ASSESSING INFLUENCE OF PERCEIVED PSYCHOLOGICAL OWNERSHIP ON PERCEIVED ORGANIZATIONAL AND SUPERVISORY SUPPORT

AN EMPIRICAL INVESTIGATION IN QUICK SERVICE CHAIN RESTAURANTS

Ashutosh Nigam*

*P*URPOSE
IMPLEMENTATION of psychological ownership practices in organization creates positive influence on employee performance in organizations and resulting in lower attrition rates. It focuses on possessive feeling and contributes positively towards job satisfaction and staff retention. By employing the structural equation modeling technique, the model adapts a total of seven constructs namely self-efficacy, belongingness, accountability and territoriality, perceived psychological ownership, perceived organizational support, and perceived supervisory support. The study is based on the survey data collected through quick service chain restaurants located in national capital region, Delhi. Results of the model validated and concluded that psychological ownership increases the perceived organizational and supervisory support in work organizations.

Design/Methodology/Approach: *Exploratory and confirmatory factor analysis approach was adopted to understand antecedents that influence perceived psychological ownership and its influence on perceived psychological support and perceived supervisory support among employees of organized quick service chain restaurants.*

Findings: *The paper identified the antecedents of perceived psychological ownership and focused on the interrelationship of psychological ownership on organizational and supervisory support in quick service chain restaurants for their survival and scalable plans through policies and push factors.*

Originality/Value: *The work is the first attempt in which a concept of psychological ownership is explored for the employees of quick service chain restaurants. Very few studies actually exist in the Indian context which explain how the psychological ownership can be used to explore perceived organizational and supervisory support among the employees. The paper focused on the integration of management and employees for the achievement of organizational goals by creating human asset.*

Key Words: *Self-Efficacy, Belongingness, Accountability and Territoriality, Perceived Psychological Ownership, Perceived Organizational Support, and Perceived Supervisory Support.*

Introduction

Faced with spiraling turnover rates and a perceived loss of employee's loyalty, managers are often concerned about the importance of creating a sense of "ownership" among their employees. It becomes extremely important for firms to retain talented employees in food chain business. It is an upcoming challenge for high growth knowledge driven businesses to retain the talent and remain scalable for future. Psychological ownership is one such strategy which is widely accepted in the European companies and also started getting importance in Indian HR fraternity. Organizations are working to develop a sense of psychological ownership among employees and not restricting themselves merely to internal

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* *Associate Professor, Department of Management Studies, Vaish College of Engineering, Rohtak, Haryana, India.*

branding for employees. Psychological ownership refers to feelings of possession towards a target object. It is a sense of "mine". Among the employees of the organization (Ozler, Yilmaz, & Ozler, 2008). It refers to possession, links feelings of ownership with positive attitudes about ownership, self-concept, and a sense of responsibility to the organization. Pierce, Kostova, & Dirks (2001) concluded that psychological ownership is the feeling of ownership that is innately human. It includes feeling of ownership towards both tangible and intangible objects of the workplace. It focuses towards beliefs espoused by employees for which organization values their contribution and cares about their well-being at the work place (Eisenberg, Stinglhamber, Vandenberghe, Sucharski, & Rhades, 2002). Psychological ownership focuses on relationship between an employee and an object in which the object is experienced as connected with the self (Dittmar, 1992). Ownership can also be felt toward non physical entities, such as ideas, words, creations, academic products or information (Pierce, Kostova, & Dirsks, 2003).

For the past few years, organized quick chain restaurants in India have been experiencing the changes in the human resource functions in terms of widening of customer base and survival for revenues. With the entry of Indian and global brands into quick service restaurants market space; continuous efforts have been made by the firms through policies and initiatives to move from internal branding to psychological ownership.

Theoretical Background

According to Chirico (2008), psychological ownership refers to the emotional feeling possessed by employees towards a strong sense of identity, residence, responsibility, and control over it. Focusing on psychological ownership involves consistent effort and involves lot of energy, time, money, and emotions. Pierce, Rubenfeld, & Morgon (1991) concluded that psychological ownership will lead to the integration of the employee and superior relationship in the organization resulting in less attrition and employees tend to engage in sense of responsibility clubbed with feelings of ownership at work place. Psychological ownership refers to the relationship between an individual and the object in which the object is experienced as a part of the "extended self" (Wilpert, 1991; Dittmar, 1992). Exchange theory (Blau, 1964) asserts that people maximize gain through a series of such exchanges. Mishra (2005) stated that the most commonly studied type of Organizational commitment is attitudinal or psychological which is defined as the relative strength of an individual ín identification with and involvement in a particular organization. Awasthi & Bansal (2014) stated that attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favorableness.

Fernandez & Rainey (2006) concluded that psychological ownership reduces the resistance to change among the employees resulting in free dissemination of crucial information and adapt to the changing business environment. Pierce, Kostova, & Dirks (2003) and O' Reilly (2002) identified that feeling towards object, knowledge, and familiarity of an object and significant investment of the self at workplace were major contributors for psychological ownership. Dittmar (1992) stated that both genetic factors and experiences are important contributors of psychological ownership leading to satisfy human motives at work place. Different components of psychological ownership are shown in table no. 1:

Types of Psychological Ownership

Psychological ownership can be categorized broadly as:

(a) Organization-based psychological ownership: It is related to individual employee's feelings of possession and his psychological connection with the workplace in totality. It can be identified through organizational culture and climate, attitudes of senior management, corporate goals and vision, reputation of the organization, and corporate policies and procedures. (Mayhew, Ashkanasy, Bramble, & Gardner, 2007).

(b) Job-based psychological ownership: It is related to an employee's feelings of possession towards their job at work place. Both types of psychological ownership are considered attitudinal rather than an enduring trait of personality (Dyne & Pierce, 2004).

Table No. 1: Components of Psychological Ownership

Need	Description
Autonomy	Feeling that you are the cause of your own actions rather than feeling that external forces or pressure are the cause of your action.
Competence	Feeling that you are very capable and effective in your actions rather than feeling incompetent or ineffective.
Relatedness	Feeling that you have regular intimate contact with people who care about you rather than feeling lonely and uncared for
Popularity	Feeling that you are liked, respected , and have influence over others rather than feeling like person whose advice or opinion nobody is interested in
Stimulation	Feeling that you get plenty of enjoyment and pleasure rather than feeling bored and under stimulated by life.
Security	Feeling safe and in control of your life rather than feeling uncertain and threatened by you circumstances.

Source: Hassenzahl, Eckoldt, Diefenbach, Laschke, Lenz, & Kim (2013).

State of Psychological Ownership Factors

The potential for developing psychological ownership resides by integration of both management and employees. Below listed factors influence the emergence of psychological ownership:

Target Factors

Pierce et al., (2001) suggested that ownership must be visible and attractive to employees in order to capture their interest and attention. Organization should communicate through policies and procedure in form of their newsletters, websites, and posters and should take regular feedback for the same. This establishes wining situation for employees and management to establish and monitor organizational goals.

Individual Factors

Individual personality traits of employees are one of the key deciding factors in integrating with the organization and top management (Winter, John, Stewart, Klohnen, & Duncan, 1998).

Process Factors

Process factors need to be relooked on continuous basis to create a feeling of ownership among the employees and employer (Pierce et al., 2003).

Contextual Factors

Contextual factors of psychological ownership can be conceptualized in structural and cultural prospective as follows:

(a) Structural aspects include norms, rules, laws, and hierarchies which might promote or prevent employees from developing feelings of ownership.

(b) Cultural aspects have significant influence on the phenomenon of psychological ownership (Pierce et al., 2003).

Behavioral Factors

Behavioral factors are very important influencer in psychological ownership, if managed properly can create positive impact in the organization. It will result in greater commitment, accountability, satisfaction, performance, and self-esteem of the employees (Vandewalle, Van, & Kostova, 1995). Psychological ownership can create deviant behaviors leading to violations of organizational norms issues related to decorum of the organization (Pierce et al., 2003).

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Research Methodology

In order to develop the proposed model, reliable and valid constructs were undertaken. The methodology used to develop the instrument followed the guidelines given by Churchill (1979). The statements of construct were identified through online repository.

Exploratory Investigations

An exploratory qualitative study was undertaken to better understand the key dimensions of perceived psychological ownership and constructs that are important to organized quick service chain restaurants and its influence on perceived organizational and supervisory support among 375 employees. For this, personal in-depth interviews comprising open-ended questions with the employees were conducted focused on the following two questions:
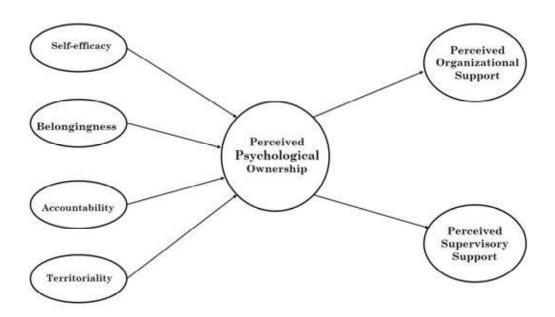
1. What are the antecedents that influence perceived psychological ownership?

2. How perceived psychological ownership influences perceived psychological support and perceived supervisory support among employees of organized quick service chain restaurants?
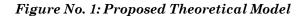
Design of Survey Instrument

The questionnaire items for functional and technical quality were developed from the inferences obtained through the review of the subject and from exploratory interviews.

Proposed Theoretical Framework

Perceived psychological ownership manifests itself in organizations much as it does in other contexts. As suggested in organizational behavior research, the motives for psychological ownership include self-efficacy, belongingness, accountability, and territoriality which result in influencing perceived organizational support and perceived supervisory support of the employees in quick service chain restaurants.

Figure No. 1: Proposed Theoretical Model

(a) Self Efficacy: Self efficacy refers to employee's belief to perform at work place and successfully implement action and be successful with a specific task (Bandura, 1997). Furby (1991)concluded that feelings of ownership inculcate among employees to control things at work place.

(b) Belongingness: Employee's sense of belongingness at workplace is important determinant for perceived psychological ownership. An individual considers it as a fundamental need that exceeds from mere physical concerns and satisfies the psychological ownership need for being associated with the organization (Ardrey, 1966).

(c) Self-identity: Self-identity refers to feelings of perceived psychological ownership over the objects and provide a foundation from which individuals can identify themselves as having unique personal identity. Self-identity can be establish, maintain, and can reproduce individual belief about tangible possession at work place (Dittmar, 1992)

(d) Accountability: Accountability can be considered to be a component of perceived psychological ownership. It is expectation of the perceived right to hold others accountable and to hold one's self-accountable (Pierce et al., 2003).

(e)Territoriality: Territoriality is a term associated with nonverbal communication that refers to how people use space to communicate ownership or occupancy of areas and possessions. Personal space can be regarded as a bubble with a person at the center, forming an area which the person does not wish to be invaded. Brown, Lawrence, & Robinson (2005) identified that employees at work place consider territorial over physical spaces, ideas, roles, relationships, and other potential possessions in organizations. It is also experienced in different studies that anticipation of ownership infringement on their targets of ownership leads to protective territoriality to maintain levels of ownership.

(f) Perceived Organizational Support: Perceived organizational support is a set of global beliefs espoused by employees about the extent to which organization values their contribution and cares about their wellbeing (Eisenberg et al., 2002). The concept of perceived organizational support is borrowed from social exchange theory (Blau, 1964) that considers all the attitudes and behaviors as result of transactional exchange between organization and its people.

(g) Perceived Supervisory Support: Perceived supervisory support refers to organizational policies and supervisor's interventions and influences the perceived control in the workplace. With suitable job design and sufficient leeway, an employee will feel ownership in job (Eisenberger et al., 2002). Pierce et al. (2003) have empirically demonstrated that autonomy and participative decision making had linkage to psychological ownership. Perceived support should facilitate employee to voice his concerns related to job execution, perceived skill gaps, and training needs. It would facilitate employees to explore innovative and productive way of doing things at work place.

Hypotheses
There exists a sufficient body of literature that the seven constructs identified have interrelationship and sufficient empirical evidences support the same.

H1: Self efficacy has a significant influence on psychological ownership

H2: Belongingness has a significant influence on perceived psychological ownership

H3: Self-identity has a significant influence on perceived psychological ownership

H4: Accountability has a significant influence on perceived psychological ownership

H5: Territoriality has a significant influence on perceived psychological ownership

H6: Perceived psychological ownership has significant influence on perceived organizational support

H7: Perceived psychological ownership has significant influence on perceived supervisory support

Pretesting

A pilot study was conducted with a small sample size of 75 to clarify the overall structure of questionnaire. The respondents provided comments on clarity of some items and confirmed validity of items in the questionnaire. In conjunction with this qualitative assessment, quantitative assessment was also done for further filtering of scale items at this stage. For this, the corrected item-to-total correlation was computed. Item-total correlation equal to or greater than 0.4 is considered acceptable (Nunnally, 1978).

Data Collection

The questionnaires including covering letter, were personally distributed to employees working at quick service chain restaurants. The primary sample for this study was comprised of a heterogeneous sample of 375 employees who volunteered to participate in the survey during August-December 2016. The quick service restaurant chains included in sample were McDonald, Outlets of Yum restaurants running Pizza Hut and Domino's, Subway, PolloCampero, Pino Pasta Pizza, Upper Crust, Zamber, and Punjab Grill. The customers were selected to collect the data as the study was focused on purchase intentions. Convenience sampling method was used to collect the data from customers. Finally, out of the 486 surveys individually administered, 410 questionnaires were received at a response rate of 65.71 percent. On further refining, 375 responses were found to be completely filled. Items were measured on 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis of this research was processed by using Statistical Package for the Social Science (SPSS) 20.0 and AMOS 21 statistical software. Confirmatory Factor Analysis (CFA) was used to analyze the items that measured each latent variables. In order to analyze the relationships between the variables, Structural Equation Modeling (SEM) was applied. Both stages of the analysis, the CFA and SEM were performed using the AMOS software. The model was initially checked for first zero CFA for each construct followed by first order CFA. After getting supportive results the model was tested using Structural Equation Modeling. Model fit for both the CFA and SEM with respect to the given data set can be assessed using numerous indices. For this study, Chi-square ($\chi2$) the goodness-of-fit statistic, $\chi2$/DF (degree of freedom) ratio, and root mean square error of approximation (RMSEA) were examined.

Analysis and Results

Data collected was analyzed through a series of validated tools and procedures. The critical step involved in the development of a measurement scale, is the assessment of the reliability of constructs. The factor analysis of the collected data was conducted next. Further, confirmatory factor analysis was performed in order to confirm the findings. The results of the analysis are described in the following sub-sections. Mean age of respondents was 30 years as most of them had more than or equal to five years of work experience. Indicator variables of different constructs identified from review of literature and expert opinion are shown in table no. 2. Structural Equation Modeling was applied which is a statistical technique that takes a confirmatory approach to the analysis of a structural theory bearing on some phenomenon which links regression analysis to factor analysis (Byrne, 2013). According to Hair, Anderson, Tatham, & Black (2013) SEM is a family of statistical models that seek to explain the relationships among multiple variables. SEM is useful in testing theories that contain multiple equations involving relationship in order to identify the most relevant factors that influence psychological ownership and a well-fitting hypothesized model, CFI (Comparative Fit Index), RMSEA, Normed Chi Square are taken into account. Goodness of fit indices are the value of chi-square (non-significant) and p > 0.05.

Table No. 2: Manifest Variables used for Different Constructs

S. No.	Construct	Manifest Variables
1.	**Self-efficacy** (Plotnikoff, Lippke, & Johnson, 2010)	Y1(1) How confident are you that you could participate in work in the next 6 months when: a little tired?
		Y1(2) How confident are you that you could participate in work and regular physical activity in the next 6 months when: in a bad mood or feeling depressed?

S. No.	Construct	Manifest Variables
		Y1(3) How confident are you that you could participate in work in the next 6 months when: doing it by yourself?
		Y1(4) How confident are you that you could participate in workplace activity in the next 6 months when: it becomes boring?
		Y1(5) How confident are you that you could participate in workplace activity in the next 6 months when: a little ill?
2.	**Belongingness** Hartog, Hoogh, & Keegan (2007)	Y2(1) When at work, I really feel like I belong.Y2(2) I feel quite isolated from others at work. Y2(3) I don't seem to "connect" with others in the work group.
3.	**Accountability** Tyler & Rosier (2009)	Y3(1) How accountable are you for the estimates that you made?
		Y3(2) How accountable did you feel when you made your estimates?
		Y3(3) Are you concerned that your estimate would be viewed by others.
4.	**Territoriality**	Y4(1) How close your bosses moves close for your comfort at work place
		Y4(2) How people at work place fit into close spaces as, a *submissive* way of showing that they are not trying to invade others' territories.
		Y4(3) How likely you refuse to give up your space in territory at work place
5.	**Psychological ownership** Dyne & Pierce (2004)	Y5(1) This is my Quick Service Restaurant
		Y5(2) I feel a very high degree of personal ownership for this Quick Service Restaurant
		Y5(3) I sense that I own this Quick Service Restaurant
		Y5(4) It is hard for me to think about this Quick Service Restaurant as mine
6.	**Perceived Organizational Support** (Susskind, Kacmar, & Borchgrevmk, 2003)	Y6(1) I find my coworkers very helpful in performing my customer service duties.
		Y6(2) When performing my service duties, I rely heavily on my coworkers.
		Y6(3) My coworkers provide me with important work-related information and advice that make performing my job easier.
		Y6(4) When performing my service duties, I rely heavily on my supervisor.
		Y6(5) My supervisor provides me with important work-related information and advice that make performing my job easier
7.	**Perceived Supervisory Support** Jokisaari & Nurmi (2009)	Y7(1) To what extent does your supervisor provide helpful advice on how to perform your job tasks
		Y7(2) To what extent does your supervisor give feedback about your job performance
		Y7(3) To what extent does your supervisor provide task assignments which improve skills and knowledge

Assessment of Reliability

The reliability of items was assessed by computing the coefficient Alpha (Cronbach, 1951), that measures the internal consistency of the items. For a measure to be acceptable, coefficient Alpha should be above 0.7 (Nunnally, 1978). Owing to multidimensionality of psychological ownership construct, coefficient Alpha was computed separately for all the dimensions identified. In the present study, all Alpha coefficients ranged from 0.69 (close to the cut-off value of 0.70) to 0.83, indicating good consistency among the items within each dimension. The results are shown in table no. 5.

Exploratory Factor Analysis

Before proceeding for the factor analysis, appropriateness of factor analysis needs to be assessed. This can be done by examining sampling adequacy through Kaiser- Meyer-Olkin (KMO) statistic. Table no. 4 provides the SPSS output of data for factor analysis. KMO value greater than 0.6 can be considered as adequate (Kaiser & Rice,1974). From table no. 4, it can be seen that KMO value is acceptable. Bartlett's test results also show that the values are significant and thus acceptable. The items in the respective category were individually subjected to PCA with Varimax Rotation and Kaiser Normalization using SPSS 21. The items having factor loadings less than 0.5 were eliminated (Hair et al., 2013). Finally, seven factors comprising twenty-six items, all having Eigen values of unity and above were extracted through Exploratory Factor Analysis. Further, in order to assess the appropriateness of the data for factor analysis, the communalities derived from the factor analysis were reviewed. These were all relatively large (greater than 0.5), suggesting that the data set is appropriate (Stewart, Watson, Carland, & Carland, 1999). The individual dimensions of the proposed instrument explained total variance exceeding 60 per cent, suggesting the appropriateness of the process.

Table No. 3: KMO and Bartlett's Test Results for Proposed Theoretical Model

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.789
Bartlett's Test of Sphericity Approx.	3433.593
Chi-Square	196.43
Df	435
Sig.	0.000

Confirmatory Factor Analysis

According to Ahire, Golhar, & Waller (1996), Confirmatory Factor Analysis (CFA) provides enhanced control for assessing unidimensionality (i.e., the extent to which items on a factor measure one single construct) than Exploratory Factor Analysis (EFA) and is more in line with the overall process of construct validation. In this study, Confirmatory Factor Analysis model is run through AMOS 21 and the key model statistics are shown in table no. 8.

Validity Analysis

Some of the important validity tests generally considered includes content, construct, discriminant, and criterion related validity.

Content Validity

The content validity of a construct can be defined as the degree to which the measure spans the domain of the construct's theoretical definition (Rungtusanatham, 1998). For the present study, the content validity of the instrument was ensured as the psychological ownership dimensions and items were identified from the literature and were thoroughly reviewed by professionals.

Construct Validity

It involves the assessment of the degree to which an operationalization correctly measures its targeted variables (Kelly & Vokurka, 1998). Establishing construct validity involves the empirical assessment

Table No. 4: Measurement of Reliability and Validity

S. No.	Construct	Manifest Variables	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cron-bach's α
1.	**Self-efficacy**	Y1(1) How confident are you that you could participate in work in the next 6 months when: a little tired. Y1(2) How confident are you and that you could participate in work and regular physical activity in the next 6 months when: in a bad mood or feeling depressed. Y1(3) How confident are you that you could participate in work in the next 6 months when: doing it by yourself. Y1(4) How confident are you that you could participate in workplace activity in the next 6 months when: it become boring. Y1(5) How confident are you that you could participate in workplace activity in the next 6 months when: a little ill.	0.82	0.72	0.79
2.	**Belongingness**	Y2(1) When at work, I really feel like I belong. Y2(2) I feel quite isolated from others at work. Y2(3) I don't seem to "connect" with others in the work group.	0.84	0.72	0.78
3.	**Accountability**	Y3(1) How accountable are you for the estimates that you made? Y3(2) How accountable did you feel when you made your estimates? Y3(3) Are you concerned that your estimate would be viewed	0.74	0.74	0.76
4.	**Territoriality**	Y4(1) How close your bosses moves close for your comfort at work place. Y4(2) How people at work place fit into close spaces as, a sub-missive way of showing that they are not trying to invade others' territories.	0.88	0.72	0.81

S. No.	Construct	Manifest Variables	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cron-bach's α
		Y4(3) How likely you refuse to give up your space in territory at work place			
5.	**Psychological ownership**	Y5(1) This is my Quick Service Restaurant Y5(2) I feel a very high degree of personal ownership for this Quick Service Restaurant Y5(3) I sense that I own this Quick Service Restaurant Y5(4) It is hard for me to think about this Quick Service Restaurant as mine	0.92	0.73	0.78
6.	**Perceived Organizational Support**	Y6(1) I find my coworkers very helpful in performing my customer service duties. Y6(2) When performing my service duties, I rely heavily on my coworkers. Y6(3) My coworkers provide me with important work-related information and advice that make performing my job easier. Y6(4) When performing my service duties, I rely heavily on my supervisor. Y6(5) My supervisor provides me with important work-related information and advice that make performing my job easier.	0.94	0.82	0.91
7.	**Perceived Supervisory Support**	Y7(1) To what extent does your supervisor provide helpful advice on how to perform your job tasks. Y7(2) To what extent does your supervisor give feedback about your job performance. Y7(3) To what extent does your supervisor provide task assignments which improve skills and knowledge.	0.96	0.73	0.85

of reliability and validity (convergent and discriminant validity). In the present study, in order to check for uni-dimensionality, a measurement model was specified for each construct and CFA was run for all the constructs. Individual items in the model were examined to see how closely they represent the same construct. A Comparative Fit Index (CFI) of 0.90 or above for the model implies that there is a strong evidence of uni-dimensionality (Byrne, 2013). The CFI values obtained for all the seven dimensions in the scale are equal to or above 0.90 as shown in table no. 8. This indicates a strong evidence of uni-dimensionality for the scale. Permissible limits for different statistics drawn from literature is shown in table no. 6.

Convergent Validity

It is the degree to which multiple methods of measuring a variable provide the same results (Kelly & Vokurka, 1998). The convergent validity of the measurement model can be assessed by the Average Variance Extracted (AVE) and Cronbachs's Alpha. AVE measures the level of variance captured by a construct versus the level due to measurement error, values above 0.7 are considered very good, whereas, the level of 0.5 is also acceptable. For convergent validity, Chronbach's Alpha should be greater than 0.7 and average variance extracted should be greater than 0.5. Further Chronbach's Alpha should be greater than average variance extracted (Henseler, Ringle, & Sarstedt, 2015). The results holds true in present study (refer table no. 4).

Criterion-related Validity

It is established when a criterion, external to the measurement instrument is correlated with the factor structure. In the present study, criterion validity is established by correlating the different constructs interrelated with psychological ownership. The correlations are presented in table no. 5, which shows that all the dimensions have significant positive correlations with overall service quality. Thus, criterion related validity is established for all the dimensions. Also, from the table no. 5, it is clear that the correlation coefficient of psychological ownership and perceived organizational and supervisory support (i.e., 0.429) is statistically significant.

Table No. 5: Correlation Among Different Constructs of proposed model

S. No.	Construct	Overall employee ownership towards workplace
1.	Self-efficacy	0.423
2.	Belongingness	0.623
3.	Accountability	0.447
4.	Territoriality	0.479
5.	Psychological Ownership	0.238
6.	Perceived Organizational Support	0.429
7.	Perceived Supervisory Support	0.456

All estimated item loadings were more than 0.4 and significant. Fornell & Lackner (1981) developed a measure of composite reliability which measure the consistency of the construct indicators by considering CR (Composite Reliability).High CR value indicates that potential variables are internally consistent. All the values given in table no. 7 are above 0.6 for Cronbach's Alpha representing that variables are internally consistent. The relative Chi-Square is considered high by some researchers who contended that values in excess of 3.0 will represent an inadequate model fit. However, other researchers suggested that ratio 5 or less indicates reasonable model fit. The use of Chi-Square test may not be a strong test for goodness of fit as it is very sensitive to sample size. Goodness of Fit indices is the value of Chi-Square (non significant) and p > 0.05. The indices for the proposed model is given in table no. 6. All the values in table no. 7 are within the permissible limits as shown in table no. 6. The structural model was tested to assess the hypothesized structural relationships of the three constructs. The results revealed that

Table No. 6: Goodness of fit indices on Structural Linear Model

Name of Index	Judgement Value	Literary Contribrution
Normed Fit Index	>0.90	Bentler and Bonett (1980); Bentler (1995)
Goodness of Fit Index (GFI)	>0.90	Hu and Betler (1999)
Adjusted Goodness of Fit Index (AGFI)	>0.80	
Parsimonious Goodness of Fit Index	>0.50	Mulaik, James, Van, Bennett, Lind, & Stilwell (1989)
Comparitive Fit Index (CFI)	>0.95	Bentler (1995)
Root Mean Square Error of Approximation (RMEA)	<0.08	Browne and Cudeck (1993)
Root Mean Square Residual (RMR)	<0.05	Hair, Black, Babin, & Anderson (2006)

Table No. 7 : Statistics and Indices of Proposed Theoretical Model

Model	Index								
	χ^2/df	RMSEA	CFI	TLI	GFI	AGFI	SRMR	PNFI	PGFI
Proposed	3.23	0.185	0.85	0.83	0.97	0.92	0.10	0.71	0.51

the structural model has a significant χ^2 value ($\chi^2 = 196.43$, df = 69, p< 0.001) indicating adequate fit of the data with the hypothesized model.

Table No. 8: Summary of Hypotheses Testing Results

Hypothesis	Path Coefficients (Standardized Parameters)	t-value result	p-values	Testing
H1: Self-efficacy has a significant influence on psychological ownership	0.84	113.56	0.001	Supported
H2 : Belongingness has a significant influence on perceived psychological ownership	0.85	94.93	0.001	Supported
H3: Self-identity has a significant influence on perceived psychological ownership	0.79	110.34	0.001	Supported
H4: Accountability has a significant influence on perceived psychological ownership	0.93	121.23	0.001	Supported
H5: Territoriality has a significant influence on perceived psychological ownership	0.82	110.23	0.001	Supported
H6: Perceived psychological ownership has significant influence on perceived organizational support	0.69	112.42	0.001	Supported
H7: Perceived psychological ownership has significant influence on perceived supervisory support	0.71	151.32	0.001	Supported

Source: Output is generated in AMOS 21 and SPSS 18.

Note : p>0.05.

The proposed research framework (as shown in figure no. 1) was tested by using the seven constructs namely: self-efficacy, belongingness, accountability, and territoriality, perceived psychological ownership, perceived organizational support, and perceived supervisory support.

All the hypotheses formulated for the proposed model are supported (as shown in table no. 8) indicating that hypothesized model could fit the empirical data well. The proposed model has indices with the permissible limits, the model is supported (Hair et al., 2013).

Implications of the Study

The theory of psychological ownership presented may have important implications for managers. Construct of self-efficacy, belongingness, accountability, and territoriality are major contributor to psychological ownership which in turn is strongly related to organizational support and organization based supervisor support. Such observations call for further introspection but we may delve into possible reasons behind such findings. Supervisors act as a mirror in which employees visualize the entire organization. For developing sense of ownership, management and employees needs to be integrated in properly synchronized way towards development of ownership feelings for entire organization. Intuitive experience brings expertise in respective domain and, in turn, people feel more in control of their job and need for supervisor support might be reduced. The study revealed that organizations should make efforts through policies and practices to create perceived psychological ownership among employees to reduce the chances of attrition from organization and leading to perceived organizational and supervisory support between management and employees.

Conclusions

There is close inter-relationship between possession and feelings of perceived ownership which can be directed at the organization as a whole. Different targets of ownership can vary in salience, depending on the individual and the situation (Dyne & Pierce, 2004). Psychological ownership is a feeling of possession in the absence of any formal or legal claims of ownership. This sense of perceived ownership develops motivation for long term sustainable bond between employees and their organization. Analysis revealed that perceived psychological ownership have positive impact on perceived positive organizational and supervisory support. The present research explores that psychological ownership can be used as one of the mechanisms to evolve as per changing human resource dynamics in Quick Service Chain Restaurants.

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