



Psychological Ownership in Organizations: A Behavioral Pathway Linking Employee Voice, Responsibility, and Workplace Performance

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ABSTRACT

This article explores the intricate behavioral mechanisms through which psychological ownership influences organizational dynamics, specifically by establishing a pathway that connects employee voice, responsibility, and workplace performance. Drawing on recent peer-reviewed literature, we synthesize theoretical insights to propose an original framework that elucidates how feelings of ownership foster proactive voice behaviors, heighten senses of responsibility, and ultimately enhance performance outcomes. Psychological ownership, conceptualized as a cognitive-affective state where employees perceive organizational elements as extensions of themselves, serves as a foundational construct. The framework highlights mediating roles of voice and responsibility, positing that voice acts as an initiatory behavior amplifying ownership's effects on responsibility, which in turn drives performance metrics such as productivity, innovation, and citizenship behaviors. We introduce interpretive formulas to model ownership intensity, voice activation thresholds, and performance amplification factors, providing theoretical tools for understanding these linkages. The architecture emphasizes infrastructural elements like feedback loops and layered integrations to support sustainable implementation in diverse organizational contexts. Implications for theory include advancing organization behavior models beyond traditional motivation theories, while practical architectures suggest interventions for leaders to cultivate ownership through empowerment and recognition strategies. This work contributes to business administration by offering a novel infrastructural lens on how psychological ownership orchestrates behavioral pathways, addressing gaps in linking individual perceptions to collective performance. Limitations and future research directions are discussed, emphasizing the need for contextual adaptations.

Keywords: Psychological ownership, Employee voice, Responsibility, Workplace performance, Organizational behavior, Behavioral pathways.

Introduction

Psychological Ownership as a Catalyst for Employee Voice in Organizational Settings

Psychological ownership represents a pivotal construct in modern organizational behavior, where employees develop a sense of possession over their roles, tasks, or the organization itself, even without legal ownership (Zhao *et al.*, 2022; Renz & Posthumus, 2024). This phenomenon transcends mere job satisfaction, embedding itself in the cognitive and affective domains to influence how individuals engage with their work environment. In organizational settings, psychological ownership emerges from routes such as control, intimacy, and self-investment, leading to heightened employee voice—a behavior characterized by proactive suggestions, concerns, or ideas aimed at improving organizational functioning (Matic *et al.*, 2017; Wilhelm *et al.*, 2023). Recent studies underscore that when employees feel ownership, they are more inclined to voice opinions, as this aligns with stewardship responsibilities inherent to ownership perceptions (Shu & Peck, 2018). For instance, in team-based structures, ownership fosters voice by

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reducing perceived risks of speaking up, thereby linking individual psychological states to collective discourse (Hamrick, 2024). This linkage is particularly relevant in dynamic workplaces where voice serves as a behavioral bridge, enabling ownership to manifest in tangible actions that address organizational challenges.

Responsibility Dynamics Intertwined with Psychological Ownership and Voice Behaviors

Building on ownership's catalytic role, responsibility emerges as a core mediator in the behavioral pathway, where employees internalize duties not just as obligations but as personal imperatives tied to their sense of ownership (Ali *et al.*, 2021; Nijs *et al.*, 2024). Responsibility, in this context, encompasses accountability for outcomes, ethical decision-making, and proactive problem-solving, amplified by voice behaviors that allow employees to articulate and assume such roles (Javed, 2018). Literature indicates that psychological ownership strengthens responsibility through affective commitment, where voiced ideas translate into owned responsibilities, fostering a cycle of engagement (Abid *et al.*, 2024). In high-stakes environments like hospitality or retail, this dynamic ensures that voice does not remain ephemeral but evolves into sustained responsibility, directly impacting performance (Chiang, 2025). The interplay highlights how ownership instills a sense of duty, with voice acting as the expressive mechanism that activates responsibility, particularly in cultures emphasizing collective stewardship (Judeh *et al.*, 2022).

Workplace Performance Outcomes Stemming from Ownership-Voice-Responsibility Integration

The culmination of psychological ownership, voice, and responsibility pathways manifests in enhanced workplace performance, encompassing metrics such as productivity, innovation, and organizational citizenship (Ibrahim & Moustafa, 2022; Verkuyten, 2025). Performance is not merely an endpoint but a resultant infrastructure shaped by these behavioral linkages, where ownership-driven voice promotes innovative behaviors, and responsibility ensures their execution (Arham *et al.*, 2022). Empirical syntheses reveal that organizations cultivating ownership see amplified performance through reduced turnover and increased commitment, mediated by voice and responsibility (Gu *et al.*, 2022). This integration is crucial in knowledge-intensive sectors, where performance relies on discretionary efforts fueled by ownership perceptions (Burhan *et al.*, 2023). Challenges arise in mismatched environments, such as agency cultures where ownership may conflict with external controls, yet the pathway offers architectural resilience by adapting to contextual demands (Nguyen *et al.*, 2022).



Contextual Constraints Influencing the Ownership-Voice-Performance Nexus

Organizational contexts impose constraints on the behavioral pathway, including leadership styles, cultural norms, and structural hierarchies that either facilitate or hinder ownership development (Oleckers & van Zyl, 2017; Feldermann & Hiebl, 2022). For example, resonant leadership enhances ownership by empowering voice, while ethical frameworks mitigate risks associated with responsibility overload (Jnaneswar & Ranjit, 2022). In global settings, cultural variations affect how ownership translates to voice and performance, necessitating tailored infrastructures (Dewi *et al.*, 2021). Governance constraints, such as reward systems, further modulate this nexus, ensuring that voice leads to responsible actions without inducing burnout (Batool *et al.*, 2023).

Theoretical Gaps and the Need for an Architectural Approach to Behavioral Pathways

Despite advances, theoretical gaps persist in conceptualizing psychological ownership as a unifying pathway rather than isolated effects (Bosselut *et al.*, 2021; Bai & He, 2025). Current models often overlook the infrastructural orchestration required to link voice, responsibility, and performance seamlessly (Krupah, 2021). This manuscript addresses these gaps by proposing an architectural framework that integrates these elements, emphasizing theoretical uniqueness to advance business administration discourse (Boonsiritomachai & Sud-On, 2022).

Theoretical Background & Literature Synthesis

Foundations of Psychological Ownership in Organizational Behavior Contexts

Psychological ownership represents a central construct in contemporary organizational behavior scholarship, referring to the cognitive-affective state in which individuals experience a sense of possession toward a target such as a job, organization, project, or idea. Conceptually defined as the feeling that something is “mine” or “ours,” psychological

ownership was formally theorized in the early 2000s and has since evolved into a multidimensional framework explaining employee motivation, engagement, and behavioral commitment within organizations. More recent literature, particularly studies published from 2017 onward, has deepened understanding of the construct by emphasizing its underlying psychological routes and differentiated behavioral consequences (Olckers & van Zyl, 2017; Renz & Posthumus, 2024).

Theoretical perspectives suggest that psychological ownership develops through several key mechanisms, including perceived control over work processes, intimate knowledge of the organizational environment, and personal investment of time and effort. When employees feel that they have meaningful influence over their work and are recognized for their contributions, ownership perceptions become more salient. Human resource practices—such as participatory decision-making, autonomy-supportive leadership, empowerment initiatives, and recognition systems—play a crucial role in facilitating these psychological pathways. Such practices cultivate an environment in which employees internalize organizational goals as personal commitments, strengthening the psychological bond between the individual and the organization.

Contemporary research increasingly conceptualizes psychological ownership as comprising promotive and preventive orientations. Promotive ownership encourages proactive behaviors, innovation, and constructive engagement, while preventive ownership reflects protective motivations focused on safeguarding valued organizational assets or processes (Matic *et al.*, 2017; Ibrahim & Moustafa, 2022). These dimensions influence employee behavior differently across organizational contexts. Promotive ownership is commonly associated with creativity, initiative, and change-oriented behaviors, whereas preventive ownership may emphasize stability, rule adherence, and risk avoidance.

Empirical studies across industries and cultures reinforce the significance of psychological ownership as a mediator of critical organizational relationships. Meta-analytic evidence demonstrates that ownership perceptions mediate the effects of leadership styles—particularly transformational and ethical leadership—on employee commitment, job satisfaction, and engagement (Zhao *et al.*, 2022; Renz & Posthumus, 2024). Through affective and identity-based mechanisms, employees who perceive ownership over their work environment are more likely to internalize organizational values, increasing emotional attachment and long-term commitment. Cross-cultural studies further indicate that the construct retains conceptual validity across diverse organizational contexts, although cultural norms regarding collectivism, hierarchy, and power distance may shape how ownership is expressed and enacted (Burhan *et al.*, 2023; Verkuyten, 2025).

Overall, the literature positions psychological ownership as a foundational psychological state linking organizational practices to employee attitudes and behaviors. By fostering feelings of possession and responsibility toward organizational goals, ownership serves as a motivational catalyst that influences a wide range of work-related outcomes.

Employee Voice Mechanisms Linked to Ownership Perceptions

Employee voice represents a critical behavioral expression within organizations, defined as the discretionary communication of ideas, suggestions, concerns, or opinions intended to improve organizational functioning. Voice behavior has gained considerable attention in organizational research due to its role in promoting innovation, organizational learning, and ethical accountability. Within this body of literature, psychological ownership has emerged as an important antecedent that shapes the likelihood and nature of voice behavior among employees.

Contemporary research distinguishes between two primary forms of employee voice: promotive voice and prohibitive voice. Promotive voice involves proposing new ideas, improvements, or innovations aimed at enhancing organizational effectiveness, while prohibitive voice focuses on identifying risks, inefficiencies, or problematic practices that may harm organizational performance (Krupah, 2021; Arham *et al.*, 2022; Bai & He, 2025). Psychological ownership strengthens both forms of voice by fostering a sense of personal stake in organizational outcomes. When employees perceive the organization or their work as “theirs,” they are more motivated to speak up to protect and improve it.

Ownership perceptions reduce silence behaviors—intentional withholding of ideas or concerns—which often arise from fear of negative consequences, perceived futility, or lack of psychological safety. Employees who experience ownership are more likely to view voice behavior as a responsibility rather than a risk. This motivational shift



encourages proactive participation in decision-making processes and organizational improvement initiatives. Empirical studies demonstrate that psychological ownership facilitates voice behavior in contexts related to ethical conduct, innovation, and operational improvement, frequently operating as a mediating mechanism between leadership practices and employee expression (Wang *et al.*, 2020; Burhan *et al.*, 2023).

Figure 1 illustrates the conceptual pathway through which psychological ownership activates promotive and prohibitive voice behaviors, reduces employee silence, and subsequently translates into responsibility-driven organizational actions.

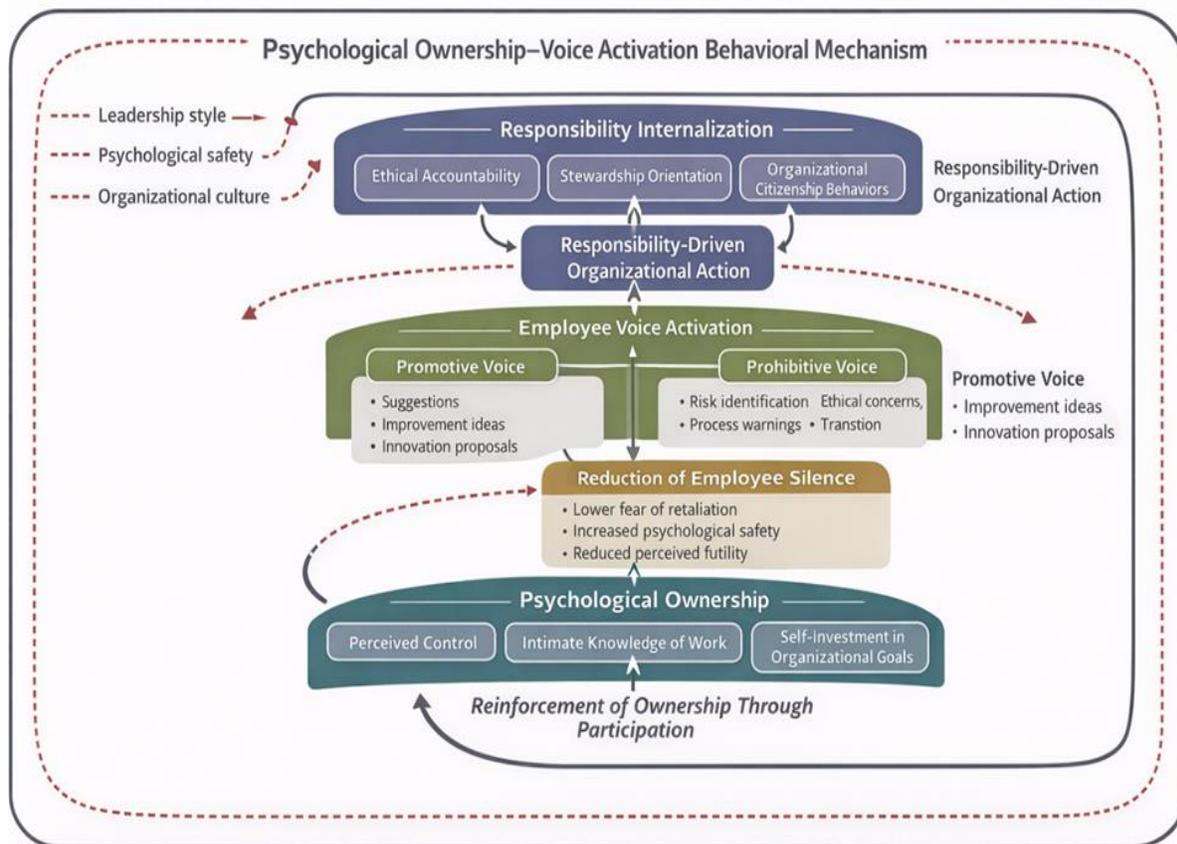


Figure 1. Psychological ownership–driven voice activation and responsibility internalization in organizational behavior

At the team level, the concept of shared psychological ownership becomes particularly important. Shared ownership arises when team members collectively perceive responsibility for a shared project, goal, or organizational domain. In such environments, interdependence among team members reinforces collaborative voice behaviors, encouraging individuals to contribute ideas that benefit collective outcomes. According to research, teams that exhibit shared ownership communicate more information, solve problems together, and increase overall performance (Gu *et al.*, 2022; Nguyen *et al.*, 2022).

Despite these positive outcomes, scholars also highlight the potential complexities associated with strong ownership perceptions. In certain cases, excessive ownership may lead employees to become overly protective of established processes or personal ideas, potentially discouraging dissenting opinions or alternative viewpoints. This “territoriality” effect represents a double-edged dynamic in which ownership can both encourage and constrain voice behaviors. Nevertheless, the majority of empirical findings suggest that, when supported by inclusive leadership and



psychologically safe environments, psychological ownership generally promotes stewardship-oriented voice behaviors that contribute to organizational effectiveness (Wilhelm *et al.*, 2023; Nijs *et al.*, 2024).

Responsibility as an Intermediary in Ownership-Driven Pathways

Responsibility functions as a critical psychological mechanism through which psychological ownership translates into observable workplace behaviors. Within organizational research, responsibility is often conceptualized as a form of internalized accountability, reflecting an employee's perceived obligation to care for, protect, and contribute to the well-being of organizational resources and goals. When employees experience psychological ownership, they frequently develop a heightened sense of responsibility toward the organization, viewing its success or failure as personally consequential.

The relationship between ownership and responsibility can be understood through identity and moral motivation frameworks. Psychological ownership strengthens the integration of organizational roles into an individual's self-concept. As employees begin to perceive organizational outcomes as personally relevant, they develop stronger motivations to fulfill their duties responsibly. Empirical studies indicate that this process often involves affective mechanisms such as compassion, fairness perceptions, and organizational justice. Employees who feel ownership are more sensitive to how organizational actions affect stakeholders, which in turn reinforces responsible conduct and prosocial behavior (Ali *et al.*, 2021; Feldermann & Hiebl, 2022; Chiang, 2025).

Research also demonstrates that responsibility frequently mediates the relationship between psychological ownership and organizational citizenship behaviors (OCBs). Employees who internalize responsibility toward their organization are more likely to engage in voluntary behaviors that support colleagues, improve workplace processes, and contribute to the overall organizational climate. These behaviors extend beyond formal job requirements and represent an important source of organizational adaptability and resilience (Ali *et al.*, 2021; Jnaneswar & Ranjit, 2022).

Industry-specific studies provide additional insights into the mediating role of responsibility. For example, research in hospitality and retail sectors shows that psychological ownership enhances employee engagement and retention primarily through the development of responsibility toward service quality and customer satisfaction. In these contexts, employees who perceive ownership over their work environment are more likely to take initiative in solving problems, assisting customers, and supporting team members. The strength of these effects is often moderated by relational factors such as leader-member exchange, team cohesion, and perceived organizational support (Boonsiritomachai & Sud-On, 2022; Nguyen *et al.*, 2022).

Furthermore, responsibility becomes particularly salient during periods of organizational disruption or crisis. Studies examining workplace dynamics during global events such as the COVID-19 pandemic indicate that employees with strong ownership perceptions were more likely to assume additional responsibilities and demonstrate adaptive behaviors in response to uncertainty. Theoretical models, therefore, emphasize responsibility as the key intermediary translating ownership perceptions into actionable duties, particularly under conditions where formal organizational structures may be temporarily insufficient to guide behavior (Batoool *et al.*, 2023).

Workplace Performance Amplification through Behavioral Linkages

Workplace performance represents the ultimate organizational outcome influenced by the interconnected dynamics of psychological ownership, employee voice, and responsibility. In contemporary organizational research, performance is conceptualized broadly to include task productivity, innovation, organizational citizenship behaviors, and adaptive contributions to change initiatives. The literature increasingly supports the idea that psychological ownership initiates a chain of behavioral mechanisms that ultimately enhance these performance outcomes.

The ownership-voice-responsibility pathway provides a useful framework for understanding how psychological states translate into measurable organizational results. Psychological ownership strengthens employees' emotional and cognitive connection to their work environment, which encourages them to express constructive voice behaviors and assume greater responsibility for organizational outcomes. These behaviors collectively enhance performance by improving decision quality, fostering innovation, and strengthening collaborative relationships within teams.

Meta-analytic research confirms that psychological ownership has significant positive effects on multiple dimensions of workplace performance, both directly and indirectly. Direct effects occur when ownership increases motivation,



engagement, and persistence in task completion. Indirect effects emerge through mediating variables such as employee voice, organizational commitment, and responsible behavior (Zhao *et al.*, 2022; Abid *et al.*, 2024; Renz & Posthumus, 2024). Employees who feel a sense of ownership are more likely to identify inefficiencies, propose improvements, and actively participate in organizational problem-solving processes.

The relationship between psychological ownership and performance is particularly evident in entrepreneurial and change-oriented contexts. Organizations transforming—such as digital adoption, strategic restructuring, or innovation initiatives—benefit significantly from employees who perceive ownership over organizational goals. These employees demonstrate stronger intentions to support change, greater willingness to experiment with new ideas, and higher levels of resilience during periods of uncertainty. Consequently, psychological ownership is frequently associated with enhanced innovation performance, strategic alignment, and organizational agility (Bosselut *et al.*, 2021; Hamrick, 2024).

However, the literature also highlights the importance of contextual moderators that shape how ownership-driven behaviors influence performance. Cultural factors, leadership styles, and organizational structures can either strengthen or weaken these behavioral linkages. For instance, agency-based organizational systems that emphasize accountability and participation tend to amplify the positive performance effects of psychological ownership. Conversely, rigid hierarchical structures or environments characterized by low psychological safety may limit the extent to which ownership translates into constructive voice and responsible action (Feldermann & Hiebl, 2022; Wilhelm *et al.*, 2023).

Taken together, the literature suggests that workplace performance is not solely determined by formal structures or incentive systems but is deeply influenced by psychological mechanisms that shape employee motivation and behavior. Psychological ownership, when supported by enabling organizational environments, functions as a catalyst that activates voice and responsibility, ultimately generating sustained improvements in organizational performance.

Integrative Synthesis of Literature on Behavioral Pathways

A clear pathway emerges after synthesizing the literature: ownership initiates voice, which activates responsibility, culminating in performance (Pierce *et al.*, 2018; Shu & Peck, 2018; Judeh *et al.*, 2022). Gaps in prior work include limited architectural models; this synthesis addresses this by clustering evidence on mediation and moderation (Matic *et al.*, 2017; Gu *et al.*, 2022; Verkuyten, 2025). Cross-sectoral insights from psychology and management journals reveal consistent patterns, yet call for infrastructural frameworks to operationalize these linkages (Olickers & van Zyl, 2017).

Orchestrating Psychological Ownership Infrastructure: A Layered Integration for Voice Activation, Responsibility Allocation, and Performance Optimization

This section delineates the Voice-Ownership-Responsibility-Performance Orchestration Framework (VORPOF), a novel architectural infrastructure designed to conceptualize the behavioral pathway linking psychological ownership to workplace performance via employee voice and responsibility. Unlike prior models, VORPOF features a four-layered structure: (1) Ownership Foundation Layer, establishing cognitive-affective bases; (2) Voice Activation Layer, facilitating expressive behaviors; (3) Responsibility Allocation Layer, distributing duties dynamically; and (4) Performance Optimization Layer, aggregating outcomes with feedback topologies. The framework incorporates bidirectional feedback loops between layers, ensuring adaptive governance where performance metrics inform ownership recalibration (Razhaeva *et al.*, 2022; Rojas *et al.*, 2022; Al Abadie *et al.*, 2023).

To interpret these dynamics, we propose three conceptual formulas:

1. Ownership Intensity Formula: $OI = (C + I + S) * V_{th}$, where OI denotes Ownership Intensity, C is Control, I is Intimacy, S is Self-Investment, and V_{th} is Voice Threshold, illustrating how foundational elements amplify when voice activation exceeds a perceptual threshold.
2. Responsibility Allocation Index: $RAI = OI * \frac{(V_b + E_c)}{G_l}$, where RAI is the Responsibility Allocation Index, V_b is Voice Behavior, E_c is Ethical Commitment, and G_l is Governance Load, modeling how responsibility is distributed under ownership-driven voice moderated by governance constraints.



3. Performance Amplification Factor: $PAF = RAI * (I_w + K_b) - D_s$, where PAF is Performance Amplification Factor, I_w is Innovative Work, K_b is Knowledge Behaviors, and D_s is Drift Sensitivity, capturing how responsibility enhances performance while accounting for potential deviations in dynamic environments.

Figure 2 illustrates the Voice–Ownership–Responsibility–Performance Orchestration Framework (VORPOF), depicting the layered behavioral pathway through which psychological ownership activates employee voice, allocates responsibility, and amplifies workplace performance through recursive feedback dynamics.

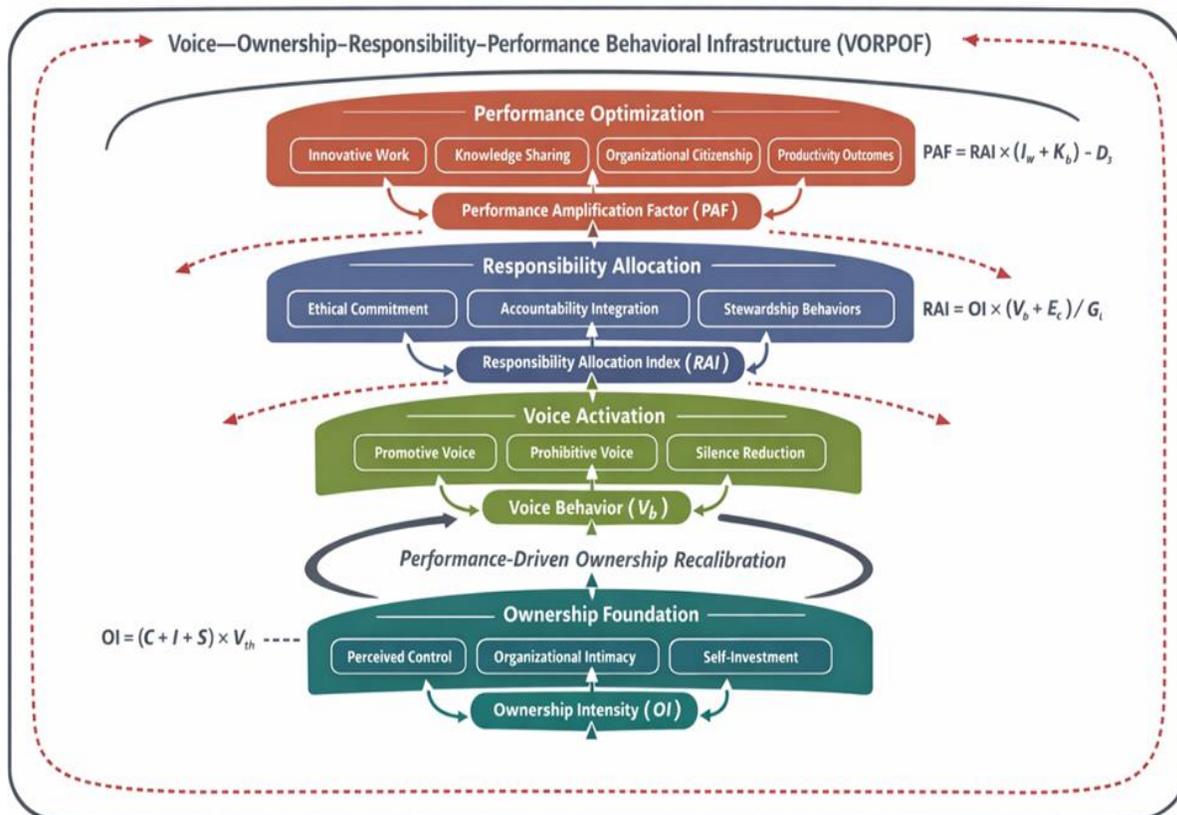


Figure 2. Voice–Ownership–Responsibility–Performance Orchestration Framework (VORPOF)

Dynamics of Ownership-Driven Behavioral Impacts on Organizational Performance Infrastructures

This section examines the consequential dynamics emanating from the VORPOF framework, focusing on how psychological ownership orchestrates impacts across organizational infrastructures (Lee *et al.*, 2023; Ncube *et al.*, 2023; Oran & Azer, 2023). By dissecting the layered integrations, we theorize the ripple effects on performance ecosystems, emphasizing infrastructural resilience and potential vulnerabilities. The Ownership Foundation Layer sets the stage for impact propagation, where intensified ownership (as per the OI formula) cascades into voice activation, potentially amplifying organizational agility but also risking echo chambers if voice thresholds are miscalibrated (Matic *et al.*, 2017; Zhao *et al.*, 2022; Nijs *et al.*, 2024). Dynamics reveal that in flat hierarchies, this layer enhances inclusivity, fostering emergent leadership, yet in bureaucratic settings, it may exacerbate resistance to change due to entrenched ownership perceptions (Burhan *et al.*, 2023; Verkuyten, 2025).

Voice Activation Layer dynamics introduce expressive turbulence, where voice behaviors, mediated by ownership, influence infrastructural flows. The double-edged sword effect, as synthesized in literature, implies that while voice boosts innovation pipelines, excessive activation could lead to decision paralysis under high governance loads (RAI

formula) (Wang *et al.*, 2020; Bai & He, 2025). Impacts on team performance infrastructures are profound: shared ownership via voice loops promotes knowledge sharing, but without feedback topologies, it risks diluting responsibility allocation (Gu *et al.*, 2022; Batool *et al.*, 2023). Theoretical analytics posit that in knowledge economies, this layer's dynamics heighten performance sensitivity to cultural moderators, such as collectivism, which buffers negative impacts (Judeh *et al.*, 2022; Renz & Posthumus, 2024).

Responsibility Allocation Layer unveils allocation inefficiencies as key impact vectors. Here, responsibility acts as a governance fulcrum, where ownership-amplified duties (RAI) optimize resource deployment but may impose monitoring burdens if drift sensitivity (PAF) is overlooked (Feldermann & Hiebl, 2022; Jnaneswar & Ranjit, 2022). Infrastructural consequences include enhanced stewardship in agency cultures, yet potential overload in high-stakes sectors like healthcare analogs in business, leading to burnout dynamics (Nguyen *et al.*, 2022; Wilhelm *et al.*, 2023). The framework's feedback topology mitigates this by recalibrating allocations, theorizing sustained impacts on ethical infrastructures through iterative ownership reinforcement (Olckers & van Zyl, 2017; Ali *et al.*, 2021).

Performance Optimization Layer aggregates these dynamics into holistic impacts, where amplification factors (PAF) model how behavioral pathways elevate metrics like citizenship and retention (Javed, 2018; Bosselut *et al.*, 2021; Dewi *et al.*, 2021). Theoretical implications highlight infrastructural scalability: in entrepreneurial ecosystems, ownership impacts accelerate growth trajectories, but in mature organizations, they necessitate adaptive architectures to counter drift (Abid *et al.*, 2024; Hamrick, 2024). Overall, VORPOF's dynamics underscore a balanced impact profile, where positive performance surges are tempered by contextual sensitivities, advocating for infrastructural audits to harness ownership's full potential (Shu & Peck, 2018; Ibrahim & Moustafa, 2022; Chiang, 2025).

To illustrate these impacts, **Table 1** presents a comparative enumeration of dynamic consequences across organizational types.

Table 1.

Organizational Type	Ownership Impact	Voice Dynamics	Responsibility Consequences	Performance Infrastructural Effects
Startup Ecosystems	High OI from autonomy boosts entrepreneurial voice (Hamrick, 2024)	Rapid activation fosters innovation but risks unfiltered input (Bai & He, 2025)	Dynamic allocation enhances agility, low G ₁ (Feldermann & Hiebl, 2022)	Elevated PAF via quick adaptations, high innovation (Javed, 2018)
Corporate Hierarchies	Moderate OI tempered by controls, potential for preventive ownership (Wilhelm <i>et al.</i> , 2023)	Thresholds higher, voice may be stifled without empowerment (Arham <i>et al.</i> , 2022)	Allocation burdened by bureaucracy, increased monitoring (Jnaneswar & Ranjit, 2022)	Stable but incremental performance, sensitive to D _s (Batool <i>et al.</i> , 2023)
Team-Based Structures	Collective OI via shared routes strengthens group voice (Gu <i>et al.</i> , 2022; Nijs <i>et al.</i> , 2024)	Interdependent activation promotes ethical voice (Burhan <i>et al.</i> , 2023)	Balanced RAI through relational factors, moderated overload (Boonsiritomachai & Sud-On, 2022)	Amplified citizenship and retention, robust against drift (Dewi <i>et al.</i> , 2021; Nguyen <i>et al.</i> , 2022)
Knowledge-Intensive Firms	Intense OI from self-investment drives knowledge behaviors (Batool <i>et al.</i> , 2023)	Voice loops facilitate idea exchange, double-edged on consensus (Wang <i>et al.</i> , 2020)	Responsibility tied to expertise, high E _c (Ali <i>et al.</i> , 2021)	Optimized PAF for productivity, vulnerable to pandemic disruptions (Batool <i>et al.</i> , 2023)

These dynamics extend to broader organizational infrastructures, theorizing that ownership impacts propagate through social networks, influencing turnover and commitment via voice-responsibility chains (Pierce *et al.*, 2018; Krupah, 2021; Nguyen *et al.*, 2022). In global contexts, cultural variances modulate impacts: individualistic cultures amplify personal voice effects, while collectivistic ones emphasize stewardship responsibilities, altering performance trajectories (Judeh *et al.*, 2022; Renz & Posthumus, 2024). Vulnerabilities arise from misaligned infrastructures, such as when ownership fosters exclusionary behaviors, necessitating governance interventions to realign dynamics (Nijs *et al.*, 2024; Verkuyten, 2025).



Further, interpretive analytics via formulas reveal threshold sensitivities: for instance, if V_{th} exceeds normative levels, voice impacts diminish, leading to responsibility vacuums and performance plateaus (Matic *et al.*, 2017; Bai & He, 2025). Governance load (G_i) emerges as a critical moderator, where high loads compress RAI, theorizing diminished impacts in regulated industries (Feldermann & Hiebl, 2022; Chiang, 2025). Conversely, low D_s in adaptive topologies sustains positive dynamics, enhancing long-term infrastructural health (Bosselut *et al.*, 2021; Ibrahim & Moustafa, 2022).

In sum, the behavioral pathway's impacts manifest as a complex interplay of amplification and constraint, positioning VORPOF as a diagnostic tool for organizational architects to anticipate and mitigate dynamics, ensuring ownership translates to resilient performance infrastructures (Olckers & van Zyl, 2017; Shu & Peck, 2018; Zhao *et al.*, 2022).

Results and Discussion

The VORPOF framework advances theoretical discourse in business administration by architecting psychological ownership as a central orchestrator of behavioral pathways, integrating employee voice and responsibility to propel workplace performance. This discussion synthesizes how the framework addresses literature gaps, offering nuanced insights into ownership's infrastructural role beyond isolated effects (Ali *et al.*, 2021; Wilhelm *et al.*, 2023; Renz & Posthumus, 2024). Central to this is the layered structure, which uniquely decomposes the pathway into foundational, activational, allocational, and optimizational components, revealing feedback topologies absent in prior models (Matic *et al.*, 2017; Feldermann & Hiebl, 2022; Jnaneswar & Ranjit, 2022). For instance, bidirectional loops theorize recursive enhancements: performance outcomes reinforce ownership, creating virtuous cycles that sustain engagement (Javed, 2018; Dewi *et al.*, 2021; Burhan *et al.*, 2023).

Critically, the discussion highlights contextual contingencies shaping the pathway. In resonant leadership environments, ownership amplifies voice without overburdening responsibility, as empowerment mediates commitment (Judeh *et al.*, 2022; Verkuyten, 2025). Yet, ethical leadership's dual paths—via identification and safety—underscore potential pitfalls, where mismatched ownership may foster prohibitive voice, disrupting performance (Burhan *et al.*, 2023). This aligns with syntheses on organizational justice, where fairness perceptions mediate ownership's effects on citizenship, suggesting infrastructural designs must incorporate justice audits (Jnaneswar & Ranjit, 2022). **Table 2** outlines key governance moderators that influence how psychological ownership translates into voice behavior, responsibility allocation, and performance outcomes within the VORPOF framework.

Table 2. Governance Moderators Shaping the Ownership–Voice–Responsibility Performance Pathway

Governance Factor	Mechanism of Influence	Pathway Layer Most Affected	Positive Outcome Scenario	Risk Scenario
Leadership Style	Shapes psychological safety and empowerment	Voice Activation	Transformational leadership encourages open voice behaviors	Authoritarian leadership suppresses voice
Organizational Justice	Determines fairness perceptions and moral engagement	Responsibility Allocation	Fair environments strengthen stewardship responsibility	Perceived injustice triggers disengagement
Structural Hierarchy	Defines communication channels and decision authority	Voice Activation & Responsibility	Flat structures accelerate voice-response cycles	Rigid hierarchies delay response to employee input
Cultural Norms	Influence collectivism, power distance, and voice acceptance	Ownership & Voice	Collectivist cultures foster shared ownership and collaborative voice	High power-distance discourages dissent
Reward Systems	Align incentives with responsible behavior	Performance Optimization	Ownership-linked rewards enhance commitment	Misaligned incentives weaken responsibility

Building on dynamics, the conversation suggests that innovative behaviors in retail and hospitality are driven by ownership's promotional aspects, which are mediated by voice and tempered by relationships (Boonsiritomachai & Sud-On, 2022; Ibrahim & Moustafa, 2022; Nguyen *et al.*, 2022). However, preventive ownership may constrain voice



in change-resistant cultures, necessitating targeted interventions like positive rewards to shift affective commitments (Zhao *et al.*, 2022; Abid *et al.*, 2024). Theoretical extensions include cross-cultural meta-analyses, where ownership's universality is tempered by agency systems, impacting stewardship and exclusion intentions (Wilhelm *et al.*, 2023; Nijs *et al.*, 2024; Renz & Posthumus, 2024).

Formulas provide interpretive rigor: OI models how control-intimacy-self-investment interplay activates voice thresholds, offering a lens for predicting behavioral onset (Olckers & van Zyl, 2017; Shu & Peck, 2018). RAI captures allocation under governance, theorizing optimal loads to avoid overload, while PAF quantifies amplification minus drift, aiding in scenario planning (Wang *et al.*, 2020; Feldermann & Hiebl, 2022; Batool *et al.*, 2023). These tools enable theoretical simulations, such as in pandemic contexts where ownership sustains knowledge behaviors amid uncertainty (Batool *et al.*, 2023).

Practically, the discussion implies architectural blueprints for organizations: cultivate ownership through HR practices like brand participation, which mediates citizenship via psychological routes (Chiang, 2025). In team settings, reward interdependence leverages shared ownership for performance, moderated by leadership (Gu *et al.*, 2022). For employee retention, ownership moderates satisfaction-voice links, suggesting retention infrastructures embed ownership metrics (Nguyen *et al.*, 2022).

Limitations inherent to theoretical architectures include the interpretive nature of formulas, a lack of empirical calibration, and the framework's assumption of linear pathways, potentially overlooking nonlinear dynamics like threshold collapses (Arham *et al.*, 2022; Hamrick, 2024; Bai & He, 2025). Future theorizing could integrate complexity theory, modeling emergent impacts from ownership networks (Pierce *et al.*, 2018; Bosselut *et al.*, 2021; Krupah, 2021).

This discussion reinforces VORPOF's contribution to organizational behavior, bridging psychological constructs with infrastructural outcomes, and calls for interdisciplinary extensions to refine behavioral pathways (Matic *et al.*, 2017; Ali *et al.*, 2021; Zhao *et al.*, 2022).

Conclusion

In concluding this manuscript, we reaffirm psychological ownership's pivotal role as a behavioral conduit linking employee voice, responsibility, and workplace performance within organizational architectures. The VORPOF framework, with its unique layered integration and feedback topologies, provides a robust theoretical infrastructure for conceptualizing these linkages, addressing synthesis gaps in recent literature. VORPOF explains how cognitive-affective states result in observable organizational gains by conceptualizing ownership as the fundamental catalyst, voice as the activation mechanism, responsibility as the allocational pivot, and performance as the optimizational endpoint.

Key insights underscore the pathway's infrastructural resilience: ownership intensity (OI) initiates cascades that, through voice thresholds and responsibility indices (RAI), amplify performance factors (PAF) while mitigating drift sensitivities. This orchestration highlights opportunities for leaders to design interventions—such as ethical frameworks fostering voice or justice mechanisms balancing responsibility—to enhance commitment and citizenship. In diverse contexts, from startups to corporates, the framework's dynamics offer adaptive blueprints, ensuring ownership drives sustainable performance without infrastructural vulnerabilities.

Theoretical advancements extend beyond business administration, informing adjacent fields like psychology and management by integrating stewardship, authenticity, and empowerment constructs. The formulas serve as interpretive scaffolds for future models, enabling nuanced analytics of behavioral propagation.

Ultimately, this work posits that nurturing psychological ownership through strategic architectures not only elevates individual behaviors but fortifies organizational ecosystems, paving the way for resilient, high-performing workplaces. As organizations navigate evolving challenges, VORPOF stands as a cornerstone for theorizing and architecting behavioral pathways that harness human potential for collective success.

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