, Organizational Justice, Relationship building, Competitive Advantage

Introduction: Organizations come into existence with hope and courage based on the philosophy of going concern and of course, their ultimate objective may be to meet the expectations of all stakeholders (Kim, Kim and Han, 2005; Smith, 2007) and stay solvent. But in the real world, when they start growing, from birth to maturity, they have to face a number of impediments in the form of copycats and competition (Lippitt and Schmidt, 1987). To overcome these obstacles, organizations need certain resources of strategic orientation to take a sustainable competitive advantage. According to resource based view, human resource is considered to be the most important source for an organization to gain a sustainable competitive advantage (Wernerfelt, 1984). It is the human resource of organizations that actually sense the rapid political, economical, social and technological changes from the environment and respond proactively to keep it on right track. The resource based view has indulged the whole world in to a war which can be named as "Hunt for Talent". As a result top performing organizations around the globe are now trying to grasp the best human resource pool from wherever they find it. At the same time the literature is continuously highlighting the increasing rate of employees' switching intentions (Bergiel, 2009). The results of prior research reveal that employee's intentions to leave either voluntarily or involuntarily, affect the organizations in multiple ways (Cho, Johanson & Guchait, 2009). Higher level of turnover rates are directly linked

with the increase in recruitment and training cost, lower levels of employees' morale, job satisfaction and customers perceptions of service quality (Gray et al., 2000) which ultimately affect the organizational performance.

The researchers are continuously trying to find out the ways in order to retain the valuable employees by exploring the certain relationships among the different variables. Organizational justice is also one of the highlighted factors which play a significant role in retaining the employees. Many prior studies have explored the direct and significant impact of organizational justice on job outcomes such as job satisfaction, job attitude, organizational commitment, intentions to leave, productivity and citizenship behavior. It can be inferred that organizational justice has a direct or indirect relationship with job outcomes. Expectancy theory by Vroom (1964) suggests that employees of an organization will be motivated if they perceive that putting extra efforts will lead towards the better organizational performance which will result in a valuable reward for them in return. Likewise the theory of social exchange suggests that an individual decision to enter or exit from the relationship with an organization depends upon several evaluation factors. These factors may constitute certain outcomes of their efforts (such as perks and benefits), satisfaction with outcome and alternative job attractiveness. Both theories suggest that for a sustainable competitive advantage is indeed very important for an organization to listen and continuously review the satisfaction level of employees. Based on these assumptions we propose that the direct relationship of organizational justice with job outcomes may become more meaningful in presence of employees psychological ownership. It is a stage where the relationships of employees may become affective and they start thinking that "Rising tide will lift all the boats". Many researchers such as Dyne & Pierce (2004) have highlighted the role psychological ownership (i.e., the possessive feeling that some object is 'MINE' or 'OURS') in changing the employees' attitude and increasing the organizational commitment. In this article we have made two attempts. First, we will explore the role of Organizational Justice in creating a sense of psychological ownership among the employees of an organization. Second, we will explore the role of psychological ownership, which can be a barrier for employees while leaving the organization, although they are having a better opportunity somewhere else. The end results of this study may help the HR managers in identifying the significance of different dimensions of organizational justice which leads toward the psychological ownership.

The remainder of the paper is organized as follows. The very next chapter will shed light on the prior literature regarding the variables of study to support the conceptual model and for the development of hypothesis for the study. The next section will provide the details about the methodology which is adopted to answer the research question of the study. In the same sections the results of the study will be analyzed by using the appropriate statistical techniques. The next section will constitute the discussions based on the results of the study. The research will be ended up by drawing the conclusion of the study, highlighting the limitations and future research opportunities for researchers.

Literature Review: We have divided the literature review in four parts introduction to, 1- (a) Organizational justice, 1-(b) Psychological ownership, 2- Outcomes of organizational Justice, 3- Antecedents and outcomes of psychological ownership and 4- Relationship between organizational justice types and psychological ownership dimensions, both at their determinants level so that the relationship of the two concepts must be better understood at their roots level.

1-(a) Organizational Justice: The significance of organizational justice can not be ignored. A pool of theoretical and empirical studies is published by different scholars on it. Perceiving justice in organization is a superior perception as it leads to a number of favorable outcomes stemming from positive attitudes and positive behaviors, leading to both individual and organizational outcomes (Aryee, Budhwar and Chen, 2002). The three forms of organizational justices, 1) Distributive justice, 2) Procedural justice and 3) Interactional justice may have different strength in determining different outcomes. Distributive justice is characterized by fair distribution of resources and decision outcomes. Issues of fairness arise when employee compares his outputs (benefits and salaries) with those of his inputs (e.g., experience, education) and compare them to certain standards of fairness, which is termed as a reference point (a co-worker, organizational peer), and try to determine justice or injustice. This assessment is based on employee perception. This phenomenon is studied with reference to equity theory (Adams, 1965; Folger & Cropanzano, 1998). When employee perceives fairness in these distributions he is said to possess feelings of distributive justice. Procedural justice refers to the processes and procedures that lead to the distribution of outcomes. When employees feel that they can express their feelings their perception regarding fairness in procedures are enhanced. There are other factors that can enhance the procedural justice perception such as accuracy, consistency, ethicality, morality etc (Leventhal, 1980). Interactional justice refers to "the treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news

with sensitivity and respect” (Bies & Moag, 1986). A construct validation study suggests that interactional justice should be divided into two parts: interpersonal and informational justice (Colquitt, 2001). Interpersonal justice refers to perceptions of respect and propriety in one’s treatment “reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes” while informational justice related to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness that is “focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion”. Without going into more details of a well established concept we would rather focus more on a new concept that is psychological ownership. We would be focusing more on the literature of Pierce, Kostova and Dirks (2001; 2003).

1-(b) Psychological Ownership:

Roots, Routes, Types, Extensions, Process, Target and Individual Characteristics and Context:

There is a natural tendency of human beings to own things and want to separate their souls from the other souls and create situations and do something that helps them to live with the closely associated ones not with the ones who are loosely associated. The domain where they feel that they are safe from the mismatch of cognitive and affective priorities disasters and mismatch of personality effects. This is the domain where they create safety for themselves and their associated ones by owning things and by retaining them, this is a concept referred by Pierce, Kostova and Dirks (2001) as need for place, one of the three motivators of psychological ownership. All of the things whether they are tangible or intangible, human beings or objects become the part of a person and the concept referred as extended self. According to Dittmar (1992) people have innate tendency to experience a close connection to the things they possess. Now what is the concept of self and extended self? Simply the concept of self is the parts that are attached to a person’s body is called self, even the intelligences, the thoughts, emotions and attitudes are the self of a person that are categorized as tangible and intangible. On the contrary the words you utter, the sentences you say, the behavior and its way and how you use your intelligence to guide your talk and behaviors to solve the problems, the objects you make (e.g artist drawing beautiful sceneries) all become the parts of your extended self. One of the researchers say that a person’s family, his house, his job, his office, the computer and the desk on which he works, the files and coming to a broader level the department, the organizational polices and the premises if that organizational become part of the extended self. Long and short of it is self and extended self constitute the self identity of person as summarized by Sartre (1969) "the totality of my possessions reflects the totality of my being ... I am what I have ... What is mine is myself" (p. 591-592). There is a third dimension named self efficacy/effectance, the roots of which initiate from the need to exercise control and power which states that the extent to which a person or an employee desires to bring change in the target object. The greater the control an employee wants to exercise the more the confident he is and he is more likely to bring change with his reference in the target organization. Avey, Avolio, Crossley and Luthans (2009) tried to add a fourth dimension of accountability defined as “the implicit or explicit expectation that one may be called on to justify one’s beliefs, feelings and actions to others” (Lerner & Tetlock, 1999, p. 255).. And the reason he gave for its addition is (1) the expected right to hold others accountable and (2) the expectation for one’s self to be held accountable. More over they said the two forms of psychological ownerships in the organizations preventive focused and promotion focused. People who are more risk takers, inspired by accomplishments and aspiration and take initiatives tend to display promotion focused psychological ownership because they want their organization to be more productive and efficient and effective in their organizational strategic objectives for which they accept any change and tend to be more dynamic (Kark and Van Dijk, 2007). There are certain individuals who tend to be more conservative and do not want to disturb their present state tend to show preventive psychological ownership. These people are risk averse, focus on their duties and stick with rules and regulations and are not dynamic. One thing to remember here is that psychological ownership is always positive from the employees’ perspective, and become promotion focused or preventive focused on the basis on personal and/or situational factors for the organization

Pierce, Kostova and Dirks (2003) Identified the three roots (as discussed above) three routes; 1) Controlling of the target, 2) Coming to intimately know the target and 3) investing the self into the target. Now roots and routes are there from which psychological ownership is initiated and the paths it takes to capture the target and makes it an object of being psychologically owned.

Now the pre requisite of psychological ownership are there and the target of ownership is there but further strengthening of this drive depends on the target factors (Physical or non physical) and the individual factors (employees differ in their motives, strength of motives and personality) or an employee involved in the process.

Further the psychological ownership can be enhanced through the Process and providing the conducive environment (Context).

2- Outcomes of Organizational Justice: These outcomes are job satisfaction, turnover intentions, and organizational commitment, task performance partially mediated by trust in organization and the individually- and organizationally-oriented dimensions of citizenship behavior fully mediated by trust in supervisor (Aryee et al., 2002; McFarlin and Sweeney, 1992). One study concludes that distributive justice than procedural justice as a predictor of personal outcomes as personal satisfaction and pay outcomes on the other hand procedural justice as a true predictor of organizational outcomes organizational commitment and subordinate's evaluation of supervisor organizational outcomes (Mcfarlin & Sweeney, 1992). The results of a meta analysis 183 justice studies illustrate the overall and unique relationships among distributive, procedural, interpersonal, and informational justice and several organizational outcomes (e.g., job satisfaction, organizational commitment, evaluation of authority, organizational citizenship behavior, withdrawal, performance) (Colquitt et al., 2001). Long and short of it is organizational justice has been studied with different moderators and outcomes but the gap in literature is it has not been studied in relationship with psychological ownership. Psychological ownership is a new and emerging field whose theory is formulated in 2001 by Pierce, Kostova and Dirks and it was further discussed in detail in 2003 by the same researchers. Later on, recently its theoretical extensions are also given Avey, Avolio, Crossley & Luthans, 2009).

3- Antecedents and Outcomes of psychological Ownership: Many theoretically and empirically the outcomes of psychological ownership have been identified and studied until now, 1) Employee attitudes, 2) Employee behaviors and 3) Organizational outcomes. In a study conducted by Dyne and Pierce (2004) results show a positive impact of psychological ownership regarding organization and organizational commitment, job satisfaction, organization-based self-esteem (job attitudes), and performance and organizational citizenship behavior (work behavior), while the unique finding was a very little impact on employee performance. On the contrary the study conducted by Wagner, Parker and Christianson (2004) found financial performance as a strong outcome. In a study of four bus companies of United Kingdom (Pendleton et al., 1998) ownership feelings were positively related to satisfaction, involvement, integration, commitment, and self-perceived changes in attitudes and work-related behaviors. In an exploratory study done by Avey et al., (2009) who argued about the two types of psychological ownerships that are promotion focused and preventive focused (measured and betrothed to territoriality) psychological ownerships. Results showed strong and positive relationships between promotions focused employee psychological ownership and commitment, job satisfaction and intentions to stay with his organization. Also the two types of citizenship behaviors are positively related to psychological ownership and negatively related to work place deviance behaviors. There is another concept that enhances and provides the conducive environment to strengthen psychological ownership and that is transformational leadership. Pierce, Liro and Anne (2009) studied the promotion of psychological ownership from the psychological aspects of job design.

4- Organizational Justice Types and Psychological Ownership Dimensions: Before developing an in-depth relationship here it must be remembered that the objective of this study is not to build arguments for the relative explanatory power of types of organizational justice on psychological ownership and its dimensions. Rather we would focus only on developing connection between justice and psychological ownership and empirically testing their relationships

An employee is a source of word of mouth of an organization. A study referenced in the research paper of Mangold, Miller and Brockway (1999) "one dissatisfied customer can be expected to tell nine other people about the experiences that resulted in the dissatisfaction" and those satisfied customers on the average will tell five other people about the story (Knauer, 1992). Applying the analogy of word of mouth by customers it can be proposed that if an employee perceives justice in the organization he is likely to be indulged in positive word of mouth for his organization and he may often be seen as defending his organization (Theory). Here according to the Social identity theory an employee is more likely to have positive self concept (and it is strengthened if it is learned) is likely to talk positively about and defend the organization for which he perceives the justice is pervasive. Social identity theorists argue that the effect can take two directions first is the impact of social group on an individual and second the influence an individual exerts on the group and these both of the effects are generated by intrinsic motivations. Here we would be focusing on the direction that group shapes the people's definitions of self and their feelings of self worth (Tajfel & Turner 1986; Hogg & Abrahams, 1988). Theorists also argue that even in the absence of procedural and distributive justice an individual does derive identity from the particular group but this effect is enhanced when

he perceives distributive and procedural justice is prevailing. Like wise if he perceives the interactional justice he would be more prone to derive identity from that organization.

Employees working in organizations tend to incur their utmost efforts and personal resources, at the same time they tend to achieve the broader benefits from that organization by associating themselves with and deriving identity from that organization. This derivation makes them to act and behave in certain limitations. According to social identity theory if an employee invests the self in organization his self identity is enhanced. There also exists the risk of identity. So an employee will not act negatively rather he would be acting in the alignment with organizational norms and practices. Here it can be inferred that if an organization is pursuing the justices procedural, distributive and interactional an employee would be more likely to derive identity from that organization and will represent and advocate the organization. (Book advances in organizational justice by Gerald Greenberg and Russell Cropanzano, 2001). Tajfel (1972) defined identity as “the individual’s knowledge that he/she belongs to certain social groups together with some emotional and value significance to him/her of this group membership” (Page: 292). For example, the profession of a doctor in our culture is considered to be the prestigious. Doctors proudly introduce themselves as doctors as it helps them to have a high status in society. Thereby it enhances their self identity and self esteem. Self identity and organizational identities are manifestations of social identity theory.

The group engagement model provides an insight into the procedural justice that shapes the cooperation in groups, organizations and societies though group value model and relational model of authority. This model hypothesizes that procedures shape people’s social identity within groups. This model also hypothesizes that resource judgments influence indirectly the attitudes, values and behaviors by shaping social identity. The elements of procedural justice are very important because they carry the social identity relevant information related to the quality of the interpersonal treatment (Tyler and Blader, 2000). The understandings of the group engagement model had been extended by Blader and Tyler (2009). The finding of two field study indicated that “social identity mediated the effect of procedural justice judgments and economic outcomes on supervisor ratings of extra role behavior”.

According to the arguments of Pierce, Kostova and Dirks (2001, 2003) an employee would not retain his self identity within a particular group rather he would be expressive of his identity even outside the organization (Social Identity theory).

The self-efficacy root of an employee tends to say, ‘I need to do this task, I can do it, and I therefore own the responsibility for achieving success.’ Self-efficacy in other words is task-specific self confidence is a key component of social cognitive theory (Bandura, 1967), and “its influence on individuals' goals, efforts, and task persistence is well documented”. The concept of self efficacy has been studied in different settings. Employees who feel and believe that they can perform better on their job practically perform better while people who feel that they would fail, they actually fail. The determinants of self efficacy had been studied in detail in different studies (Gist & Mitchell, 1992). The determinants of self efficacy are enactive mastery, vicarious learning, verbal persuasion, psychological state, psychological and emotional arousal, concept of ability and controllability of the task (Bandura, 1977, 1992, 1994, 1995). The perception to bring the desirable change in the outcome or to influence the environment by performing certain actions refers to the self efficacy; in this way perception of justice would enhance the psychology of an employee which would make it more confident to initiate actions in certain limitations. This perception of justice has now made him mentally stronger enough that what ever the efforts are incurred he would be rewarded, and what ever the mistakes are committed by him he would be held accountable for and similar is the perception that he holds for other employees, superiors, peers and subordinates. Now is the time where an employee is confident and more self efficacious.

There are a number of researches available that explains the relationship between organizational justice and generalized self efficacy (Gilliland, 1994). Individuals who failed to be hired found out to be low in self efficacy because of negative perception of justice (Gilliland, 1994). Distributive and procedural justices were both examined in an employee selection process. Along with the procedural justice dimensions, job relatedness of selection procedures and explanation put forth for the selection procedures were manipulated. The other justice dimension was tested through manipulation of a selection decision and collection of a priori hiring expectations. One of the three dependent variables was self efficacy. Distributive justice and self efficacy interact and lead to job performance (Stephen W, 1994). Self-efficacy was found out to be lowest for those who perceived unfair procedures and were selected as well (Ployhart & Ryan 1997)

On the basis of above discussion what self efficacy is and what its determinants are it can be inferred that if an employee perceives injustice in all three dimensions that is if he thinks procedures are unfair in distributions and

every thing is communicated unfairly or partial unfairness exists his task specific self efficacy in that organization would be lesser (may regain in any other organization) and hence his confidence in the procedures, distributions and interactions are likely to be disturbed and therefore ends in the reduction of ownership feelings. Summarizing the whole discussion distributive justice and procedural justice is positively related to psychological ownership (Chi & Han, 2008).

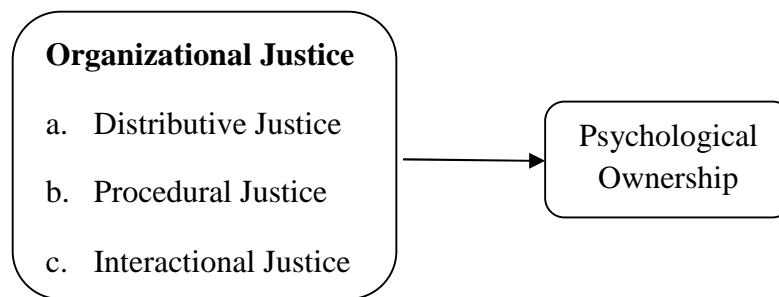
It is a natural tendency of human beings to own and retain possessions as a security blanket. In the ongoing era where everything is dynamic, the era of injustice especially in Pakistan, employees find it more appraising to associate them with organization for which they perceive justice to be prevailing. The three concepts must be distinguished from sense of belongingness/need for place that is retention of employees, continuance commitment and organizational identification. Continuance commitment refers to the need component of an employee which makes him think whether he should stay or leave the organization or gain versus loss concept simply what are the benefits involved while staying with the particular organization (Becker, 1960). Employee retention is defined as "the ability of an organization to hold its employees". Sense of belongingness is psychological (without any material objective and positive psychological state) in nature as it can be understood through the items of sense of belongingness that are e-g., I feel I belong in this organization , 2- I am totally comfortable being in this organization etc, while continuance commitment is defined through materialistic approach. On the contrary retention is the outcome of continuance commitment and/or sense of belongingness or the other way round. There is another concept organizational identification which is "an active process by which individuals link themselves to elements in a social scene" (Cheney, 1983). Other authors have defined OI as an alignment of individual and organizational values (Pratt, 1998), as well as the perception of oneness with and belongingness to the organization (Ashforth & Mael, 1989). Organizational identification is differentiated by very thin lines from sense of belongingness or need for place as it is "individual's motive to possess a certain territory or space", "When we inhabit something, it is no longer an object for us, but becomes part of us" (Dreyfus, 1991: 45). In it values may provide positive moderating impact, but values in organizational identification are causal in nature.

The model presented by Rupp, Ganapathi. Aguilera and Williams (2006) suggested that an employee's fairness concerns are rooted in relational, instrumental and morality based motivations that stem from three basic needs that are need for control, belongingness and meaningful existence. Hence "relational needs for justice are inextricably linked to the psychological need of belongingness" (Page: 541). It can be inferred that sense of belongingness leads to the perception of justice in organization, but the flow can take the other way as well that is take a cyclical form that if an employee perceives justice in organization his sense of belongingness may increase for that organization. The multiple needs model suggests that justice is an important concern for individuals because fair treatment helps to fulfill four fundamental human needs: the need for control, the need for positive self-regard, the need for belonging, and the need for meaning (Cropanzano et al., 2001). As suggested by Chen et al., (2001), employees who possess high self-efficacy do not remain immune to negative environmental influences on work efficacy. It can be inferred that the content of the communication and the manner in which subordinates are communicated with strongly influences the self efficacy. Thus the perception of interactional injustice on behalf of employees regarding the superior will decrease the self efficacy.

According to social identity theory (Tajfel & Turner 1970s & 1980s) social interactions provide identities for us and a person is likely to derive his identity from the group he belongs. As discussed previously the influence takes two directions that is, from individual to group and from group to individual. If any individual belongs to a certain group he would be more likely to derive his identity from that group, by acting and behaving in conformity with. But if he perceives justice he would be more likely to derive identity from that group.

Keeping in view the traditional framework provided by the organizational justice literature regarding procedural, distributive and interactional justice in which employees are concerned with the actions of the organizations (i-e is how aspect), the outcomes achieved from such actions (distribution) and how employees are treated with and informed personally by the organization. If an employee perceives fairness in all these aspects his psychological ownership for that organization would be strengthened (Chi & Han, 2008) through increased derivation of self identity, sense of belongingness and self efficacy.

Figure 1 Conceptual model of the relationships between Organizational Justice & Psychological Ownerships.



Research Hypotheses:

H # 1: If an employee perceives distributive justice in the organization his psychological ownership for that organization is enhanced.

H # 2: If an employee perceives procedural justice in the organization his psychological ownership for that organization is enhanced.

H # 3: If an employee perceives interactional justice in the organization his psychological ownership for that organization is enhanced.

Methodology: The current research was an attempt to investigate the relationship between organizational justice and psychological ownership. All these efforts are made to present the employees point of view for HR managers regarding the significance of organizational justice in shaping the mindset and retain them for a sustainable competitive advantage.

The current research constitutes the characteristics of descriptive research. In first stage the relationship related to organizational justice was extracted from previous research. Furthermore the hypotheses and research questions are drawn based up on the literature review presented in chapter two. Keeping in view the objectives of the study, research questions and hypotheses different quantitative methods are incorporated to address the results of the study. In previous researches the quantitative techniques are used when data is available in numeric form. On the other hand qualitative techniques are used when data is presented in non-numeric form like in the form of pictures or words (Neuman, 2003). In quantitative research most of the researchers are tend to check the causal relationship among the variables. The direction of these relationships is clearly described mostly in the hypotheses of the study which are derived from the literature review. The quantitative data can be collected by using different techniques which constitutes experiments, content analysis, surveys and so on. Each technique has its own potential strengths and weaknesses. Keeping in view the previous researches which are conducted from organizational justice perspective; we have utilized the survey method for data collection. This technique can be used for both qualitative and quantitative data. On the other hand it benefits the researchers to save cost, easily access the target populations, collection of standardized data on large scale, ease of data tabulation and analysis of data.

Survey Method: In order to collect the required information to address the overall research questions and hypotheses, self administered questionnaire was preferred as a survey instrument. The reason is that in most of the previous studies which were carried out in organizational justice context, the researchers have used this technique for data collection. The other benefits of this technique are less cost and minimal interference of researcher (Malhotra, 2004). The researchers' minimal interference reduces the response bias by the respondent. This technique allows the respondents to take their time to complete the questionnaire which reduces the interference of researcher.

Survey and instrument design: In order to collect the required data to address the research question survey instrument was developed under the guidelines provided by different authors and researchers. The first step which was considered while designing the survey instrument was the characteristics and education level of the target group. The survey instrument was design in a proper, simple and understandable language (Malhotra, 2004) i.e. in English. Keeping in view the guidance provided by different authors in their studies. Most of the researchers prefer to use those questionnaires which has already used and validated by another researcher. Similarly number of questions, sequence and length of questions, proper formatting and line spacing among the questions were also taken in to consideration while designing the survey instrument (Sekaran, 2003).

Target population and Data Collection: Keeping in view the nature of hypotheses through which we are going to investigate the impact of organizational justice on employee’s psychological ownership, the data was collected from the employees which are working in different organizations of Rawalpindi, Islamabad, Taxila and Wah Cantt. The convenience sampling technique was used because of time and cost constraints. Due to shortage of time, 60 questionnaires were distributed initially. Out of 60 questionnaires, only 37 useable were returned. The mean age of the respondents was found 25 years. The mean of employees experience in the organization was found 2 to 3 years. Most of the respondents of the study were bachelor or master degree holders.

Measures: To address the research question stated in the study, all measures for the constructs were taken from previous studies, which were carried out from strategic human resource management perspective due to their proved reliability and validity.

In order to measure the perception of employees regarding the justice in organizations, three-dimensional measure constituting distributive justice, procedural justice and interactional justice was used. In order to measure the perception distributive justice in an organization, 04 items were adapted from the study of Colquitt’s (2001). The scale conceptualizes the distributive justice in terms of fairness of outcomes, like pay and respect. Similarly to measure the perception of procedural justice in an organization, 07 items were adapted from the study of Moorman’s (1991). The scale conceptualizes the procedural justice in terms of perception of people within the organizations regarding the managerial procedures like promotion consistency, suppressing bias, being correctable and representative, and being ethical processes. Likewise in order to measure the employee’s perception regarding the interactional justice in an organization, 06 items were adapted from the study of Moorman’s (1991). The scale conceptualizes the interactional justice in terms of perceived quality of the supervisor’s interpersonal behavior, the degree of attention the supervisor pays to employees’ rights, and the extent to which the supervisor deals with the employee in a trustful and truthful manner. Further to measure the psychological ownership construct, 07 items were adapted from the study of Dyne and Pierce (2004). The scale conceptualizes the employees’ psychological ownership in terms of “feelings of possession towards the organization”. Five point likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) was used to measure the intensity of respondents extent to which they are agree or disagree with each statement given in the questionnaire. The reliability of each scale can be found in table 1.

Table 1: Reliability Analysis (Cronbach’s Alpha)

	Construct	Reliability
1	Distributive Justice	0.91
2	Procedural Justice	0.86
3	Interactional Justice	0.84
4	Psychological Ownership	0.89

Results: The main objective of current study was to answer the two basic research questions which are as follow: To what extent perception of Organizational Justice plays a role in creating a sense of psychological ownership which ultimately leads towards the higher rates of employees’ retention?

To address the above mentioned research question certain hypotheses were developed. Keeping in view the nature of relationships among the variables of study correlation and regression was used for the analysis of collected data. The results of the correlation analysis can be found in table II.

Table II. Means, Standard deviation and Correlation among the variables

	Construct	Mean	Std. Dev	1	2	3	4
1	Distributive Justice	3.17	0.99	1	.46*	.29*	.46*
2	Procedural Justice	3.02	0.81	-	1	.26*	.65*
3	Interactional Justice	3.29	0.71	-	-	1	.35*

4	Psychological Ownership	3.38	0.88	-	-	-	1
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Notes:

n = 37 * Correlation is significant at the 0.05 level (2-tailed).

Table II indicates that:

There exist a positive and significant relationship between the Distributive Justice and Psychological Ownership ($r=.46, p<.05$).

There exist a positive and significant relationship between Procedural Justice and Psychological Ownership ($r=.65, P<.05$).

There exist a positive and significant relationship between Interactional Justice and Psychological Ownership ($r=.35, p<.05$).

Regression Analysis: In order to measure the variation in dependent variable with respect to independent variable, regression analysis was used. The results of regression analysis are illustrated with respect to each hypothesis. Based up on the literature review three hypothesis were developed. The results of regression analysis for hypothesis number 1 through 3 can be found in the following table III.

Table III. Results of Regression Analysis

Hypothesis	Description	()	t- value	p- value
H:1	D . J \longrightarrow Psy. Ownership	0.18	1.37	0.18
H:2	P . J \longrightarrow Psy. Ownership	0.62	3.27	0.00
H:3	I . J \longrightarrow Psy. Ownership	0.02	0.11	0.91

Notes:

n = 37, Arrow indicates the direction of impact

The results in table III indicates that 18% variation in Psychological Ownership is explained by independent variable i.e. Distributive Justice ($t=1.37, p>.05$). Hence H-1 is not supported.

Similarly results in table III indicates that that 62% variation in dependant variable i.e. Psychological Ownership is explained by independent variable i.e. Procedural Justice ($t=3.27, p<.05$). Hence H-2 is accepted.

Regarding H-3, the results in table III indicates that only 2% variation in dependant variable i.e. Psychological Ownership is explained by the independent variable i.e. Interactional Justice ($t=0.11, p>.05$). Hence H-3 is not accepted.

Discussions: Today many organizations are facing a great trouble in the form of increasing levels of employees' turnover. Loosing the skilled employee may cost the organizations in multiple ways like increased recruitment, selections and training cost. In today's modern arena where political, economical, social and technological changes are taking place at a very rapid pace, a weak system of retaining the skilled labor can create certain opportunities for competitors in a way that they can get the benefit of his or her acquired skills, knowledge, abilities and the most important the relationships which he or she builds during the stay with the previous organization. There might be several reasons behind an employee's intention to leave an organization like work environment, work load, pay, distributive, procedural or interactional justice issues, lack of job security, less chances of promotion. Whatever the reasons there might be, but higher rate of employees switching intentions ultimately affects the performance of an organization.

In current study we have explored the role of organizational justice in strengthening the relationship of an employee with an organization. The perception of justice in organizations assures the employees that their organizations value their contribution and care about their employability. In turn this perception of organizational justice benefit the organization in a way that employee start owning the organizational resources psychologically and become advocates. The results of our study reveal that among the three dimensions of organizational justice, procedural justice is found to be the most significant predictor of psychological ownership. These findings are in

line with the prior researches of several authors such as (Chi & Han, 2008; Ployhart & Ryan, 1997). On the other hand distributive and interactional justices were found to be the weak predictors of psychological ownership as opposed to the previous findings such as (Rupp et al., 2006). These finding may be due to small sample size.

Conclusion: According to the resource based view, Human resource is considered to be the most important source of an organization for a sustainable competitive advantage. Today organizations are spending million of dollars to attain and retain the skilled human resource. Still the retention of skilled labor is considered to be one of the most critical issues which are highlighted in the field of organizational behavior research. Retention of the skilled human resource is one of the prominent areas of current research.

The current study was also an attempt to extend the existing body of knowledge by investigating the role of organizational justice in psychological ownership of employees which ultimately leads towards the job satisfaction and affective commitment. The results of current study reveal that among the three dimensions of organizational justice (Distributive, Procedural & Interactional justice) procedural justice is found to be the most significant predictor of psychological ownership. Furthermore employees with higher levels of psychological ownership may stay for longer periods with the organizations and are found to be more satisfied and committed. The results of current study also highlight a greater need for organizations to asses the employee's point of view about the organizational policies. In case of any discrepancies, the solutions can be found in a democratic way rather enforcing the rules and regulations. By improving the distributive, procedural and interactional justice in the organizations may provide them an opportunity to retain their skilled employees which ultimately can be helpful in improving the performance in long run.

Limitations and Future Research Directions: Like other studies, there were several limitations which were taken in to consideration while addressing the conceptual model of the study empirically. These limitations constitute the following:

The data was collected from the employees who are serving in several organizations of Rawalpindi, Islamabad, Wah Cantt and Taxila by using the convenience sampling technique due to time and budget constraints. Furthermore the sample size was very small. To enhance the generalizibility of results, the current research can be replicated by increasing the sample size and collecting data from other provinces/cities.

Second, further research can take in to the consideration the employees of public and private organizations separately so that in depth analysis can be provided for the practioners.

Third, another limitation of current study was that the researchers have used the generalized scale of psychological ownership. In future studies it will be worthwhile if a multi-dimensional scale is used to better predict the variation due to the organizational justice and further impact on job outcomes. Further studies may also explore the mediating role of psychological ownership as well.

Fourth, it will be worthwhile if the questionnaire should be translated in to Urdu (Pakistani native language). By translating the questionnaire in to native language, the response rate can be enhanced. It may also be helpful in increasing the respondent's comfortable level and reduce the response time while filling the questionnaires. Translating the questionnaire in to native language can also reduce the response error by increasing the respondents understanding with each statement.

Fifth, the generalizibility of results can also be enhanced by considering the employees of separate industries like Airline, Insurance, and Telecom sector and their perception regarding the organizational justice.

Sixth, future research is needed to identify the other antecedents of psychological ownership which can be play a central role in strengthen the relationship of employees with the organization.

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