

Emotional Ownership: Development of Survey Instrument

Vikrant Jaswal¹, Dr. Piar Chand²

¹(Senior Research Fellow UGC, Department of Management and Humanities, NIT-Hamirpur (HP), India)

²(Professor, Department of Management and Humanities, NIT-Hamirpur (HP), India)

Corresponding Author: Vikrant Jaswal¹

Abstract: Attractive perks and remuneration packages are vital to retain the employees but it may not necessarily motivate them and give their best efforts to the organization if there is no sense of emotional ownership towards the work and organization. This research paper proposes that the concept of emotional ownership that could affect the performance of the organizations. Keeping in view the above facts, this instrument was designed to examine the various factors of emotional ownership, which was administered to a wide range of the professionals working in different industries in north India. Cross-sectional survey was conducted on a non-probability convenience sample of 300 working professionals. Two sub-scale emerged from data analysis: (1) work-based emotional ownership, and (2) organization based emotional ownership. Exploratory and confirmatory factor analysis showed that the scale has both, high reliability and validity as a measure of emotional ownership.

Keywords: emotional ownership, work-based emotional ownership, organization based emotional ownership, exploratory factor analysis, confirmatory factor analysis

I. INTRODUCTION

Many behavioral scientist tend to consider work and organization as a single entity while analyzing many socio-psychological issues. This, however, is not correct. People's expectations from work are different from their expectations from an organization. By virtue of one's education, one acquires a special skill, which helps one get a job with an organization that requires one's skill. If a number of organizations find his qualifications necessary for their organizational activity, the job seeker has a choice. He/she would make his/her choice depending upon the remuneration offered, organizational status, working conditions, opportunities for personal growth and so on. But working conditions, facilities and treatment at the workplace will differs from organization to organization. Consciously or subconsciously, we always distinguish between our work and the organization. We have a natural tendency to consider work as a personal specialty, a skill achieved through education and experience. As against this, the organization as a place of work stands outside the work, as a separate entity. An employee's association with an organization starts only after he/she is formally appointed there. If his/her professional qualification creates an identity for them, the employing organization strengthens it further. Employment with a globalized organization elevates their status. If employees were asked to their choice, everybody would like to be associated with prestigious organizations. Acknowledging a distinction between jobs/work and organizations [1], we propose that the psychology of attachment and identity can come to manifest itself among organizational employees as they come to experience both the job/work and the organization that they work for as "mine" (i.e. this job/work is MINE; I feel this is MY organization). In addition, we consider that work and organization based emotional ownership are related.

The role of ownership in relation to emotion is little developed. An example from this category is [2] [3], who extend financial/formal ownership by using the concept of emotional ownership and find that it is strong among family business members, especially in the Latin countries. Their results underline that emotions are an influential factor for experiences across cultures [4] or that culture influences emotion [5]. Emotional ownership is also one of the characteristics that is part of the family ownership logic as suggested by [6]. The term emotional ownership comprise of the two words i.e., "emotional" and "ownership". This combination of words conveyed a sense of ownership that was a matter of sentiment, associated with belongingness and attachment beyond the monetary significance of the ownership bond, in which the work and organization had a central role. In developing and defining this emerging concept, this study main objective was to build on theoretical construct, yet simultaneously emphasize this unique nuance of the phenomenon as it emerged from our respondents. We viewed the emotional ownership concept as a not-so-distant cousin to related constructs, but with enough differentiating features for it not to be a redundant neologism. In other words, the phenomenon

constitutes an incremental addition to the literature, describing the bond between individual work and organization context. Related concepts from the management literature are social identification [7] [8], psychological ownership [9], and affective organizational commitment [10]. Reference to psychological aspects of ownership is made in the family business literature, but needs further elaboration on the individual work and organization level.

Further, we purpose the emotional ownership concept adds to the existing concepts is a blend of attachment and identification with a business and a deeper understanding of the individual, psychological processes that are encompassed in this bond. One explanation to this dichotomy is that individuals have many faces, one for oneself, another for work, and still another in a different role. Although emotional ownership has in common with psychological ownership and affective organizational commitment that linked directly to recognition, fairness, job security, a caring approach, friendly work atmosphere, good career prospects, and freedom at work in relation to the organization absence of any single factor from the above may prevent development of emotional ownership towards the organization. Ensuring that all the above nuances are well taken care of will make employees feel one with the organization. Instead of saying that “I am with this organization”, he/she would say “This is MY organization” plus a focus on the psychological tie between the individual and the work (opportunity for self-expression, linking for work, and freedom and empowerment), there are fundamental differences between the concepts. The conceptual core of psychological ownership is described as possessiveness, a state “. . . in which individuals feel as though the target of ownership (material or immaterial in nature) or a piece of it is “theirs” (i.e., it is MINE!)” [9], (p. 299).

Emotional ownership is similar to how [10] describe affective organizational commitment, which is “the employee’s emotional attachment to, identification with, and involvement in the organization.” (p. 67). Despite in same way, this concept is differ in different respects. First, affective commitment connotes the relationship between the employee and the organization and that is largely the outcome of work experiences [10]. Although originally derived from expressions around ownership, possession is not part of our definition of emotional ownership. Rather, we regard emotional ownership as an emotional and affective state of association that describes an individual’s attachment to and identification with work and organization level. In terms of participant’s language, the emotional ownership connotes not so much possession as a sense of overlying the boundaries between the social entity of the organization and the self. It is a sense of self that extends from organization membership to include belongingness to the organization or feeling of achievement at work. It builds on a history and a shared meaning that the individual has obtained from being brought up in an organizational environment. In this setting, the individual develops attachment to work, by proxy forming an attachment to the organization. Neither psychological ownership nor affective commitment captures these key aspects of the relationship. We seek a broader focus, not dependent on employment experience. Second, we construe commitment as an outcome or an antecedent of emotional ownership, consistent with social identification [7] [11] [12] and evidence of its functioning in the organizational arena [13]. Third, core to commitment is intention, captured by the desire to remain affiliated with the target organization [9]. Transforming identification and attachment seen as the core components of emotional ownership into a measurable scale and to establish the antecedents of this emerging concept. On the basis of above studies we can conclude that when employees feel a stronger sense of ownership, they are more inclined to engage in generally helpful behaviors. Thus, encouraging employees to feel like owners produces behaviors relevant to their work as well as to their organization. The emotional ownership instrument was developed for two reasons: 1) to develop generic measures of emotional ownership instrument that would apply to the professionals working in different IT, Pharmaceutical, educational, manufacturing, and service industries and its environments; 2) To provide measures for an integrated theoretical model linking sources of emotional ownership in the IT, Pharmaceutical, educational, manufacturing, and service industries.

The emotional ownership domain is measured by a set of two dimensions i.e., work/job based emotional ownership and organization based emotional ownership. The emotional ownership questionnaire are:

1.1 Workbased emotional ownership (WB)

One can develop emotional ownership towards work only when it intrinsically satisfy an employee. Such satisfaction comes from a feeling of achievement and this sense of achievement originates from the link between linking for work and one’s contribution to the organizational objective. Work based emotional ownership questionnaire consists of seven items (see items 1, 3, 5, 6, 8, 10, and 12 in Table 6). The Cronbach’s Alpha (α) for work based was calculated and found 0.937, which shows a high internal consistency and reliability of work based dimension of emotional ownership. The seven items under the factor work based emotional ownership have explained 40.71 percent of the total variance.

1.2 Organization based emotional ownership (OB)

An organization is defined as a system composed of individual's, group, tasks, and managerial control. But if the employees of any organization were lack of feeling of accomplishment in work that makes them disinteresting and creates a stumbling block to wards their emotional ownership. On other hand, the nature of the work itself among IT, Pharmaceutical, educational, manufacturing, and service industry professionals intrinsically satisfying. If the working conditions, work atmosphere, organizational policies and administrative systems do not providing a conducive environment to give ones best to the organization. As a result an employee may not develop a feeling of organization emotional ownership. If an individual likes his/her work but not the organization. This creates a feeling of alienation from the organization. Which is opposite to the emotional ownership. The Cronbach's Alpha (α) for this variable is 0.916 which is an acceptable (α) value. The five items (see items 2, 4, 7, 9, and 11 in Table 6) under the factor organizationbased emotionalownership has explained 28.01 percent of the total variance.

The items of the emotional ownership instrument are contributed in a single item booklet. Respondents may complete the questionnaire by entering their responses on a rating sheet. Respondents were asked to rate these items on five points Likert scale which assesses the frequency (Strongly agree to strongly disagree) with which an item applies to the respondents. This manual explains the administration and scoring procedures, interpretive guideline and development of emotional ownership instrument.

II. TEST MATERIALS AND THEIR USE

All of the items of emotional ownership instrument are contained in three section item booklet. All the responses are made on a rating sheet. The first section of the item booklet contains instructions for the subjects. The remainder of the booklet is divided into two sections i.e., demographic information of respondents and the questionnaire which contain the 12 items for two dimensions, namely: work based -7 items, and organization based-5 items. The names of two dimensions were not disclosed in the questionnaire and all the 12 items were in mix order (see Table 6) so that the respondent's answer cannot be biased towards one particular dimension. The rating sheet is designed to be hand scored. The rating sheet provides an area for demographic information and the responses to the emotional ownership items.

2.1 Test takers

Clinical use of the emotional ownership instrument should be restricted to that situation where available research norm unquestionably apply to the population of interest. The current research norms are derived primarily from IT, Pharmaceutical, educational, manufacturing, and service industries etc.

2.2 Test users

This scale should be used only by the people professionally trained in the use and interpretation of this scale. The emotional ownership instrument is not meant to be scored or interpreted by the test-taker. Results should be provided only by professionals. The purchasers and users of the emotional ownership instrument should have: a thorough knowledge of the manual and proper use and interpretation of the scale, including thorough knowledge of test theory and principles of interpretation; a complete understanding of the emotional ownership model on which the measure is based; an understanding of whether the purpose of test used, conforms to the purposes for which the measure was constructed, that is, the identification of professionally induced emotional ownership for the benefit of an individual voluntarily taking the test.

III. ADMINISTRATION AND SCORING

3.1 Administration

The emotional ownership instrument requires approximately 10 to 15 minutes to complete. Researchers should begin with the complete information of demographic profile of the respondents (age, sex, and income etc.) The instructions for the items given in the questionnaire should then be reviewed to ensure that respondent had understood the rating procedure and response options. Respondents must be provided the calm environment so that they can concentrate and be free of distractions.

3.2 Scoring

All the items were rated on five point Likert scale i.e., 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree. Total scores for each item must be entered in the space provided at the end of the column. This can be calculated by total summated score or total mean score method, that will be the raw scores for each of the dimensions in terms of mean or summated method of scoring.

IV. INTERPRETIVE GUIDELINES

Emotional ownership on a continuum from low (strongly disagree) to high (strongly agree). To draw conclusions about emotional ownership for samples or individuals, the absolute approach can pick some logical, if arbitrary cut scores to represent low emotional ownership versus high emotional ownership. This scale has all the items with positive-worded so, we can assume that agreement with items would represent high emotional ownership, whereas disagreement with items represents low emotional ownership. Translated into the mean scores, for the 12-item total score of emotional ownership means that, scores with a mean item response of 3.1 or more represents high emotional ownership, whereas mean responses of 2.9 or less represent low emotional ownership. Mean scores between 2.9 and 3.1 are ambivalence. Translated into the summed scores, for the 12-item total where possible scores range from 12 to 60, the ranges are 12 to 35 for low emotional ownership, 37 to 60 for high emotional ownership, and between 35 to 37 for ambivalent.

V. DEVELOPMENT AND VALIDATION

5.1 Research Design

In this study an instrument for measuring emotional ownership was developed with the help of cross-sectional design because it is less costly and time consuming than the longitudinal design.

5.2 Item selection

For the construction of this scale a comprehensive description for each of the facets identified in the model. A pool of items was collected from the literature and empirical studies which were closely related to the emotional ownership of the software industries. A pool of 35 items (approximately thrice) was generated on this scale. Items were then selected which appeared to possess the greatest face validity. The items were then edited and reviewed for overlap, and finally a list of 12 items was developed.

5.3 Sample

A non-probability sample of 300 working professionals who typically possesses a large body of knowledge derived from extensive, specialized educational training, earns a good salary, exercise some level of autonomy in the organization, and is engaged in challenging work environment that is creative, independent, and intellectual, were taken from different public and private IT, Pharmaceutical, educational, manufacturing, and service industries located in north India (Delhi, Chandigarh, Haryana, Himachal Pradesh, Punjab, and Jammu & Kashmir). The detailed demographic information of the sample is presented in Table 1.

Table: 1 Demographic Profile of Participants

Variable	Categories	Frequency (s)	Percentage (%)
Gender	Male	213	71
	Female	87	29
Religion	Hindu	208	69.3
	Muslim	10	3.3
	Sikhism	76	25.3
	Other	6	2
Age (in years)	21-25	128	42.7
	26-30	122	40.7
	31-35	41	13.6
	36 & above	9	3
Marital status	Un-married	195	65
	married	105	35
Academics/Education	Graduate	157	52.3
	Post Graduate	129	43
	Other	14	4.7
Work experience (in Years)	1-3 Years	136	45.3
	3.1-6 Years	125	41.7
	6.1-9 Years	35	11.7
	above 9 Years	4	1.3
Annual income (in Rs)	1-3 Lakh	134	44.7
	3.1-5 Lakh	105	35
	5.1-7 Lakh	50	16.7
	above 7 Lakh	11	3.6
Family type	Nuclear	178	59.3
	Joint	118	39.3
	Other	4	1.4
Work shift	Day	228	76
	Night	62	20.7
	Day & Night	10	3.3
Type of Industry	Information Technology	109	36.3
	Pharmaceutical	50	16.7
	Educational	52	17.4
	Manufacturing	40	13.3
	Service	49	16.3

5.4 Reliability and validity

An internal consistency analysis was completed by employing a sample of 300 (IT, Pharmaceutical, educational, manufacturing, and service industry professionals). The alpha coefficient for total questionnaire score was $\alpha = 0.868$. Evidence of internal consistency was calculated using the coefficient of Cronbach alpha (α). [14], recommend that items with an alpha (α) of 0.70 and higher are viewed as acceptable. The convergent validity was tested through [15] with estimated standardized factor loadings, with acceptable limit 0.60. To assess the discriminant validity, [16] approach was adopted. According to them, the square root of AVE of any construct should be greater than its correlation to prove its validity. To check the common method biases Harman's- one-factor test in exploratory factor analysis of [17] was also used and it was found that the first factor explained 40.71 percent of the variance, which is < 50 percent. Therefore no signs of biases were observed.

5.5 Analytical approach

As per as requirement of the study the collected data was analyzed to identify the underlying structure of the construct in the first step and to validate the structure in the second step [18]. For this purpose, an exploratory factor analysis (EFA) was performed in the first step to identifying the underlying structure of the instrument and the correlation matrix was determined by using the Bartlett’s Test of Sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO). In the exploratory factor analysis, the responses on the 12 items of the instrument were correlated by using maximum-likelihood factor extraction with an oblique rotation to explore the hierarchical nature of the scale through pattern matrix. An oblique rotation was used because the factors were assumed to be correlated conceptually [19]. For the purpose of creating a parsimonious and simple structure, all factor loadings of less than 0.4 in the rotated pattern matrix and items that cross-loaded were removed [14]. Items that loaded clearly on a single appropriate factor, based on theoretical grounds, were retained [19]. To validate the underlying structure in the second step, a confirmatory factor analysis (CFA) have been conducted on the pattern matrix which was obtained from an exploratory factor analysis (EFA). The EFA to CFA plugin pattern matrix builder developed by [20] was used to analyze the result of CFA and presented in the result section. Descriptive statistics, the mean, and standard deviation were computed (see Table 5). The analysis was carried out using the software namely SPSS and AMOS 20th version. The fitness of the model was assessed using the various indices, for which the model values were found to be within acceptable limits. For example, 0.9 for GFI, AGFI, and NFI is considered a very good fit. Similarly, in a case of RMSEA < .05 reflects a very good model fit and a value between 0.06 and 0.09 indicates a good fit and is acceptable.

5.6 Exploratory factor analysis

Table 2: Total variance explained by factors of Emotional ownership

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative % Total	% of Variance	Cumulative % Total	% of Variance	Cumulative % Total		
1	5.195	43.292	43.292	4.885	40.706	40.706	4.782	39.851	39.851
2	3.667	30.560	73.852	3.362	28.013	68.719	3.464	28.867	68.719
3	.468	3.898	77.750						
4	.409	3.407	81.156						
5	.369	3.074	84.230						
6	.331	2.757	86.987						
7	.325	2.705	89.692						
8	.310	2.583	92.276						
9	.285	2.378	94.654						
10	.253	2.108	96.762						
11	.199	1.660	98.422						
12	.189	1.578	100.000						

Extraction Method: Principal Component Analysis

To test the presence of relationships among variables Bartlett’s test of sphericity was used. The significance level of this test ($p < .001$) indicated that there were significant relationships among the variables and a Kaiser-Meyer-Olkin measure of data adequacy was 0.992, which was well above the guideline of 0.60 [21], confirmed that the overall significance of the correlations within the correlation matrix was suitable for factor analysis. The result of oblique rotation indicated that the two factors were extracted with the total explained variance of these two factors among the emotional ownership instrument are 73.85% (see Table 2). Theoretical considerations were used to name the factors. The factors pattern matrix for the two factors with

twelve items of emotional ownership instrument counted 43.29% of this variance stems from the first factor, and 30.56% from the second factor. The scale was estimated as uni-dimensional because the first factor meets 43.29% of the total variance.

5.7 Confirmatory factor analysis

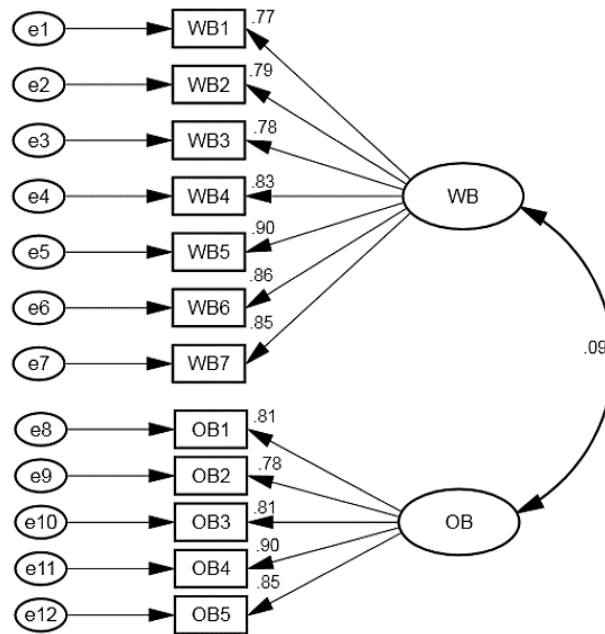


Figure 1: Confirmatory Factor Analysis of Emotional Ownership

The correlation matrix, means, and standard deviations are exhibited in Table 5 is the initial step in examining the data was to execute a confirmatory factor analysis (CFA) of the variables. In complete, the outcomes of the CFA from Table 3, signified a good model fit (χ^2/df) = 1.132, GFI = .967, AGFI = .983, NFI = .997, RMSEA = .021.

Table 3: Goodness-of-Fit Indicators of factors of Emotional ownership

Model	(χ^2 /df)	GFI (goodness of fit index)	AGFI (adjusted goodness of fit index)	NFI (normed fit index)	RMSEA
Emotional ownership	1.132	.967	.983	.997	.021

Table 4 Confirmatory factor analysis of Emotional ownership

Construct	Indicators	AVE	MSV	ASV	Cronbach's α /CR	Factor Loading	t-value
Work based emotional ownership (WB)	WB1	0.683	0.007	0.007	0.937/0.938	0.771	
	WB2					0.794	14.824***
	WB3					0.775	14.387***
	WB4					0.827	15.587***
	WB5					0.898	17.290***
	WB6					0.863	16.451***
	WB7					0.848	16.075***
Organization based emotional ownership (OB)	OB1	0.689	0.007	0.007	0.916/0.917	0.806	
	OB2					0.778	15.017***
	OB3					0.815	15.976***
	OB4					0.898	18.823***
	OB5					0.850	16.935***

Note: AVE represents average variance; MSV represents maximum shared variance; ASV represent average shared variance; CR represents construct or composite reliability; *** Significant at 0.001 level (two tails)

As exhibited in Figure 1 and Table 4, all measures were reported to be fairly reliable along with coefficient a higher than 0.70. Particularly, construct reliabilities extend from 0.938work based emotional ownership (WB) to 0.917organization based emotional ownership (OB). All constructs' indicator loadings were significant ($p < .001$). Their standardized estimates extend from 0.771 to 0.898 for work based, and from 0.778 to 0.898 for organization based. Based on the high construct reliabilities and significant loadings, we confirmed that our model has convergent validity [15] moreover, the average variance extracted (AVE) values were greater than 0.5 and all construct reliabilities were greater than their respective AVE values. Therefore, these results made us confident about the existence of convergent validity [14].

Table: 5 Mean, Standard deviation, Inter correlation and Discriminant validity

N = 300	Mean (SD)	1	2
1. Work based emotional ownership	3.62 (0.898)	.826	
2. Organization based emotional ownership	3.84 (0.909)	.086**	.830

Note: N = 300; the bold numbers in the cell of diagonal line are the square root of AVE; The numbers in the cells of off-diagonal line are inter correlation coefficients of one factor with another factor; **, *Significant at 0.01 and 0.05 level (two tailed) respectively

In this study the discriminant validity was shown in Table 5, the bold diagonal elements are the square root of AVEs, and rest of the elements are the inter item constructs correlation coefficient. As all reported values of AVEs are greater than the corresponding row or column entries. Further by comparing the values of maximum shared variance (MSV) and average shared variance (ASV) with AVE values. It exists when all MSV and ASV values are lower than their respective AVE values [14]. With reference to the Table 5, all relevant values fulfilled this condition. Hence discriminant validity had no issue in our model. Harman's one-factor test was applied to examine the existence of common method bias [17]. The outcomes from EFA exposed two different factors in which one factor explained the highest variance of 43.29 %. The analysis revealed that no such specific factor was present in this study, which explains the amount of variance in the variables greater than 50 percent. Hence, the outcomes indicated that the problem of common method bias is not an issue in the present study.

VI. CONCLUSION

The development of the emotional ownership instrument was based on the need for an instrument to assess emotional ownership in the working professionals of different industries i.e., (IT, Pharmaceutical, educational, manufacturing, and service). Its inclusion in future research studies will allow us to achieve a better understanding of the variables that either promote or reduce the occurrence of emotional ownership, besides the significance of this knowledge for theories of emotional ownership. Such information will have the practical benefit of suggesting, modifications in recruitment, training, and job design that alleviate the problem of emotional ownership.

6.1 Direction for further validation studies

- Additional studies of the emotional ownership should be tested on another independent sample.
- The sample comprised 300 respondents from north India, this does not necessarily mean that the sample was representative of the general population. Further research needs to be conducted amongst border spectrum.
- Further the qualitative dimension of the research might be valuable and could enhance knowledge on the different issues that might influence emotional ownership in a different multi- cultural environment.

REFERENCES

- [1]. Blau, P. M., and W. R. Scott. Formal Organizations. Chandler Publishing, San Francisco, CA. 1962.
- [2]. Björnberg, Åsa, and Nigel Nicholson. Emotional Ownership: The Critical Pathway between the Next Generation and the Family Firm. London: The Institute for Family Business, 2008.
- [3]. Björnberg, Åsa, and Nigel Nicholson. "Emotional Ownership." Family Business Review 25, no. 4 (2012), 374-390.
- [4]. Markus, Hazel R., and Shinobu Kitayama. "Culture and the Self: Implications for Cognition, Emotion, and Motivation." Psychological Review 98, no. 2 (1991), 224-253.
- [5]. Matsumoto, David. "Ethnic Differences in Affect Intensity, Emotion Judgments, Display Rule Attitudes, and Self-Reported Emotional Expression in an American Sample." Motivation and Emotion 17, no. 2 (1993), 107-123.

[6]. Brundin, E., E. S. Florin, and L. Melin. "The Family Ownership Logic: Core Characteristics of Family-Controlled Businesses." CeFEO Working Paper Series, Center for Family Enterprise and Ownership Jönköping International Business School, 2008.

[7]. Ashforth, Blake E., and Fred Mael. "Social Identity Theory and the Organization." *The Academy of Management Review* 14, no. 1 (1989), 20-39.

[8]. Tajfel, Henri. *Social Identity and Intergroup Relations*, Cambridge University Press: Cambridge, 1982.

[9]. Pierce, Jon L., Tatiana Kostova, and Kurt T. Dirks. "Toward a Theory of Psychological Ownership in Organizations." *The Academy of Management Review* 26, no. 2 (2001), 298-310.

[10]. Meyer, John P., and Natalie J. Allen. "A three-Component Conceptualization of Organizational Commitment." *Human Resource Management Review* 1, no. 1 (1991), 61-89.

[11]. Turner, J. C. "Towards a Cognitive Redefinition of the Social Group." In In H. Tajfel, *Social Identity and Intergroup Relations*, 15-40. Cambridge, England: Cambridge University Press. 1982.

[12]. Turner, John C. "Social Identification and Psychological Group Formation." In H. Tajfel (Ed.), *the Social Dimension: European Developments in Social Psychology and Intergroup Relations* Cambridge, England: Cambridge University Press. 2 (1984), 518-538.

[13]. Sharma, Pramodita, and P. G. Irving. "Four Bases of Family Business Successor Commitment: Antecedents and Consequences." *Entrepreneurship Theory and Practice* 29, no. 1 (2005), 13-33.

[14]. Hair, J., W. C. Black, B. J. Babin, and R. E. Anderson. *Multivariate Data Analysis*, 7th ed. Upper saddle River, New Jersey: Pearson Education International, 2010.

[15]. Anderson, James C., and David W. Gerbing. "Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach." *Psychological Bulletin* 103, no. 3 (1988), 411-423.

[16]. Fornell, Claes, and David F. Larcker. "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error." *Journal of Marketing Research* 18, no. 1 (1981), 39-50.

[17]. Podsakoff, Philip M., Scott B. MacKenzie, Jeong-Yeon Lee, and Nathan P. Podsakoff. "Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies." *Journal of Applied Psychology* 88, no. 5 (2003), 879-903.

[18]. Krzystofiak, Frank, Robert L. Cardy, and Jerry Newman. "Implicit Personality and Performance Appraisal: The Influence of Trait Inferences on Evaluations of Behavior." *Journal of Applied Psychology* 73, no. 3 (1988), 515-521.

[19]. Worthington, Roger L., and Tiffany A. Whittaker. "Scale Development Research." *The Counseling Psychologist* 34, no. 6 (2006), 806-838.

[20]. Gaskin, J. "Confirmatory factor analysis Gaskination'sStatWiki." StatWiki. Last modified 2012. http://statwiki.kolobkreations.com/index.php?title=Main_Page.

[21]. Tabachnick, B. G., and L. S. Fidell. *Using Multivariate Statistics*, 5th ed. Boston, MA: Pearson Education, Inc., 2007.

Table: 6 Emotional ownership questionnaire

Instructions: Complete the following questionnaire by circling the answer that best describes your feelings about each items. Each item, should be rate on five point Likert scale i.e. strongly disagree = 1, disagree = 2, neutral = 3, agree =4, strongly agree = 5. Each item, circle your response accordingly.

Sr.No	Scale with items	SD	D	N	A	SA
		1	2	3	4	5
1. Item	I am free to utilize my personal initiative and creativity in carrying out my job	1	2	3	4	5
2. Item	There is bond of affinity between me and my organization.	1	2	3	4	5
3. Item	I feel there is lot of opportunities for personal growth in my job	1	2	3	4	5
4. Item	My organization treats us fairly.	1	2	3	4	5
5. Item	I feel freedom, autonomy, and encouragement to carry out my job-related tasks.	1	2	3	4	5
6. Item	In my organization goals are integrated with organization goals.	1	2	3	4	5
7. Item	My organization offers me a friendly work atmosphere.	1	2	3	4	5
8. Item	I have the power to decide for myself the right action in order to fulfill responsibility.	1	2	3	4	5
9. Item	My organization recognize its employee's productive work.	1	2	3	4	5

10. Item	My job related tasks gives me a sense of achievement.	1	2	3	4	5
11. Item	I feel secure in my job.	1	2	3	4	5
12. Item	I enjoy my work task.	1	2	3	4	5
