The Mediating Role of Psychological Ownership in the Relationship between Ethical Leadership and Organizational Justice, and the Multiple Forms of Employee performance Behaviors

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Abstract

In recent years, psychological ownership (PO) has been a growing interest for numerous authors and researchers. However, there is a lack of empirical studies regarding causes and consequences of PO, and a mediating role of PO, especially, in Arab countries. To test research model, data collected from three telecommunication companies working in King Saudi Arabia (KSA). Using a sample of five hundred of employees, 276 completed the survey with response rate 55.2%. The current study concluded several results; First, ethical leadership (EL) and organizational justice (OJ) explained 19.3% of the changes in employees' psychological ownership. Second, both EL and OJ have a direct effect on PO and indirect effect on IRB and OCB. Third, PO plays a partial mediation between both EL and OJ, and the multiple forms of employee performance behaviors (MFEPB): in-role performance behaviors (IRB) and organizational citizenship behaviors (OCB). Finally, this study provides a set of managerial implications to improve performance in telecommunication companies. As well the current study provides future research suggestions that can be taken into researchers' interest in human resource management and organizational behavior.

Key Words: Psychological Ownership, Ethical leadership, Organizational Justice, Multiple Forms of Employee performance Behavior, The mediating role.

1. Introduction

During the past two decades, researchers paid more attention to determine how an employee who hasn't financial ownership may have a feeling of psychological ownership in the organization (Avey et al., 2009). The origin of ownership as a psychological approach appeared in psychology. After that, the concept of psychological ownership has received increasing attention in the field of management research and it has been used to describe employees' feelings and beliefs at work (Man et al., 2015).

Numerous studies have demonstrated that there are several antecedents of psychological ownership, such as organizational justice, leadership styles, and Job characteristics. At the same time, psychological ownership considers as an important predictor of employees' attitudes, behaviors, and performance (Park et al. 2013; Benhard & O'Driscoll, 2011; O'Driscoll et al., 2006; Wagner et al., 2003).

Accordingly, this study aim to address these gaps in the literature, especially, in Arab countries, by (1) understanding the impact of organizational justice and ethical leadership on psychological ownership, (2) determine the effect of psychological ownership on both in-role and extra-role behaviors, and (3) understand the effect of organizational justice and ethical leadership on in-role and extra-role behaviors by taking psychological ownership as a mediator.

2. Literature Review and Hypotheses

2.1 Psychological Ownership

Organizational ownership (PO) as a psychological phenomenon was first theorized by Pierce et al. (1991). In an early model of employee ownership, the PO was proposed as the outgrowth of formal ownership in the organization. In 2001, Pierce and colleagues introduced a theory of PO as a cognitive-affective construct that is based on individuals' feelings of possessiveness and being psychologically tied or attached to objects that are material and immaterial in nature (Md-Sidin et al., 2010).

According to Van Dyne & Pierce (2004), PO asks the question to what extent the employee feels that the organization is his own? A feeling of ownership is innately human toward tangible and intangible targets. Researchers concluded several conclusions. First, PO represents possessiveness towards the organization and a sense of shared responsibility towards its success. Second, PO has been described as a cognitive-affective

construct. So, the feeling of ownership can be directed not only toward an organization, but also to a group or a job. Finally, like other psychological resources, the PO can be measured, invested in, developed, and managed for performance purposes and competitive advantage (Knapp et al., 2014; Liu et al., 2012). In addition, PO consists of self-efficacy, self-identity, belonging, and accountability (Avey et al., 2009; Pierce et al., 2001).

(a) Self-efficacy

The concept of self-efficacy is one of modern psychological concepts as pointed out by Bandura (1977) in cognitive social learning theory who holds that the beliefs of the individual for the self-efficacy show through recognizing or cognitive his personal abilities and skills, as well as his experiences which possess through life whether directly or indirectly. Therefore, the effectiveness of self can determine the path followed by the individual as measures of behavior, either in innovative or stereotype, and that this path can refer to its efficiency over the conviction of the individual and personal confidence in its potential required by the position (Furby, 1991). In addition, Bandura (1997) points out in his book "the foundations of thinking and performance" that the efficiency of self-perceived confirms on the individual's belief in his ability to exercise control over events that affect their lives' Efficiency. Therefore, self-perceived not only the skills possessed by the individual concerned, but what the individual can do with the skills they possess. Self-perceived competence depends in part on self-awareness (self- perception) developed by the individual himself, which influence on his level of effort to do the tasks (Avey et al., 2009; Bandura, 1997).

(b) Belonging

Individuals in any organization have goals and values of their own, which may not agree more often with the objectives and values of their organization. This situation leads to interests' conflict between two parties. Therefore, two parties strive to achieve the greatest gains versus of the other party which in turn may lead to losing all of them. Depending on this perspective, organizational belonging tries to heal the rift in the relationship between employees and their organization. In addition, to reconcile with each other to prevails spirit of cooperation, intimacy, and integration instead of rivalry and conflict (Mehta & Belk, 1991).

Accordingly, belonging expresses mutual investment between the individual and the organization constantly contractual relationship. This mutual relationship exhibits individual behavior more than expected official behavior and discarded by the organization, as well as the individual's desire to give a part of himself in order to contribute to the success and continuity of the organization such as the willingness to work harder and do volunteer and take on additional responsibilities (Avey et al., 2009; Pierce et al., 2001).

(c) Self-identity

Generally, researchers have noted that the individual usually determines his self-identity through groups and private property which work as symbols (Abrams & Hogg, 2004; Dittmar, 1992). In fact, self-identity of the individual is formed through his interaction with the physical and non-physical property, such as the organization, the message, and the target. For example, some individuals may tend to identify themselves to others as drivers of sports cars or the owners of yachts or amateur compilation of antiques (Rousseau, 1998). On this basis, the individual's sense of PO provides a mechanism by which the individual has seen itself as distinct from the others which determine self-identity. Thus, the individual's sense of the PO is determined on the basis of their compatibility and consistency with the values and self-identity which can be considered a potential component of the PO (Avey et al., 2009; Albert et al., 2000).

(d) Accountability

The concept of accountability used in political life, especially in democratic countries and also in the business environment where accountability coupled with responsibility to the incumbent and, therefore, he must be held accountable for any failure in his responsibilities Mulgan (2000). Lerner & Tetlock (1999) defined accountability as the implicit or explicit expectation that one may be called on to justify one's beliefs, feelings, and actions to others. Avey et al. (2009) clarified that accountability can be considered a component of PO through the expected right to hold others accountable and the expectation for one's self to be held accountable.

2.2 Antecedents of psychological ownership

Some previous studies focused on identifying the antecedents of the psychological ownership. This study focuses on both of ethical leadership (EL) and organizational justice (OJ) as determinants of PO.

2.2.1 Ethical leadership and psychological ownership

Some empirical studies focused on the relationships between leadership style and employees' PO. The findings of the results emphasize that transformational, transactional and authentic leadership has a positive impact on

employees' PO, but laissez-faire leadership was negatively related to employees' ownership feelings for the organization (Alok, 2014; Ghafoor et al., 2011).

The current study will focus on the relationship between EL and PO. Brown et al. (2005) considered EL style as separate from other leadership styles. It formed when a leader shows during his work both the moral person and moral manager. Therefore, it focuses on influencing followers to do the right thing. King (2008) found that EL is commonly exhibited by eight common ethical values represented in honesty, loyalty, dedication to purpose, benevolence, social justice, the strength of character, humility, and patience. In addition, Resick et al. (2011) confirmed that EL has a positive impact on both organizations and employees.

In their studies, Avey et al. (2012) and Park et al. (2015) had sought to explore the relationship between EL and PO. They concluded that employees' PO influenced by positively EL. Thus, as ethical managers affect the norms for their subordinates, they lead through emphasizing three core values and corresponding norms for behavior related to PO: equity, accountability, and belonging.

2.2.2 Organizational justice and psychological ownership

Organizational justice (OJ) has received considerable attention. Past studies pointed that OJ considered one of the most important factors affecting the relations between the employee and his boss and employee relations with his colleagues and organization. Thus, the employee perception of OJ is supposed to affect its relations with the organization, colleagues, and superiors also affect the behaviors and outputs work (Khan & Habib, 2011).

Elovainio et al. (2005) have defined OJ as fair and honest treatment of employees in the organization. Some other scholars like Hubbel & Assad (2005) said that it is about the process of this outcome are fair or not. In addition, Cremer (2005) described that OJ is the important controlling aspect in all activities of any organizations. Therefore, Cole et al. (2010) indicated that the awareness of justice or injustice as a cornerstone of the influence on individuals' attitudes and behaviors in the organization. Accordingly, Researchers noted that justice can be divided into three components: distributive, procedural, and interactional justice (Colquitt et al., 2002). Additionally, the distributive and procedural justice suited to deal employees with the organization in general, whereas interactional justice more fit to deal with superiors (Walumbwa et al., 2009; Colquitt et al., 2001). Therefore, the current study only focused on distributive and procedural justice.

2.2.2.1 Procedural justice and psychological ownership

Procedural justice reflects of perceived fairness; mainly official policies and procedures of allocation decisions which lead to outcomes (Walumbwa et al., 2009; Colquitt et al., 2001). Procedural justice consists of subjective and objective aspects; where procedural justice gives staff a sense of control and influence on the company as a whole and then facilitates the formation and growth of the feelings of ownership (Sieger et al., 2011). Some empirical studies showed that procedural justice is one of the most important antecedents of PO, the increase in the employee perception of OJ lead to an increase in Employees' ownership feelings toward their organization (Vakili et al., 2013; Pierce et al., 2004).

2.2.2.2 Distributive justice and psychological ownership

Distributive justice refers to the fairness of the output or proceeds obtained by the individual, such as salaries, benefits, or promotions (Colquitt et al., 2001). Therefore, Pierce et al. (2003; 2001), explained that perceive staff of distributive justice as a motivation to invest more time, physical and intellectual effort, and skills in the organization, so the perception of distributive justice represents a psychological in factor to employment and staying in the organization.

In addition, many researchers addressed the relationship between distributive justice and PO; considering that wages and promotion policies play an important role in perceived justice to employees, which leads to improving the relationship between the individual and the organization; and thus the individual investment more of time, ideas, skills and physical , psychological efforts because he feels as one of the organization' owners (Atalay & Ozler, 2013; Walumbwa et al., 2009; Chi & Han, 2008). Based on these considerations, it is expected that:

Hypothesis 1: EL and OJ have a significantly positive impact on PO.

2.3 Consequences of psychological ownership

Several studies have focused on identifying the consequences of the PO (Mansor & Amdan 2015; Mahto et al., 2014; Ghafoor et al., 2011; Mayhew et al., 2007). They concluded that it has several effects on the employee behaviors and attitudes. The current study focuses on the effect of PO on multiple forms of employee performance behaviors such as in-role and extra-role behaviors.

In-role performance behaviors (IRB) refers to employees' behavior that associated with the organization's

formal reward system and cover expected performance dimensions such as effectively complete the tasks assigned, fulfill the basic responsibilities listed in the job description, the expected task performance, Participate in activities that affect performance evaluation and achieving desired performance for a particular job (Qureshi et al., 2015; Williams & Anderson, 1991).

Pierce et al. (2001) noted that employees with PO regard targets as their extension, defend the organization voluntarily, and feel responsible for organizational goals, and the result is an enhancement of organizational performance. (Mayhew et al., 2007; Van Dyne & Pierce, 2004) supported this view, stating that it can be expected in-role performance positively influenced by the PO. In addition, the empirical studies that examined this relationship concluded that PO affected positively and significantly job satisfaction and performance (Md-Sidin et al., 2010; Avey et al., 2009).

Extra-role performance behaviors aren't part of the employees' formal role requirements (Athanasou & King, 2002). It refers to a class of discretionary behaviors which go beyond existing role expectations (Van Dyne et al., 1995). Such behaviors are positive individual actions which provide (or intend to provide) benefits to the organization as a whole. Noblet et al. (2012) explained that one of the most widely studied extra role behaviors in the management literature is organizational citizenship behaviors (OCB). Zhu (2013) divided OCB into two categories, the first category is the organization-oriented behaviors, which focus on the organization, the second category is the individual-oriented behaviors, which mainly focused on the benefit of the individual, but indirectly achieved the benefit of the organization.

Organ (1988) originally conceptualized organizational citizenship behaviors (OCB) as extra-role behaviors, this means that these behaviors aren't an enforceable requirement of the role or the job description, and it is a personal choice. Subsequently, when the individual does not do OCB, he will not expose to accountability or punishment. Borman & Motowidlo (1993) explained that one of the primary distinctions between in-role behaviors and organizational citizenship behaviors is that task performance, which is considered more a function of cognitive ability and prior experience while OCB is more of a function of motivation than ability.

Organizations that have good citizenship behaviors are more interesting places to work and are able to employ and retain the best people, and enable to allocate scarce resources efficiently by simplifying maintenance functions and freeing up resources to achieve maximize the efficiency and productivity of both employee and organization (Ozturk, 2010; Lara & Rodriguez, 2007; Borman & Motowidlo, 1993).

Findings of Numerous empirical studies demonstrated that the PO was the predictor of organizational citizenship behaviors (Mustafa et al. 2015; Peng& Pierce 2014; Bernhard & O'Driscoll, 2011; Avey et al., 2009; O'Driscoll et al., 2006). When an organization provides the conditions and the environment that increase employees belonging, self-identity, self-efficacy, and accountability. Their sense of possession or PO for their organizations will increase. Therefore, they will feel the desire to expand their efforts and do the additional role and extra contributions to the organization for the protection and promotion of this position. Based on these considerations, it is expected that:

Hypothesis 2: PO will have a significantly positive impact on the multiple forms of employee performance behaviors.

Hypothesis 2a: PO will have a significantly positive impact on IRB.

Hypothesis 2b: PO will have a significantly positive impact on OCB.

Ethical leadership and organizational justice, and the multiple forms of employee behaviors

The research literature has shown that OJ perception strongly affects employees' attitudes and behaviors and it is seen as one of the most important predictors of in-role and extra-role behaviors (Asgari et al., 2008; Williams et al., 2002). Several empirical studies' results confirmed this idea; Abdul Rauf (2014), Mathur & Padmakumari (2013), and Noruzy et al. (2011) showed that OJ directly and significantly influenced in role behaviors and organizational citizenship behaviors, the interpretation of those results that employees look to the personal relationships in terms of costs versus benefits. Therefore, when they recognize that their exchange with their organization is fair, they feel that their desired benefits have been reached and consequently they are increasing both in-role and extra-role behaviors.

Many of OJ's studies also showed that EL affected multiple forms of employee performance behaviors. Resick et al. (2011) conducted that EL is a positive influence on multiple forms of employee performance behaviors, while (Lu, 2014; Avey et al., 2011) conducted that EL is positively influenced follower OCB.

In addition, Piccolo et al. (2010) explained that leaders with strong ethical commitments can have a positive

impact on "task significance" and "autonomy" and the willingness of an employee to put extra effort on task performance. Liu et al. (2013) indicated that EL has positively related to employees' OCBO. As well as, employees' workplace friendships strengthened the relationship between EL and task performance. Based on these considerations, it is expected that:

Hypothesis 3: *EL and OJ will have a significantly positive impact on the multiple forms of employee performance behaviors.*

Hypothesis 3a: *EL and OJ will have a significantly positive impact on IRB.*

Hypothesis 3b: *EL and OJ will have a significantly positive impact on OCB.*

2.4 The mediating role of psychological ownership

Several studies have focused on identifying the mediator role of PO in the relationship between leadership style and employees attitudes and behaviors. The empirical findings of studies' Park et al. (2015) and Ghafoor et al. (2011) found that PO of the organization and the job mediated the relationship between transformational leadership and some of these attitudes and behaviors such as employee engagement, job satisfaction, turnover intentions, organizational commitment and, job performance and organizational citizenship behavior.

Whereas Avey et al. (2012) studied how employees' positive behaviors influenced by EL and the mediator role of PO in this relationship, their study supported the idea that PO considered as mediator variable emphasized on that EL influences employees' PO, and in turn, their psychological states affect their outcomes. On the other hand, some studies also confirmed that PO mediated the relationship between OJ and employees' organizational attitudes and behaviors. For the relationship between both distributive and procedural justice perceptions and affective commitment. While Ahmed (2014) conducted that the PO and organizational identification had a partial mediate in the relationship between distributive justice perceptions and affective commitment, but both were also found to fully mediate the link between procedural justice perceptions and affective commitment.

The current study is testing the mediating role of PO in the relationship between EL and OJ, and the multiple forms of employee performance behaviors: IRP and OCB. Based on these considerations, it is expected that:

Hypothesis 4: *PO will have a mediating role between EL and* the multiple forms of employee performance behaviors.

Hypothesis 4a: *PO will have a mediating role between EL and IRB.*

Hypothesis 4b: *PO will have a mediating role between EL and OCB.*

Hypothesis 5: *PO will have a mediating role between OJ and* the multiple forms of employee performance behaviors.

Hypothesis 5a: *PO will have a mediating role between OJ and IRB.*

Hypothesis 5b: *PO will have a mediating role between OJ and OCB.*

We can propose the following Figure to reflect the relations between variables of the current study.
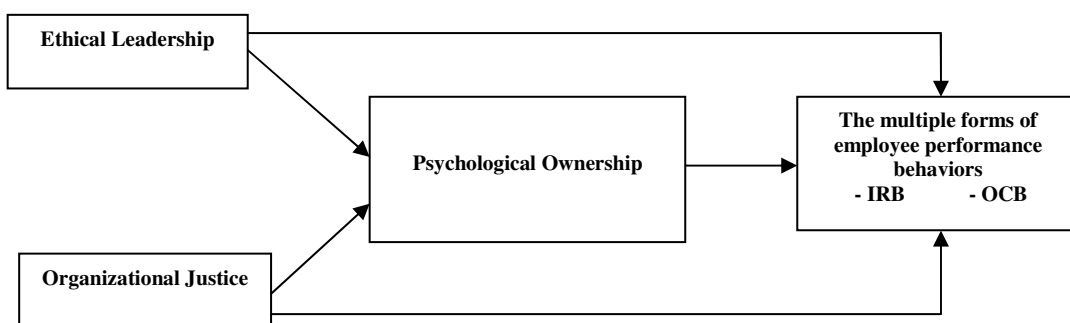

Figure 1. The research model

3. METHOD

3.1 Sample and Procedure

To test the model, data was collected from 500 respondents distributed proportionally across three telecommunication companies working in KSA. The number of valid responses was 276 with a response rate of 55.2%. All items used in the questionnaire were derived from English studies. Since all respondents to the

survey had Arabic as the first language, the original items were translated into Arabic. In order to assure that the content of the items remains unchanged, the translated Arabic items were back-translated into English by a third person. A small number of discrepancies between the back-translated and the original items were corrected in the final Arabic version of the questionnaire.

3.2 Measurement of variables

Ethical leadership (EL) was measured using ten items of the ethical leadership scale (ELS) which developed by Brown et al. (2005) to measure leaders' ethical leadership as perceived by their employees (e.g., In my organization, the supervisor listens to what the employees have to say and in my organization, the supervisor discusses business principles with the employees).

Organizational Justice (OJ) was measured by using Colquitt's (2001) measures for only distributive and procedural justice. These scales assess the extent to which the respondents' experiences reflect attributes of fair outcomes and procedures along the 5-point Likert-type scale (1=to a very small extent, 5= to a very large extent). Four items (e.g., In my organization, outcomes are justified; given my performance) assess perceptions of distributive justice. Seven items (e.g., I can count on this Organization to have fair policies) assess perceptions of procedural justice.

Psychological Ownership (PO) was measured using Van Dyne and Pierce's (2004) seven- item scale which test individual employees' feelings of possession toward their organization(e.g., ("I sense that this is my company) Responses were made on a 5-point scale (1 to strongly disagree, 5= strongly agree).

In-Role Performance Behaviors (IRB) was measured by using Williams and Anderson's (1991) by seven items (e.g., I fulfill responsibilities specified in the job description).

Organizational Citizenship Performance Behaviors (OCB) were measured by using fourteen items that were adapted from William & Anderson (1991); divided into two subscales: organizational citizenship behavior directed to the organization-OCBO (seven items) (e.g., "I take action to protect the organization from potential problems"), and organizational citizenship behavior directed at the individuals- OCBI (seven items) (e.g., I help others who have been absent). All items were rated on a five-point frequency-based scale (1 = never, 5 = always).

Control variables: gender was coded as (1 = male, and 2 = female), age was coded as: (1 = less than 25 years, 2 = from 25 to less than 35 years, 3 = from 35 to less than 45 years, and 4 = more than 45 years), marital status was coded as (0 = single or divorce, and 1 = married), Education was coded as (1= High school, 2= Deplume, 3= Bachelor or postgraduate), and Experience was coded as (1= less than 5 years, 2= 5 to less than 10 years, 3= 10 to less than 15 years, and 4= More than 15 years).

4. HYPOTHES TESTING

4.1 The present study

This study aims to understand the relationships among EL, OJ, PO, and the multiple forms of employee performance behaviors (IRB and OCB). Hence, the importance of the current study is to identify the effects of EL and OJ on PO and the multiple forms of employee performance behaviors, and as well as to identify the mediating role of PO in these relationships.

4.2 Statistical Analysis

The SPSS V. 18.0 was used for respondents' profile, the descriptive statistics and correlation analyzes, and multiple hierarchical regression analysis to test the study's hypotheses.

4.3 Respondents' profile

The sample can be described in Table 1 as follows: the majority of the respondents about 79% were male. About 26% of the respondents were aged less than 25 years, 32% from 25 to less than 35 years, 29% from 35 to less than 45 years, and the rest were older than 45 years. Regarding marital status approximately 67% of the respondents were married, while the rest were unmarried. With regard to education, 25% of the respondents had a high school, about 48% had deplume, and the rest had a bachelor or post-graduate education. Regarding experience about 34% of the respondents had less than 5 years, 28% had 5 to less than 10 years, 19% had 10 to less than 15 years, and the rest had more than 15 years.

Table 1. Respondents' profile

Variables	Sample (N= 276)	Percentage (%)
Gender:		
- Male	218	78.99%
- Female	58	21.01%
Age:		
- Less than 25 years	71	25.72%
- 25 to less than 35 years	88	31.88%
- 35 to less than 45 years	80	28.99%
- Over than 45 years	37	13.41%
Marital status:		
- Married	185	67.03%
- Unmarried	91	32.97%
Education:		
- High school	69	25.00%
- Deplume	132	47.83%
- Bachelor or postgraduate	75	27.17%
Experience:		
- Less than 5 years	94	34.06%
- 5 to less than 10 years	77	27.90%
- 10 to less than 15 years	52	18.84%
- More than 15 years	53	19.20%

4.4 Descriptive Statistics and Correlation Analysis

Table 2 illustrates means, standard deviations, internal consistency (Cronbach's alpha), and correlations among all study variables. In this study, we can notice that all scales exceed the criterion of 0.70 for Cronbach's alpha; where ranged between 0.84 and 0.92; so that their internal consistency is satisfactory, and all correlations are statistically significant at ($P < 0.01$ or $P < 0.05$) (Nunnaly & Bernstein, 1994). As well as, Table 2 demonstrates a significant relationship between the variables. EL and OJ were positively related to PO; as well as being positively related to the multiple forms of employee performance behaviors represented in IRP and OCB. Finally, the PO was positively related to IRP and OCB.

Before test research hypotheses using hierarchical regression analysis, some tests are performed to ensure adequacy of the data to the assumptions of regression analysis. Values of variance inflation factor (VIF) were less than (10), and values of tolerance test of independent variables were higher than (0.05), and this is an indication of the lack of a high correlation between the independent variables. Also, data follow the normal distribution where the values of Skewness were less than (1). According to these tests, there is no threat to the results.

Table 2. Correlations, means, standard deviations and correlations of all variables in the study

Variables	1	2	3	4	5	6	7	8	9	10
1. Gender	-									
2. Age	-0.02	-								
3. MS	0.04	0.44**	-							
4. Edu	0.13*	0.52**	0.04	-						
5. Ten	-0.03	0.05	0.05	0.03	-					
6. EL	-0.12*	0.37**	0.17*	0.49**	0.05	(0.86)				
7. OJ	-0.15*	0.52**	0.04	0.38**	0.03	0.53**	(0.85)			
8. PO	-0.12*	0.46**	0.12*	0.44**	0.03	0.46**	0.57**	(0.84)		
9. IRB	-0.04	0.48**	0.08*	0.56**	0.04	0.58**	0.66**	0.48**	(0.91)	
10. OCB	-0.11*	0.53**	0.25**	0.46**	0.02	0.48**	0.49**	0.54**	0.53**	(0.92)
M	1.32	2.54	1.68	2.66	1.46	3.74	4.11	3.92	3.88	3.92
SD	0.45	1.04	0.42	0.85	0.52	0.71	1.01	1.22	0.89	0.85

Note: Cronbach's alpha (α) appears on the diagonal as a bold numbers in brackets; MS= Marital Status, Edu= Education, Ten= Tenure, ** P < 0.01, * P < 0.05

4.5 Hypothesis testing

Table 3 illustrates the results of models multiple hierarchical regression analysis predicting PO, that was used to test the hypotheses after avoiding the effects of controlling variables. Model 2 explained that EL and OJ together explained 19.3% of the variance in the PO. As well, EL and OJ have significantly positive impact on the PO (respectively, β = 0.28, and 0.33, p < .01). Thus, H1 was supported.

Table 3 Results of multiple hierarchical regression analysis of EL and OJ on PO

Independent Variables	Model 1	Model 2
Control Variables:		
- Gender	0.11**	0.09*
- Age	0.09*	0.10*
- Marital status	0.12**	0.09*
- Education	0.14**	0.15**
- Tenure	0.11**	0.12**
Independent Variables:		
- Ethical Leadership		0.28**
- Organizational Justice		0.33**
Δ R^2		0.193**
R^2	0.094	0.287
F Δ R^2	12.51**	20.36**

** P < 0.01, * P < 0.05

According to Table 3 and Table 4, it can be said that three conditions of Baron & Kenny (1986) are available for the analysis of a mediating effect which represented in: (1) a significant effect of EL and OJ on PO (Table 3). (2) A significant effect of PO on IRB and OCB (respectively, β = 0.531, and 0.476, p < .01). Thus, H2 was supported. Finally, the third condition showed a significant effect of EL and OJ on IRB and OCB (respectively, β = 0.29, and 0.33, p < .01). Thus, H3 was supported.

Table 4 Results of multiple hierarchical regression analysis of EL and OJ

on the Multiple Forms of Employee Performance Behaviors with mediating PO

Independent Variables	Dependent Variable					
			In-Role Behaviors Performance		Organizational Citizenship Behaviors	
	Model 1	Model 2	Model 3a	Model 4a	Model 3b	Model 4b
Control Variables:						
- Gender	0.04	0.03	0.04	0.02	0.03	0.02
- Age	0.07*	0.09*	0.10*	0.09*	0.11**	0.12**
- Marital status	0.14**	0.12**	0.09**	0.08**	0.08**	0.09**
- Education	0.09*	0.07*	0.05*	0.06*	0.05*	0.06*
- Tenure	0.03	0.02	0.03	0.02	0.03	0.03
Independent Variables:						
- Ethical Leadership		0.29**		0.21**		0.22**
- Organizational Justice		0.33**		0.28**		0.26**
Mediator variable:						
- Psychological Ownership			0.531**	0.484**	0.476**	0.438**
ΔR^2		0.124**	0.137**	0.121**	0.103**	0.134**
R^2	0.091	0.215	0.228	0.349	0.194	0.328
F ΔR^2	11.43**	18.04**	20.75**	34.23**	18.62**	16.38**
** $P < 0.01$, * $P < 0.05$						

Results in Table 4 show that PO partially mediates the effect of EL and OJ on IRB. Generally, EL and OJ influence IRB directly and indirectly via PO, where that (β) decreased from (0.29) to (0.21), and from (0.33) to (0.28) respectively, but the relationship still remained significant at ($P < 0.01$). Thus, H4 was supported. As well, results of Table 4 demonstrate that PO partially mediate the effect of EL and OJ on OCB. Therefore, EL and OJ influence OCB directly and indirectly via PO, where that (β) decreased from (0.29) to (0.22), and from (0.33) to (0.26) respectively, but the relationship still remained significant at ($P < 0.01$). Thus, H5 was supported.

Baron & Kenny (1986) measured a significant indirect effect of the independent variable on the dependent variable in the presence of the mediator variable by using Sobel's test. These results suggest that psychological ownership significantly mediate the relationship between EL and OJ, and IRB ($Z = 4.52$, $P < 0.01$), as well as, psychological ownership significantly mediates the relationship between EL and OJ, and OCB ($Z = 5.74$, $P < 0.01$). Hence previous results would be more significant after this step, which emphasized the significance of mediating role of psychological ownership between EL and OJ, and the multiple forms of employee performance behaviors (IRB and OCB).

5. DISCUSSION

The present study aimed to identify some antecedents' and consequences of PO, and its mediating role that could be played between its antecedents and consequences. In particular, the current study focused on OJ and EL as antecedents and multiple forms of employee performance behaviors as consequences. We developed and successfully tested five hypotheses regarding the direct effects of OJ, EL, and PO, as well as the mediating role of the PO.

First, the empirical study found that OJ has a direct positive impact on the PO, this result consistent with the findings of previous researchers (Butt, 2015; Sieger et al., 2011; Colquitt et al., 2001). This finding also supports the point of view of Cropanzano et al. (2001) who concluded that if an organization is seeking to achieve the procedural and distributive justice, an employee would be more likely to derive identity from that organization and will represent organizations' advocate. The perception of OJ assures for employees that the organization

values their contributions and care about their employability. In turn, this perception of OJ benefits the organization in a way that their employees start owning the organizational resources psychologically and become advocators to benefit their organization (Butt, 2015; Chi & Han, 2008).

Second, previous studies showed that leadership style is one of the important causes of PO. In addition, some studies of EL confirmed that leader's characteristics and behaviors, such as transparency, concern for others and honesty are important factors to promote positive results in the organizations (Park et al., 2015). Avey et al. (2012) explained that the employees became happier, comfort, and satisfaction at work when they are working with the leaders, build, entrenched, and exercise appropriate standards of ethical behaviors. The first hypothesis of the current study supported these results which confirm that EL has a positive impact on employees' PO. Therefore, employees' PO increases when they believe working with an ethical leader.

Third, Results showed that PO positively affect multiple forms of employee performance behaviors. When employees believe that they own their organizations, they have positive reactions not only toward their in-role job behaviors, the activities that are related to employees' formal role requirements, but also extended to include activities that are above and beyond in-role requirements that in the aggregate promote individual, organizational, and stakeholder performance. Findings of the current study inconsistent with the results of some past studies (Mustafa et al. 2015; Md-Sidin et al. 2010; Avey et al. 2009).

Furthermore, previous literature confirmed that OJ is important predictors of in-role and extra-role behaviors. Results of testing H3 support results of numerous empirical studies which concluded that perceptions of procedural and distributive justice can lead to higher task performance and OCB among organizational members (Chang, 2015; Mathur & Padmakumari, 2013; Devonish & Greenidge, 2010). In addition, Messer & White (2006) suggested that employees' perception of fairness increases the likelihood not only to perform in role behaviors, but also organizational citizenship behaviors when employees feel that their supervisors treated them fairly. So, they would make a conscious effort to give back not only to their supervisor, but also for their organizations by improving their in-role behaviors and organizational citizenship behaviors.

Our results support previous studies that revealed to EL positively influenced in-role and extra-role behaviors. This happens only because leaders with strong ethical commitments can have an impact on the willingness of employees to put extra effort on task performance (Ruiz et al., 2011; Piccolo et al., 2010). Leaders who have moral values, act and manage according to these values, role models ethical conduct and create an ethical climate have a positive impact on their employees. Those feel trusted and appreciated and thus go beyond their regular tasks and strive to achieve the best results for themselves and their organizations (Zafar, 2013).

Yates (2014), and Avey et al. (2011) explained that the leaders represent role models for the staff, so, if leaders' ethical behaviors are positive, then employees will adopt an organizational citizenship behavior. On the other hand, leaders' unethical behaviors lead to the prevalence of deviant or adverse workplace behaviors to individuals and/or organization.

Finally, the results of the current study showed that PO has a partial mediating role in the relationship between its causes represented in EL and OJ and its consequences represented in multiple forms of performance behaviors. The findings of this study came consistently with the results of some early studies emphasized that PO can be regarded as a mediating variable (Yildiz et al., 2015; Ahmed et al., 2014; Ghafoor et al., 2011; Toor & Ofori, 2009). More specifically, the results of tests H4 and H5 showed the mediating effect of employees' PO in the relationship between both EL and OJ, and IRB and OCB.

6. Practical Implications

Our study has some practical implications for managers and organizations, the empirical results showed that employee's PO influenced by OJ and EL and all three had a positive influence on multiple forms of performance. So, managers and organizations must Create the climate, set policies and apply practices to enhance employee's PO, EL, and the OJ.

First, to increase employee's perceived of OJ, managers before making work decision they should not only collect accurate and complete information, but also provide the opportunity for their employees to participate in decision-making. This will increase employee's perceptions of procedural justice by ensuring that each employee expresses his opinion and provide them with additional details to answer their inquiries about those decisions. Those decisions should implement to everyone without any exception and managers should give the opportunity for employees to protest.

To increase individual's perceptions of distributive justice, managers should make workers feel that outcomes

are perceived to be equally applied to redesign job. This procedure will achieve fairness for workers in the distribution of workload and responsibilities. In addition, managers must design compensation policies to ensure that workers get the wages and incentives proportioned with the effort of each individual.

In addition, the manager must seek to create a climate of justice within their organizations which reflects team level perceptions of justice (Li & Cropanzano, 2009: Roberson & Colquitt, 2005). As a result, employees working within a team can share their perceptions with each other, which can lead to a common interpretation of justice in the organization

Second, to enhance ethical leadership style, Organizations should conduct continuous training for managers in the basic elements of ethical management. They must train about how to apply ethical practices, and how to gain personal and management qualities that required for developing ethical leadership style. Organizations must also develop ethical policies to determine the ethical standards that managers and workers should adhere in their work and reward employees who are committed to ethical standards.

Managers also have a role in promoting ethical leadership style through adopting ethical practices. For example, focus on organizational interest success and rather than on personal interest, accept criticism and recognize the strengths and weaknesses they have, pay special attention to find and develop the best people away from the family pleasantries, ties of kinship, friendship and talk with employees about the difficulty of ethical choices and help them to take responsibility for making ethical decisions.

Finally, in addition, to increasing individual's perceptions of organizational justice and enhance ethical leadership and other types of leadership, organizations can increase individual's psychological ownership through developing its four dimensions. For example, managers can increase employees' self-efficacy, Self-identity and building a sense of belonging by making them responsible for challenging and autonomous jobs which make employees feel that the work they do is valued, differences and contributes to their organization. In addition, managers must improve training and professional development practices which increase the employee's ability to establish realistic personal goals, determine his priorities, and Strengthen time management skills.

Lastly, to improve accountability, organizations should establish a culture of accountability in which all employees and leaders are able to take responsibility for their own success and for their role in achieving the success of their organization.

7. Research limitations and future research suggestions

This study is subject to some limitations which can represent ideas for future research. First, an empirical study was conducted on a sample of employees in companies provide mobile phone service in Riyadh city in the Kingdom of Saudi Arabia, according to that, the research findings only apply to employees in these companies and cannot be extended to employees from other industries in the Kingdom of Saudi Arabia or in other countries. So, future studies should investigate the opinions of employees from other cultures, other services, and analysis of sectoral and cultural differences to obtain comprehensive and objective comparisons.

Another limitation of this study focused on organizational justice and ethical as employees' psychological ownership antecedents; other studies may investigate other possible antecedents such as job characteristics model and leadership styles as psychological empowerment, job embeddedness, employee autonomy, and another type of leadership. As well as this study, focused only on in-role performance and extra-role as employees' psychological ownership consequences; other researchers may investigate other possible consequences, for example, work engagement and proactive behaviors.

Finally; a questionnaire was self-reported, we are mainly interested in the perceptions of the employee to evaluate leadership style, organizational justice, and the level of their both in the role and extra behaviors which could make some of this evaluation not objective. Therefore, future research can also depend on the a sample of managers besides sample of employees for evaluating these variables.

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