

Preface

Psychological ownership has emerged as a positive psychological resource that can be measured and developed and that can affect the performance of individuals, teams and organisations. If a sense of psychological ownership for the organisation can be created among employees it could lead organisations to become enhanced workplaces ensuring sustainable performance. The improvement of psychological ownership can positively assist organisations in retaining talent and influence the intentions of skilled employees to remain with their organisations. Psychological ownership is narrowly defined as a state in which individuals feel as though the target of ownership or a piece of it is “theirs” (i.e. “It is *mine!*”). This book will share the theoretical advancements that have been made since the construct has been developed and will share the practical applications of the construct.

The book focuses on the theoretical advancements and specifically the practical applications of psychological ownership within multi-cultural and cross-cultural environments since limited research and practice guidelines exist for multi-cultural environments. The book is positioned as a specialist book for Human resource practitioners and industrial and organisational psychologists who want to not only enhance the performance of their organisations, but who also would like to increase the commitment of their employees and influence the intentions of skilled employees to remain with their organisations. The book aims to provide psychologists with a balance between theory and the practical applications of psychological ownership within a multi-cultural environment. Furthermore, the book aims to provide practical tools of how the psychological ownership of employees could be enhanced in the workplace.

This book attempts to address both the needs of academics, researchers and specialists working within the field of psychological ownership. This book synthesises empirical-research-based and theoretical perspectives on psychological ownership in order to provide a comprehensible perspective on contemporary research and practice which is accessible to researchers and practicing psychology professionals globally.

Those aspects discussed in the various chapters will provide not only context and practice guidelines to enhance psychological ownership but will elaborate upon its

complexity within multi-cultural contexts. It will aim to provide researchers and practitioners with guidelines on how to enhance the psychological ownership of employees within multi-cultural environments. This will be done in two sections.

Part I: Theoretical Perspectives on Psychological Ownership. The purpose of this section is to provide an outlet for theoretical research and new perspectives on psychological ownership within multi-cultural contexts. This section is comprised out of eight chapters. Chapter “[Linking Psychological Ownership with Subjective Career Success and Positive Work-Related Outcomes](#)” (**Olckers & Koekemoer**) explores the role that psychological ownership can play in the career success of individuals and specifically whether psychological ownership can foster subjective career success, which could result in increased positive work-related outcomes. Chapter “[Psychological Ownership in Corporate South Africa: An Ubuntu and Social Identity Perspective](#)” (**Nel**) explores how Ubuntu and employees’ social identities could facilitate psychological ownership in corporate South Africa. Chapter “[A Review of the Relationship between Positive Leadership Styles and Psychological Ownership](#)” (**Stander**) discusses the role of positive leadership on employees’ levels of psychological ownership that could lead to potential personal and organisational outcomes of psychological ownership. Chapter “[Measuring Psychological Ownership: A Critical Review](#)” (**Olckers Van Zyl**) critically review the validity and reliability of the various instruments that were developed to measure psychological ownership. Chapter “[Integrating Psychological Contracts and Psychological Ownership: The Role of Employee Ideologies, Organisational Culture and Organisational Citizenship Behaviour](#).” (**Griep**) introduces a conceptual model that explains how individual differences in employees’ social exchange and creditor ideologies and differences in organisational cultural values influence the development of transactional and relational psychological contracts. Chapter “[The Dark Side of Psychological Ownership in a Multi-cultural Work Context](#)” (**Botha**) focuses on the dark side of psychological ownership. Chapter “[Positive Psychological Interventions Aimed at Enhancing Psychological Ownership](#)” (**Van Zyl**) proposes evidence-based intervention strategies centred on the development of self-identity, belongingness, self-efficacy, and accountability as well as the management of territorial behaviours within multi-cultural contexts from a positive psychology perspective. Chapter “[When Good Fences Make Good Customers: Exploring Psychological Ownership and Territoriality in Marketing](#)” (**Kirk**) focuses on the unique contribution of psychological ownership in marketing management. In this chapter, Kirk poses an interesting question: ‘When does good fences make good customers’? In Chapter “[Toward A Marketing Perspective on How ‘Active Employees’ Create Valuable Human Resource Management Outcomes: The Role of HRM Consumption and Psychological Ownership](#)” (**Meijerink Bos-Nehles**) employees’ HRM consumption as a form of employee agency that explains employees’ level of psychological ownership is explored.

Part II: Empirical Applications. The final section of this book is focused on presenting practical applications of psychological ownership within a multi-cultural environment. This section consisted out of 7 chapters. Chapter “[The Role of Leadership and Related Mediators in the Development of Psychological Ownership](#)”

in Organisations” (**Bernhard**) explores the role of transformational leadership and high-quality leader-member-exchange (LMX) as potential antecedents of psychological ownership. Chapter “Exploring Psychological Ownership Towards the Group and Its Routes in the French Military Sector” (**Essig**) empirically measure the degree of psychological ownership towards a group within the French military training context. Chapter “Enhancing Primary School Student Teachers’ Psychological Ownership in Teaching Music” (**Hietanen**) provides insight into how music courses in primary school teacher education could be developed to improve the student teachers’ abilities to achieve higher psychological insight into music teaching during their compulsory music studies. Chapter “Work Engagement, Psychological Ownership and Happiness in a Professional Services Industry Company” (**Olckers George**) determines the extent to which work engagement indirectly affected the relationship between psychological ownership and happiness within the professional services industry. Chapter “Climate Change? Exploring the Role of Organisational Climate for Psychological Ownership” (**Steinheider**) This chapter reviews organisational climate as an antecedent to psychological ownership and explores the mediating role of psychological ownership on the relationship between organisational climate and positive workplace behaviours. Chapter “Recognising Opportunities: A Case Study on Fostering a Culture of Innovation Through Individual and Collective Ownership” (**Van Vuuren**) designs a team intervention which was aimed at fostering a culture of opportunity recognition and active promotion of individual and collective ownership. The final chapter of this book, Chapter “Future Perspectives on Psychological Ownership in Multi-cultural Contexts” focuses on determining the future direction of psychological ownership within multi-cultural contexts for not only the discipline (research) but for the profession (practice) as well against the backdrop of the preceding chapters.

These chapters presented an overview of current theoretical advancements and specifically the practical applications of psychological ownership within multi-cultural and cross-cultural environments. We hope that this book will not only provide a more clear understanding of psychological ownership but provide practical tools of how the psychological ownership of employees could be enhanced in the workplace and specifically within multi-cultural contexts.

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