

Atatsi, Eli Ayawo; Azila-Gbettor, Edem M.; Mensah, Christopher

Article

Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study

Cogent Business & Management

Provided in Cooperation with:

Taylor & Francis Group

Suggested Citation: Atatsi, Eli Ayawo; Azila-Gbettor, Edem M.; Mensah, Christopher (2021) : Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 8, Iss. 1, pp. 1-15, <https://doi.org/10.1080/23311975.2021.1917483>

This Version is available at:

<https://hdl.handle.net/10419/245028>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>

Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study

Eli Ayawo Atatsi, Edem M. Azila-Gbettor & Christopher Mensah |

To cite this article: Eli Ayawo Atatsi, Edem M. Azila-Gbettor & Christopher Mensah | (2021) Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study, Cogent Business & Management, 8:1, 1917483, DOI: [10.1080/23311975.2021.1917483](https://doi.org/10.1080/23311975.2021.1917483)

To link to this article: <https://doi.org/10.1080/23311975.2021.1917483>



© 2021 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.



Published online: 31 May 2021.



Submit your article to this journal [↗](#)



Article views: 821



View related articles [↗](#)



View Crossmark data [↗](#)



Received: 28 January 2021
Accepted: 11 April 2021

*Corresponding author: Edem M. Azila-Gbettor, Department of Management Sciences, Ho Technical University, Ho, Ghana.
Email: eazila-gbettor@htu.edu.gh

Reviewing editor:
Teresa Villace, Universidad Rey Juan Carlos, Fuenlabrada – Madrid, Madrid, Spain

Additional information is available at the end of the article

MANAGEMENT | RESEARCH ARTICLE

Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study

Eli Ayawo Atatsi¹, Edem M. Azila-Gbettor^{2*} and Christopher Mensah³

Abstract: The study examines a mediated mechanism for enhancing nurses' task performance through the interaction of psychological ownership and innovative work behaviour. Data for the study was conveniently collected using self-reported questionnaires from a sample of 438 respondents and analysed using partial least square-based structural equation modelling. Results showed that psychological ownership of nurses improves their innovative work behaviour and task performance. Besides, innovative work behaviour was found to positively predict nurses' task performance and further mediates the effect of psychological ownership on task performance. Health-care managers can capitalize on psychological ownership competencies of nurses to enhance their innovative work behaviour and performance. This can foster the promotion of quality and efficient health-care services which are critical in any health-care facility and for nations at large.

Subjects: African Studies; Work Motivation; Personnel Selection, Assessment, and Human Resource Management; Education Studies; Higher Education

Keywords: Psychological ownership; innovative work behaviour; task performance; nurses; health care facilities; Ghana

ABOUT THE AUTHOR

Eli Ayawo Atatsi is a PhD holder and Lecturer in the Department of Modern languages and Communication, Ho Technical University. Her research interests are in the fields of organizational leadership, employee behaviours and organizational performance.

Edem M. Azila-Gbettor is a Senior Lecturer and PhD holder in the Department of Management Sciences, Ho Technical University. His research interests are in the fields of governance, organizational leadership, employer and employee behavioural issues and higher education leadership and management.

Christopher Mensah is Associate Professor of tourism at the Department of Hospitality and Tourism Management, Ho Technical University. His research interests are in the fields of sexual harassment in hospitality and tourism/customer satisfaction; hospitality human resource management; academic dishonesty; festivals and trade fairs; and hospitality education.

PUBLIC INTEREST STATEMENT

Public Interest Statement

This study investigated the mediating effect of innovative work behaviour on the direct relationship between psychological ownership and task performance among nurses in Ghana. The outcome of the study reveals the interaction between psychological ownership and innovative work behaviour positively enhances nurse's task performance. The findings of the study have important implication for the management of health-care institutions. Managers should continuously monitor and evaluate employees' innovative work behaviours so that such behaviours could be constantly reinforced and maintain within the organization.

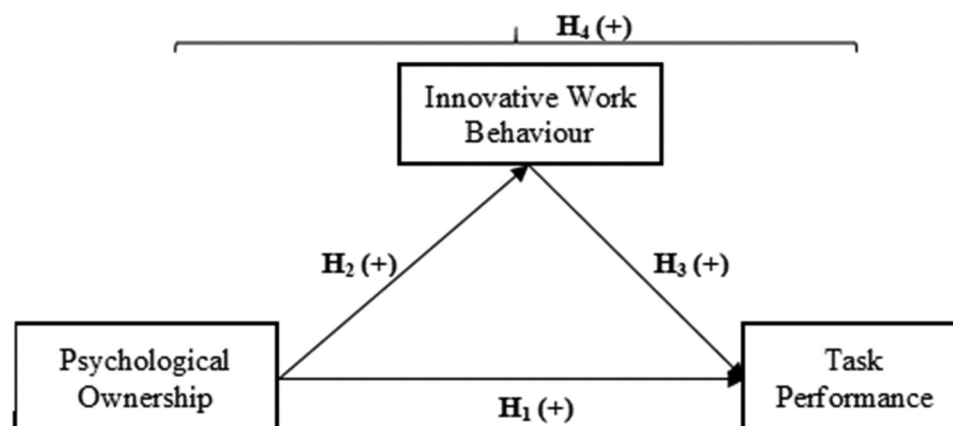
1. Introduction

Job performance describes the effectiveness and efficiency of individuals in fulfilling their assigned roles and responsibilities (Van Scotter & Motowidlo, 1996); and is categorised as either contextual performance or task performance (Coleman & Borman, 2000). Task performance comprises of activities undertaken by employees as part of their job description that directly contributes to organisational productivity (Coleman & Borman, 2000) or the technical core of the organisation (Tong, 2018). Nurses task performance, the focus of this study describes how effective and efficient nurses perform their responsibilities and duties associated with the direct care of patients (Dieleman et al., 2006). Performance of nurses is regarded as an essential constituent in the delivery of quality and excellent health care (Amarneh et al., 2010; Kurniati et al., 2014). Hee et al. (2016) posits, an outstanding nurses' performance is likely to engender fulfilled patients and create positive consequences for organisations. As a result, managers of health-care institutions should take keen interest in creating work environment and experiences that help to optimise nurses' productivity. Furthermore, identifying and comprehending the factors that can enhance nurses' task performance would enable managers to increase efficiency in their health-care interventions. [Figure 1](#)

Employees attitude and behaviour toward their duties plays a critical role in the competitiveness and the survival of enterprises (Akçin et al., 2018; Nasifoglu Elidemir et al., 2020). For example, employee psychological attachments towards an organisation and object may generate both attitudinal and behavioural consequences that can facilitate the employee's continuous association with that organisation or object (Asatryan & Oh, 2008; Pierce et al., 2004; Yuksel et al., 2019). This sense of ownership forms an innate part of the employee's relation with the organisation and helps to develop individuals' sense of "mine" or "ours" feeling towards the organization (Akçin et al., 2018; Pierce et al., 2004; Van Dyne & Pierce, 2004). Literature suggests that employees that exhibit possessive ownership in organisations may undertake responsibilities, accept to assume risks and accountability for their actions regarding the organisation and thus influence the success of the organisation (Akçin et al., 2018; Md-Sidin et al., 2009; Wang et al., 2019).

Innovative work behaviour which consists of "idea generation, idea promotion and idea realisation" is conceptualised as the "creation, introduction and application of new ideas within a work role, group, organisation, in order to benefit the role performance of the group or the organisation" (Janssen, 2000, p. 288). Innovative work behaviour is a workplace behaviour that is based on social interaction among employees, provision of needed support for the promotion and the realisation of ideas required for innovation development (Janssen, 2000; Widmann et al., 2019). Employees who exhibit innovative work behaviour at the workplace are critical assets as they create and facilitate innovative processes, enable effective communication and proffer problem-solving schemes to move the organisation forward (Messmann & Mulder, 2015; Widmann et al., 2019)

Figure 1. Mediating effect of innovative work behaviour on the relations between ownership and task performance.



and promote a healthy relationship with clientele (Messmann & Mulder, 2015). Masood and Afsar (2017) and McSherry and Douglas (2011) contend that innovative work behaviour among health-care organisations and nurses is achievable by undertaking tasks differently and this approach can help in client management, quality care delivery and effective communication in hospitals. In Masood and Afsar (2017) study involving public sector hospitals in Pakistan, innovative work behaviour was found to be higher among nurses that shared their knowledge on inaccuracies and best practices with colleagues.

A review of existing literature suggests that while innovative work behaviour (Weng et al., 2015; Xerri & Reid, 2018; Yang et al., 2019; Yasir & Majid, 2019) and psychological ownership (Kaur et al., 2013; Schirle et al., 2019; Yoo et al., 2012) constitute current and central issues in the nursing literature, the effect of psychological ownership on innovative work behaviour and task performance is understudied. In many nursing studies, psychological ownership has been examined either as a mediating variable in the study of spiritual and emotional intelligence and burnout behaviour linkage (Kaur et al., 2013) or outcome variable in the study of practice environment and psychological ownership relation (Schirle et al., 2019); professionalism, organizational citizenship behaviour and psychological ownership (Yoo et al., 2012). Surprisingly, an understanding of how innovative work behaviour contributes to task performance is still lacking, particularly among nursing professionals.

Furthermore, the mechanisms through which psychological ownership predict task performance among nurses need to be explained. Researchers have studied innovative work behaviour as a mediating variable in the work environment (Battistelli et al., 2014; Van Zyl et al., 2019). For example, Van Zyl et al. (2019) found innovative work behaviour as an important factor that translates the engaging energies of employees into performance. Understanding how nurses' innovative behaviour interacts with their ownership feelings would be vital for the way they choose to perform at the workplace. Strangely, the mediating role of innovative work behaviour on psychological ownership and task performance nexus is yet to be empirically explored.

The purpose of the current research was to determine the role of psychological ownership in predicting task performance and innovative work behaviour of nurses and investigate the mediating role of innovative work behaviour on the association between psychological ownership and task performance. This comprehension is critical for the improvement in nurses' task performance and ability to meet high expectations in the healthcare services delivery.

This study makes the following contributions to the health-care literature. First, the study adds to innovative work behaviour literature by identifying psychological ownership as its antecedent and further explains the probable influence of psychological ownership on nurses' innovative work behaviour. The study unambiguously reveals that nurses' innovative work behaviour can be immensely enhanced if they develop ownership feelings towards their organisation. Second, studies using mediating model of innovative work behaviour on psychological ownership and task performance relationship has not been explored in the nursing literature. Third, earlier health care studies that have examined innovative work behaviour and psychological ownership are conducted among Asia and Western countries (Kaur et al., 2013; Schirle et al., 2019; Weng et al., 2015; Yang et al., 2019; Yasir & Majid, 2019). The study therefore augments existing literature by examining the model within an unrepresented context, thus nurses in a developing country.

2. Theoretical framework

The study is informed by self-identity theory and theory of planned behaviour. Self-identity describes how individuals identify themselves that serve as a symbolic expression of the self. Proponents of the theory view self-identity as a crucial influencer on employee behaviour (Granberg & Holmberg, 1990; Markus, 1980; Rosenberg, 1981; Turner, 1982). When employees have a stronger identity towards their organisations, their feeling of belongingness or possession

increases which may lead to increases in task performance and engagement in innovative work behaviour (Pierce et al., 2001).

The theory of planned behaviour was developed by social psychological Ajzen, 2002). This theory provides a means of predicting and comprehending human behaviour. The theory suggests that employee behaviours are a direct function of perceived behavioural intentions and control, where intentions is influenced by a combination of three factors including attitude towards the behaviour, subjective norms, and perceived behavioural control. In the current study, we argue that employees will demonstrate more innovative work behaviour when they feel more attached to the organisation. Besides, individuals who show innovative work behaviour would demonstrate tough attitudes (Yousef, 2000), and with high-level of involvement and motivation to perform a given organisational responsibilities effectively (Khan et al., 2015), thereby enhancing their performance level.

2.1. Literature review

2.1.1. Psychological ownership, task performance and innovative work behaviour

Han et al. (2015) posit that employee performance can be improved when they experience psychological ownership at the workplace. Though little is known about the relationship between psychological ownership and employee task performance in the context of the health sector, previous empirical evidence from other fields of study have established that psychological ownership positively influences performance since it encourages a sense of ownership and belongingness (Avey et al., 2009; Pierce et al., 2003, 2019; Renz et al., 2020). For example, in a recent meta-analysis conducted by Zhang et al. (2020), psychological ownership positively predicted performance. Similarly, Ghafoor et al. (2011) found psychological ownership of 270 telecommunication employees in Pakistan to positively influenced their performance. Again, Md-Sidin et al. (2009) reported a positively significant relation between psychological ownership and performance in the study of 329 business school lecturers in 17 public universities in Malaysia. Finally, Han et al. (2015) reported a positive influence of psychological ownership on 330 employees' contextual performance in Germany.

According to Liu et al. (2019), workers are encouraged to participate in behaviours that protect their organisation when they feel the organisation is part of them. Several scholarly works have noted psychological traits and processes are predictors of individual's innovative work behaviour (Liu et al., 2019; Michael et al., 2011; Yuan & Woodman, 2010). For instance, Woo et al. (2019) reported a positive association between psychological ownership and employees innovative work behaviour among 146 military health personnel in China. The study of Liu et al. (2019) also identified a significant relationship between psychological ownership and innovative work behaviour and conclude that, the feeling of belongingness of employees strengthens individuals' possessive feelings and inspires a sense of responsibility that energises them to engage in innovative behaviours in their respective organisations. Based on the above evidence, the following hypotheses are proposed.

H₁: Psychological ownership will positively predict nurses' task performance.

H₂: Psychological ownership will positively predict nurses' innovative work behaviour.

2.1.2. Innovative work behaviour and task performance

Berisha et al. (2020) posit that employees who exhibit higher levels of creative behaviour are likely to be top performers at work. Workers' creative job behaviour has been shown to influence their performance (Ali & Al-Owaihian, 2008; Hayati & Caniogo, 2012). For example, Leong and Rasli (2014) examined 300 employees in an integrated automotive organisation based in Malaysia and found their innovative work behaviour predicted work role performance. Similarly, the finding of

Table 1. Sources of measures of concepts

Latent construct	No. of items	Source	Original cronbach alpha value	Range of scale
Psychological ownership	12	Shukla and Singh (2015)	0.79	5-point LS; 1 (strongly disagree) to 5 (strongly agree).
Innovative work behaviour	9	J. De Jong and Den Hartog (2010)	0.89	7-point LS; 1 (never) to 7 (always).
Task performance	9	Goodman and Svyantek (1999)	0.93	5-point LS; 1 (strongly disagree) to 5 (strongly agree).

Berisha et al. (2020) involving 214 respondents from 134 private and 15 public organisations in the Republic of Macedonia suggests that innovative work behaviour correlates positively with employee work performance. Based on the above evidence, it is hypothesis that:

H₃: Innovative work behaviour will positively predict nurses' task performance.

2.1.3. Mediating role of innovative work behaviour.

Earlier review has demonstrated that psychological ownership has a positive influence on performance (Avey et al., 2009; Han et al., 2015; Pierce et al., 2003; Renz et al., 2020) and employees innovative work behaviour (Liu et al., 2019; Michael et al., 2011; Woo et al., 2019; Yuan & Woodman, 2010). Similarly, when an employee participates in innovative work behaviour, they perform their work more effectively, which contributes to improved task efficiency and performance (Aryee et al., 2012; Berisha et al., 2020; Hayati & Caniago, 2012; Leong & Rasli, 2014). In effect, this implies employees who feel strong attachment with their organisations are more likely to take initiative in their work, thus find innovative means to improve upon their work or performance. This study therefore assumes that innovative work behaviour has a mediating impact on the relationship between psychological ownership and task performance.

H₄: Innovative work behaviour mediates the effect of psychological ownership on nurses' task performance.

3. Methodology

3.1. Sample and procedure

Four hundred and thirty-eight (438) nurses working across 25 district, municipal and regional health facilities in the Volta Region of Ghana participated in the study. A convenient sampling technique was used to select the respondents at their workstations with the help of their supervisors. The questionnaires were administered in April 2018 and took 22 minutes on the average to be completed. Prior to handing over the self-reported questionnaires to the respondents, the participants were informed about their right to consent to participation in the study as well as assuring them of anonymity and confidentiality of information they have provided.

3.2. Measures

Data for the study was collected using existing validated scales. Table 1 provides a summary of the sources, number of items and scale range, and the original reliability of the latent variables examined in the study. Sample items include (a) **psychological ownership**—(i) “I feel I belong to this organisation” and (ii) “I take possible corrective action if anything goes off the track in my organisation”, (b) **innovative work behaviour**—(i) “I create new ideas for difficult issues” and (iii) “I transform innovative

Table 2. Demographic profile of sample

Characteristic		Frequency	Percent
Gender	Male	152	34.70
	Female	286	65.30
Age	≤25 yrs	42	9.59
	26–34 yrs	225	51.37
	35–44 yrs	130	29.68
	45–55 yrs	12	2.74
	≥56 yrs	29	6.62
Marital status	Single	211	48.17
	Married	227	51.83
Tenure	≤5 yrs	138	31.51
	6–10 yrs	218	49.77
	11–15 yrs	64	14.61
	≥16 yrs	18	4.11
Category of nurse			
Community nurses		186	42.47
State registered nurses		252	57.53

ideas into useful applications” and (c) **task performance**—(i)“*I demonstrate expertise in all job-related tasks*” and (ii) “*I am competent in all areas of the job, handle tasks with proficiency*”.

3.3. Analytical approach

Data was processed using IBM SPSS Statistics version 24.0. Respondents’ profile was analysed using descriptive statistics. The hypotheses set out in the research model were tested using partial least square-based structural equation modelling (PLS-SEM). The choice of PLS-SEM was informed by its ability to estimate causal relationships among all latent constructs simultaneously, while dealing with measurement errors in the structural model (Hair et al., 2017). Measurement model including internal consistency, convergent validity and discriminant validity were assessed in the first step. The evaluation of structural model including test of collinearity among constructs and the significance and relevance of hypotheses was done in the second step.

4. Results

As shown in Table 2, respondents were made up of 65.30% female and 34.70% male. Exactly, 51.37% of the respondents were between 26 and 34 years, 51.83% were married and mostly State Registered Nurses (57.53%) and 49.77% have between 6 and 10 years working experience. The sex and age composition of the respondents of the study represent the demographic profile of nurses in Ghana (Asamani et al., 2019).

4.0.1. Measurement model assessment

The quality of the measurement model was tested using the reliability and validity coefficients of latent variables. The test of validity and reliability was performed and confirmed by iteratively observing the factor loadings. Items of latent variables that did not meet the threshold of 0.7 were removed. For example, two, three and seven indicators of innovative work behaviour, task performance and psychological ownership were deleted, respectively. As shown in Table 3, all measures of the latent variables were robust in terms of their reliability as their composite reliability coefficients ranged from 0.839 to 0.935 exceeding the recommended threshold value of 0.70 (Bagozzi & Yi, 1988). Furthermore, the coefficients of Cronbach alpha ranged from 0.763 to 0.919, exceeding the recommended threshold of 0.7 (Nunnally, 1978). Likewise, the coefficients of average variance explained for all variables were higher than 0.50, ranging from 0.514

Table 3. Factor loadings, Q^2 , R^2 , validity and reliability of latent constructs

Constructs and items	Loadings	Q^2	CR	R^2	CA	AVE
Innovative work behaviour		0.143	0.935	0.231	0.919	0.674
IWB3	0.796					
IWB4	0.813					
IWB5	0.833					
IWB6	0.893					
IWB7	0.826					
IWB8	0.849					
IWB9	0.730					
Task performance		0.151	0.894	0.288	0.858	0.584
TP4	0.727					
TP5	0.760					
TP6	0.741					
TP7	0.796					
TP8	0.855					
TP9	0.798					
Psychological ownership			0.839		0.763	0.514
PsyOw1	0.713					
PsyOw6	0.630					
PsyOw7	0.771					
PsyOw8	0.819					
PsyOw10	0.709					

to 0.674, thus affirming the reliability and convergent validity of the model's latent variables (Hair et al., 2014).

Discriminant validity was appraised using Fornell and Larcker (1981) and Heterotrait Monotrait (HTMT) criteria (Henseler et al., 2015). As shown in Table 4, the square root of AVEs of all variables in the matrix diagonal is greater than the related correlation in corresponding rows and columns, thus demonstrating the quality of the reflective model (Hair et al., 2013). For example, the square root of AVE for task performance (0.717) is greater than the corresponding row correlation (0.483) and column correlation (0.426). Subsequently, the three latent variables used in the study differ from each other, thus signifying the quality of the measured variables. Finally, we evaluated the Heterotrait-Monotrait proportion of associations (HTMT) criteria for each pair of reflective variables based on the item correlations (Henseler et al., 2015). As shown in Table 4, the results from the correlations pair of variables are less than the threshold values of HTMT = 0.90 (Gold et al., 2001; Henseler et al., 2015; Teo et al., 2008), we therefore confirmed the model's discriminant validity.

4.1. Analysis of structural model

The model fit was evaluated using the standardized root mean square residual (SRMR) composite factor model (Henseler et al., 2016). For the model, SRMR was $0.079 < 0.08$, demonstrate a good model fit (Hu & Bentler, 1998). The adjusted R^2 (Table 3) criteria were used to assess the model's explanatory power (Shmueli & Koppius, 2011). An examination of the endogenous constructs' explanatory power shows that task performance (0.288), the primary outcomes have very weak R^2 values. Prediction of innovative work behaviour is also very weak with an R^2 value of 0.231. This is an evidence that joint effect of psychological ownership and innovative work behaviour explains 28.8% of the variations in task performance while psychological ownership accounted for 23.1% of variations in innovative work behaviour.

Table 4. Discriminant validity (Fornell–Larcker and Heterotrait–Monotrait criteria)

	Fornell–Larcker criterion			Heterotrait–Monotrait ratio (HTMT)		
	IWB	TP	PsyOwn	IWB	TP	PsyOwn
Innovative work behaviour (IWB)	0.821					
Task performance (TP)	0.483	0.717		0.558		
Psychological ownership (PsyOwn)	0.496	0.426	0.764	0.534	0.479	

Table 5. Collinearity assessment (inner VIF values)

	IWB	PsyOwn	TP
Innovative work behaviour (IWB)			1.304
Psychological ownership (PsyOwn)	1.000		1.304
Task performance (TP)			

Table 6. Path coefficient and hypothesis assessment of direct and indirect paths

Hypothesis	Path	Path coefficient	T Statistics	P Values
H ₁	Psychological ownership -> Task performance	0.243	4.163	0.000
H ₂	Psychological ownership -> Innovative work behaviour	0.483	10.191	0.000
H ₃	Innovative work behaviour -> Task performance	0.379	7.458	0.000
H ₄	Psychological ownership -> Innovative work behaviour -> Task performance	0.183	6.696	0.000

To evaluate the predictive accuracy of the tested research model, the Stone-Geisser’s Q^2 Test (Geisser, 1974; Stone, 1974) was estimated using the blindfolding with an omission distance of 7 (J. F. Hair et al., 2011) procedure to calculate the cross validated redundancy measure, Q^2 for the endogenous variables (Table 3). As a rule of thumb, Q^2 values higher than 0, 0.25 and 0.5 depict small, medium, and large predictive relevance of the PLS-path model (Hair et al., 2019). For task performance and innovative work behaviour, the Q^2 values of 0.151 and 0.143, respectively, demonstrate small predictive relevance. The effect sizes of the main exogenous construct were examined using Cohen’s (1988) f^2 . Our analysis revealed that the magnitude of the effect of psychological ownership on innovative work behaviour ($f^2 = 0.304$) and task performance ($f^2 = 0.064$) met the threshold of medium and near a small effect size, respectively. Similarly, effect of innovative work behaviour on task performance ($f^2 = 0.155$) had small effect.

Before hypotheses testing, the variance inflation factor (VIF) was used to check for the collinearity between each set of predictor variables (J.f. et al., 2016). As a rule of thumb, VIF values ≤ 3 show absence of collinearity. The results in Table 5, indicate that all VIF values are below 3, indicating the absence of collinearity among the interaction of psychological ownership and innovative work behaviour. The direct (H₁–H₃) and indirect (H₃) hypotheses of the inner model were evaluated using bootstrap t -statistics, based on 5,000 subsamples, with a bias-corrected bootstrap, testing for a two-tailed significance of 95% (Anderson & Gerbing, 1984). As indicated in Table 6, results of the path coefficients and the p -values showed that all the four path relations were significant.

H_1 was supported as the relation between psychological ownership and task performance was positive and significant ($\beta = 0.243$; t -value = 4.163; $p = 0.000$).

H_2 was supported as the relation between psychological ownership and innovative work behaviour was positive and significant ($\beta = 0.483$; t -value = 10.191; $p = 0.000$).

H_3 was supported as the relation between innovative work behaviour and task performance was positive and significant ($\beta = 0.379$; t -value = 7.458; $p = 0.000$).

H_4 was supported as the mediation of the relation between psychological ownership and task performance by innovative work behaviour was positive and significant ($\beta = 0.183$; t -value = 6.696; $p = 0.000$).

4.2. Discussion

With the aim of improving quality health-care services delivery, this research sought to understand the role of psychological ownership in predicting task performance and IWB; and secondly, explore the mediating role of innovative work behaviour on psychological ownership among 438 nurses in both public and private health institutions from a developing country's perspective.

Consistent with previous studies (Akçin et al., 2018; Daneji & Bambale, 2019; Md-Sidin et al., 2009) psychological ownership was found to positively predicted nurses' task performance and is indicative that nurses attain better task performance when they exhibit a sense of belongingness towards the health facilities they work in. Thus, nurses with a true attitude towards their organisations and jobs generally perform well. In confirmation with the study of Liu et al. (2019), finding from our research reveal that psychological ownership positively predicts nurses' innovative work behaviour, suggesting a feeling of possession and belongingness of nurses promotes their individual innovative behaviour, since it affords them influence and power, sense of control, and feeling of security (Dawkins et al., 2015; Pierce et al., 2004). This finding complements the scarce literature demonstrating that nurses' innovative work behaviour can be enhanced through developing an ownership feeling towards their institutions. Thus, in order to encourage nurses' innovative work behaviour adequate and consistent efforts must be made by managers and practitioners to build a culture of positive psychological ownership among nurses in the workplace. The relationship between psychological ownership and task performance on one hand and psychological ownership and innovative work behaviour can be explained by the self-identity theory (Granberg & Holmberg, 1990; Markus, 1980; Rosenberg, 1981; Turner, 1982). The findings support the expectation that the influence of self-identity significantly increases nurses feeling of belongingness with the organisation which subsequently enhances their level of task performance. The possessive feelings of nurses help them to individually extend themselves (Belk, 2000; Dittmar, 1992) towards their organisations and jobs. Thus, enabling them to strive to preserve, guard and consolidate their possessive feelings for organisation and the job (Brown et al., 2014; Pierce et al., 2003) by exhibiting superior performance and innovative work behaviour. Similarly, innovative work behaviour positively predicts task performance. This finding corroborates earlier studies (Baba & Abdullahi, 2019; Van Zyl et al., 2019) and suggests nurses engaged in innovative behaviour return a better task performance. The findings suggest nurses' innovative work behaviour play a key role in promoting performance therefore supervisors must encourage workers in ways that will propel them towards engaging in innovative behaviours.

Finally, innovative work behaviour mediates the relationship between psychological ownership and task performance. The finding is indicative of how innovative work behaviour as a social and independent mechanism can be used to support and promote performance in the workplace (Messmann & Mulder, 2015; Ma Prieto & Pilar Pérez-Santana, 2014; Widmann et al., 2019). Therefore, employee support in the promotion and implementation of innovative ideas is necessary within a collaborative work environment to stimulate and encourage innovative work behaviour among nurses. The mediating effect of innovative work behaviour in the relation between psychological ownership and task

performance is supported by theory of planned behaviour (Ajzen, 2002). The findings support the expectation that employees demonstrate innovative work behaviour because of a strong feeling of attachment to the organisation and this improves their levels of task performance.

4.3. Conclusions

In this study, relations between psychological ownership, innovative work behaviour and task performance were explored using 438 responses from nurses and data analysed using PLS-SEM. The study's findings lead to the conclusion that psychological ownership has the potential to positively affect nurses' level of innovative work behaviour and task performance. Besides, innovative work behaviour is likely to inspire nurses to perform better. Therefore, enhancing nurses innovative work behaviour will encourage them to excel in their given occupation. Finally, based on the study's findings, innovative work behaviour of nurses mediates the relation between psychological ownership and task performance.

4.4. Implications for theory and practice

The study proposed a mediating model to examine the effects of psychological ownership on task performance which have not yet been explored in the context of health sector. Thus, the hypothesis that the predictive validity of psychological ownership on task performance is mediated by innovative work behaviour. The results confirm all the stated direct and indirect hypotheses. These findings provide adequate support for the mediation mechanism introduced in this study. Second, it is imperative to note that this study was undertaken in underrepresented health sector context where research on the relationships between the proposed concepts is rare.

Besides the theoretical contributions, this study has useful practical implications for promoting effective task performance among nurses in the health-care industry. The study revealed that psychological ownership and innovative work behaviour are important in influencing nurses' ability to provide quality health-care services. Accordingly, specific policies must be directed towards enhancing innovative behaviours of nurses and their ownership feelings towards the health organisations. In the case of innovative work behaviour, managers of health facilities can create the environment and conditions which enable the flourishing of innovative work behaviour. Consequently, safer innovative climate in which failed innovative projects will be considered as opportunities for learning, rather than as failures (Carmeli & Gittel, 2009) can be created for employees to stimulate their cognitive abilities. Second, employers should develop and implement empowering practices among nurses through the expansion of their decision latitude and autonomy in terms of the composition and organisation of their tasks (J.P.J. De Jong & Kemp, 2003). Additionally, appropriate financial rewards that do not undermine nurses' intrinsic motivation should be developed and implemented to boost nurses' innovative work behaviour (De Spiegelaere et al., 2012). Several scholars agree that leadership is key in facilitating innovation at the workplace (Chan et al., 2014; Ozorhon et al., 2016; Zheng et al., 2017). Therefore, managers should enhance nurses' innovative work behaviour by adopting innovation-stimulating leadership approach. The approach consists of five behaviours including provision of resources, recognition, consultation, delegation and support for innovation that stimulate individuals to intentionally initiate novel and valuable ideas, procedures and processes within their group, work role and/or organisation (De Jong, 2007).

A sense of ownership feeling perhaps may be particularly significant for service personnel like nurses who have direct contact with patients and must take responsibility for instant decision making. In these circumstances, managers should enable the feeling of possession among nurses through the work designs that offer nurses the opportunities to exercise, acquire knowledge, control, have autonomy and invest personally in their work (Mayhew et al., 2007; Pendleton et al., 1998). Finally, efforts must be directed at providing and encouraging nurses' opportunities to continuously participate in work-related decision making (Chi & Han, 2008).

4.5. Limitations and future research directions

The data for this study was cross-sectional and self-reported. This might present a problem of generalisation, common method variance and social desirability effects. This limitation should be an opportunity for future research on psychological ownership and innovative work behaviour and their impact on task performance in health organisations. The mediated model proposed in this study is open for expansion. There may be other additional influential moderating variables between (i) psychological ownership and innovative work behaviour and (ii) innovative work behaviour and task performance. Future studies can expand the model into mediation moderated model by identifying and introducing these moderators through vigorous literature search.

Funding

The present study did not receive funding support from any institution/organization for the submitted work.

Author details

Eli Ayawo Atatsi¹

Edem M. Azila-Gbettor²

E-mail: eazila-gbettor@htu.edu.gh

Christopher Mensah³

¹ Department of Modern Languages and Communication, Ho Technical University, Ho, Ghana.

² Department of Management Sciences, Ho Technical University, Ho, Ghana.

³ Department of Hospitality and Tourism Management, Ho Technical University, Ho, Ghana.

Disclosure of potential conflicts of interest

The author declares that he/she has no conflict of interest.

Data availability

The datasets generated during and/or analyzed during the current study are available from the corresponding author on reasonable request.

Correction

This article was originally published with errors, which have now been corrected in the online version. Please see Correction (<http://dx.doi.org/10.1080/23311975.2021.1939938>)

Citation information

Cite this article as: Eli Ayawo Atatsi, Edem M. Azila-Gbettor & Christopher Mensah, *Cogent Business & Management* (2021), 8: 1917483.

References

- Ajzen, I. (2002). Perceived behavioural control, self-efficacy, locus of control, and the theory of planned behaviour. *Journal of Applied Social Psychology*, 32(4), 665–683. <https://doi.org/10.1111/j.1559-1816.2002.tb00236.x>
- Ajzen, I. (2012). The theory of planned behaviour. In P. A. M. Lange, A. W. Kruglanski, & E. T. Higgins (Eds.), *Handbook of theories of social psychology, volume 1* (pp. 438–459). Sage.
- Akçin, K., Erat, S., Alniaçik, U., & Çiftçioğlu, A. B. (2018). Effect of psychological ownership on employee silence and task performance: A study on academicians. *International Business Research*, 11(1), 34–43. <https://doi.org/10.5539/ibr.v11n1p34>
- Ali, J. A., & Al-Owaidan, A. (2008). Islamic work ethic: A critical review. *Cross Cultural Management. An International Journal*, 15(1), 5–19. <https://doi.org/10.1108/13527600810848791>
- Amarneh, B. H., Abu Al-Rub, R. F., & Abu Al-Rub, N. F. (2010). Co-workers' support and job performance among nurses in Jordanian hospitals. *Journal of Research in Nursing*, 15(5), 391–401. <https://doi.org/10.1177/1744987109347134>
- Anderson, J. C., & Gerbing, D. W. (1984). The effect of sampling error on convergence, improper solutions, and goodness-of-fit indices for maximum likelihood confirmatory factor analysis. *Psychometrika*, 49(2), 155–173. <https://doi.org/10.1007/BF02294170>
- Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behaviour, and task performance: Test of mediation and moderation processes. *Human Performance*, 25(1), 1–25. <https://doi.org/10.1080/08959285.2011.631648>
- Asamani, J. A., Amertil, N. P., Ismaila, H., Francis, A. A., Chebere, M. M., & Nabyonga-Orem, J. (2019). Nurses and midwives demographic shift in Ghana: The policy implications of a looming crisis. *Human Resources for Health*, 17(1), 1–5. <https://doi.org/10.1186/s12960-019-0377-1>
- Asatryan, V. S., & Oh, H. (2008). Psychological ownership theory: An exploratory application in the restaurant industry. *Journal of Hospitality and Tourism Research*, 32(3), 363–386. <https://doi.org/10.1177/1096348008317391>
- Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. *Journal of Organizational Behaviour*, 30(2), 173–191. <https://doi.org/10.1002/job.583>
- Baba, A. I., & Abdullahi, A. (2019). Mediating role of affective commitment on the relationship between employee's innovative behaviour and task performance: Lesson from Nigeria public sector. *Asian Journal of Multidisciplinary Studies*, 7(3), 2348–7186. <https://core.ac.uk/download/pdf/229688261.pdf>
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94. <https://doi.org/10.1007/BF02723327>
- Battistelli, A., Montani, F., Odoardi, C., Vandenberghe, C., & Picci, P. (2014). Employees' concerns about change and commitment to change among Italian organizations: The moderating role of innovative work behaviour. *The International Journal of Human Resource Management*, 25(7), 951–978. <https://doi.org/10.1080/09585192.2013.809012>
- Belk, R. (2000). *Are we what we own? I shop therefore I am: Compulsive buying and the search for self* (pp. 76–104). Jason Aronson
- Berisha, B., Ramadani, V., Gërguri-Rashiti, S., & Palalić, R. (2020). The impact of innovative working behaviour on employees' working performance. In Leitão, J., Nunes A., Pereira, D., & Ramadani, V. (ed.) *Intrapreneurship and Sustainable Human Capital* (pp. 37–49). Springer. DOI: [10.1007/978-3-030-49410-0_3](https://doi.org/10.1007/978-3-030-49410-0_3)
- Brown, G., Pierce, J. L., & Crossley, C. (2014). Toward an understanding of the development of ownership

- feelings. *Journal of Organizational Behaviour*, 35(3), 318–338. <https://doi.org/10.1002/job.1869>
- Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behaviour*, 30(6), 709–729. <https://doi.org/10.1002/job.565>
- Chan, I. Y. S., Liu, A. M. M., & Fellows, R. (2014). Role of leadership in fostering an innovation climate in construction firms. *Journal of Management Engineering*, 30(60), 1–7. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000271](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000271)
- Chi, N. W., & Han, T. S. (2008). Exploring the linkages between formal ownership and psychological ownership for the organization: The mediating role of organizational justice. *Journal of Occupational and Organizational Psychology*, 81(4), 691–711. <https://doi.org/10.1348/096317907X262314>
- Cohen, L. H. (1988). *Life events and psychosocial functioning. Theoretical and Methodological Issues*. SAGE Publications.
- Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review*, 10(1), 25–44. [https://doi.org/10.1016/S1053-4822\(99\)00037-6](https://doi.org/10.1016/S1053-4822(99)00037-6)
- Daneji, A. M., & Bambale, A. J. A. (2019). Mediating effect of intrapreneurship on psychological ownership and teachers' in-role performance. *The 1st International Conference on Business, Management and Information Systems*. <https://dx.doi.org/10.2139/ssrn.3487395>
- Dawkins, S., Tian, A. W., Newman, A., & Martin, A. (2015). Psychological ownership: A review and research agenda. *Journal of Organizational Behaviour*, 38(2), 163–183. <https://doi.org/10.1002/job.2057>
- De Jong, J. (2007). Individual innovation: The connection between leadership and employees' innovative work behaviour. PhD University of Twente, EIM.
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- De Jong, J. P. J., & Kemp, R. (2003). Determinants of co-worker's innovative behaviour: An investigation into knowledge-intensive services. *International Journal of Innovation Management*, 7(2), 189–212. <https://doi.org/10.1142/S1363919603000787>
- De Spiegelaere, S., Van Guys, G., & Van Hootegem, G. (2012). Job design and innovative work behaviour: One size does not fit all types of employees. *Journal of Entrepreneurship, Management and Innovation*, 8(4), 5–20. <https://doi.org/10.7341/2012841>
- Dieleman, M., Toonen, J., & Toure. (2006). The match between motivation and performance management of health sector workers in Mali. *Human Resources for Health*, 4(1), 1–7. <https://doi.org/10.1186/1478-4491-4-2>
- Dittmar, H. (1992). *The Social Psychology of Material Possessions: To Have Is to Be*. St Martin's.
- Fornell, C. G., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101–107. <https://doi.org/10.1093/biomet/61.1.101>
- Ghafoor, A., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391–7403. <https://doi.org/10.5897/AJBM11.126>
- Gold, J. R., Burrigge, C. P., & Turner, T. F. (2001). A modified stepping-stone model of population structure in red drum. *Genetica*, 111(1–3), 305–317. <https://doi.org/10.1023/A:1013705230346>
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of Vocational Behaviour*, 55(2), 254–275. <https://doi.org/10.1006/jvbe.1998.1682>
- Granberg, D., & Holmberg, S. (1990). The intention-behaviour relationship among U.S. and Swedish Voters. *Social Psychology Quarterly*, 53(1), 44–54. <https://doi.org/10.2307/2786868>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–151. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46(1–2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J. J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J. J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. Sage publications.
- Han, T. S., Chiang, H. H., McConville, D., & Chiang, C. L. (2015). A longitudinal investigation of person-organization fit, person-job fit, and contextual performance: The mediating role of psychological ownership. *Human Performance*, 28(5), 425–439. <https://doi.org/10.1080/08959285.2015.1021048>
- Hayati, K., & Caniogo, I. (2012). Islamic work ethic: The role of intrinsic motivation, job satisfaction, organizational commitment and job performance. *Procedia-Social and Behavioural Sciences*, 65(3), 1102–1106. <https://doi.org/10.1016/j.sbspro.2014.05.148>
- Hee, O. C., Kamaludin, N. H., & Ping, L. L. (2016). Motivation and Job performance among nurses in the health tourism hospital in Malaysia. *International Review of Management and Marketing*, 6(4), 668–672. <https://www.econjournals.com/index.php/irmm/article/view/2709>
- Henseler, J., Hubona, G. S., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management and Data Systems*, 116(1), 1–19. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hu, L. T., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods*, 3(4), 424–453. <https://doi.org/10.1037/1082-989X.3.4.424>
- J.f., H. J., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved

- heterogeneity with FIMIX-PLS: Part I—method. *European Business Review*, 28(1), 63–76. <https://doi.org/10.1108/EBR-09-2015-0094>
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
- Kaur, D., Sambasivan, M., & Kumar, N. (2013). Effect of spiritual intelligence, emotional intelligence, psychological ownership and burnout on caring behaviour of nurses: A cross-sectional study. *Journal of Clinical Nursing*, 22(21–22), 3192–3202. <https://doi.org/10.1111/jocn.12386>
- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics*, 126(2), 235–246. <https://doi.org/10.1007/s10551-013-1937-2>
- Kurniati, A., Efendi, F., & Yeh, P. M. (2014). Human resource development for health in Indonesia: Challenges of achieving the millennium development goals. *Jurnal Sumber Daya Manusia Kesehatan*, 1(1), 1–17. <https://www.hrresourcecenter.org/node/5985.html>
- Leong, C. T., & Rasli, A. (2014). The Relationship between innovative work behaviour on work role performance: An empirical study. *Procedia-Social and Behavioural Sciences*, 129(2), 592–600. <https://doi.org/10.1016/j.sbspro.2014.03.717>
- Liu, F., Chow, I. H. S., Zhang, J. C., & Huang, M. (2019). Organizational innovation climate and individual innovative behaviour: Exploring the moderating effects of psychological ownership and psychological empowerment. *Review of Managerial Science*, 13(4), 771–789. <https://doi.org/10.1007/s11846-017-0263-y>
- Ma Prieto, I., & Pilar Pérez-Santana, M. (2014). Managing innovative work behaviour: The role of human resource practices. *Personnel Review*, 43(2), 184–208. <https://doi.org/10.1108/PR-11-2012-0199>
- Markus, H. (1980). The Self in Thought and Memory. In D. M. Wegner & R. R. Vallacher (Eds.), *The Self in Social Psychology* (pp. 102–130). Oxford University Press.
- Masood, M., & Afsar, B. (2017). Transformational leadership and innovative work behaviour among nursing staff. *Nursing Inquiry*, 24(4), 1–14. <https://doi.org/10.1111/nin.12188>
- Mayhew, M. G., Ashkanasy, N. M., Bramble, T., & Gardner, J. (2007). A Study of the antecedents and consequences of psychological ownership in organizational settings. *The Journal of Social Psychology*, 147(5), 477–500. <https://doi.org/10.3200/SOCP.147.5.477-500>
- McSherry, R. O. B., & Douglas, M. (2011). Innovation in nursing practice: A means to tackling the global challenges facing nurses, midwives and nurse leaders and managers in the future. *Journal of Nursing Management*, 19(2), 165–169. <https://doi.org/10.1111/j.1365-2834.2011.01241.x>
- Md-Sidin, S., Sambasivan, M., & Muniandy, N. (2009). Impact of psychological ownership on the performance of business school lecturers. *Journal of Education for Business*, 85(1), 50–56. <https://doi.org/10.1080/08832320903217903>
- Messmann, G., & Mulder, R. H. (2015). Reflection as a facilitator of teachers' innovative work behaviour. *International Journal of Training and Development*, 19(2), 125–137. <https://doi.org/10.1111/ijtd.12052>
- Michael, L. A. H., Hou, S. T., & Fan, H. L. (2011). Creative self-efficacy and innovative behaviour in a service setting: Optimism as a moderator. *Journal of Creative Behaviour*, 45(4), 258–272. <https://doi.org/10.1002/j.2162-6057.2011.tb01430.x>
- Nasifoglu Elidemir, S., Oztüren, A., & Bayighomog, S. W. (2020). Innovative behaviours, employee creativity, and sustainable competitive advantage: A moderated mediation. *Sustainability*, 12(8), 3295. <https://doi.org/10.3390/su12083295>
- Nunnally, J. (1978). *Psychometric theory*. McGraw-Hill.
- Ozorhon, B., Oral, K., & Demirkesen, S. (2016). Investigating the components of innovation in construction projects. *Journal of Management in Engineering*, 32(3), 04015052. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000419](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000419)
- Pendleton, A., Wilson, N., & Wright, M. (1998). The perception and effects of share ownership: Empirical evidence from employee buy-outs. *British Journal of Industrial Relations*, 36(1), 99–123. <https://doi.org/10.1111/1467-8543.00082>
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of Management Review*, 26(2), 298–310. <https://doi.org/10.5465/amr.2001.4378028>
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. *Review of General Psychology*, 7(1), 84–107. <https://doi.org/10.1037/1089-2680.7.1.84>
- Pierce, J. L., Li, D., Jussila, I., & Wang, J. (2019). An empirical examination of the emergence of collective psychological ownership in work team contexts. *Journal of Management and Organization*, 26(5), 657–676. <https://doi.org/10.1017/jmo.2019.68>
- Pierce, J. L., O'Driscoll, M. P., & Coghlan, A. M. (2004). Work environment structure and psychological ownership: The mediating effects of control. *The Journal of Social Psychology*, 144(5), 507–534. <https://doi.org/10.3200/SOCP.144.5.507-534>
- Renz, F., Posthuma, R., & Smith, E. (2020). A Climate for Psychological Ownership to Enhance Organizational Performance Across Latin America. *Academy of Management Global Proceedings*, 59. USA
- Rosenberg, M. (1981). The Self-Concept: Social Product and Social Force. In M. Rosenberg & R. H. Turner (Eds.), *Social Psychology: Sociological Perspectives* (pp. 593–624). Basic Books.
- Schirle, L., McCabe, B. E., & Mitrani, V. (2019). The relationship between practice environment and psychological ownership in advanced practice nurses. *Western Journal of Nursing Research*, 41(1), 6–24. <https://doi.org/10.1177/0193945918754496>
- Shmueli, G., & Koppius, O. R. (2011). Predictive analytics in information systems research. *MIS Quarterly*, 35(3), 553–572. <https://doi.org/10.2307/23042796>
- Shukla, A., & Singh, S. (2015). Psychological ownership: Scale development and validation in the Indian context. *International Journal of Indian Culture and Business Management*, 10(2), 230–251. <https://doi.org/10.1504/IJICBM.2015.068172>
- Stone, M. (1974). Cross-validating choice and assessment of statistical predictions. *Journal of the Royal Statistical Society*, 36(2), 111–147. <https://doi.org/10.1111/j.2517-6161.1974.tb00994.x>
- Teo, T. S. H., Srivastava, S. C., & Jiang, L. (2008). Trust and electronic government success: An empirical study. *Journal of Management Information Systems*, 25(3), 99–132. <https://doi.org/10.2753/MIS0742-1222250303>
- Tong, L. (2018). Relationship between meaningful work and job performance in nurses. *International Journal*

- of *Nursing Practice*, 24(2), 1–6. <https://doi.org/10.1111/jn.12620>
- Turner, J. C. (1982). Towards a Cognitive Redefinition of the Social Group. In H. Tajfel (Ed.), *Social Identity and Intergroup Relations*. Cambridge University Press (pp. 15–40)
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behaviour. *Journal of Organizational Behaviour*, 25(4), 439–459. <https://doi.org/10.1002/job.249>
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81(5), 525–531. <https://doi.org/10.1037/0021-9010.81.5.525>
- Van Zyl, L. E., Van Oort, A., Rispens, S., & Olckers, C. (2019). Work engagement and task performance within a global Dutch ICT consulting firm: The mediating role of innovative work behaviours. In *Current Psychology*, 1–12 <https://doi.org/10.1007/s12144-019-00339-1>
- Wang, L., Law, K. S., Zhang, M. J., Li, Y. N., & Liang, Y. (2019). It's mine! Psychological ownership of one's job explains positive and negative workplace outcomes of job engagement. *Journal of Applied Psychology*, 104(2), 229–246. <https://doi.org/10.1037/apl0000337>
- Weng, R. H., Huang, C. Y., Chen, L. M., & Chang, L. Y. (2015). Exploring the impact of transformational leadership on nurse innovation behaviour: A cross-sectional study. *Journal of Nursing Management*, 23(4), 427–439. <https://doi.org/10.1111/jonm.12149>
- Widmann, A., Mulder, R. H., & König, C. (2019). Team learning behaviours as predictors of innovative work behaviour – A longitudinal study. *Innovation: Organization and Management*, 21(2), 298–316. <https://doi.org/10.1080/14479338.2018.1530567>
- Woo, C. H., Park, J. Y., & Kim, H. W. (2019). Effects of psychological ownership, self-leadership, and social exchange relationships on innovative behaviour of military hospital personnel. *Korean Journal of Occupational Health Nursing*, 28(3), 166–175. <https://doi.org/10.5807/kjohn.2019.28.3.166>
- Xerri, M. J., & Reid, S. R. (2018). Human resources and innovative behaviour: Improving nursing performance. *International Journal of Innovation Management*, 22(2), 1–25. <https://doi.org/10.1142/S1363919618500196>
- Yang, K., Zhou, L., Wang, Z., Lin, C., & Luo, Z. (2019). Humble leadership and innovative behaviour among Chinese nurses: The mediating role of work engagement. *Journal of Nursing Management*, 27(8), 1801–1808. <https://doi.org/10.1111/jonm.12879>
- Yasir, M., & Majid, A. (2019). Boundary integration and innovative work behaviour among nursing staff. *European Journal of Innovation Management*, 22(1), 2–22. <https://doi.org/10.1108/EJIM-02-2018-0035>
- Yoo, M. R., Yoo, J. A., & Kim, Y. M. (2012). Study for professionalism, organizational citizenship behaviour, psychological ownership of nurse officers. *Journal of Korean Academy of Nursing Administration*, 18(3), 290–300. <https://doi.org/10.1111/jkana.2012.18.3.290>
- Yousef, D. A. (2000). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53(4), 513–537. <https://doi.org/10.1177/0018726700534003>
- Yuan, F., & Woodman, R. W. (2010). Innovative behaviour in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342. <https://doi.org/10.5465/amj.2010.49388995>
- Yuksel, M., Darmody, A., & Venkatraman, M. (2019). When consumers own their work: Psychological ownership and consumer citizenship on crowdsourcing platforms. *Journal of Consumer Behaviour*, 18(1), 3–11. <https://doi.org/10.1002/cb.1747>
- Zhang, Y., Liu, G., Zhang, L., Xu, S., & Cheung, M. W. L. (2020). Psychological ownership: A meta-analysis and comparison of multiple forms of attachment in the workplace. *Journal of Management*, 47(3), 745–770. <https://doi.org/10.1177/0149206320917195>
- Zheng, J., Wu, G., & Xie, H. (2017). Impacts of leadership on project-based organizational innovation performance: The mediator of knowledge sharing and moderator of social capital. *Sustainability*, 9(10), 1893. <https://doi.org/10.3390/su9101893>



© 2021 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.

You are free to:

Share — copy and redistribute the material in any medium or format.

Adapt — remix, transform, and build upon the material for any purpose, even commercially.

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:

Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made.

You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.

No additional restrictions

You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.



***Cogent Business & Management* (ISSN: 2331-1975) is published by Cogent OA, part of Taylor & Francis Group.**

Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

Submit your manuscript to a Cogent OA journal at www.CogentOA.com

