

Psychological Ownership for Person-Job Fit and Job-based Psychological Ownership

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ABSTRACT

Purpose of this study was to examine the impact of person-job fit on job-based psychological ownership. Furthermore, this study also observed the mediation effects of routes to psychological ownership i.e. control, investment of self, and intimate knowing between person-job fit and job-based psychological ownership. To achieve this purpose data was collected from 300 respondents belonging to private and public banking sector of Pakistan. PLS-SEM statistical analysis was conducted to test hypotheses. Statistical analysis proved our hypothesized relationships. It was found that person-job fit, and job-based psychological ownership were positively related and routes to psychological ownership mediates the relationship between person-job fit and job-based psychological ownership. Present study contributes in human resource management by discussing employee's behavior related issues i.e. person-job fit, emotions of psychological attachment toward job and how these feelings develop. It is need of the time to explore reasons how employees can perform well in their jobs and at the same time they are loyal and committed to their jobs.

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INTRODUCTION

Psychological ownership refers to a state of mind in which an individual start feeling that targeted object or thing belongs to him/her (Asatryan & Oh, 2008). When

the feelings of psychological ownership develop toward an object, the individual considers him/herself associated with that object (Mayhew, 2007). Psychological ownership develops when an individual has control on the targeted object, knows intimately about that object, and invest his efforts, time energy, and skills into that object (Kirk, 2017; Spears & Yazdanparast, 2014). Routes to psychological ownership control, investment of self and intimate knowing are the ultimate causes of the development of feelings of possession (Huang et al., 2016). Brown et al.'s, (2014) study was the first ever empirical study to observe how feelings of job-based psychological ownership developed along with its three routes. He observed that routes to psychological ownership i.e. control, investment of self and intimate knowing mediate the relationship between job complexity and job-based psychological ownership. Furthermore, studies have examined the relationship of work practice environment and psychological ownership for nursing profession (Lavoie-Tremblay et al., 2016).

Likewise, Bullock (2015) found the mediating effect of routes to psychological ownership between job-autonomy and job-based psychological ownership. To observe employee's positive behavior and attitudes toward their work person fit with the job has remained an important predictor (Guan et al., 2010). Promising studies have been focusing and stressing the need to work on different antecedents of job-based psychological ownership by investigating

different aspects of the work environment, job characteristics and including mediating mechanisms (Brown et al., 2014; Morgeson & Humphrey, 2006; Pierce et al., 2009). Person fit with the job exist when employee abilities, knowledge, and skills match with the job demands and at the same time employees financial, psychological, and physiological needs match with the job supplies e.g. reward, pay, and incentives (Ballout, 2007). Employees who find a perfect fit with the job becomes more satisfied and committed toward job and perform their job in a more efficient way, moreover, it was noted by Guan et al. (2010) person-job fit had been considered as an important predictor of job-related positive attitudes. Person-job fit is a motivating factor which encourages employees to be more committed toward job (Chen, 2017).

Organizations pay special attention while hiring employees and give preference to those candidates who are more suitable for the required job and their abilities, knowledge, and skills can fit with the requirement of hiring organization (Chung & Sackett, 2005). When employees will find their job best suited to their needs they will be satisfied and feel psychological attachment toward the job. This positive behavior of employees will not only be fruitful for an employee but also for the entire working place. According to Brown et al. (2014), several theoretical studies have focused on organization-based outcomes, research on conditions which enables the state of job-based psychological ownership is noticeably lacking. It is highly suggested

by previous studies to focus on antecedents of job-based psychological ownership (Dawkins et al., 2017; Marler et al., 2019). To address mentioned shortcoming, the primary purpose of current study was to extend the literature on job-based psychological ownership by observing the impact of person-job fit on job-based psychological ownership. To elaborate more precisely routes to psychological ownership was used as a mediator between the relationship of person-job fit and job-based psychological ownership.

LITRATURE REVIEW

Person-job fit consist of two main components; demands-abilities and need supplies. First, demand-abilities refer to match of an individual's knowledge, abilities, and skills with the job demands. The second concept is need-supplies which refer to the congruence of an individual needs with the job supplies (Boon, 2011). When employees are competent enough to fulfill the job requirements a stronger fit with the job exists (Ehrhart, 2006). Poor person-job fit exists when employees' abilities and needs are not met by job supplies, in turn, they put fewer efforts and skills into the job and results in job dissatisfaction decreasing commitment and increased turnover intention (Ambrose et al., 2008; Boon et al., 2011). Poor person-job fit increases turnover intentions while organizational support and cooperative learning are positively related to person-job fit (Tseng, 2016).

The concept of the psychological ownership was first introduced by Pierce et al. (1991) and is being employed in organizational behavior settings (Aga, 2018). Psychological ownership refers to a state of mind in which an individual start feeling that targeted object or a part of it belongs to him/her without legal ownership claims (Olckers & Du Plessis, 2012). Previous research has identified two types of psychological ownership, job-based, and organization based. Organization-based psychological ownership is related to whole organization, while job-based psychological ownership focuses on a specific job or a role (Bernhard & O'Driscoll, 2011; Dawkins et al., 2017). Job-based Psychological ownership promotes positive attitudes in individuals (Jussila et al., 2015) toward job like the sense of responsibility and humanity, organizational commitment, job satisfaction, organization-based self-esteem, employee performance, organizational citizenship (Avey et al., 2009; Mayhew et al., 2007; Van Dyne & Pierce, 2004). While Pierce et al., (2009) in their empirical study witnessed that job characteristics task significance, task identity, skill variety, autonomy, and feedback became the reason for the emergence of job-based psychological ownership. Antecedents of psychological ownership include autonomy, job complexity, leadership, the structure of work environment, and employees' spiritual and emotional intelligence (Dawkins et al., 2017).

Having control over a specific target, investing into the targeted object, and

intimately knowing about that object are the reasons behind the emergence of psychological ownership feelings (Giordano et al., 2016). Investment of self, one of the routes to psychological ownership, refers to an individual investment of his/her personal time energy and other abilities into the job (Baxter, 2015). However, investing oneself into target does not necessarily results positively. By putting ideas, skills, physical, psychological, and intellectual energy into a job means investing oneself into the job and investing into the target of ownership develops feelings of psychological ownership (Wang et al., 2019). Intimate knowing, a reason for development of psychological ownership of the job means knowing the job or a specific target from every aspect (Baxter, 2015). Among the three major reasons of development of psychological state of possession, control has been proved a characteristic and fundamental factor of the cause of the existence of psychological possession (June & Mahmood, 2011). The control means the ability to exercise control over any specific object and exercising control results in the development of psychological ownership (Pan et al., 2014).

METHOD

The current research employed cross section design of the study. Cross section design of the study is advantageous over other designs in the sense that data is collected at a single point of time without wastage of time and cost (Bryman, 2002). To increase the generalizability of study convenience based non-probability sampling technique was used. This technique is used when a

researcher seeks to get responses with low cost and a high number of respondents with the maximum truth (Black, 1999). Unit of analysis was an individual. To get responses from participants self-administered questionnaire method had been used. Self-administered questionnaire method had been used because it was not time taking, least expensive, flexible and data was collected with respondent's ease without any pressure to respond quickly (Neuman, 2003). Targeted population consisted of managerial and non-managerial employees of the banking sector of Pakistan. Participants were informed that their information was voluntary and that their responses would be kept completely confidential and used for research purposes only. The sample consisted of 300 respondents out of which 290 were found usable. Out of 290 respondents, 68 percent of respondents were men and 32 % were women. Respondents indicated their occupational status related to following positions: 43% managerial and 57% were non-managerial.

Measures

Person-job Fit:

To measure person-job fit on the dimensions of demand-abilities and need-supplies 4 items used by Saks and Ashforth (1997) were used. For the predictor variable, respondents were asked to rate their agreement with each item on a five-point Likert scale using the endpoints *to a very large extent* to *a very little extent*. Based on the data, the coefficient alpha estimate was 0.79.

Job-Based Psychological Ownership:

Six (6) items used by Van Dyne and Pierce

(2004; e.g. I sense that this job is MINE) were used to measure Feelings of Psychological Ownership toward the job. Respondents were asked to rate their agreement with each item on a seven-point Likert scale using the endpoints of *strongly disagree* to *strongly agree*. Based on the data, the coefficient alpha estimate was 0.71.

Controlling the Target of Ownership:

Six (6) items used by Tetrick and Larocco (1987) were used to measure experienced control. Sample items for this six-item instrument are “To what extent do you have influence over the things that affect you on the job?” and “In general, to what extent do you have control over your job?” Respondents were asked to rate their agreement with each item on a seven-point Likert scale using the endpoints of *strongly disagree* to *strongly agree*. Based on the pilot data, the coefficient alpha estimate was 0.70.

Investment of Self:

Investment of self was measured by 5-items developed and used by Brown et al. (2014)

e.g. I have invested a major part of “myself” into this job). Respondents were asked to rate their agreement with each item on a seven-point Likert scale using the endpoints of *strongly disagree* to *strongly agree*. Based on the data, the coefficient alpha estimate was 0.74.

Intimate Knowing:

Intimate knowing was measured by 4-items developed and used by Brown et al. (2014) e.g. I am intimately familiar with what is going on with regard to my job). Respondents were asked to rate their agreement with each item on a seven-point Likert scale using the endpoints of *strongly disagree* to *strongly agree*. Based on the data, the coefficient alpha estimate was 0.69.

CONCEPTUAL FRAMEWORK

Figure 1 is the conceptual framework of current study which is designed to investigate the job based psychological ownership.

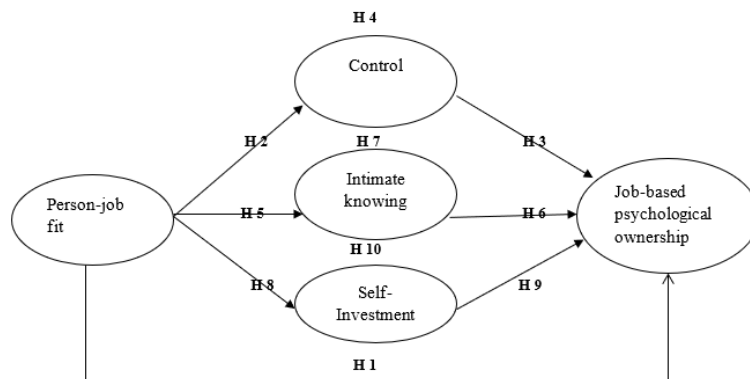


Figure 1. Conceptual framework

HYPOTHESES

It has been proven that different job aspects like autonomy (Bullock, 2015) and job complexity (Brown, 2014) positively affect psychological ownership through routes to psychological ownership. Han et al. (2013) asserted the notion that employees with a job fit started feeling that they were more competent for the job they were performing and felt themselves psychologically tied toward the job. In his study, he found out person-job fit was directly and positively related to psychological ownership. Existences of job fit depend on a match of employee's abilities and needs with supplies and demands required by a job as organization satisfies employees demands which cause employees to start thinking they belong to that organization (Masterson & Stamper, 2003). Person-job fit enables a state of possessiveness in employees toward job which in turn develops feelings of ownership. Hence, it can be said that person-job fit results in stronger and positive feelings of job-based psychological ownership operating through routes to psychological ownership.

H1: Person-job fit is positively related to job-based psychological ownership.

Concepts of person-job fit require employees to accomplish job related task efficiently (Kennedy, 2005). Organizations provide employees with many opportunities to exercise control (Pierce et al., 2001) and jobs providing autonomy gives chances to control the job and job becomes the target of ownership (Liu et al., 2012). People control

many little objects in routine life to show attachment with the targeted object (Baxter et al., 2015). To make quite simple, more an individual is involved in every aspect of the job, more likely they can experience control over the job (Wang et al., 2019). Control is a building block of psychological ownership (Liu et al., 2012). The executive should provide power to employees to exercise control in order to increase psychological ownership (Peng & Pierce, 2015). Person-job fit provides employees opportunities to exercise control over the job and thus control becomes the reason for development of feelings of psychological ownership. It can be proposed that person-job fit is associated with control and control is the cause of the emergence of psychological ownership.

H2: Person-job fit is positively related to control.

H3: Control is positively related to job-based psychological ownership.

H4: Control mediates the relationship between person-job fit and job-based psychological ownership.

According to fit conceptualization given by Kristof (1996) employees are required and offered to complete the job-related task (Kennedy, 2005). Time and commitment are demands of the job which should be met for the sake of fit between job demands and employee abilities. When employees give time and remain committed to the job they would be associated with the job. The more employees are associated with the job, the more they will be having

information about the job. Employees believe that they have abilities to meet the job demands if job resources allow employees to use their skills, abilities and are authorized to get required information (Lu et al., 2014). When information is provided to employees regarding their work, they feel that they better know the job compared to others (Huang et al., 2016) and as a result psychological ownership and feelings of association develops. Thus, through association and knowing of job employees start to feel that job or a certain part of it is theirs. More information and greater the knowledge about job employees possess, stronger and deeper relationship with employees and job would lead to psychological ownership (Bullock, 2015). A causal and positive relationship between the extent of information and extent of the feeling of ownership was proposed by Pierce et al. (2001). Thus, going through concepts of person-job fit, it can be hypothesized that intimate knowing of the job is positively related to person-job fit and becomes the cause of development of psychological ownership.

H5: Person-job fit is positively related to intimate knowing.

H6: Intimate knowing is positively related to psychological ownership.

H7: Intimate knowing mediates the relationship between person-job fit and job-based psychological ownership.

Demand-abilities concept of person-job fit requires employees to put their time,

energy and commitment, into the job to create congruence with the job (Kristof et al., 2005). Association of individual abilities with the job characteristics results in stronger person-job fit (Tims et al., 2016). Doing different activities in job means an investment of the self at different levels. Pierce et al. (2001) proposed that employees could invest their selves into the target by creating them and creation included an investment of time, energy, values, and identity. Employees who put more efforts and invest their abilities into the job are more likely to experience stronger feelings of ownership toward job (Singh, 2019). Through our labor, we invest not only our time and physical effort but also our psychic energy into the product of that labor and the individual may begin to feel that the target of ownership flows from the self (Pierce et al., 2001). Hence it can be proposed that operating through the demand-abilities concept of a person-job fit investment of self is associated with the person-job fit and job-based psychological ownership.

H8: Person-job fit is positively related to the investment of self.

H9: Investment of self is positively related to psychological ownership.

H10: Investment of self-mediates the relationship between person-job fit and job-based psychological ownership.

RESULTS

PLS (Partial Least Square) was used to observe the effects of the dependent variable. PLS-SEM, a path modeling statistical

method to analyze the relationship between latent and observed variables (Henseler et al., 2009) was used to analyze data which helped to generate a trustworthy factor analysis. PLS-SEM has been used and preferred due to its flexible assumption about the normality of constructs (Henseler et al., 2009) and smaller size of the sample (Marcoulides & Saunders, 2006). Table 2 shows values of factor loading, composite reliability, average variance extracted, and Cronbach's alpha. Factor loading observes the goodness of item loading theoretically. With the intent to examine convergence in the constructs average variance extracted (AVE) was used whose value exceeded the threshold value of 0.50 (Hair et al., 2012). CR was used to determine the measurement model reliability. Resultant values of CR exceeded the advocated value of 0.80 (Hair et al., 2012). Cronbach's alpha was used to check the inter-item consistency and reliability of items (Sekaran & Bougie,

2016) and resultant values are meeting the specified criteria of 0.60.

The data were examined for their descriptive properties. Out of 290 participants 68 percent were male and 32 percent were female. Age of participants were analyzed using three categorize 20-30 years, 31 to 40 years and 41 years and above. Table 1 shows that 23.8 % of respondents belonged to the age category of 20-30, whereas, 48.6 % of respondents belonged to 31-40 and 27.6% belonged to 41 years of age and above respectively. Designation of respondents were categorized into two categories; Managerial and Non-managerial. Table 1 finding reveals that out of 290 respondents 43% comes under managerial designation category and 57% belongs to Non-managerial designation category.

Table 2 also shows results of variables Correlation coefficient and adequate discriminate validity. Bold values in the Table 2 represent acceptable values of the

Table 1

Demographics characteristics

Particulars	Frequency	Percentages
Gender		
Male	197	67.9
Female	93	32.1
Age		
20-30	69	23.8
31-40	141	48.6
41 and above	80	27.6
Designation		
Managerial	125	43.1
Non-managerial	165	56.9

Table 2
Results of factor loading, AVE, composite reliability, Cronbachs alpha and discriminate validity

Factor Loading	AVE	C R	Alpha	1	2	3	4	5
C5ON-1	0.8215			PO	0.71			
CON-3	0.585	0.8083	0.6547	CON	0.490**	0.76		
CON-5	0.7398			IK	0.492**	0.649**	0.74	
IK-1	0.7514			INV	0.492**	0.422**	0.346**	0.74
IK-2	0.5798	0.8584	0.7973	PJ	0.286**	0.396**	0.415**	0.79
IK-3	0.7198							
IK-4	0.7305							
INV-1	0.714							
INV-3	0.6888	0.8249	0.7178					
INV-4	0.7808							
INV-5	0.7559							
PJ-1	0.8192							
PJ-2	0.7526	0.8672	0.7965					
PJ-3	0.8008							
PJ-4	0.7761							
PO-3	0.7299							
PO-4	0.6814							
PO-5	0.7162	0.8127	0.6961					
PO-6	0.7569							

square root of AVE. The square root of AVE was taken to measure the discriminate validity of constructs. An appropriate discriminate validity of measurement model exists when the Square root of AVE becomes higher than the correlation coefficients of constructs (Hair et al., 2012; Henseler et al., 2009). Figure 2 is describing the PLS-SEM algorithm whereas Figure 3 is depicting the significance of relation with t values. Hypotheses were tested using application of SmartPLS 2.0. Table 2 and Figure 2 and 3 also shows results of hypothesized direct relationships.

The first hypothesis stated that person-job fit had a positive impact on job-based psychological ownership which was supported as can be seen in Table 3 (t-value=4.458, path coefficient =0.221). Hypothesis 2, assumed that person-job was positively related to control, was supported

(t-value=6.622, path coefficients=0.336). According to the resultant table, hypothesis 3 was supported by showing a positive relationship between control to psychological ownership as assumed (t-value=4.232, path coefficient =0.247). Hypothesis 5 shows a significant positive relationship between person-job fit and Intimate knowing (t-value=7.209, path coefficient=0.391). It was hypothesized that intimate knowing positively relates to Job-based psychological ownership and result proved that assumption (t-value=2.451, path coefficient=0.172). Hypotheses 8 and 9 posited that investment of self positively related to person-job fit and job-based psychological ownership and the findings supported both assumptions (t-value=7.907, 0.417), (t-value=3.43, path coefficient =0.206).

To assess the indirect effects of an independent variable on dependent variable

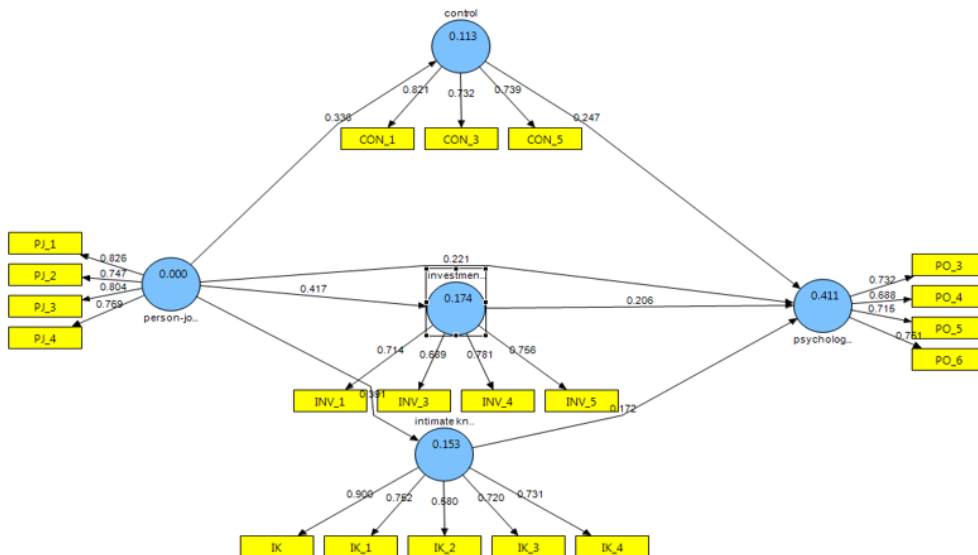


Figure 2. PLS-SEM algorithm

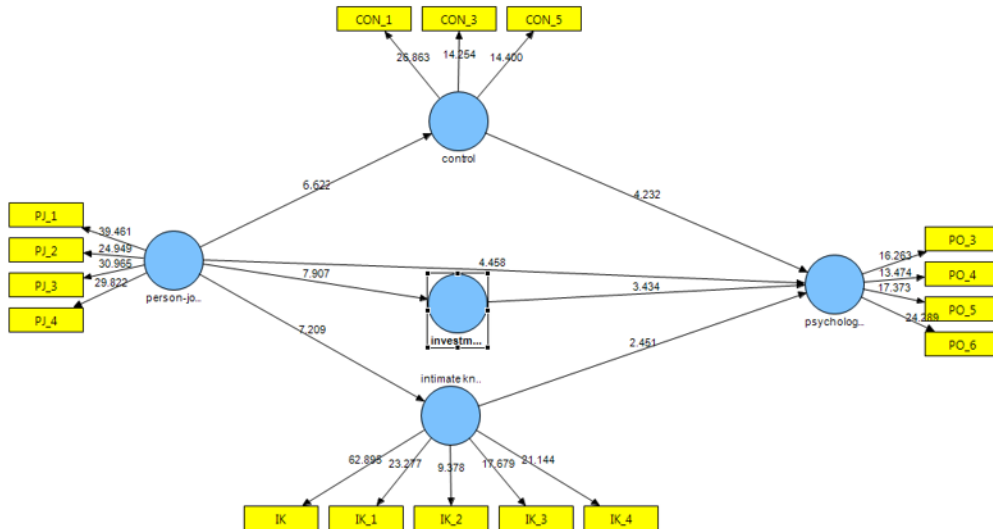


Figure 3. PLS-SEM bootstrapping

Table 3
Hypotheses results

I.V	D.V	Path coefficients	SE	t-value	Decision
H 1 Person-job fit	Psychological Ownership	0.221	0.053108	4.458	Supported
H2 Person-job fit	Control	0.336	0.047592	6.622	Supported
H3 Control	Psychological Ownership	0.247	0.058617	4.232	Supported
H5 Person-job fit	Intimate Knowing	0.391	0.051919	7.209	Supported
H6 Intimate Knowing	Psychological Ownership	0.172	0.075603	2.451	Supported
H8 Person-job fit	Investment of self	0.417	0.054383	7.907	Supported

Table 3 (Continued)

I.V	D.V	Path coefficients	SE	t-value	Decision	
H9 Investment of Self	Psychological Ownership	0.206	0.062464	3.434	Supported	
Mediation Results						
I.V	Mediator	D.V	Indirect Effect	S.E	T-values	Mediation Effects
H4 Person-job fit	Control	Psychological Ownership	0.0924	0.0260	3.5441	Supported
H7 Person-job fit	Intimate Knowing	Psychological Ownership	0.0832	0.0360	2.3086	Supported
H10 Person-job fit	Investment of self	Psychological Ownership	0.0111	0.0338	3.3013	Supported

through mediating variable bootstrapping method with smartpls 2 was used. Bootstrapping has remained one of the most recent and preferred methods used to test mediation as it does not involve assumption (Hayes & Preacher, 2010; Preacher & Hayes, 2008) and generates empirical sampling distribution of indirect effects. Hypotheses 4, 7, and 10 assumed that routes to psychological ownership i.e. control, intimate knowing, and investment of self partially mediates the relationship between person-job fit and job-based psychological ownership. Results mentioned in Table 2 proved the mediation among hypothesized relationship.

DISCUSSION

The main intention of the current study was to observe the impact of person-job

fit on job-based psychological ownership in the presence of routes to psychological ownership. To achieve the said aim, an empirical study was conducted. PLS-SEM analysis revealed that when there existed a fit between an employee and his/her job, the employee would have stronger feelings of psychological attachment toward the job. To be consistent with recent findings (Han et al., 2013) person-job fit found positively correlating with psychological ownership, while a current piece of work focused on job-based psychological ownership and found a positive and significant relationship between the aforementioned variables.

Demand-abilities concept of person-job fit sought and offer employees knowledge, skills, abilities, time, commitment, effort, and experience of the job (Kennedy, 2005), demanding and offering these characteristics

will provide employees with the chances to exercise control over the job. Fulfillment of these characteristics would not only urge employees to seek control over the job, but they would have more knowledge about the job as they are investing their self into the job. Controlling the job, having intimate information about the job, and investing oneself into the job by the investment of one's ideas, skills and efforts would generate a state of mind in employees in which they start thinking that this job belongs to him/her. Thus, it was hypothesized that a strong person-job enhanced the chances to exercise control, to know intimately and to invest oneself in the job and ultimately feelings of psychological ownership would develop toward the job. It was assumed that routes/ antecedents of psychological ownership, controlling the target of ownership, intimate knowing and investment of self-mediate the relationship between person-job fit and job-based psychological ownership.

Findings supported the assumption that control (Peng & Pierce, 2015), investment of self and intimate knowing was positively associated with the person-job fit and job-based psychological ownership. Previous studies also supported positive relationship of control, investment of self and intimate knowing with the psychological ownership (Brown et al., 2014; Bullock, 2015; Pierce et al., 2001, 2009) whereas, Huang et al. (2016) found that only control positively related to psychological ownership and intimate knowing, investment-of-self had no positive impact on psychological ownership. Thus, the current study asserts the notion

that a person-job fit provides opportunities to individuals to have control over the job, invest their time energy, and efforts into the job, have information about the job and resultantly feel psychologically attached toward the job.

Implications

In this rapidly changing era, there is really a need for employees fit with the job so the job can be performed more easily, satisfactorily and resultant psychological attachment will be fruitful for the entire organization. Being acquainted of fit between employee's demand-abilities and needs-supplies of the job not only helps employees but also organization can find required employees without loss of time and money. Research on employee's behavior makes it clear that positive behavior of employees toward job makes them highly loyal and committed regarding a job. When employees will find their job best suited to their needs they will be satisfied and feel psychological attachment toward the job. This positive behavior of employees will not only be fruitful for an employee but also for the entire working place. Organizations pay special attention while hiring employees and give preference to those candidates who are more suitable for required job and their abilities, knowledge and skills can fit with the requirement of hiring organization. This research could be beneficial for human resource to select employees whose abilities match with the requirement of a job as this will increase employee's loyalty and they will work harder. Human resource practices always find ways to improve their employee's

wellbeing. Organization with good HR practices knows that employees who have more control over the job, knows intimately about the job and invest their energy, time, effort, KSA (knowledge, skills and abilities) into the job are likely to feel more attached toward their job. This attachment toward job will result in better performance and commitment. Management of the organization should provide employees with the opportunities to exercise control, have more information about their assigned duties than others, investing themselves into their job and duties. These provision of control, investment of self and intimate knowing can be a basic right of employees and will eventually result in better environment. The present study contributes to organizational behavior by discussing employee's behavior related issues i.e. person-job fit, emotions of psychological attachment toward the job and how these feelings develop.

The literature on person job fit reveals that it plays an important role in recruitment and employee selection. This research could be beneficial for human resource to select employees whose abilities match with the requirement of a job as this will increase employee's loyalty and they will work harder.

Limitations and Future Research

This study is limited in the sense that data was gathered from just the banking sector of Sargodha, Pakistan. While data collection from manufacturing, trading and service sectors can change results as every sector, organizations have different characteristics.

It can be suggested for future studies to include population from different sectors to generalize results. Convenient sampling technique was used to test responses while probability sampling techniques could be used for more accurate and bias fewer results. Another shortcoming of this study is that data was collected by cross section design which means data was collected at a point of time while adopting the longitudinal design of the study can provide different results as responses may vary at different point of times. There is a possibility of biases as employees' behavior and knowledge may differ although estimated results turned out reliable with the proposed hypothesis. The reason for the variation in respondent's responses may be due to the difference in the level of motivation and understanding of questions. The other factor which may affect respondents understanding of question may be the use of English language in questionnaires. The present study has only focused on routes to psychological ownership while roots/motives of psychological ownership can be included to observe an association with person-job fit.

CONCLUSION

The current study intended to observe the psychological situation of the human mind when an individual finds a strong fit with the job. The result showed that when an individual enjoys a strong fit with the job, he/she can exercise control over the job, invest efforts, skills, and abilities into the job, can have intimate knowledge about the

job. By exercising control, investing oneself into the job, intimately knowing about the job a psychological state of mind develops.

This study has contributed to human resource management and strategic management practices by adding in the literature on antecedents of job-based psychological ownership. Person-job fit has been proved another construct which becomes the reason for the development of psychological ownership. This study has enlightened that how person-job fit relates to routes to psychological ownership and resultantly enables the feelings of psychological ownership. Positive feelings of possession toward job encourage the positive behavior of employees. Feelings of being an owner of the job will make employees be more productive and loyal regarding the job. Employees should be given opportunities to exercise control, to invest their efforts and skills, to know about their job more than others. Provision of these opportunities will enhance the output of employees.

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