

Psychological Ownership and Goal Achievement: The Mediating Role of Employee Engagement

 Naeem Ali¹

 Ahmed Madi²

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Abstract

This study is about the relationship between Psychological Ownership, Employee Engagement, and Goal Achievement. Sample are from the SME of the FMCG sector in Lahore, Pakistan and empirically examine the relationship between them. The study results break the myth of psychological ownership which is considered as the predictor of positive outcomes. Employee engagement is considered as a mediator among psychological ownership and goal achievement in this study. The data was collected using two different questionnaires about supervisory rated & self-rated responses. The finding of the study will help us to understand the direct relationship between psychological ownership and goal achievement and will also help us to focuses on other factors which directly or indirectly affect goal achievement. The study also refers to psychological ownership as a double edge sword which benefits during suitable times and has the ability to produce negative outcomes at the time of change.

Keywords: Psychological ownership, employee engagement, goal achievement, double edge sword

1 Introduction

In the era of targets and competition, everyone has goals and organizations deal with social, economic and environmental challenges (Ali et al., [2015](#); Su et al., [2021](#)). Sometimes the group of individuals has goals and sometimes individuals have their own goals (Al Halbusi et al., [2022](#)). When the goal is accomplished there are a lot of reasons which contribute to the achievement of the goal. Only thoughts of achieving goals are not enough, actions are very much important for social and economic wellbeing (Shoib et al., [2022](#)). The combination of thoughts and actions made

¹University of Management and Technology, Lahore, Pakistan

²Centro Árabe Latino de Cultura e Estudos Estratégicos, Brazil

Corresponding Author: akmadi@outlook.com

goals achievable (Gollwitzer, [1993](#)). Intentions and behaviors toward the situation make goals achievable. Goals are the fundamental bases of our life. The human body gets anticipated in producing results by creating a desire or will to do something in the direction of the goals. Purposeless lives cannot produce results. Struggle for goals and achievement of goals are different. Simply when the plan is mixed with the wish, or the conversion of an idea into a milestone the goal birth takes place. It is possible to delay the goal for the achievement of a goal, for example, a person has to send the letter on a specific day but he is unable to go to the post office due to raining, he believes he may get the letter wet into the raining so he waits for some hour for the safe postal of a letter he knows he will manage the postal of the letter before the deadline, so his wait for some hours are for the safe postal of the letter which is his goal in this example. Regular human behavior displays a barrier role in goal achievement. Commonly we see, practically finishing the goal is hard compared to what we think about the goal achievement process. Many of the goals are controlled and settled by the social and physical environment attached to human behaviors. Human behavior's role in goal achievement is very important. Habits of interruptions and more consciousness about any work can cause a delay in the achievement of the goal.

Clear and aligned goals could be less difficult to achieve in nature (Aarts et al., [1999](#)). Goal achievement is as important as goal generation, sometimes achievement of goals is more complex than what we think while the development of goals. The desire for any activity, the wish to do a task, and planning for the goal all make the goal achievable. They are also called the indicators of the achievement of goals (Aarts et al., [1999](#)). Changes and organizational compatibility can moderate the goal-achievement process. Team of the goal may resist and influence the strategic change in organizations. When the negotiator negotiates, sometimes his interest and willingness to negotiate are important. Sometimes negotiator has less information about the situation but he tries to resolve the situation as it is his ultimate goal to negotiate between both parties which is his duty to perform. But all this can happen only when the participants get to indulge in their assigned tasks of negotiation. Achievement of goals based on the 2*2 goal achievement model. In which one person is trying to perform well or avoid the thing, by the view of not being wrong or wanting to perform up to the mark. In a world full of technology hundreds and thousands of investigations are going on to create a successful equation that will help us to develop sets of behaviors for employees, from which they can achieve their short-term and long-term goals (Abbas et al., [2019](#); Su et al., [2021](#)). Different industries crush their mission into different short and long-term goals and distribute these goals to their workforce for achievement (Local Burden of Disease 2021; [Su et al., 2021](#)). In studies, we realize that the motivational processes are notably related to the goal's performance.

We go through the study conducted in the setting of the classroom based on one hundred and sixty students. The study collects the response from one of the classes, about goal orientation, working choice, behaviors, strategies of learning, and casual attributes (Su et al., [2022](#); Zhuang et al., [2022](#)). Those students who are focused on mastery goals are considered that they are producing more vibrant strategies because they like challenging tasks and have strong beliefs about success even before doing any of the single efforts they have a positive attitude toward success (Ge et al. 2022; Zhang et al. 2022). Next are those students who are performance-oriented. They try to evaluate their abilities negatively and focus on failures due to a lack of ability or confidence in themselves. The pattern of the study suggests that they are more concerned about goal placement & timing (Abbas et al., [2019](#); Aqeel et al., [2022](#)). Placement of the goal helps them in maintaining motivation, while the previous mastery goals oriented already overcome the situation of confidence and believe.

Mastery-oriented student aims to learn things and tasks. Performance approach students aim is to get high achievement and they want to see themselves as smart. Performance avoidance-oriented students don't want to look stupid and try to avoid any possibility of failure. Those students who

are interested in developing competencies and react to disappointment by continuously seeing the challenging situations and trying to maintain their efforts even they face failures are from the kingdom of mastery goal. Those students who only seek success and avoid negative remarks of competence found him selves helpless in front of failure and they belong to the performance-avoidance goals section. These students are skipping the proper paths of goal achievement although they did the same effort as other students because of fear of failure they lag behind the first ones (Conley, [2012](#)).

For the past 25 years' achievement goal theory is one of the most highlighted theories in the research of education. Although it is going through many diverse changes during the span. The more specific issue in the debate is the dawn of performance goals and multiple goal canvases. Theorists portray the heavy criticism of multiple-goal debates by picking up the traditional view of highlighting the mastery goal above the performance goal. It is discussed in the previous studies that the owner or principal delegates the authority to the employees and the agents of the organization, but the ownership feelings of psychological acceptance in employees or agents are not present among the workforce of the organizations. While studying literature author realized that individual behavior and attitude towards problems can make a huge impact on organizations. individual-level behavior plays an important role in the organization's performance. In the end, the individual level of ownership is very important in the wellbeing of the organization. A finding of this study contributed to the psychological ownership importance (Sieger et al., [2013](#)). According to the arguments of the study, psychologically aligned behavior with ownership can produce influencing behavior in entrepreneurs (Daily et al., [2003](#)). Psychological ownership's purpose is to make the company perform better than what currently exists. This study is about to reach out to how much psychological ownership is producing effects on organizational performance like Goal achievement.

1.1 Statement of the Problem

Numerous numbers of scholars and practitioners giving importance to the stance of ownership feelings about an organization (Van Dyne & Pierce, [2004](#)). In organizations, human performance is affected by psychological ownership. Humans can only reach goals through performance (Avey et al., [2009](#)). Finding this empirically that these desires and emotionally attached behaviors such as psychological ownership under the umbrella of employee engagement can affect the achievement of the goal (Gollwitzer, [1993](#)). Scholars call for a broader investigation into how psychological ownership predicts effects on different variables. And examine the individual uniqueness and influence on Goal achievement. In the absence of meta-analysis, it is very needful to empirically find the psychological ownership consequences at the workplace. This research was conducted with the view that it would be beneficial for establishing the way forward in the discipline of management. This particular research also helps us to distinguish the other constructs related to "psychological states" like empowerment and some behaviors (Dawkins et al., [2017](#)). Currently, we are at a point where psychological ownership is producing both positive as well as negative results (Van Dyne & Pierce, [2004](#)). Fear of removing an employee from the allocated task produces negative energy in the employees which ultimately causes the negative prediction of psychological ownership. Previous studies emphasized finding the impact of psychological ownership as a predictor of employee engagement. Previously researchers have been finding out this dark side of psychological ownership and they recommend that it needs to be addressed (Peck & Shu, [2018](#)).

1.2 Objectives

The objective of this study is to develop a better understanding about goal achievement through psychological ownership. Goal achievement has different dimensions, for better understanding, we need to realize the type of goal achievement. We can find the 2*2 achievement goal framework

helpful in this regard (Elliot & McGregor, 2001). This model has two approaches first is an absolute approach (Mastery approach) second is the relative approach (Performance approach). This model also has two avoidance areas first one is Absolute avoidance (Mastery avoidance) second is relative avoidance (Performance avoidance). Goal Achievement is a very complex situation in which several kinds of an operative variable are involved who effects the results (Asad et al., 2017; Azadi et al., 2021). These variables are quite related with emotions, desires, concerns, and engagements and in literature, psychological ownership was found one of them. This emotionally relevant variable serves this study as a tool in empirical findings of addressing the discussed complex situation like goal achievement (Elliot & McGregor, 2001).

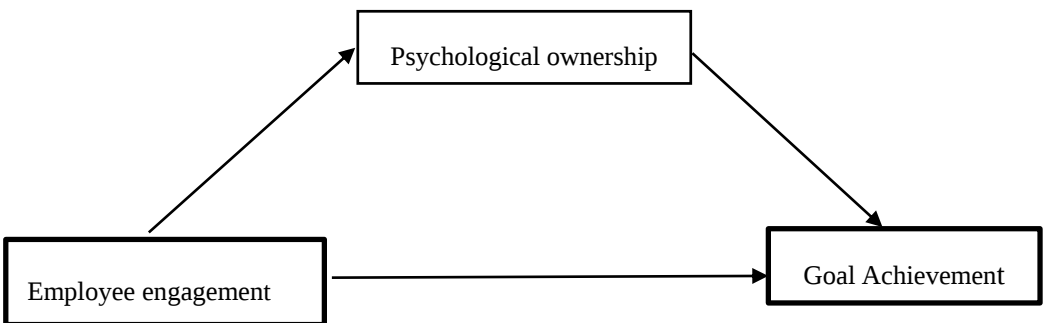
Intensions are the source of commitment and idea (Azhar et al., 2018). Intention generates a sense of ownership which helps to achieve the perspective results and help to perform the relative behavior (Abbas et al., 2019; Aman et al., 2022). For goal achievement, we need some set of behaviors (Zhou et al., 2021). In literature, there is a gap in psychological ownership and goal achievement through employee engagement (Aman et al., 2021). An employee looks for the specific task to engage himself in the working conditions (Aman et al., 2019). On the other hand, general tasks are not as perfect as specific. Psychologically human beings get involved in more specific tasks earlier than the general one. So getting employees to engage in working conditions is more likely related to the psychological ownership theory (Azizi et al., 2021). After the above problem statement and study objectives, it is in need to find the relationship between psychological ownership and goal achievement (Shuja et al., 2020). The study creates the two major research questions which lead the study further.

1.3 Research Questions

RQ1: What is the relationship between Psychological ownership and Goal achievement?

RQ2: Weather Psychological ownership predicts Goal achievement through mediation of Employee engagement?

2 Framework



Proposed framework (Figure. 1.1)

2.1 Theoretical framework and hypothesis

The world is utilizing technological advancement in every field. In today's world organizations trying to get employees managed through technology. Hundreds of analyses going on to the primary and secondary data, for analyzing how organizations can get a competitive advantage on his competitor. Before case studies also helping in the search of competitive advantage factors. Many studies discussing the theoretical point of view and many working on practical grounds for understanding the subject of competitive advantage. The employee feels the ownership towards the organization and their different operational dimensions because this is naturally (unlearned) in

him. It is the origin of Psychological ownership that exists in him but the state came to familiar with the employee after integrating with organizational goal. The organization assigns some targets and goals to him and he finds himself related to these organizational goals and objectives, and build a strong relationship with it. After building this relationship with target make himself become the struggler of the goal (Gollwitzer, [1993](#)).

From the experimental study, it is being studied that self-efficacy is the result of measuring the psychological state of any employee. The study also considers the self-efficacy as the partial mediator among Employee engagement and psychological ownership. A finding of the study reveals that self-efficacy and employee engagement are the predictors of a manager's effectiveness. It is emphasized in the study that discussed predictors can very much positively influence the employee engagement and manager's working, which organization needs to achieve the goal at the end. From the study, it can easily drive that Psychological ownership of employee very much needed to make an employee engaged and organization goal achievement very much affected by the psychological ownership of employee. Three pieces of research find a positive relationship between engagement and Psychological ownership. One more study reaches on the positive relationship between engagement and enjoyment of work, proactive personality psychological ownership, moral identity, Situational motivation, emotion recognition, and effective communication (Pierce et al., [2001](#)). Referring to the previous studies Employee engagement and Psychological ownership work as the independent variable and produce the performance as an outcome. Psychological ownership work as the mediating variable among Employee engagement and performance as an outcome. In literature firstly, studies straightforwardly segregate employee engagement and Psychological ownership and find that they are totally different constructs with their own separate dimensions. Secondly, they are interchangeably used as independent or mediating variable which helps to remove the ambiguity to take psychological ownership as predicting variable for the goal achievement (Pierce et al., [2001](#)).

For assessing Psychological ownership in previous studies researchers develop the questions "How much do I feel this organization is mine" and for assessing the commitment they develop the question "should I maintain my membership with the organization" and for assessing the job satisfaction they develop the question "what evaluation judgments do I make about my job?" this study considering Psychological ownership as a predictor of different constructs. Theoretically study aligned the Psychological ownership as the mediator. The agenda of the research was reflecting Psychological ownership as a bridge among, how people create psychological ownership (input) and what are their effects (output). Researches proposed the origin of Psychological ownership and how individuals come to this ownership feeling (Bailey et al., [2017](#)). Employee engagement is highly feeling related and mentally integrate variable. The job working environment attracts employee towards work and engaged them in their duties. A lot has been done but there is the hole of disengagement in companies that are still so wide. Because of how to increase engagement, literature helps us to understand social and organizational psychology. Literature shows the psyche of humans that how he gets influenced towards the engagement, by the viewpoint of construal growth, development, interactions with colleague and understanding about the conditions of setbacks. It also needs to enhance research on it though empirical studies on individual, managerial and organizational levels. Only human resources engagement can help us to make goal achievable (Ghafoor et al., [2011](#)). Study emphasizing the researcher to show the other side of how organizations can build the engaging mindset of an employee. For bringing concrete statement researchers are pointing out psychological ownership as a major construct and also in different case studies pointing out Psychological ownership as a key area of research. A growth mindset or the belief of the uphill movement of the employee helps the companies to achieve their goals. Limit the trouble of organization and the same frame of mind provides the stage to polish the skills and abilities of employees these skills and abilities will act as a catalyst in the process of

growth. This frame of mind is the answer to the question of why some employees are found more engaged in the job than the rest of others. This situation provides the complete base for the practical implementation of growing employee engagement. Studies also place some light on the negative side like Imbalance situations, avoidance of risk and anxiety which cause the disengagement. Disengagement directly means the absence of the Psychological ownership of employee to the work. And psychological ownership is also greatly important to achieving the goals and engaging the employees (Lee & Suh, [2015](#)). Based on the study of the above connection proposes the following hypothesis:

H1: *Psychological ownership positively predicts the Employee engagement.*

Employee engagement gaining attention as research grows, both in practitioners and in the academic community well. Researchers trying different approaches to understand the phenomena of this construct. Most of the researchers reinterpreting the concept, and struggle to make it documented variable of organization. It is good that the literature of Employee engagement found very diverse as this variable related to sociology, management, psychology, human resource, and health care. But there is a lack exist in the continuity. Lack of continuity considered as the major barrier for the human resource professionals. Now a day's engagement is one of the highlighted issue in every organization. Many authors doing the integrated literature review studies for trying to find out the major indicators of employee engagement and they also working on finding the pillars of this construct. Every next step is helping in literature to finding the new dimensions and interpretations of this area of research. Studies also discuss many questions of human resource personnel's that they believe engagement of employee is very important in achieving organizational goals and objectives (Keating & Heslin, [2015](#)). Literature reveals the phase when employees taking an interest in the working conditions of the organization and complete their tasks by their own will. And optimally utilize the organizational resources to produces above average results. The model explicitly portrays that self-managed, self-reward and self-accountability approach is providing the base of optimal usage of available resources. The finding of the study leads us to the clear understanding that engaging employees or bringing the mindsets of the employee toward engaging with the job can only be done through link their abilities, compatibilities, and enjoyment of the work with their instincts. Then engagement of resources can directly help the organization to achieve its goal. besides, maximum utilization, without less wastage and proper usage of resources could be done through making human resources engage in their works. The study clarifies the importance of engagement in goal achievement of any organization (Keating & Heslin, [2015](#)). On the above point of view study proposed the next following hypothesis:

H2: *Employee engagement positively predicts Goal achievement.*

Way of leadership develops the efficiency in employees to move on and helps to build the significant values in employees himself. Employees feel more confident when they feel they are more related to the work; they feel they belong to the work when they feel that they have been supervised by the manager or someone who has taken great care of them. On the other hand, they also feel accountable for what they are doing in their respective area of job. Employee engagement practices make employees positive, satisfied and develop trust in an organization. The perception of employees about ownership of work creates a citizenship behavior in employee and this perception makes him more related to the organization. They feel they have enhanced the distinct identity with the organization. This perception and commitment of employees lead to enhanced employee performance over and above the expectations. Relationship quality among employees and organizations more refined with the passage of time. The employee takes care of their actions which directly or indirectly affects the organization. In this way employee achieve their and then organization achieve their goal in the end. The literature discusses the deep review and as a result, they made two conceptual frameworks. One is discussing that transformational leadership helps to

promote some behavior such as an optimistic approach, being responsible, meaningful and producing innovative ideas and this mentioned behavior leads to employee engagement. Second discusses that ethical, charismatic and authentic leadership accommodate a specific organizational environment including clarification of role, the culture of the organization, Psychological ownership and supervisor identification which leads to employee engagement. One approach is focusing on the outcome in the form of behaviors and characteristics and the other is focusing on organizational culture and climate. Both of these approaches help the organization to achieve a competitive edge on his competitor or in the end achieving his goals and objectives. Literature also indicates there is some relationship between the psychological ownership of employee and organizational goal achievement which further needs to be addressed empirically (Breevaart et al., 2014). The person who questions himself about any particular type of behavior is self-observation. This self-observation helps the person to modify or change his performance by changing his behavior. In an organization when a goal is attainable, specific and challenging at the same time then the goal-setting behavior of a person helps him to make goals achievable. Certain related behavior of employees made employee engagement with their work and ultimately goal achievement happened. (Locke & Latham, 1990). In recent studies, literature giving importance to the generation of the feeling of ownership in individuals and researchers hypothesized that the job control and possession feel of employee giving him the strength to positively connected with the particular job. The author finds the autonomy, technology, and participative decision making as the indicator of Psychological ownership. Yet again the study focuses on autonomy and feeling of possession for the achievement of organizational objectives and goals. Possessions give feeling to the organization as well as individual ownership (Oswick, 2015). Thus, we proposed that below mentioned hypothesis:

H3: *Psychological ownership positively predicts Goal achievement.*

Many positive and negative feeling generates an employee's behavior through employee engagement. Like employee empowerment on the positive side and conflict and stress on the negative side. It should be noted that Goal achievement much dependent on the behavior of employees with work. It really needs to check, are they involving in the work to do or they psychologically just not accepting the task. Outcomes of the employees much dependent on their psychological commitments. It should also need to be exploring how psychological ownership indirectly affects the goal of the organization (Breevaart et al., 2014). Human resource management practices make the culture of organization meaningful for the employee. One of the study concepts of the research is to reflect the interrelationship among psychology of employees and their motivational forces. The conclusion of this research suggests we need to go beyond the regular HR practices including an annual survey of engagement. In today's corporate environment we need to integrate the rules & regulations and policies & practices with engagement. It is getting more important to link company selections, training & development and performance management system with employee engagement practices. These HR practices use to gain engagement of employees as an outcome. In the case of positive outcomes, competitive advantage is one of the highlighted advantages. Earlier research demonstrates how much engagement embedded HR practices can make a big difference in achieving the company's goal as an outcome of goal achievement (Pierce et al., 2004). The discussed influence between the construct leads this study to propose another hypothesis.

H4: *Psychological ownership positively predicts Goal achievement through mediation of Employee engagement.*

3 Methodology

3.1 Research Design

The study design was explanatory. In the light of the literature review and theoretical relationship

of variables it was decided to find empirically the relationship among these variables, and on goal achievement. This empirical research helped us to find the results for producing reliable information about the chosen variables, from the transformational leadership point of view. Evolution of employee engagement is a concern with the psychological ownership motivational state of mind includes self-efficacy for the achievement of a goal (Ghafoor et al., [2011](#)).

Employee engagement is a completely separate construct as per the academic researches. Earlier studies were calling that engagement of employee is behavioral trait came into being after psychological ownership of any task. Employee engagement is somehow related to another construct such as organizational citizenship behavior and organizational commitment. From the literature, we find that psychological ownership is some kind of employee intellectual and emotional commitment to the organization. Employee engagement is certainly the effort that one's put towards his task. Philosophically employee engagement generates a resultant force of psychological ownership to reach the organizational achievement of goals (Albrecht et al., [2015](#); Ghafoor et al., [2011](#)).

Psychological ownership creates his distinctiveness by three individual constructs. Organizational commitment (feel about the organization and want to maintain membership with it), organizational identification (finding organizational attributes in self), internalization (gaining the acknowledged organizational attributes). It is possibly psychological ownership co-exist with these terms but specifically when seeing the organization as a whole, they are not the necessary or the only way to go to psychological ownership. The core concepts, serving motives of these constructs are different with psychological ownership (Ghafoor et al., [2011](#)).

3.2 Data collection methods

Strategically data was collected through two different questionnaire forms. One questionnaire is for the employee as respondent and one for the immediate manager or supervisor of that particular respondent. For this purpose, a quantitative study is developed and considered as beneficial for this phenomenon of study. For finding the proposed relationship of variables, the study chooses the distribution company of the FMCG sector working in Lahore Pakistan.

3.3 Population and Sampling

The study-related population is distribution companies of food products from the FMCG industry specifically imported items domain. We took one distribution company from Lahore Pakistan based on have personal relations with them. The study is based on stratified sampling. We use stratified sampling because the respondent is those who at least can read and understand the questions so study divides the population into three strata's which is top management, middle management, and labors.

4 Measurement of study constructs

The first questionnaire which is based on psychological ownership and employee engagement was answered by the employee as a respondent these are mostly those employees who have supervisors above them. The second questionnaire is based on goal achievement this questionnaire item was responded by their immediate supervisor or manager of the respondent of the first questionnaire because the items of our questionnaire about goal achievement can only be answered by their managers or supervisors.

4.1 Psychological ownership

This study is adopting validated and widely used scales to measure the described variable. 10-Item questionnaire for the employee is based on psychological ownership (Ghafoor et al., [2011](#)). The study evaluated the psychological ownership on five points Likert scale from (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree & (5) Strongly Agree. Employee engagement 18-Items of

Employee engagement (Pierce et al., 2001) helps the study to evaluate the employee engagement on five points Likert scale. Goal achievement, On the other side goal achievement questionnaire based on 12-Items of goal achievement. Which was answered by the immediate manager/supervisor. Study use the Elliot, A.J., Murayama, k for this data. Goal achievement scale in this study items found more relevant to the proposed study. Study evaluated the goal achievement on five-point Likert scale

5 Results

The reliability test is run to check the internal consistency among all the items of employee engagement. Total numbers of items in employee engagement are 18 including 5 reverse coded items i.e.: Q3, Q9, Q13, Q14, Q18 and are consistent among each other as the value of Cronbach's alpha of employee engagement is (.828) and shows the high internal consistency among all items. Cronbach's Alpha value of Psychological ownership is (.700) which shows reliability among all the items in psychological ownership. Total numbers of items in psychological ownership are ten (10) with no reverse coded item. Then reliability analysis runs to test the internal consistency among all items of Goal Achievement. Cronbach's Alpha value of Goal Achievement is (.700). Total numbers of items in Goal Achievement are twelve (12) and there are no reverse coded items in Goal Achievement.

Table1: Reliability

Variable	n	Cronbach Alpha
Employee Engagement	18	.828
Psychological Ownership	10	.700
Goal Achievement	12	.700

Table 2: Correlations Among Variables

	M (SD)	Psychological Ownership	Employee Engagement	Goal Achievement
Psychological Ownership	3.37 (.456)	(.700)		
Employee Engagement	3.87 (.408)	.096	(.828)	
Goal Achievement	3.13 (.523)	-.149*	.287**	(.700)

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

**. Correlation is significant at the 0.01 level (2-tailed).

The above table shows the association / linear relationship between variables. there is no significant relationship between psychological ownership & employee engagement as the significance value is greater than .05 and the magnitude of this relationship is .096. Because of the insignificant relationship between psychological ownership and employee engagement first hypothesis (H1) got rejected. The significance value of the relationship between employee engagement & goal achievement is less than .05 that shows the strong association between employee engagement & goal achievement. The magnitude of this relationship is .287 which means increasing one-unit in employee engagement will cause an increase of .287 units in goal achievement. On this basis, the Second Hypothesis (H2) is accepted. The relationship between psychological ownership and goal achievement is significant as there is a strong association between these two variables because the significance value is less than .05 but the magnitude of this relationship is -.149 and it is in a negative direction. This means if the one-unit increase in Psychological ownership .149 unit will decrease in Goal achievement. Study third hypothesis (H3) is not accepted due to the negative direction as the proposed Hypothesis expects the positive relationships among the Psychological ownership and Goal achievement.

ANOVA test is run to check the extraneous effect of demographic variables on the dependent variable separately i.e.: is goal achievement. There is no extraneous effect of demographic

variables on the dependent variable so that we do not need to control these demographic variables. Regression analysis is run to check the direct relationship of psychological ownership on Goal achievement. Significance value of Psychological ownership and employee engagement is insignificant because the value is 0.176 which is more than 0.05, significance value of Psychological ownership and Goal achievement is 0.035 which is less than 0.05 so the model is significant and the significance value of employee engagement and goal achievement 0.000 which shows the model is significant because the ANOVA value is less than 0.05.

Table 3: Regression

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Model					
(Constant)	3.714	.275		13.5	.000
Psychological Ownership	-.171	.081	-.149	-2.1	.03

Mediation analysis is run to check the indirect effect of psychological ownership on goal achievement through employee engagement. The result shows the significance value is .009 which is less than .05. The standard value of significance should be greater than .05 as proof of the existence of mediation but under the light of these results of mediation does not exist as the significance value is less than .05. H4 is Rejected there is no mediation exist between psychological ownership & goal achievement through employee engagement because the significance value is less than .05. The study also run the mediation analysis through Andrew F. Hays method to cross verify the results but the result was the same as there is no mediation exist in this case as discussed above.

Table 4: Step - Wise Mediation

		Dependent Variable		
		β	R ²	Sig
Step 1	Control variables			
Control				
Step 2				
Mediator		.367	.082	.000
Step 3				
IV		-.205	.114	.009

Table 6: Mediation Analysis (Andrew F. Hays)

	Effect	SE	L.C.L	U.C.L	P Value
Psychological Ownership → Employee Engagement → Goal Achievement					
Total effect	-.1714	.0807	-.3304	-.0123	.0349
Direct effect	-.2048	.0773	-.3574	-.0523	.0087
Indirect effect	.0335	.0330	-.0274	.1030	<i>In-Sig</i>

6 Discussion

Findings make us know that there is a negative relationship exist between psychological ownership and goal achievement. The study did not find any significant relationship between the independent and mediating variables. But there is a significant relationship exist between the mediating and dependent variables. The independent and dependent variable finds a negative relationship.

Psychological ownership is negatively regressing the goal achievement and mediation in this model is not exist at least in the case of employee engagement using as a mediator between psychological ownership and goal achievement. Results of the study found the two major concern which is being highlighted in this study after empirical testing. The first one is the negative relationship between an independent and dependent variable and the second no Employee engagement exists as a mediator between these two constructs. This result holds the strong logic and concern of previous literature which is being tested now. In literature, we find many researchers show their concern over the negative predictions of psychological ownership can exist as the next case other than the positive prediction only. An example that is being used in previous literature to highlights the negative prediction of the psychological ownership is explained as; one machine operator doesn't want to hand over the machine because he develops the attachments and emotional connection with work and shifts himself into the comfort zone of the job. After adjusting himself according to the job he ignores his initiative concerns and starts taking his work very lightly because he started to believe in himself that he can only perform better and what he produces is the only best. This approach leads him to ignore most of the things and the ultimate goal of the organization gets affected. When the supervisor asks to leave the machine and do some market work he loses the Psychological ownership not completely but definitely to some extent. In this way, he is in psychological attached condition but the level of ownership decreases or in other words the negativity of psychological ownership increases. Which leads to the chances of decreasing in the goal achievement. He doesn't want to lose his position of work for that particular task which he is already performing under his comfort zone. It is quite possible that these study results are not the true representation of the case in a sense that descriptive of our findings let us know the respondent of the study is mainly related to executives & managers, approx. 70% of our respondent is male and remaining are females. Half of the respondents laying between the age group 25-31 years. More than half of the responses are affiliated with office work. Finding proves that the proposed relationship cannot find true at least in this representation. The results of the study suggest that this is the counter-intuitive study and is opposite to what human psychology thinks about the case. Our common sense or gut feelings suggest the earth is flat but this is not actually the case because this is counter-intuitive, but the reality is somehow different from what we thought. Same in the above case human psychology and one side of the literature as well only looking at the positive predictions of the psychological ownership and ignores the negative results of psychological ownership which is existing in many cases.

Psychological ownership comes along with expectations, and leads towards responsibility, participating in decision making processes and feeling accountable for success respectively. Enabling the control over job and rise of autonomy can produce the fastest result's as psychological ownership (Balakrishnan et al., [2013](#)). High attachments of emotions of a human being towards possessions become the cause of psychological ownership. In organizations, those employees having a lot of knowledge of working processes start hoarding their knowledge when they feel disposition. He has very strong attachments with the possessions as well as authorities. He feels loss during the disposition process and possibly shows some high emotional reactions while losing control. He also produces some negative reactions because he feels these things as a part of self and it is not an unknown situation. It is quite very much possible that during the early phase of employment employees secure the possessions with the aim of security and safety but when he feels loose of those possessions he produces negative energy in himself. In case his all concerns and efforts go through securing himself rather than achieving his assigned as well as an organizational goal (Elliot & Murayama, [2008](#)).

In chapter 8 of the book "Perspectives in Organizational Behavior," the authors discussed the positive effects of psychological ownership. He discussed the favorable outcomes including job performance, commitment, retention of employees and freedom of job ownership. He discusses

the fact that when employees are happy with their work and have their space or freedom to make decisions and enjoy their working conditions they feel less exhaustion. Less job stress which would be the cause of better performance of employee. According to him psychological ownership sense enhances the sense of meaningfulness and belongingness for the goal achievement which is also the stance of this as well as many other studies related to Psychological ownership who claims psychological ownership as a positive predictor. The above-discussed studies also provide us some facts in future directions of the study which make this study results more reliable. This study also highlights some negative impacts of psychological ownership as a predictor of the negative outcomes. The study very clearly stated that there is a negative impact on psychological ownership exists. besides, the study also emphasized to check the impact of this predictor on employee and work engagement as well (In book: Perspectives in Organizational Behavior).

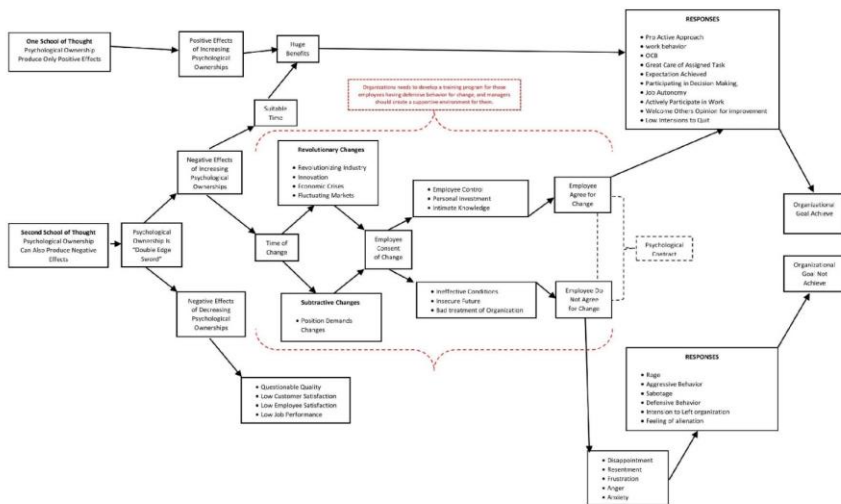
According to another study psychological ownership is not an enduring trait in humans it can be got effected by the individual approaches and become the reason for changing in the prediction of psychological ownership. It also stressed on individualism and collectivism may affect the predictions of psychological ownership. This research in favor of emotional attachments for many endowment findings. Previously it is being established that emotional attachment is the combination of two states. One is attachments which are ownership and the second one is emotions which are reactions in the response of the attachments.

Young children develop his ownership feeling when they listen to the songs first, they believe that the song belongs to them. individual emotions are built upon gut feelings and gut feeling divides into two psychological processes one is the calculation of the object and the other one is about feelings towards the object (Chu, [2018](#)).

7 Counter-intuitive side of psychological ownership

No.	Arguments	References
1.	Psychological ownership is double edge sword it helps to produce huge benefits during suitable times but can produce the negative outcomes at the time of change.	(Mayhew, Ashkanasy, Bramble, & Gardner, 2007)
2.	Employees who have strong psychological ownership towards their job and excessive avoidance behavior are more related to an undesired losing job, in results he produces negative outcomes from the company point of view.	(Mayhew et al., 2007)

3.	When he feels a loss of possessions he produces negative energy in himself. in this case, his all concerns and efforts go through securing himself rather than achieving his assigned goal.	(Cocieru, Lyle, Hindman, & McDonald, 2019)
4.	Great psychological ownership is much related to the aggressive behaviors to protect their ownership which he relates with himself as theirs and for achieving this purpose he can become disruptive or uncivil. (Chapter: When psychological ownership is counterproductive)	(Wang, Law, Zhang, Li, & Liang, 2018)
5.	The study emphasized to check the impact of psychological ownership as a predictor on employee and work engagement because during research they found out the one dark side of psychological ownership which according to them needs to be address.	(Peck & Shu, 2018)
6.	Once psychological ownership is achieving then changes in the culture of an organization can only be implemented by the consent of an employee. This needs more care and urges to direct the employee in the desired direction. It is the point when what employee thinks about change matters a lot.	(Peck & Luangrath, 2018)

PSYCHOLOGICAL OWNERSHIP “DOUBLE EDGE SWORD” MAPPING**7.1 Explanation**

Results of the study facing two concerns. One is negative regression among psychological ownership and goal achievement and second is a mediation of employee engagement is not existing. Previous literature highlights the negative prediction of the psychological ownership, and explained by giving the example of machine operator; One machine operator does not want to hand over the machine because he develops the attachments and emotional connection with work and shifts himself into the comfort zone of the job, after adjusting himself according to the job he ignores his initiatives and concerns and taking his work very lightly. Because he started to believe in himself that he only can perform better on a machine and what he produces is the best only. An increase in the negativity of psychological ownership causes results in the decrease in goal achievement. We need to broaden the canvas of future study of psychological ownership. Psychological ownership produces both the negative as well as positive outcomes. What we need is to find those possible combinations which lead us to the positive prediction rather than making psychological ownership as an ambiguous variable for the corporate world.

According to the researcher's point of view psychological ownership, negative sides also exist which yet need to be explored. In this study we reached out when subtractive or revolutionary changes occur in projects then these changes become the cause of generating a negative outcome. The study believes psychological ownership is a double edge sword it can bring both the positive and negative outcomes by collaborating many factors that serve as catalyst or facilitator in this process. APA finds that changes in jobs can bring a row of negative reactions like stress, negative emotions, fatigue, anxiety, and resistance in employees. Another angle of double edge sword psychological ownership helps to produce huge benefits during suitable times but can produce negative outcomes at the time of change. It is possible that psychological ownership has a negative retort, adequate commitment for change or resist for the change in the organization in the reply of revolution and subtractive changes in the organization. It is right that psychological ownership has positive results when managers and supervisors do not bring the changes in a negative way to their

subordinates. Because strong psychological ownership of subordinates causes negative results in case of negative change. Now a day's still this is the big concern in revolutionizing industries where innovation economic crises and fluctuating markets made employees struggles for their betterment. In this situation, managers need to be aware of the marketing situation so they use the above discussed "double edge sword" in a way to cut down the negativity and helps to prevail the positivity among the workers (Van Dyne & Pierce, [2004](#)).

Those employees who have strong psychological ownership towards their job and excessive desire for avoidance are more related to undesired losing job ownership. In results, he produces negative outcomes from the company's point of view. He tries to secure the job charge in his custody and ignores the possible losses for the sake of his retreat. It is being already mentioned that psychological ownership is linked with positive outcomes such as proactive work behavior and organizational citizenship behavior and negative outcomes such as knowledge hiding and territorial behavior (Pierce et al., [2004](#)). The one who has the feeling of ownership are having the great care of their projects which is the positive role of psychological ownership, as it is existing right now in one side of literature. When we think about psychological ownership we always thought about positive feelings as well. Because of employees associated with the project shows the great attention of their projects. But the question is when psychological ownership is being counterproductive and the answer is the employee with the great psychological ownership are much related to the aggressive behaviors to protect their ownership. Which he relates with himself as theirs and for achieving this purpose he can become disruptive or uncivil (Cocieru et al., [2019](#)). It is nothing curious about that adult also acts as the way, when some other children acquire the toys of another child then the owner child did the active protest. The object may be the idea of some kind of tangible things, the kind of territorial or possessive behaviors reflects when the person feels their territory is being compromised. It is also noted that more the ownership feeling causes more sabotage and defensive behavior at the workplace. We just need to understand the circumstances under which the psychological ownership is counterproductive. It is an important area to explore when less psychological ownership is good or when is bad. And when psychological ownership produces the counterproductive behavior while collaborating with other factors. This study highlighted some negative impacts of psychological ownership as a predictor of the negative outcomes. The study very clearly stated that there is a negative impact on psychological ownership exists. Besides, the study also emphasized to check the impact of this predictor on employee and work engagement as well. Because during their research they found out the one dark side of psychological ownership which needs to be address (Wang et al., [2018](#)). Those who have a feeling of psychological ownership are sensitive enough they perceived any negativity towards their self-esteem would respond to those threats with rage. The blend of egotism and ownership feeling is the way to produce negative energy regarding the change. Practical implication backing up the proposition of psychological ownership inversely related with intention to left the organization and feelings of alienation. In this scenario when psychological ownership becomes high it is difficult to impose the revolutionary changes in the organization with a belief of getting desired outcomes. Because highly psychologically owned employees do not lose their space vacant voluntarily towards change. Practically it exists that psychological ownership negative relation with the intensions of quit the place. A lot of literature on psychological ownership makes us able to understand psychological ownership as a double edge sword. In a way that human resource representatives, supervisors and managers can bring benefit through psychological ownership by enhancing employee's control over personal investment and intimate knowledge. But at the same time, it can also be considered as a risk that these affection feelings of an employee towards projects can generate a bunch of negative emotions as well.

On theoretical bases it is then further extended approach for motivation, it builds the strong link among psychological ownership and positive outcomes. Avoidance motivation produces the

negative effects and provides the space for enhancing the territorial behavior and awareness of protection for job ownership. Here we can easily assume that Psychological ownership also produces the negative results in the form of protection of ideas as well as territorial job behavior, as a result, organizations lose their goals. Also, the employee ignores the goal achievement for the sake of their personal gains by putting all efforts on securing their job rather than focusing on assign jobs. Simply we can say psychological owned employees do not allow the change which is totally opposite of the corporate world because organizations are always in the situation of change. This study also focusses on researchers on, when Psychological ownership is positive and when psychological ownership becomes negative. A study suggests some variable forces linked with psychological ownership are group size, values, roles, dependency factors, and cultural aspects. One more supreme approach has a highly negative impact of psychological ownership in the case of managers. Research shows that psychological ownership on one side gives the boost to an individual for actively participating in work and on the other hand individual welcome the other's opinions. The next side of the Psychological ownership is conclusively opposite, in which individual feel needs to protect their ideas and thoughts. This behavior causes rejection of other's ideas as well as he doesn't allow anyone to shape his working style due to his own strong psychological ownership. which is a negative side of psychological ownership as a predictor.

Currently, much of the literature is triggering the negative side of Psychological ownership also as the democratic societal system enforcing the organization to gives the autonomy to the employees to play their role in an open filed like psychological ownership fundamentals recommends. Studies lead us to know that we are at a point where positive, as well as negative results of Psychological ownership, stands. And most of the studies conclude that psychological ownership can produce very complex results when it comes to the point where a change in organizational structure and promotions are to be compulsory. In this situation some time these changes lead to anger when accountability time occurred. One of the study authors presents the three categories of change model including imposed or self-initiated, revolutionary or evolutionary and subtractive or additive changes. Related persons can feel the positivity towards some kind of changes and express negative thoughts towards the other types of changes. When an organization imposing the thoughts of change it may be psychologically rejected or it is possible that they happily accept the change. But the consent of employees remains constant at this point. Once the psychological ownership achieved or transferred, it is the same like the car is changed from the single-seat driver to the double seat driver, now the decision of both the drivers should be the same is very important. Tasks, safety, stewardship, care, and personal expenses belong to the positive quadrant by the view of the organization. Stress, obstruction, and disaffection could be the negative quadrant representation. Because these forces are responsible for positive and negative roles in organizational success. Individuals relate with the object having a strong feeling of ownership towards objects and change or destruction of the object could affect the mental health and make him feel like a powerless person in a single thought. This single thought could become the negative side of psychological ownership (Van Dyne & Pierce, [2004](#)).

8 Conclusion

The conclusion is, the study proposed the Small level of mediation framework to explain the relationship between psychological ownership and goal achievement through the mediation of employee engagement. The proposed framework is not accepted under the above-mentioned tests and analysis. The result values of the research study have not supported the hypotheses except one which is about the relationship between employee engagement and goal achievement. Psychological ownership and goal achievement are having a strong inverse relationship although the hypothesis of positive prediction is not proving true due to the inverse direction, the relationship among psychological ownership and goal achievement is strong.

We find that psychological ownership is not the best possible way to reach goal achievement

directly. There must be some variable between goal achievement and psychological ownership. Goal achievement is directly affected by psychological ownership is not possible in every case maybe it exists but as per the study results, it does not exist in a case of FMCG (Fast Moving Consuming Goods) sector of Pakistan or specifically in Lahore.

When somebody invests his time and efforts towards the organization then Psychological ownership comes into existence normally. Psychological ownership is associated with some positive outcomes like loyalty, company stewardship, and a rise in motivation. In the same way, psychological ownership has some negative effects like knowledge sharing reluctance, territorial retaliation and less motivated behaviors these outcomes may affect the management and leadership performances. The same negative aspects are attached to motivation. Higher the motivation associated with the same potential of negative threat. The employee invests him selves in the task while thinking that he belongs to the supposed group. He feels that he is from the group or particular task belongs to him (Van Dyne & Pierce, 2004).

A sense of ownership over the target can call as psychological ownership. Previously many methods use for studying psychological ownership so it is difficult to compare any specific method to study in a benchmarking sense. Every time a positive result cannot be the only possible result in the consequences of psychological ownership. There is a lot of chances that negative consequences including information sharing refusal, resistance, rejection of new knowledge, reluctant to sharing ideas & resistance to change occur as a result of psychological ownership. It is concluded that psychological ownership is actually a “double-edged sword”. It is up to the responsible person how he plays with this sword and beautifully cut down the negativity attached to psychological ownership. Otherwise, an inexperienced person can bring the negativity in the organization in the same way through psychological ownership. The individual and collective approach also play an important role in the results of psychological ownership. Same in a way goal achievement could be easy gets affected by the individual and collective approach.

8.1 Implications of Study

This study helps us to explore that there must be some other forces that may collectively affect goal achievement. Now a day’s industries are focusing on human capital so they can achieve goals effectively. Due to this importance, we must find out those forces which positively associated with goal achievement. We can explore this phenomenon by replacing closely related independent or mediating variables. We also can go by assuming that Psychological ownership not always beneficial for goal achievement, because there are the possibilities that employees get settled themselves into the comfort zone. Comfort zone may affect the performance of the employee and rather increase the chances of goal achievement by increasing the Psychological ownership, it produces the inverse effect and result will be changed and indicate in a way by the increase in Psychological ownership it leads to decrease in the performance of the employee and goal achievement chances.

8.2 Limitation & future directions

The first major boundary of this study is “time” due to time constraint the study has less time to windup and data collection consume the most of the part. Budget and resources of study are also not so high so this relied on our relations. This research recommends these variables for future research along with another variable like a reward, team building. The mediating variable could be changed or use the alternate mediating variable to explore the further dimensions, which also effects on goal achievement. We can explore this phenomenon in other industries and sectors. It is possible “FMCG” was not the perfect choice for this study because the turnover rate in this industry is high in front of other industries. It is also possible that this turnover intension may affect the expected results. Industries are focusing on human capital so they can achieve goals effectively. The organization is interested in goal achievement especially project management is quite a much-needed field of this concerned area. We need to find out those forces which positively associated

with goal achievement in Asian countries like Pakistan. It is in process of what comes first. Many believe that when someone is responsible for the accountability of the result, psychological ownership takes place. The other side showing the next point of view according to the other side it depends on the rights of doing things. When one employee initiates any project, over time he feels the invisible authority over the project and wishes to make himself present on the top of the list among those who are attached with the project (Pierce et al., 2004). This side believes the invisible authority is simply known as psychological ownership.

We need to give space to the workforce to say more about the processes and working styles and try to remove the communication gap among the employees and the managers for the better understanding of employee satisfaction. It helps in the enhancement of organizational citizenship behavior within the workforce. Even in the above study while the collection of data we feel the communication gap within the department managers and their subordinates. The study recommends the variable communication gap it also has some important value in future research related to psychological ownership and goal achievement.

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