

Sense of Ownership and Organization Commitment

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Abstract

This paper aimed to verify to what extent that the sense of ownership has an effect on organization commitment. Through the literature review, sense of ownership is one of the factors that originated organizational commitment. A survey research was conducted at a Thai communication Enterprise. The data were collected from the staffs at the amount of 349 which represent 94.84% of response rate. The results finding that sense of belongingness territorial is the most important factor influencing on organizational commitment. Therefore; the organization needs to highlight this sense of belongingness territorial so as to growth the organization commitment.

Keywords: Sense of Ownership, Organization Commitment, Telecommunication Enterprise, Thailand

I. INTRODUCTION

The academicians suggested that sense of ownership was the feeling of person possess on 'objects' which could be a goal, ideas, colleagues, suggestions, the feeling of camaraderie and the overall of an organization (Van and Pierce, 2004). Once, the employees felt that the 'objects' were belong to them and this feeling had an effect on their positive attitude and behavior. Additionally, when the employees felt that they embrace those objects, it has an effect on organization commitment and employee loyalty. Therefore, sense of ownership remained vital to an organization to improve its performance. This study intent to verify to what extent that the sense of ownership had an effect on organization commitment of the employee at a Thai Telecommunication Enterprise.

II. SENSE OF OWNERSHIP

Sense of ownership was a mindset of an employee on his/her organization, which caused enthusiasm among the employee, striving for good habits, working as a part of team, collaborating, thinking about improving their works. It, therefore had an effect on performance of organizations.

From the literature reviewed, the authors have arrived at the conclusion that there were six elements of sense of ownership which were drawn below:

1) Self-Efficacy was the motivation of person which reflecting the wanted to control his/her environment. The ability to control the environment caused the feeling of self-efficacy and work-happiness. Self-efficacy can be enhanced by given the opportunity to make a complex decision, assigning more challenged work. The succession of dealing with the more complicate work created the employees' felling of their ability and self-efficacy

(Pierce et al., 2001; Van Dyne and Pierce, 2004; Pierce et al., 2009; J.B.Avey et al., 2009; Olcker and DuPlesis, 2012). Self- efficacy can be observed by:

- Employees' confident in their abilities to success in work-assignment;
- Employees' ability in doing difficult and challenge work;
- Employees realized that their performance have an effect on organization performance succession.

2) Self-Identity was what the employees showed through what they have been work such as working-style, favorite color, personality, as well as ability, imagination, time, effort, problem-solving style that each employee contributed to their work. The self-identity would be seen through work and was it argued to create sense of ownership (Pierce et al., 2001; Pierce et al., 2009; J.B.Avey et al., 2009). Self-identity was perceived through:

- Employees felt that they were what they were at the organization;
- Employees get other person known them through their work-performance

3) Sense of Belonging Territorial was the feeling that come from the basic need of motivation such as the need of housing, personal territory. Additionally, relaxation, well-being, security, and safety life - make employees driving their effort for being the owner (in term of sense). Moreover, being a part of the organization was vital entity to hold them with an organization – this including of internal and work environment that strengthen the feeling of possessing their work place (Pierce et al., 2001; J.B.Avey et al., 2009; Jussila et al., 2015). Sense of belonging territorial can be identified by:

- Employees' received his/her 'privacy' at their work place;
- Employees' felt that their work place were safe, secure as well as convenience;
- Employees' sense that their work place was similar to home.

4) Accountability is when an employee has this sense of ownership, s/he felt that s/he had responsible

to others and realized that it was his or her obligation to do any constructive things for an organization (Pierce et al., 2001; Van Dyne and Pierce, 2004; J.B. Avey et al., 2009; Olcker and DuPlesis, 2012). The accountability of the employees could be viewed by:

- Employees were mindful and responsible in their work;
- Employees urged each other to aware of their duties to the organization.

5) Autonomy referred to a privacy and freedom in working as well as the right to make a decision in a responsible assignment. The employees were keen to create, initiate their challenge work. The felling of autonomy could drove employees' work-satisfaction and also create the feeling of possessing those jobs and the need of enlightening (Pierce et al., 2009; Olckers & Sajip, 2013). The autonomy could be seen by:

- Employees were able to make decision by themselves;
- Employees have a freedom to create new task;
- Employees were able to set their working processes by themselves

6) Responsibility, the sense of ownership will come along with the feeling of responsible to objects of what has been owned (Pierce et al., 2001; Pierce et al., 2009; Olckers & Sajip, 2013). This could be observed by

- Employees mindfully take a full responsible to their job and do not want anyone to in charge their job;
- Employees had realized that the success or failure was resulted from their responsibility.

III. ORGANIZATION COMMITMENT

The sense of ownership had a positive effected on an organization commitment. The more employee had the sense of ownership, the more organization commitment occurred including work satisfaction and self-esteem which reflexed in work performance. Therefore, the sense of ownership was originated

organization commitment (Van Dyne and Pierce, 2004).

From the literature review, the organizational commitment composed of three elements and could be observed by

1. Affective commitment was the commitment that related to the emotional of the employees. For example, they wanted to be a part or a member of an organization not just only ‘a person’ in an institution. They devoted themselves to the organization. The affective commitment could be created from good experiences that employees received from the organization, the psychology rewards, and the satisfaction which employees felt that they were supported and treated with honoring and fairness. This could lead to lower rate of absentee (Porter et al., 1974; Steers, 1977; Allen and Mayer, 1990; Nasr, 2010). Affective commitment can be perceived through:

- Employees’ dedication and sacrifice as part of organization succession;
- Employees felt that they were treated with fairness and supported by the organization;
- Employees were so proud to be part of their organization.

2. Continuance commitment was the feeling of employees who wanted to be further employed by the organization. This continuance commitment had been occurred through the satisfaction on fringe benefits or even knowing that it was hard to find a new employment, hence; they had to stay with the organization (Porter et al., 1974; Steers, 1977; Allen and Mayer, 1990; Nasr, 2010). The continuance commitment can be perceived through:

- Employees’ reasons of working at the organization were the benefits that over others companies;
- Employees were received the advancement in their career path as well as other opportunities.

3. Normative commitment was occurred from the felt that an employee wanted to keep his/her status

within the organization, therefore; being a member of the organization was appropriated. The normative commitment was rooted from personal value such as one may favor in job hopping, less loyalty; while, others may prefer in keep staying with their job (Porter et al., 1974; Allen and Mayer, 1990; Nasr, 2010). The normative commitment was seen by :

- An organization treated their employees with fairness;
- Employees received an advance career path and supportive in working for the organization;
- Employees felt that coming to work late was not a good practice.

The research model was shown in Figure 1. This study was to confirm that to what extent the sense of ownership had an effect on organization commitment.

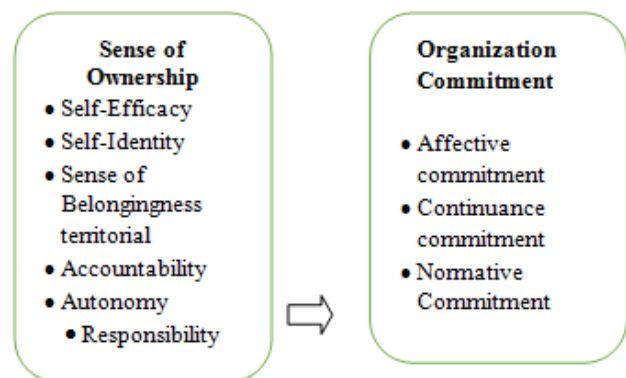


Figure 1 Research Model

IV. METHODOLOGY

This study was quantitative research. A questionnaire survey was conducted. A 5-point-scaled survey method of self-administration, delivery and collection of questionnaire designed by researchers, was applied to this study. The scales were assigned as High (5), Mildly high (4), Indifferent (3), Mildly low (2), and Low (1) in order to record the employees attitude towards sense of ownership and organization commitment of a Thai telecommunication company.

The pilot testing was conducted before the survey process, the intention was to review errors in the design and to refine the measuring instrument. The Cronbach alpha of sense of ownership and organization commitment showed in Table1 below.

Table 1 Reliability Analysis

	Cronbach's Alpha	Number of Items
Sense of ownership	0.889	30
Organization commitment	0.889	30

The data were collected from employees from a Thai Telecommunication company. A total amount of 368 questionnaires were distributed via head department during January 2019. However, 19 of them were in-completed and merely 349 sets of them were found to be usable. This reflected a response rate of 94.84 %

Data were analyzed by computer program SPSS version 17.0 for Windows. Frequency, Percentage, and Regression analysis were fundamental statistic reported in this paper.

V. RESEARCH RESULTS

The descriptive results used to describe the sample of respondent of this study. There were male at 57.3%, majority of them were at the age of 46 to 55 years (50.14%), hold Bachelor degree at 61.89%. their mainstream income were between 45,000 to 60,000. Most of the respondent are operator staff (67.34%)

Table 3 Demographic of the Respondents (n = 349)

Characteristic	Amount	percentage
Gender		
Male	200	57.30

Female	149	42.70
Age (year)		
Less than 25	8	2.29
26 to 35	59	16.91
36 to 45	56	16.05
46 to 55	175	50.14
More than 56	51	14.61

Education

Up to high school or	19	5.44
Bachelor degree	216	61.89
Master degree	110	31.52
Higher than Master degree	4	1.15

Income per month

Less than 15,000 baht	14	4.01
15,000 to 30,000 baht	65	18.62
30,001 to 45,000 baht	26	7.45
45,001 to 60,000 baht	108	30.95
More than 60,000 baht	136	38.97

Position

Manager	58	16.62
Sale staff	39	11.17
Operator staff	235	67.34
General service officer	17	4.87

Table 4 showed the results of employee’s attitude towards sense of ownership in each attributes. The outcomes indicated that the highest mean was self-efficacy at the score of 4.32 and the lowest mean was sense of belongingness territorial at the level of 3.57. The detail of others attribute showed in the table 4. Table 5 showed the results of employees’ attitude towards organization commitment. The affective commitment showed the highest mean at level of 4.06; while, the nonnative commitment showed at the lowest of 3.56, as shown in table 5.

Table 4 Employee’s attitude towards sense of ownership

Sense of ownership	Mean	SD
Self-efficacy	4.32	0.502
Accountability	3.73	0.717
Sense of Belongingness territorial	3.57	0.813
Self-identity	3.95	0.681
Autonomy	3.87	0.629
Responsibility	3.94	0.693

Table 5 Employee’s attitude towards organization commitment

Organization commitment	Mean	SD
Affective commitment	4.06	0.572
Continuance commitment	3.78	0.883
Nonnative commitment	3.56	0.771

To disclose the effect of sense of ownership had an effect on organization commitment. Table 6 showed the regression results of sense of ownership and organization commitment.

Table 6 The regression results of sense of ownership and organization commitment

Sense of Ownership	Organization commitment				
	B	Std. Error	Beta	t	Sig.
Constant	1.687	.824		2.048	.046
X1 Self-efficacy	-.036	.187	-.026	-.195	.846
X2 Accountability	.082	.116	.105	.706	.484
X3 Sense of Belongingness territorial	.380	.123	.538	3.091	.003*
X4 Self-identity	-.001	.156	-.001	-.006	.996
X5 Autonomy	-.141	.177	-.144	-.795	.431
X6 Responsibility	.197	.127	.210	1.542	.130
R Square = 0.321 Adjusted R Square = 0.234 F = 3.696 sig = 0.05*					

From table 6, the regression revealed that sense of ownership has an effect on organization commitment of the sample staffs at a Thai Telecommunication Enterprise. The equation showed as followed:

$$Y = 1.687 - 0.026 (X1) + 0.105 (X2) + 0.538 (X3) - 0.001 (X4)* - 0.144 (X5) + 0.210 (X6)$$

The finding for the hypothesis testing indicated that sense of belongingness territorial is the most

important factor, positively influencing organization commitment at the significant level of 0.05. In addition, all independent variables in this regression model can explain the variation of dependent variable at 32.1 %. However other independent variables excluding sense of belongingness territorial do not influence organization commitment.

VI. CONCLUSION AND RESEARCH RECOMMENDATION

This research study confirmed that the sense of ownership especially sense of belongingness territorial had an effect on organization commitment of the employee at a Thai Telecommunication Enterprise. Therefore; if the Thai Telecommunication Enterprise would like to cultivate higher commitment from their staffs, this research study recommended that the organization needed to create more on the 'privacy' at work place. Additionally, 'work environment' such as warm wishes from colleagues, accepted as a member of the organization; that made the employee feeling like 'home' need to be designed. Finally, 'supportive environment' in terms of facilities, other convenient concerns, including both of physical and mental safe and secure aspects was an essential

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