Examining Hotel Employees' Psychological Ownership: Antecedents and Consequences

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Abstract

Employees' psychological ownership (EPO) leads to many positive outcomes for employees and the organization. It plays a crucial role in maintaining employee relations with the organization. It has appeared as a vital indicator of employees' work behaviors (e.g., value co-creation) and attitudes (commitment and satisfaction). Given the importance of EPO in the hotel industry, it is necessary to examine its antecedents and outcomes. This research also investigates the effect of four EPO antecedents (i.e., hotel identification; psychological safety; autonomy; information accessibility) on EPO. Besides, it examines the impact of EPO on three of its outcomes, i.e., employee creativity, employee voice, and knowledge sharing behavior (KSB). To achieve these objectives, data was obtained using questionnaires. A convenience sample of 420 hotel employees from the 14 investigated hotels was chosen. A total of 345 valid questionnaire forms was retrieved, with a response rate of 82.1 percent. To analyze these forms, descriptive analysis, correlation analysis, and multiple regression analysis were used. The main results showed that the four EPO antecedents were found to positively affect EPO. Moreover, the findings indicated that EPO significantly drives the three outcomes of EPO. Thus, the practical implications of the results assist hotel practitioners in enhancing EPO, its antecedents, and outcomes more effectively. For example, it was recommended that hotels should increase EPO and its outcomes by raising EPO antecedents (e.g., hotel identification) through many practices by hotel management, such as increasing the happiness of their workers by helping them cooperate with colleagues in handling work problems.

Keywords: Psychological ownership; hotel identification; psychological safety; autonomy; information accessibility; creativity; employee voice; knowledge sharing.

Introduction

This study focuses on EPO, its antecedents, and outcomes. EPO refers to the feeling of possessiveness toward target objects (Pittino *et al.,* 2018). It plays an important role in the relationships between the organization and its workers (Jitender, 2019). It is an important indicator of the attitudes and beliefs of individuals (Lee *et al.,* 2019). In addition, it provides the company and staff with many benefits, including motivation to work, positive attitudes, ethical behavior, job performance, and an enhanced sense of responsibility, etc. (Yoo *et al.,* 2018). However, more research on EPO is needed in the tourism and hospitality literature. Further studies should take an interest in this variable and expand its predictors and outcomes related to the company, customers, and employees (Li *et al.,* 2021).

As for the antecedents of EPO, prior research has investigated a range of them, for example, experienced job control (Peng and Pierce, 2015), salary, high-performance work systems (Poutsma *et al.,* 2015), and empowering leadership (Lin *et al.,* 2019). However, previous EPO literature has rarely investigated the impacts of the four antecedents (i.e., hotel identification; psychological safety; autonomy; information accessibility) on EPO (Zhang *et al.,* 2021). For example, limited studies focused on employee autonomy and its relationship with EPO (Altaf *et al.,* 2019). Accordingly, these four variables are investigated in this study to broaden EPO antecedents and fill this gap.

First, hotel identification leads to compatibility between all employees' points of view, which results in employees working with each other in one direction (Ye *et al.,* 2019). However, a lack of hotel identification negatively affects the performance of staff (Tufan and Wendt, 2020). Second, psychological safety is defined as the environment in which workers feel calm, enabling them to face any risks without fear of negative results (Han and Roh, 2020). A safe environment must encompass a set of features, like the availability of facilities and the capability to avoid making mistakes (Stephen and O'Rourke, 2020). Third, autonomy denotes the freedom employees possess to make decisions regarding organizational activities, which in turn will lead to the development of skills, knowledge, and resources (Allison *et al.,* 2021). Fourth, information accessibility refers to the level of employees' effort required to obtain information from various sources. The more accessible information is, the easier it is to use the information and achieve the desired goals (Zhuang *et al.,* 2020).

Concerning the outcomes of EPO, previous studies have several major variables, for example, job burnout (Kaur *et al.,* 2013), job satisfaction (Peng and Pierce, 2015), organizational citizenship behaviors (Poutsma *et al.,* 2015), work engagement (Dai *et al.,* 2020), organizational commitment, employee involvement, and employee retention (Degbey *et al.,* 2021). However, in the EPO literature, relatively scant attention has been paid to the three EPO consequences, i.e., employee creativity, employee voice, and KSB (Zhang *et al.,* 2021).

Thus, this study includes these three outcomes. First, employee creativity is the effects of shared standards of opinions, values, and perceptions of employees in an organization on regulating how work and customer service are performed (Ogbeibu *et al.,* 2020). Second, employee voice aims to encourage dissatisfied employees to express their ideas and support further changes that improve their circumstances and enhance organizational success (Nazir *et al.,* 2020). Third, KSB is a vital element of knowledge management that leads to making, offering, and allocating intellectual knowledge for workers and institutions (Kipkosgei *et al.,* 2020).

Despite the recognition of employee voice importance for hospitality practitioners particularly in the hospitality industry, it is considered an under-examined hospitality resource. Besides, the relationship between EPO and employee voice has received limited research attention (Xiong *et al.,* 2019). Moreover, although the EPO is of

crucial importance for strengthening the relationship between the organization and workers (Kwon**,** 2020**)**, there is little research on the previously mentioned antecedents and outcomes of EPO in hotels. Accordingly, the overall aim of the study is to identify these antecedents and outcomes in the hotel context. To accomplish this aim, there are five specific objectives: (1) to assess the four dimensions of the EPO (i.e., self-efficacy, accountability, belongingness, and self-identity); (2) to examine the antecedents of EPO; (3) to investigate the outcomes of EPO; (4) to identify how EPO is influenced by its antecedents; and (5) to examine the impact of the EPO on its outcomes.

Literature review

Employees' psychological ownership (EPO)
Psychological ownership can be defined as a cognitive-affective state in which people feel that they have awareness, beliefs, and thoughts that an object (tangible or intangible in nature, e.g., job or organization) or a piece of it is theirs (Dawkins *et al.,* 2017; Ainsworth, 2020; Li *et al.,* 2021, Kumar and Kaushal, 2021). In the context of work, EPO is increasingly viewed as a primary feeling concerning work that brings about behavioral outcomes, e.g., job performance (Yoo *et al.,* 2018), as well as emotional outcomes (such as organizational commitment) for employees and organizations (Menard *et al.,* 2018). In addition, EPO can achieve numerous advantages for customers, such as promotion of a sense of responsibility, greater willingness to pay more (Lessard-Bonaventure and Chebat, 2015), long-term loyalty (Sinclair, 2017), increased purchase intentions (Stoner *et al.,* 2018), and word of mouth behavior (Kumar, 2019).

Several researchers (e.g., Sinclair, 2017) stated that there are four dimensions of EPO, which are self-efficacy, accountability, belongingness, and self-identity. These four dimensions play an important role concerning employee-organization relationships (Lee *et al.,* 2019). Furthermore, these dimensions are positively correlated with transformational leadership, organizational citizenship behaviors, affective commitment, and job satisfaction (Degbey *et al.,* 2021).

First, self-efficacy is one of the basic components of EPO related to their ability to perform things (Lee *et al.,* 2015). It signifies the belief of individuals that they can successfully carry out a task (Sinclair, 2017). Moreover, to have a sense of self-efficacy, employees must communicate with colleagues, participate in the work environment (Kumar *et al.,* 2019), and have a high level of EPO which can manage both material and immaterial objectives (Menard *et al.,* 2018). Second, accountability refers to the implicit or explicit expectation that individuals need to explain their beliefs, feelings, and activities to others (Lee *et al.,* 2015). It enables workers to respond to the company through their attitudes and actions (Peck and Shu, 2018). Third, belongingness refers to the extent to which employees feel that they are a part of the organization's community. It achieves many benefits for employees in the organizations, such as increasing cross-cultural relationships (Glass and Westmont,

2014) and meeting social and socio-emotional needs (Lee *et al.,* 2015; Kumar, 2019). Fourth, self-identity is a part of the cognitive process connected with EPO (Lee *et al.,* 2015). It also involves employees' feelings and beliefs towards their workplace. In addition, EPO can express employees' self-identity and maintain the stability of the self from time to time (Matilainen *et al.,* 2017).

Antecedents to EPO

Several antecedents to EPO were identified by the previous research, for example, hotel identification, psychological safety, autonomy, and information accessibility (Men *et al.,* 2020, Peng *et al.,* 2020). These four antecedents of EPO are explained in the following sections.

Hotel identification

Organizational identification, which is a form of social identification, is a psychological attachment to an organization (Zoonen and Treem, 2019; Park and Back, 2020). It indicates the degree to which hotel employees define themselves concerning their company (Lythreatis *et al.,* 2020). It gives workers a sense of pride to be a part of the company (Qian and Jian, 2020) and produces employees' positive behavior for the company and common company values (Park and Back, 2020). Furthermore, hotel identification brings about numerous outcomes regarding workers' behavior in the organization, e.g., job satisfaction, organizational commitment, and job involvement (Men *et al.,* 2020).

Psychological safety

Psychological safety is a widespread belief among employees that represents individuals' expectations regarding the safety of interpersonal relationships. It is a critical factor that encourages learners or workers to communicate information and ideas as well as allows them to concentrate on attaching to the job at hand (Han and Roh, 2020; Roh *et al.,* 2020). Moreover, psychological safety plays a significant role in teamwork, team learning, organizational understanding, team competence, and creativity. It also permits employees to develop various solutions to their problems (Han and Roh, 2020) and enables them to overcome barriers to innovation, to learn, and to change in high-stress contexts (Andersson *et al.,* 2020; Parker and Plooy, 2021).

Autonomy

Autonomy, which is an essential component of democratic constitutions, refers to the ability of individuals to choose work procedures and effectively manage these procedures and work conditions (Hajek and Konig, 2020). It is also defined as the capability of making decisions and taking responsibility for the consequences of these decisions (Clemons *et al.,* 2021). However, there are two limitations of autonomy: the choice between alternative options and the timing of the action (Antusch *et al.,* 2021).

Autonomy achieves many benefits for employees, such as increasing job attitudes (Mudambi *et al.,* 2014), creating new activities, enhancing freedom of decision-making, improving work performance, developing critical analysis, acquiring new

knowledge (Mudambi *et al.,* 2014; Zolkefli *et al.,* 2020), scheduling the work and deciding the methods required to carry it out, and improving employees' resilience (Clemons *et al.,* 2021). Moreover, autonomy has several positive outcomes for organizations, including autonomous selections, self-determined decisions, self-sufficiency, and increased value-added (Kühnbach *et al.,* 2020; Hu *et al.,* 2021). On the contrary, loss of autonomy leads to many problems for employees, such as a decrease in confidence concerning their skills and feeling of helplessness and weakness (Arntsen *et al.,* 2021; Allison *et al.,* 2021).

Information accessibility

Information accessibility is based on a broad collection of social exchange opinions and views (Chen, *et al.,* 2015). It refers to the conditions that allow individuals to access and get useful knowledge (Zhuang *et al.,* 2020). Also, it can be defined as the quality and quantity of information interconnected and coordinated in a way that facilitates access to members (Yu *et al.,* 2020). Increasing access to information depends on a set of factors, the most important of which are the quality and diversity of information as well as the quality of the interface responsible for creating this information (Yu *et al.,* 2020).

Facilitating access to information leads to easier use of this information, more downloading, and easier access to it by a greater number of participants. On the other hand, restricting access to information reduces the number of participants accessing communication channels, which brings about a decrease in the quantity and quality of information (Zhuang *et al.,* 2020; Yu *et al.,* 2020).

The effect of hotel identification, autonomy, psychological safety, and information accessibility on EPO

Concerning hotel identification, employees who identify with the organization are more likely to increase a sense of psychological ownership toward it. Because organization identification generates an emotional relationship between employees and the organization so that it is embedded in the employees' extended self and employed for self-definition, it can inspire a feeling of possessiveness in employees (Kumar and Nayak, 2019).

Concerning autonomy, if workers experience more autonomy in their work, they will have a high level of control over their work procedures and working conditions, thus improving their psychological ownership toward their jobs and organizations (Pierce *et al.,* 2004; Mayhew *et al.,* 2007; Degbey *et al.,* 2021). Regarding psychological safety, if the organization satisfies employees' safety needs, they tend to perceive themselves as parts of the organization, and therefore EPO emerges. As for information accessibility, it can increase employees' information about their organizations and jobs, enhancing their association with the organization/job ultimately increasing the EPO (Hoeven *et al.,* 2021).

Based on the existing literature, EPO is expected to be positively linked with the previously mentioned EPO antecedents. Therefore, the following hypotheses have been developed.

Hypothesis 1. Hotel identification has a significant impact on EPO.
Hypothesis 2. Psychological safety has a significant impact on EPO.
Hypothesis 3. Autonomy has a significant impact on EPO.
Hypothesis 4. Information accessibility has a significant impact on EPO.

Outcomes of employee psychological ownership

In the literature, three outcomes of EPO were identified, for instance, employee creativity, employee voice, as well as KSB (Alali and Salim, 2013; Jha *et al.,* 2019). These three outcomes of EPO are explained in the following sections.

Employee creativity

Creativity is the origin of innovation (Stojcic *et al.,* 2018). It involves workers' affective, cognitive perceptions, and physical resources (Ogbeibu *et al.,* 2020) which are developed through the employees' willingness to perform their work creatively rather than in a traditional way (Han and Bai, 2020) as well as the successful application of workers' innovative ideas (Anser *et al.,* 2020). Another definition of employee creativity is the workers' ability to create new and advantageous ideas and rules relating to procedures and processes in organizations (Han and Roh, 2020). There are many factors influencing employee creativity, such as EPO, positive mindset, self-directed learning (Tien *et al.,* 2019), workplace autonomy (Sahoo and Pattnaik, 2020), social interaction, knowledge-deprivation (Durrah *et al.,* 2020) sensitivity, and stress tolerance (Song and Gu, 2020; Liu *et al.,* 2021).

Employee voice

Employee voice principle is an imperative organizational citizenship behavior in the hospitality industry. It refers to the extent to which workers express their points of view to management, solve their problems, and share in making decisions in the company (Jha *et al.,* 2019; Amponsah-Tawiah *et al.,* 2020). It is extensively viewed as employee behavior with a valuable and positive additional role that benefits a department within the organization or the entire organization. It presents a critical source of business intelligence for recognizing customer needs, enhancing service delivery processes, and improving operational management (Xiong *et al.,* 2019). Employee voice has an impact on their creativity and ethical leadership. It enables workers to create new ideas regarding processes, products, and services in the organization. It also improves organizational performance commitment and detects errors and defects of the organization (Soomro *et al.,* 2021). Furthermore, it leads to better cooperation between managers and staff as well as increases employees' trust in top management (Nazir *et al.,* 2020; Selvaraj and Joseph, 2020).

Knowledge sharing behavior (KSB)

Knowledge includes two types; explicit and tacit knowledge. The first one refers to the knowledge that can be communicated to others through individuals' experiences. On the contrary, the second one refers to the knowledge genuinely existing in individuals' values, experiences, and activities (Oliveira *et al.,* 2015). KSB is defined as the extent to which workers exchange their acquired information with others in the organization to increase communication and development of new information (Akturan and Çekmecelioglu, 2016; Ogunmokuna *et al.,* 2020). KSB has many advantages for organizations, such as creating new thoughts, reducing costs, avoiding frequent errors, resolving problems (Asurakkody *et al.,* 2019), achieving a competitive advantage, reducing employees turnover (Asurakkody and Kim, 2020), improving their performance, productivity, and profitability, and meeting all the needs of the organization (Talebizadeh *et al.,* 2021).

The effect of EPO on employee creativity, employee voice, and KSB

EPO produces an array of positive psychological feelings and behaviors. Workers who have possessive feelings toward their organizations may show a selfless spirit, which is seen as an important precedent for additional role behavior, such as employee creativity, employee voice, and KSB (Li *et al.,* 2015; Tian *et al.,* 2021).

Regarding employee creativity, previous studies have shown that workers with high levels of EPO have higher organizational commitment, thus caring about the future development of the organization and acting in ways that promote the organization, e.g., creativity (Ramos *et al.,* 2014). In addition, several researchers (e.g., Gao *et al.,* 2014; Boysen and Larsen, 2019) suggested that EPO can generate workers' desire to strengthen the organization. Besides, previous research pointed out that loss of personal ownership leads to a lack of motivation which negatively affects employee creativity (Boysen and Larsen, 2019).

Concerning employee voice, EPO is more likely to eliminate obstacles to employee voice, thus prompting employees to express their suggestions and ideas directed towards change to enhance organizational performance (Xiong *et al.,* 2019). Furthermore, EPO is associated with a range of employee organizational citizenship behaviors (such as helping and volunteering) because employees' psychological ownership towards their organization urges them to protect and enhance it. Besides, EPO helps staff fulfill their need to belong, and therefore they tend to reciprocate by contributing to the organization (Amponsah-Tawiah *et al.,* 2020).

In terms of KSB, EPO brings about higher levels of KSB through improving employees' organizational commitment (Han *et al.,* 2010). Besides, Li *et al*. (2015) posited that employees with a higher level of EPO will tend to share knowledge with colleagues. Additionally, ethical and responsible behaviors (such as KSB) are displayed by employees, if they possess psychological ownership (Yoo *et al.,* 2018). Employees who have a high level of EPO consider the organization and the job as their extended self and care more about their work and organization, thus promoting their

knowledge-sharing behaviors (Hameed *et al.,* 2019).

On the other hand, Peng (2013) and Tian *et al*. (2021) stated that EPO can negatively affect organizational activities. Due to the feeling of ownership of knowledge, individuals are prompted to retain total control over it, and therefore exhibit behaviors that hinder information transfer, for example, refusal to share knowledge. Employees may decide to withhold information from colleagues to circumvent the negative impacts of knowledge loss and encroachment on knowledge ownership.

Depending upon the existing literature, EPO is believed to be positively associated with the previous three outcomes. Therefore, the following hypotheses are set out.

Hypothesis 5. EPO has a significant impact on employee creativity.
Hypothesis 6. EPO has a significant impact on employee voice.
Hypothesis 7. EPO has a significant impact on KSB.
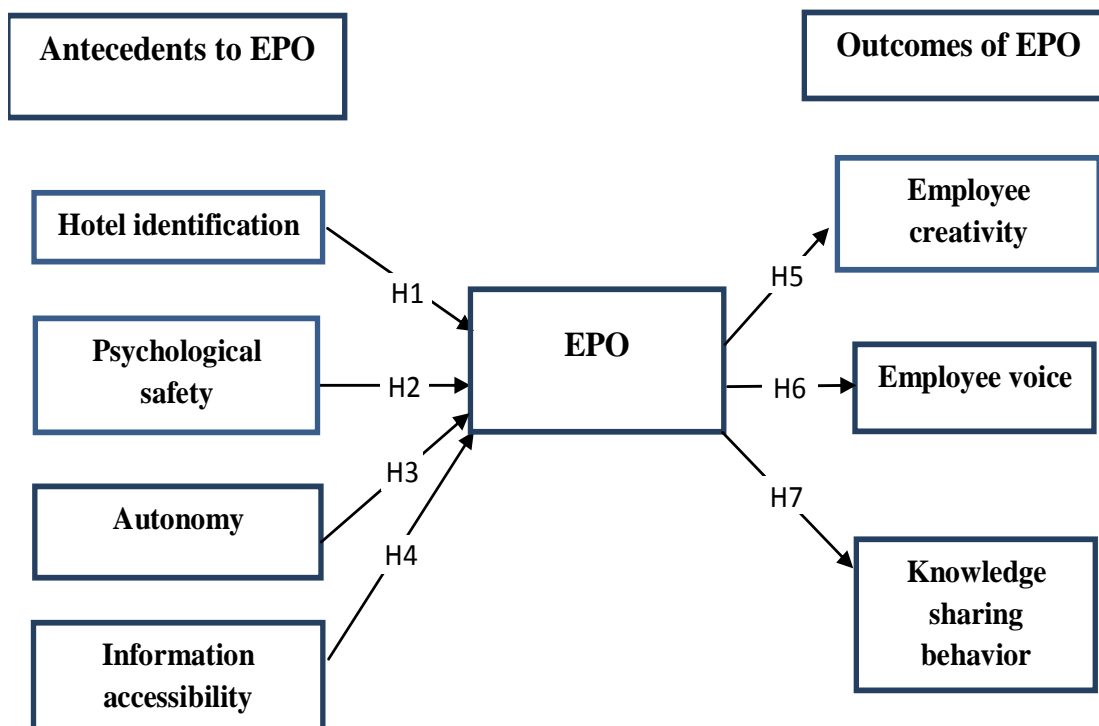
Figure (1): Hypothesized model

Methodology

Based on the literature review, this study was designed to assess eight variables related to EPO of hotel workers that can be categorized as follows: (1) EPO antecedents (four variables); (2) EPO outcomes (three variables); and (3) EPO (one variable). This study examines all variables from employees' viewpoints.

Measurement and instrument

The questionnaire is arguably the most commonly used in leisure and tourism research (Veal, 2018). The eight scales making up the questionnaire were used by previous

researchers. It is composed of four sections: respondents' characteristics, EPO, its antecedents, and outcomes. The first section comprised 5 elements (i.e., gender, age, educational level, department, and work experience). The second section (EPO) consisted of 11 items (e.g., Brown *et al.,* 2014; Peng and Pierce, 2015; Dai *et al.,* 2020; Giovanni *et al.,* 2021). Concerning the third section (the antecedents of EPO), there are four parts: hotel identification (9 elements), psychological safety (3 elements; Kahn, 1990; Parker and Plooy, 2021), autonomy (4 elements; Mustafa *et al.,* 2020), and information accessibility (4 elements; Zhuang *et al.,* 2020). Regarding the fourth section (the outcomes of EPO), there are three parts: employee creativity (4 elements; Chien *et al.,* 2021), employee voice (6 elements; Jha *et al.,* 2019), and KSB (10 elements; Alali and Salim, 2013). The respondents were asked to respond to a five-point Likert scale in the last three sections of the survey (1 = very low and 5 = very high).

Population and sample
The target population for the study was staff in five-star hotels in Sharm ElShiekh in Egypt. The total number of five-star hotels in Sharm ElShiekh was 40 (Egyptian Hotel Association, 2019). However, only 14 hotels (35%) accepted the distribution of questionnaire forms among their employees. Access to other hotels was not permitted, possibly because of data confidentiality, lack of senior management support, or time constraints. The researchers could not obtain accurate numbers for hotel employees in the 14 hotels investigated. Where the population is unknown, the sample size of hotel employees can be computed according to the formula described by Freund and Wilson (1997) as follows:

$$n = \frac{(Z_{\alpha/2})^2 \, p \, (1\text{-}p)}{(d)^2}$$

Where n is the required sample size; z is the value of standardized normal variant corresponding to the level of the significance; α is the probability of type 1 error; p is estimated prevalence, and d is the rate of errors in population.

According to the previous equation, questionnaire forms were distributed to a convenience sample of 420 hotel employees selected from the 14 hotels. Convenience sampling is a technique in which researchers collect research data from an easily accessible group of respondents (Kowalczyk, 2015). The probability sampling method was not adopted as the researchers could not accurately define the study population. The 420 forms were equally distributed to the 14 hotels examined (30 per hotel) to ensure that employees were representing each hotel in the study sample. The forms were distributed during the period from 12-2020 to 2-2021. A total of 345 valid forms was received, representing a response rate of 82.1%.

Reliability and validity
The scales, wording, layout, and content of the questionnaire were reviewed by three professors and five lecturers specializing in hotel studies as well as 3 human resources

managers in five-star hotels in Cairo. The questionnaire was then modified based on the feedback received. Furthermore, all the scales in this study were used and tested by prior scholars, which confirms the validity of the instrument used. For example, the EPO scale was used by several preceding studies (e.g., Kumar and Nayak, 2019). To test the reliability of the instrument, the coefficient of Cronbach's alpha was used to determine the internal consistency of each construct in the research. Values of Cronbach's alpha surpassing 0.70 indicate high credibility (Nunnally and Bernstein, 1994). In this research, values for all variables were above 0.70, revealing that the instrument was reliable.

Data analysis
The statistical package for social sciences (SPSS) for Windows version 25 was used to analyze the data. Descriptive statistics (including means, standard deviations, and correlations) were calculated for all variables in the study. Besides, study hypotheses were tested using hierarchal multiple regression analysis.

Results and discussion

Respondents' characteristics
This section comprised five items (i.e., gender, age, educational level, department, and work experience). Concerning gender, employees' surveyed responses indicated that most respondents (75.5 %) were male and 24.5% were female. In terms of age, about 65% of respondents were aged 18 to less than 35 years, while approximately 25 % of them belong to the 35-55 years group, and 10% of them were aged more than 55 years. As regards educational level, most employees (85%) were high-education graduates, 13.5% of them were high-school graduates, and 1.5% of them were postgraduates. Regarding the job department, respondents represented three departments within the hotel. The food and beverage department was represented by 55.5% of respondents, front office by 24 %, and housekeeping by 20.5%. Concerning the level of work experience, employees represent different years of experience: 62% (1-5 years); 30% (more than 5-10 years); and 8% (more than 10 years).

A descriptive analysis of EPO, its antecedents, and outcomes
Descriptive statistics (including means and standard deviations) of all study variables (EPO; its antecedents and outcomes) are illustrated in table 1. First, the results showed that the total mean score of EPO was 3.1. This finding indicated that the level of EPO in hotels, in general, was not acceptable. Similarly, this result was emphasized by previous scholars (e.g., Avey *et al.,* 2012; Lin, *et al.,* 2019; Dai *et al.,* 2020; Gu *et al.,* 2021).

Second, the results clarified that the total mean score of EPO antecedents was 3.28. In addition, it is clear from table 1 that all the four antecedents of EPO had average scores below four, indicating that they all need more attention from hotel management. As regards autonomy, results clarified that it had a general mean of 3.4. This finding concurs with previous research (e.g., Goussinsky, 2015; Vui-Yee and Yen-Hwa, 2020).

Concerning information accessibility (Mean = 3.2), results coincide with previous research (e.g., Hsu and Liao, 2014; Zhang *et al.,* 2019). As regards hotel identification (mean = 3.4), results concur with prior research (e.g., Park and Back, 2020; Zhuang *et al.,* 2020). Besides, the findings related to psychological safety (Mean = 3.1) were emphasized by previous studies (e.g., Guchait *et al.,* 2019; Yin and Ni, 2021). On the other hand, the findings are inconsistent with those of Dodoo *et al.,* (2021).

Table 1 A descriptive analysis of the items of EPO, its antecedents, and outcomes

	Mean	Std. Deviation
Employee psychological ownership	**3.1**	
I feel this hotel is mine	2.7	.75
I feel personal ownership for the work that I do	3.1	.84
I feel personally connected to this hotel	3.2	.85
I feel closely involved in the success or failure of this hotel	2.6	.84
I feel like part of the family at this hotel.	3	.83
I sense that this hotel belongs to all the employees.	3.7	.86
I see myself as a champion of this hotel	3.3	.84
I see a part of myself in this hotel when I think about it.	2.9	.84
I am willing to treat this hotel as my home.	3	.85
I have configured hotel functions to better align them with my job	3.7	.82
I have personally invested in improving the performance of this hotel.	2.9	.81
Antecedents of psychological ownership	**3.28**	
Autonomy	**3.4**	.86
I decide how much time I need for a specific activity	3.8	.85
I have freedom in carrying out my work activities	3.5	.81
I decide how my work is executed on my own	3.2	.80
I organize my work myself	3.1	.81
Information accessibility	**3.2**	.80
Colleagues make information easy to access	3.6	.84
Colleagues allow information to be readily accessible to me	3.4	.86
Colleagues make the information very accessible	3	.85
Colleagues make information to be available	2.8	.81
Hotel identification	**3.4**	.84
When someone praises the hotel I serve, I feel like I am praised.	4.1	.85
The success of the hotel I serve is my success.	4	.80
I feel attached to this hotel	3.7	.82
This hotel fits well with me	3.6	.84
When talking about the hotel, I use 'we' instead of 'they'.	3.5	.79
I strongly identify with this hotel	3.3	.84
When someone criticizes the hotel, I feel as if I am being insulted.	3	.84
I am very concerned about what others think of the hotel I serve.	2.7	.84
If the news media posted an article criticizing my hotel, I would feel embarrassed	2.7	.81

Psychological safety	**3.1**	.79
I am unafraid to express my opinions at work	3.9	.86
There is a safe environment at work	2.8	.84
I am unafraid to be myself at work	2.6	.79
Outcomes of psychological ownership	**3.23**	
Employee creativity	**3.4**	
I suggest new ways of performing work tasks	3.8	.81
I suggest many creative ideas that might improve working conditions at the hotel	3.4	.81
I often come up with creative solutions to problems at work	3.2	.85
I am a good source of creative ideas	3.2	.85
Employee voice	**3.2**	
I develop and make recommendations to my supervisors concerning issues that affect my work	3.9	.81
I am well informed about the issues at work where my opinion can be useful	3.5	.79
I speak up and encourage others in my department to get involved in issues that affect my work	3.2	.85
I speak up to my supervisors with ideas for new projects or changes in procedures at work	3.2	.81
I get involved in issues that affect the quality of life in my department	2.9	.83
I communicate my opinions about work issues to others in my department, even if their opinions are different and they disagree with me	2.5	.83
Knowledge sharing behavior	**3.1**	
I enjoy exchanging knowledge and I don't ask for anything in return	4.2	.83
In a team setting, I would share knowledge with colleagues who had assisted me in the past	4	.83
I respect others' impression that I am willing to assist people	3.2	.80
I believe that members should help each other through teamwork to foster knowledge sharing	3.1	.81
I would personally help other team members regardless of whether or not they ask for my help	3.1	.80
I am willing to use my spare time to help other team members	3	.82
I believe that knowledge sharing among teams can help establish my image as an expert	2.9	.83
I am pleased to learn and share knowledge among different teams	2.5	.81
I want to become a person with professional knowledge in the eyes of my colleagues	2.5	.84
Helping my team address work problems would make me feel happy and satisfied	2.5	.81

Third, table 1 illustrated that the total mean score of EPO outcomes was 3.23. This indicates that they were all found to be generally unacceptable. Concerning employee voice, the results clearly stated that the total mean score of employee voice was 3.2.

These results are consistent with prior studies (e.g., Avey *et al.,* 2012; Curcuruto and Griffin, 2018). As regards KSB, the results showed that the total mean score of KSB was 3.1. These results coincide with previous research (e.g., Li *et al.,* 2015). On the contrary, the results disagree with prior studies (e.g., Tian *et al.,* 2021). Besides, the findings related to employee creativity (Mean = 3.4) were emphasized by previous scholars (e.g., Li *et al.,* 2018; Chien *et al.,* 2021).

Relationship among EPO, its antecedents, and outcomes

To identify the relationship between EPO and other study variables, a correlation was measured. The findings in table 2 showed that there are moderate positive relationships between EPO and its four antecedents: autonomy (r= 0.45, Sig. <0.000); information accessibility (r= 0.56, Sig. <0.000); hotel identification (r= 0.42, Sig. <0.000); and psychological safety (r= 0.41, Sig. <0.000). This means that if these antecedents increase, EPO will increase.

Table 2: Correlations between EPO and its antecedents

		Autonomy
EPO	Pearson correlation Sig. (2-tailed) N	.45 .000 345
		Information accessibility
EPO	Pearson correlation Sig. (2-tailed) N	.56 .000 345
		Hotel identification
EPO	Pearson correlation Sig. (2-tailed) N	.42 .000 345
		Psychological safety
EPO	Pearson correlation Sig. (2-tailed) N	.41 .000 345

**Correlation is significant at the 0.01 level (2-tailed).

These results are supported by previous studies which found that EPO is positively related to employees' autonomy (Pierce *et al.,* 2004; Mayhew *et al.,* 2007; Henssen *et al.,* 2014; Altaf *et al.,* 2019), hotel identification (e.g., Bose *et al.,* 2018; Kumar and Nayak, 2019), information accessibility, and psychological safety (Zhang *et al.,* 2021). Furthermore, it is clearly noticed from Table 3 that there are moderate positive relationships between EPO and the three outcomes of EPO: employee creativity (r= 44,

Sig. < 0.000); employee voice (r= 0.41, Sig. < 0.000); and KSB (r= 0.46, Sig. < 0.000). This means that if EPO increases, all the three outcomes of EPO will increase.

The results in table 3 concur with prior studies which found that EPO is positively related to employee creativity (Gao *et al.,* 2014; Ramos *et al.,* 2014; Boysen, 2017; Boysen and Larsen, 2019), employee voice (O'Driscoll *et al.,* 2006; Curcuruto and Griffin, 2018), and KSB (Han *et al.,* 2010; Li *et al.,* 2015; Pittino *et al.,* 2018). On the other hand, these results are inconsistent with those of Peng and Pierce (2015) who found a negative relationship between EPO and KSB as well as Tian *et al.* (2021) who reported that EPO was positively associated with the concealment of knowledge.

Table 3: Correlations between EPO and its outcomes

		EPO
Employee creativity	Pearson correlation	.44
	Sig. (2-tailed)	.000
	N	345
		EPO
Employee voice	Pearson correlation	.41
	Sig. (2-tailed)	.000
	N	345
		EPO
KSB	Pearson correlation	.46
	Sig. (2-tailed)	.000
	N	345

**Correlation is significant at the 0.01 level (2-tailed).

Regression results of EPO antecedents with EPO

The regression analysis revealed that the four antecedents of EPO (autonomy, information accessibility, hotel identification, and psychological safety) were found to positively influence EPO (see table 4). First, autonomy was found to positively affect EPO (R-square=.46, P-value=.000). In this regard, several researchers (e.g., Pierce *et al.,* 2004; Mayhew *et al.,* 2007; Henssen *et al.,* 2014) found that employee autonomy predicted EPO. Additionally, the relationship between employee autonomy and EPO is assessed in different industries. For instance, autonomy was also found to positively affect EPO in the banking sector (Altaf, 2018; Mokhtar *et al.,* 2018). Moreover, this finding is in agreement with those of Altaf *et al.* (2019) which showed that staff who possess a high level of work autonomy have a high ability to control their work procedures and thus control their jobs, which supports their EPO towards the workplace.

Second, information accessibility was found to positively influence EPO (R-square=.56, P-value=.000). This finding agrees with Zhang *et al.* (2021) who believed that information accessibility improves workers' information about both the company and the job, thereby increasing their connection to the company and job, and this has a positive effect on EPO. Third, hotel identification was found to positively influence

EPO (R-square=.43, P-value=.000). This finding concurs with those of Kumar and Nayak (2019) who found that destination identification positively affects EPO towards the destination. Fourth, psychological safety was found to positively influence EPO (R-square=.43, P-value=.000). This finding coincides with the results of previous research (e.g., Zhang *et al.,* 2021).

Hypotheses 1, 2, 3, and 4 predicted that the four antecedents of EPO would have a positive impact on EPO. These four hypotheses are supported depending on the previous regression results.

Table 4: Antecedents influencing EPO

Autonomy	Un-standardized coefficients			Sig.	Model statistics
	B	**Std. Error**	**R-square**	.000	F: 16.3521
Constant	.625*	.001	.46	.000	
EPO	.324*	.003		.000	
Information accessibility	Un-standardized coefficients			Sig.	Model statistics
	B	**Std. Error**	**R-square**	.000	F: 14.1253
Constant	.235**	.101	.56	.000	
EPO	.312**	.011		.000	
Hotel identification	Un-standardized coefficients			Sig.	Model statistics
	B	**Std. Error**	**R-square**	.000	F: 13.2566
Constant	.233***	.002	.43	.000	
EPO	.128***	.001		.000	
Psychological safety	Un-standardized coefficients			Sig.	Model statistics
	B	**Std. Error**	**R-square**	.000	F: 16.3222
Constant	.113****	.009	.43	.000	
EPO	.121****	.005		.000	

*Regression equation can be formed as autonomy = .625 + .324 **EPO**
Regression equation can be formed as information accessibility = .235 + .312 **EPO
***Regression equation can be formed as hotel identification = .233 + .128 **EPO**
****Regression equation can be formed as psychological safety = .113 + .121 **EPO**

Regression results of EPO with its outcomes

Regression analysis was used to assess the degree of influence of EPO on its outcomes.

As illustrated in table 5, all the three EPO outcomes were found to be positively affected by EPO. First, EPO was found to have a positive effect on employee creativity (R-square = .44, P-value=.000). This finding is consistent with previous researchers (e.g., Gao *et al.,* 2014; Ramos *et al.,* 2014; Boysen, 2017; Boysen and Larsen, 2019) who found that EPO has a positive impact on employee creativity. Second, EPO was found to positively influence employee voice (R-square =.42, P-value=.000). This finding agrees with previous scholars (e.g., O'Driscoll *et al.,* 2006; Curcuruto and Griffin, 2018; Xiong *et al.,* 2019) who found that employees' psychological ownership has a positive impact on employee voice.

Third, EPO was found to have a positive impact on KSB (R-square =.47, P-value=.000). This finding concurs with Han *et al*. (2010) who found that EPO results in higher levels of KSB through improving employees' organizational commitment. Additionally, this finding is supported by several researchers (e.g., Li *et al.,* 2015; Pittino *et al.,* 2018) who found that EPO positively affects KSB. On the other hand, Peng and Pierce (2015) found that EPO decreased KSB. Additionally, the study of Tian *et al*. (2021) provided support to the role of EPO as a predictor of knowledge hiding

Table 5: EPO influencing employee creativity, employee voice, and KSB

Variables	**Un-standardized Coefficients**			**Sig.**	**Model statistics**
	B	Std. Error	R-square	.000	
Constant	.114	.001		.000	F: 15.2124
Employee creativity	.137	.003	.44	.000	
Employee voice	.106	.004	.42	.000	
KSB	.127	.013	.47	.000	

Regression equation can be formed as EPO = .114 + .137 employee creativity + .106 employee voice + .127 KSB

It was expected that EPO would have a positive influence on employee creativity, employee voice, and KSB. These hypotheses (5, 6, and 7) are also supported. The results indicated that employees, who possess a high level of EPO, have higher levels of EPO outcomes in their hotels.

Conclusion and implications

This study confirmed the linkages of EPO with antecedents and outcomes investigated. The results can be summarized in two main conclusions: (1) there are significant and positive impacts of all the four EPO antecedents on EPO, and (2) the three EPO outcomes were found to be positively influenced by EPO. The theoretical contributions and recommendations are addressed below.

The results have theoretically contributed to the literature on EPO in the context of hospitality by various means through a more comprehensive understanding of the EPO concept, its antecedents, and outcomes in the hotel setting and consequently expanded

and contributed to the existing knowledge base. Also, this research adds new predictors and consequences of EPO (such as information accessibility and KSB) to the hospitality literature. Additionally, this research could be beneficial for hotel practitioners in the following.

(1) As for EPO antecedents, hotel practitioners should consider the important roles of all the four antecedents in influencing EPO in their hotels. Managers at all levels in various hotel departments should be motivated to enhance EPO by reinforcing all the four antecedents that affect it. Concerning the first antecedent (hotel identification), hotel management needs to increase it by enhancing hotel employees' engagement and loyalty. This will occur if hotel managers and supervisors are committed to ethical values and behaviors. It was also suggested that hotel practitioners should pay more attention to the improvement of their workers' happiness through helping them to cooperate with colleagues in dealing with work problems and sharing their knowledge and experiences. Regarding the second antecedent (information accessibility), hotel management is supposed to gain the trust of employees through facilitating their access to the hotel information. Concerning the third antecedent (psychological safety), hotels should enhance it in all hotel departments. This could be achieved by removing any threats within the work environment. In terms of the fourth antecedent (autonomy), although it is recommended that hotel management should provide staff more autonomy because it greatly contributes, for instance, to raising their abilities, hotel management needs to do this with caution due to the potential negative impact of employee autonomy on other organizational behaviors, for example, organizational politics. Besides, hotels need to prepare their employees to gradually become autonomous because autonomy necessitates characteristics from employees, for instance, an awareness of their power, and ability to self-regulate in addition to a sense of responsibility

(2) Concerning EPO outcomes, hotel managers are suggested to promote the three outcomes of EPO (employee creativity, employee voice, and KSB) by improving EPO. First, hotel practitioners can improve employees' creativity by suggesting many creative ideas and new ways of performing work tasks that might improve working conditions. Second, hotel management should enhance employee voice and increase the loyalty of their employees by allowing them to freely express their opinions and ideas and developing a sense of ownership toward the company. Third, hotel practitioners should pay more attention to the KSB by increasing the share and exchange of information between all their employees.

Limitations and avenues for future research
This research is subject to several limitations which need to be acknowledged for further research. First, to generalize the findings of the study, future research should examine EPO antecedents (such as information accessibility and psychological safety) and outcomes (e.g., employee voice and KSB) in other hospitality segments (e.g.,

restaurants). Second, this study evaluated the influence of only four elements of EPO antecedents on EPO and did not include other antecedents, such as employee-driven investment, organization-driven investment, and organizational tenure as dependent variables. Third, this study investigated the EPO, its antecedents, and outcomes only from employees' points of view. Further research could try to evaluate hotel managers' psychological ownership to more clearly and comprehensively understand the impact of PO on its outcomes in hotels. As a closing note, the information in this research was collected from only 14 five-star hotels in one city in Egypt (i.e., Sharm El-Shiekh) and this may weaken the generalization of the study results. Future research on the relationship between EPO, its antecedents, and outcomes should be directed to the other Egyptian cities.

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تقييم الملكية النفسية لموظفي الفندق: المؤثرات والنتائج

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إن الملكية النفسية للموظفين تؤدي إلى العديد من النتائج الإيجابية للموظفين والمنظمة. وهي تلعب دورًا هاما في الحفاظ على علاقات الموظفين مع المنظمة. ولقد ظهرت كمؤشر حيوي لبعض سلوكيات العمل لدي الموظفين مثل المشاركة في خلق القيمة، والمواقف النفسية كالالتزام التنظيمي والرضا الوظيفي. ونظراً لأهمية الملكية النفسية للموظف في صناعة الفنادق، فإن هذه الدراسة تقيم أربعة من العوامل الهامة المؤثرة عليها وهي (الهوية التنظيمية، والأمان النفسي، والاستقلالية الذاتية، وإمكانية الوصول إلى المعلومات) وثلاثة من النتائج المتعلقة بها وهي إبداع الموظفين، وصوت الموظفين، وسلوك مشاركة المعرفة. كما أن هذا البحث يقيس مدي تأثير هذه العوامل الأربعة على الملكية النفسية للموظف. وبالإضافة إلى ذلك، فإن الدراسة تقيم مدي تأثير الملكية النفسية للموظفين في الفنادق على الثلاثة النتائج السابقة. ولتحقيق هذه الأهداف، تم جمع البيانات بإستخدام استمارة الإستقصاء من عينة ملائمة من 420 موظف في 14 فنادق من فئة الخمس نجوم في شرم الشيخ. ومع ذلك، كانت استمارات الإستقصاء الصالحة التي تم استلامها من الموظفين 345 فقط، بمعدل استجابة 82.1%. وقد تم استخدام التحليل الوصفي وتحليل الارتباط وتحليل الانحدار المتعدد لتحليل البيانات. وأظهرت نتائج البحث أن الهوية التنظيمية، والاستقلالية الذاتية، والأمان النفسي، وإمكانية الوصول إلى المعلومات قد أثرت كلها بشكل إيجابي على الملكية النفسية. علاوة على ذلك، توصلت الدراسة إلى أن الملكية النفسية تؤثر بشكل إيجابي على سلوكيات مشاركة المعرفة والإبداع وصوت الموظف. وبالتالي، فإن الآثار العملية المترتبة على النتائج تساعد الفنادق في تعزيز الملكية النفسية للموظف، والعوامل المؤثرة عليها، ونتائجها بصورة أكثر فعالية. فعلى سبيل المثال، تم التوصية بأن تحسن الفنادق الملكية النفسية للموظفين ونتائجها عن طريق رفع مستوى العوامل المؤثرة عليها (مثل الهوية التنظيمية) من خلال العديد من الممارسات التي تتبعها إدارة الفنادق، مثل العمل علي زيادة السعادة لدي موظفيها، وذلك باتاحة الفرصة لهم في التعاون مع زملائهم الآخرين في التغلب على مشاكل العمل.

الكلمات الدالة: الملكية النفسية، الهوية التنظيمية، الأمان النفسي، الاستقلالية الذاتية، إمكانية الوصول إلى المعلومات، الإبداع، صوت الموظف، مشاركة المعرفة.