



UNIVERSIDADE
CATÓLICA
PORTUGUESA

THE INFLUENCE OF EMPLOYEE'S SENSE OF PURPOSE
ON JOB SATISFACTION THROUGH
PSYCHOLOGICAL OWNERSHIP

Dissertation to Universidade Católica Portuguesa to obtain
a Master's Degree in Psychology in Business and
Economics

By

Johanna-Luisa Pabst

Universidade Católica Portuguesa

September 2022



UNIVERSIDADE
CATÓLICA
PORTUGUESA

THE INFLUENCE OF EMPLOYEE'S SENSE OF PURPOSE
ON JOB SATISFACTION THROUGH
PSYCHOLOGICAL OWNERSHIP

DISSERTATION

Dissertation to Universidade Católica Portuguesa to obtain
a Master's Degree in Psychology in Business and
Economics

Johanna-Luisa Pabst

Universidade Católica Portuguesa

Under the supervision of Professor Ana Paula
Giordano and co-supervision of Professor Tatiana
Marques

September 2022

Abstract

In recent years, purpose-driven organizations have received growing attention, since an increasing number of employees seek to find purpose in their job. The present study aims to examine the relationship between employee's sense of purpose and job satisfaction and its mediation through job-based psychological ownership. This study focuses on the individual level of purpose experienced by employees, within an organizational context. To do so, a randomized online survey with 218 participants, employed by several organizations, was carried out in German. The results showed that employees who feel a higher sense of purpose tended to be more satisfied with their job because they perceived a higher level of psychological ownership towards their job. This study has several contributions to theory and practice and suggests important directions for future research.

Keywords: purpose-driven organizations, employee's sense of purpose, job satisfaction, psychological ownership

Resumo

Nos últimos anos, o propósito das organizações têm recebido uma atenção crescente, uma vez que um número crescente de trabalhadores procura encontrar um propósito no seu trabalho. O presente estudo visa examinar a relação entre o propósito percebido pelos trabalhadores e a sua satisfação com o trabalho e a mediação desta relação através da propriedade psicológica baseada no trabalho. Este estudo centra-se no nível individual de propósito dos trabalhadores no contexto organizacional. Neste sentido, foi realizado um questionário online aleatório com 218 participantes em alemão. Os resultados mostraram que os trabalhadores que sentem um maior propósito tendem a estar mais satisfeitos com o seu trabalho porque percebem um maior nível de propriedade psicológica em relação ao seu trabalho. Este estudo traz várias contribuições para a teoria e a prática e sugere importantes direções para pesquisas futuras.

Palavras-chave: propósito organizacional, propósito individual, satisfação no trabalho, propriedade psicológica

Table of Contents

Index of Figures.....	iv
Index of Tables.....	v
Introduction	1
1. Theoretical Background	3
1.1. Purpose-driven Organizations.....	3
1.1.1. Individual Purpose within the Organization.....	3
1.1.2. Employee’s sense of purpose	5
1.1.3. Capturing employee’s sense of purpose through meaningful work	6
1.2. Job Satisfaction.....	10
1.3. Psychological Ownership	11
2. Hypotheses Development.....	14
2.1. The relationship between employee’s sense of purpose and job satisfaction.....	14
2.2. The relationship between psychological ownership and job satisfaction	15
2.3. The mediating role of job-based psychological ownership	16
3. Research Methodology.....	17
3.1. Sample and Procedure	17
3.2. Instruments and Measures	18
3.3. Data Analysis Strategy.....	18
4. Results	20
4.1. Descriptive Statistics.....	20
4.2. Correlation Analysis	21
4.3. Assumption Check.....	22
4.4. Hypotheses Testing.....	23
5. Discussion.....	26
6. Limitations and Further Research	28
7. Conclusion.....	30
References	31
APPENDIX A	42

Index of Figures

Figure 1.....	5
Figure 2.....	14
Figure 3.....	25

Index of Tables

Table 1	20
Table 2	21
Table 3	23
Table 4	24
Table 5	24

Introduction

“Why are you working so late?” asked John F. Kennedy a floor sweeper during a tour of the NASA headquarters in 1961. “Mr. President”, the janitor responded, “I am helping put a man on the moon.”

The idea of purpose and the relevance of the question “why?” as a driving motivational factor is a trend that has been growing in recent decades for organizations (Grant, 2017), and will continue to grow in the future (Rey, Velasco & Almandoz, 2019).

Over the past years, purpose has become a fixed component of nearly every organization’s agenda. It is a decisive strategy for organizations to reinforce their reliability and transparency between their mission and their actual action (Grant, 2017). Organizations invest money, time, and effort in devising a sophisticated corporate purpose that expresses their core values and main goals to existing employees and potentially new talent (Rey et al., 2019). One reason for the high demand for purpose is that Millennials and Gen Z have high expectations about purpose-driven organizations (PDO) addressing current societal and environmental challenges (Johnson, 2019). While these generations are looking for meaning and purposeful work (Sheahan & Sheahan, 2005), society enters an economy of purpose (Hurst, 2016). A strong interest in more purposeful living and the shift towards collectivistic values is becoming increasingly prominent in the coming generations (Rey et al., 2019). Organizations contribute to building a greater good through their products and services, the jobs they create, and the economic and social values they add (Hollensbe et al., 2014). If this trend continues, it is reasonable to assume that organizations, such as businesses and universities, will continue to adapt and market themselves to meet the demand for purpose among potential talent and employees (Grant, 2017).

Although the demand to create purpose-driven organizations is becoming increasingly relevant to companies (Quinn & Thakor, 2019), research on organizational purpose is still in its infancy. While some authors have proposed how organizations can develop a purpose-driven culture by taking knowledge, action, and motivation into account (Rey et al., 2019), little empirical research has been conducted on how employees perceive and react to a purposeful organization. The current study aims to investigate employee’s sense of purpose

at work and how this sense of purpose influences their job satisfaction. Given that feeling purpose in the context of their jobs might lead to feelings of control, knowledge, and investment, this research hypothesizes that a higher sense of purpose will result in higher job satisfaction because it leads to greater feelings of psychological ownership towards the job.

This research seeks to make four main contributions. Firstly, to contribute to the current void of research, in an area which is both timely, and of high relevance to organizations, by investigating, developing, and testing the hypothesis that employee's sense of purpose has a positively significant relationship with job satisfaction and is mediated by psychological ownership. To our knowledge, no previous studies have investigated the relationship between these constructs.

Secondly, the study attempts to highlight the distinction between two related constructs – meaningful work and employee's sense of purpose – and provides the first impetus for not only introducing independent definitions, but also creating a separate measure for the constructs.

Thirdly, the study tries to raise awareness of the importance of purpose within the organization on an individual level. The present study endeavors to give more expression on how purpose might impact employee attitudes and how that is likely to result in job satisfaction and therefore the company's overall future success.

Finally, this research also aims to contribute to managerial practice by informing managers and organizations that investing in employee's sense of purpose is worthwhile and encourages organizations to put purpose on their yearly agenda.

The study is structured as follows. It will firstly commence with a review of the theoretical underpinnings and empirical findings of all relevant constructs. Once this is achieved, the following chapter develops the hypothesis that psychological ownership mediates the relationships between employee's sense of purpose and job satisfaction and discusses this in the context of related research. This is subsequently followed by the research methodology. To investigate the hypotheses, a survey with 218 respondents was employed to assess how participants scored on all three relevant constructs. This survey provides the basis for conclusions on the relationship between them. To conclude the thesis, the validity and reliability of the findings of the study are discussed in addition to the implications for the relationships between the constructs, and opportunities for further research.

1. Theoretical Background

In the following chapter, all relevant constructs and the associated theoretical backgrounds are elaborated on. The hypotheses are then derived and formulated successively.

1.1. Purpose-driven Organizations

Having a formally stated corporate purpose has preoccupied companies and their management for several years (Rey et al., 2019). In the context of companies, Bartlett and Ghoshal (1994) defined purpose as “the statement of a company’s moral response to its broadly defined responsibilities” (p. 88). In addition, Thakor and Quinn (2013) defined this as “something that is perceived as producing a social benefit over and above the tangible pecuniary payoff that is shared by the principal and agent” (p. 2). The existence of purpose is relevant to the organization itself and develops at an individual level within the organization (Hamel, 2011). The accomplishment of personal purpose within the organizational purpose is becoming essential to creating a truly purpose-driven organization (PDO). PDO applies to organizations whose corporate purpose conveys to their employees that “[...] the meaning of work for the individual is something unique, of immense value, and is perceived as his or her deepest purpose in life.” (Rey et al., 2019, p. 6).

1.1.1. Individual Purpose within the Organization

Within the field of psychology, defining purpose on a personal level has been done especially through the concept of motivation. The various theoretic concepts range from humanistic psychology (Maslow, 1981), to psychological well-being (Ryff, 1989), and to meaningful work research (Steger et al., 2012). Personal motivation has strategically been

used by managers to increase employees' willingness to work more and increase their work devotion while communicating purpose from a top-down perspective (Murray, 2017).

Rey et al. (2019) suggested that purpose should be reinforced by a bottom-up approach instead and thus, proposed the new logic of purpose, which entails personal purpose, self-management, and unity. These are now subsequently described. Personal purpose stands for the idea of individual purpose within the organization. While nowadays guiding the friction between what employees perceive as their purpose and the continual changes demanded by the preferences of shareholders, clients, and management, it is more essential than ever that the organization has reinforced internal meaning. The individual meaning of work ceaselessly suffers if the organizational purpose is ambiguous and one's own purpose can no longer be implicitly associated with organizational purpose (Rey et al., 2019).

Self-management is defined as the environment where personal purpose flourishes within the organization. Since someone's purpose is an intimate personal concept, which is connected to self-identity, it is only the individual itself who can fully assess the meaning of their work. An organization cannot manage and lead an individual from the outside as it feels unnatural and contradicts their idea of purposeful work (Rey et al., 2019). Work becomes the environment in which people engage and where they aim to find meaning (Cameron et al., 2013).

The final concept is unity – a natural connection between the individual and the organizational purpose. If people in a group share a common purpose, it creates unity between them. The level of unity increases every time an individual connects their purpose with the organizational purpose. Expressing unity among the employees is more fruitful than the alignment of defined goals and objectives (Rey et al., 2019). Having a common goal assumes that people do not only have individual goals but also contribute to common accomplishments which result in having a shared organizational purpose (Hollensbe et al., 2014).

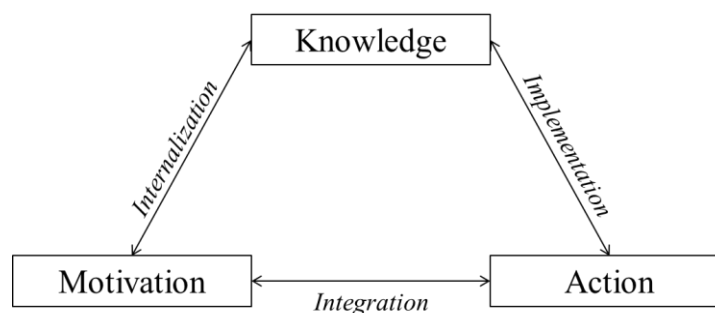
The new logic of purpose, outlined above, differs from the former management logic where people are seen as “machines” which are only pursuing their work without asking why they are completing it (Dijksterhuis et al., 1999). Companies such as Google, Facebook, and Amazon are examples of companies that represent ideals closer to the new logic of purpose due to their purpose-driven practices and are very influential in the organizational change movement (Rey et al., 2019).

1.1.2. Employee's sense of purpose

Building on the information outlined above, Rey and colleagues (2019) take the bottom-up approach – personal purpose, self-management, and unity – another step further. They conceptualize a multidimensional framework called the “Three Dimensions of Purpose: Knowledge, Motivation and Action” to demonstrate the development of purpose and its interrelated components “Internalization, Implementation and Integration” (see Figure 1). The first dimension, knowledge, embodies the specific perception employees have about their organization's purpose. Employees need to know the organizational purpose and be able to express this statement in their own words. The second, motivation, draws on the beliefs of the individual and is an important part to fulfill the purpose (Campbell et al., 1992). The final concept, action, represents the practical realization of purpose. In summary, purpose requires action and is the degree to which an organization realizes what it says in its purpose statement (Rey et al., 2019). It is not only the words leaders use to inspire employees, but also their actions that redesign work (Grant, 2012).

Figure 1

3-Dimension-Model of Purpose Development (Rey et al., 2019)



As shown in Figure 1, the three dimensions are tied together by an indirect relationship, whereby one cannot be properly developed without the others. It must be a simultaneous development of these, with knowledge and motivation drawn together by internalization;

motivation and action drawn together by integration; and action and knowledge drawn together through implementation.

Purpose implementation can be seen for example, when a company successfully implements a purpose, and they make actual contributions to society. Therefore, the extent to which the company fulfills and intends to fulfill its purpose is of high importance. Purpose integration transforms a purpose into a daily habit by individual motivation. Integration can be seen for example when organizations are building trustworthy and lasting relationships with clients and stakeholders (Rey et al., 2019). According to Rey et al. (2019), purpose internalization illustrates the process through which employees incorporate the company's purpose into their own beliefs and motivations. In this context, the development of motivation goes beyond extrinsic and intrinsic motivation. For successful implementation of purpose to occur, all employees must have internalized this and linked it to their own values and beliefs – doing so will help them to both engage with and identify with the organization (Geok, 2018; Lleo et al., 2021). Therefore, shared values are the motivation for employees to identify with the organization and their urge to develop it (Lleo et al., 2021). Based on this, the internalization of purpose seems to be of high importance for employee's sense of purpose (Cardona et al., 2019).

Additional research has also shown that purpose is increasingly connected with doing good in society and therefore represents an overarching commitment to it including broader aims such as “making a difference” or “reducing harm” (Hollensbe et al., 2014). Seeing a greater purpose for one's work opposed to simply the task at hand possibly leads to more engaged and satisfied employees. Observing a greater sense of purpose would therefore not only serve the organizational goals but the employee's personal goals too (Both-Nwabuwe et al., 2017). Steger and colleagues (2012) consider that the development of personal purpose is fundamental and benefits aspects such as job satisfaction and commitment.

1.1.3. Capturing employee's sense of purpose through meaningful work

While focusing on purpose within the organizational context, interweaving related research streams, such as meaningful work, can lead to new pathways of research inquiry – such as a better understanding of why organizations and their employees need a purpose

(Hollensbe et al., 2014). Since there is no specific measurement to assess employee's sense of purpose yet, the related construct of meaningful work has been used in previous research to measure purpose in the organizational context (Gartenberg, 2019). For example, the "Work and Meaning Inventory" (WAMI; Steger et al., 2012) was used by Geldenhuys et al. (2014) to measure the degree of meaning that individuals discover in their work-related activities (e.g., "The work I do serves a greater purpose"). Research suggests that work experiences that reinforce that one's actions are purposeful or that move one closer to desired future goals and fulfillments are likely to be viewed as particularly meaningful (Bunderson & Thompson, 2009). Perceptions that one's work is meaningful and serves a higher purpose are important defining characteristics of work that is someone's vocation (Dik & Duffy, 2009).

Meaningfulness is often defined to include the term purpose (Grant, 2008; May et al., 2004; Pratt & Ashforth, 2003), whereby purpose is still distinguished from the broader construct of meaning. Some researchers anticipate meaning as being part of a broader picture, whereby purpose is seen as a subset of meaning (Baumeister, 1991; Reker & Wong, 1998; Steger et al., 2012). Reker and Wong (1988) for example view purpose as one component of a triangle, which defines personal meaning as "the cognizance of order, coherence and purpose in one's existence, the pursuit and attainment of worthwhile goals, and an accompanying sense of fulfillment" (Reker & Wong; 1988, p. 221). Baumeister (1991) however perceives purpose as one of four needs for meaning along with value, self-worth, and efficacy, and Steger et al. (2012) further elaborate that the perception that one's work is meaningful and serves a higher purpose is a more specific construct, which falls under the umbrella of meaningful work. Following this approach, researchers often assessed the construct of meaningful work to enable them to explore an employee's sense of purpose (Gartenberg, 2019; Nazir et al., 2021).

Despite the theoretical and practical significance of meaningful work and employee's sense of purpose, both constructs are underrepresented and understudied in the current literature. Philosophers have long been convinced that pursuing a purpose provides life with meaning (Dalai Lama & Cutler, 1998). Individuals are inevitable to find meaning in life when they consider their lives as purposeful, significant, and understandable (Steger et al., 2009). According to Hackman and Oldham (1975, p. 256), meaningful work is defined as "the degree to which the employee experiences the job as one which is generally meaningful,

valuable, and worthwhile”. Allan and colleagues (2019) additionally characterized meaningful work as “the global judgment that one’s work accomplishes significant, valuable, or worthwhile goals that are congruent work with one’s existential values” (p. 502), and Allan et al. (2014) consider that experiences are meaningful when employees conduct actions that fulfill relevant values and explain why their work is worth doing.

After a detailed analysis of the meaningful work literature, Rosso et al. (2010) revealed two key issues which are essential in understanding what makes work meaningful, regardless of the context. The first of these is related to the sources (e.g., the self, other persons, the work context, and spiritual life) that influence the experience of meaningful work. These sources effect the meaningfulness of employees’ work experience. The second issue is related to the underlying psychological and social mechanism that makes work meaningful. Namely, one mechanism through which work becomes meaningful is purpose itself. The authors identified two ways for purpose to be utilized as a mechanism: the significance of work and the value system. The significance of work emphasizes the individual’s perception of the significance of its work. For example, an employee who is perceived to be important to society must perceive their own work as significant and serving a greater purpose (Grant, 2008). The value system provides a sense of purpose while guiding individuals’ perceptions and behavior (Schwartz, 1992). Organizations who are promoting a clear mission statement, guide employees with certain values that can add purpose to their work (Besharov, 2008). More recent studies by Lepisto and Pratt (2017) proposed to reflect meaningful work from either a realization perspective or a justification perspective. On one hand, from the realization perspective, meaningful work can be achieved by fulfilling individual needs, motivation, and a desire associated with self-actualization. On the other hand, from the justification perspective, meaningful work is created through the subjective view of how valuable and worthy the work experience itself appears to an individual, which contributes to a sense of higher purpose.

The Job Characteristics Model (JCM; Hackman & Oldham, 1976) can be used as a framework to look at the construct of meaningful work from a unidimensional perspective. The authors identified conditions necessary for employees to be intrinsically motivated to perform effectively at work. Five core job dimensions which include skill variety, task identity, task significance, autonomy, and feedback, lead to three critical psychological states. These three states - meaningfulness work, responsibility, and knowledge of results –

result in both personal and work-related outcomes such as high internal work motivation, high quality work performance, high satisfaction with the work and low absenteeism and employee turnover. Accordingly, the JCM proposed meaningful work as a key psychological dimension that leads to higher job satisfaction.

Following the JCM, meaningful work can initially lead to a change in attitude because it reflects a belief system about one's work which can then lead to a wide range of positive attitudes and affective states, including work engagement, job satisfaction, and commitment (Ajzen & Fishbein, 2000). Allan and colleagues (2016) discovered that measures based on the JCM's one-dimensional definition of meaningful work capture the construct directly and let participants define the processes that lead to their work being perceived as meaningful. Furthermore, the results of their studies revealed that people with meaningful work feel better about themselves and work better and extend the JCM by providing evidence of a more complex outcome structure associated with meaningful work.

In their work on corporate purpose and financial performance, Gartenberg et al. (2019) operationalize purpose as meaningful work. While bridging the research on meaningful work to firm-level research on corporate purpose, they examined that employees who have a strong belief in their organization's purpose and clarity on their pathway to that achieving that purpose perform better. To our knowledge, Gartenberg and colleagues (2019) made the first attempt to measure employee's sense of purpose by using meaningful work items (e.g., "My work has [a] special meaning: this is not just a job"), which emphasize the individual perception of the significance of employees' work (Grant, 2008) and its positive influence on others (Katz & Kahn, 1978). Nazir et al. (2021) also used meaningful work items by Steger et al. (2012) to measure sense of purpose. Weston et al. (2021) however used a subscale of the well-being scale by Ryff (1989) to operationalize sense of purpose. They investigated how sense of purpose was associated with occupational prestige and work satisfaction. Yet, the early call of Bartlett and Ghoshal (1994) to shed further light on studies of purpose at the center of strategy research was not followed by many researchers.

Based on the literature which has been reviewed, and the consideration of purpose as an underlying psychological and social mechanism that makes work meaningful, the present study will use "meaningful work" as the operationalization of employee's sense of purpose. This principle has not only guided the literature review, but also the construct measurement choice.

1.2. Job Satisfaction

Job satisfaction is one of the most examined constructs within the work and organizational context and is interlinked to several factors crucial for organizations (Aslan & Atesoglu, 2021) such as job performance (Locke, 1970; Karabay et al., 2021), organizational commitment (Lok & Crawford, 2004) and organizational performance (Bakotić, 2016). The construct originates from Maslow's (1954) hierarchy of needs theory and Herzberg's (1959) two-factor theory. In the existing literature, job satisfaction as a construct can be viewed from two different perspectives. On the one hand, it can be seen as the effective component and thus be described as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300). On the other hand, however, it can be described as the overall evolution of one's job (Judge et al., 2017; Weiss, 2002) in terms of the extent to which it meets the job expectations of an individual (Pierce & Jussila, 2011).

Job satisfaction can be separated into three dimensions. Besides general job satisfaction, intrinsic and extrinsic job satisfaction also exist. Intrinsic job satisfaction includes factors of the job itself (e.g., its content, autonomy, interesting work, achievements, variety, or responsibility), whereby extrinsic job satisfaction incorporates the working environment and circumstances (e.g., salary, job security, company policies, relationship with coworkers and supervisors) (Aslan & Atesoglu, 2021; Herzberg et al., 1959). Previous literature has pointed out that the theoretical definition of intrinsic and extrinsic satisfaction is related to different variables. For instance, working conditions, interpersonal relations, and salary are external variables, while the feeling of recognition, achievement, and responsibility are internal variables (Wernimont, 1972).

In contrast, general or global job satisfaction may lead to the assumption that all employees with similar satisfaction levels are equally satisfied with all aspects of their job (Boles et al., 2003). An employee may be overall satisfied with his or her job but dissatisfied with certain intrinsic or extrinsic aspects of the job. Thus, one advantage of differentiating between intrinsic, extrinsic, and general job satisfaction is to measure the degree of satisfaction of each employee, while considering the many facets of the workplace (Spector, 1997). Furthermore, job satisfaction can be affected by several factors, which are grouped into individual-related factors and organizational-related factors. Individual-related factors

may include parameters such as age, income, working situations, work hours, or level of responsibility. Organization-related factors may include parameters such as work environment, job security, or the relationship with the supervisor (Aslan & Atesoglu, 2021).

1.3. Psychological Ownership

Psychological ownership (PO) is receiving increasing attention due to its role as an important predictor of employees' attitudes, behaviors, and performance (Avey et al., 2009). Research on organizational behavior focused on the extent to which employees feel psychologically connected to their organization and the work they do (Aslan & Atesoglu, 2021). Psychological ownership has been described as a cognitive-affective construct defined as "the state in which individuals feel as though the target of ownership or a piece of that target is theirs," and reflects "an individual's awareness, thoughts, and beliefs regarding the target of ownership" (Pierce et al., 2003, p. 86). Furthermore, Shukla and Singh (2015) defined psychological ownership as a sense of ownership, which refers to a mental state in which one develops a strong sense of possessiveness toward an object without having a legal claim to it.

Pierce and Jussila (2011) stated that ownership is based on feelings of possessiveness and can have as a source, two different possible agents: an individual or a collective agent. In the former, an individual may feel ownership for a specific target, for example, "this job is MINE", and the latter, the sense of ownership may be shared collectively with others, for example, "this is OUR organization". Psychological ownership has two different dimensions: affection and job-based. The job-based psychological ownership manifestation includes the feeling developed due to obligations or responsibilities (e.g., coaching a team), whereby the affective dimension comprises a feeling developed by the attachment or ownership toward an object (e.g., job or workplace) (Aslan & Atesoglu, 2020).

The current research identifies two streams of conceptualizing psychological ownership: a territorial notion of psychological ownership and a less-territorial notion of co-ownership typified by sharedness. While focusing on territorial ownership, people devise individual psychological ownership (IPO) or collective psychological ownership (CPO) over

a target of possession based on their innate needs to possess, control, and define their self-identity by what they own (Pierce et al., 2001; Pierce & Jussila, 2010).

Pierce et al. (2003) differentiate between the “roots” of and the “routes” to psychological ownership. While the roots of psychological ownership describe motives and explain “why” psychological ownership exists, the routes focus on experiences and shed light on the question of “how” psychological ownership can emerge.

Three major experiences have been identified as the routes of psychological ownership by which it emerges: control, intimate knowledge, and investment. First, while exercising control over the target of ownership, objects become part of the extended self, and feelings of ownership emerge (Pierce et al., 2003). Seligman and Beagley (1975) claimed that through the exercise of control, objects are getting associated with the self. Objects, which are controlled by others or that cannot be controlled are not part of the individual’s sense of self. Second, by intimately knowing the target, feelings of personal ownership develop as one or more of the ownership motives are aroused and fulfilled. Beaglehole (1932) argued that by just knowing an object, it intimately becomes a part of the self. Third, through an investment of the self into a target, feelings of individual ownership can be stimulated as well (Pierce et al., 2003). Pierce and Jussila (2011) stated that a causal and positive relationship exists between the degree to which an individual invests itself into a target and the strength of psychological ownership that connects itself to that target.

Control, self-identity, and home (dwelling) have been identified as the three main roots of psychological ownership (Pierce et al., 2003). First, White (1959) addressed the control motive and stated that exploration of and the ability to control one’s environment produces feelings of efficacy and pleasure. Second, two job characteristics seem to play an important role in fostering self-identity: accessibility and malleability. Although neither characteristic is considered a direct cause, both target characteristics are thought to enable individuals to develop the kind of relationship with the workplace from which the psychology of possession emerges, leading to partial fulfillment of the self-identity motive. Enriched jobs, especially those characterized by a wide variety of skills, autonomy, and task identity, require individuals to invest more of themselves in the work, and therefore, the work is more likely to become part of one’s identity (Pierce et al., 2003). Kline and France (1899, p. 466-467) described the individual paths as “the recognition of things owned by me as mine is the material that makes up much of my personality, and the concept ‘mine’ is the cement to the

entire mosaic mass constructing the ego”. Humans have a strong need to combine possession, self-identity, and individuality. Possession helps people define themselves, express their self-identity to others, and ensure continuity of the self over time. Individuals become psychologically attached to a variety of objects. ‘The owner’ is the individual for whom personal experience has led the target of ownership to become a part of the extended self. Therefore, it is the psychological self that exercises possession (Pierce & Jussila, 2011). Lastly, home or ‘dwelling’ can be described as being in the world (Heidegger, 2001) and refers to one’s placement and understanding of being in time and space (Pierce et al., 2003). According to Porteous (1976), home can be found in those possessions, for example, in a place where ‘meaningfulness’ can be found, and in which one has made a significant emotional investment.

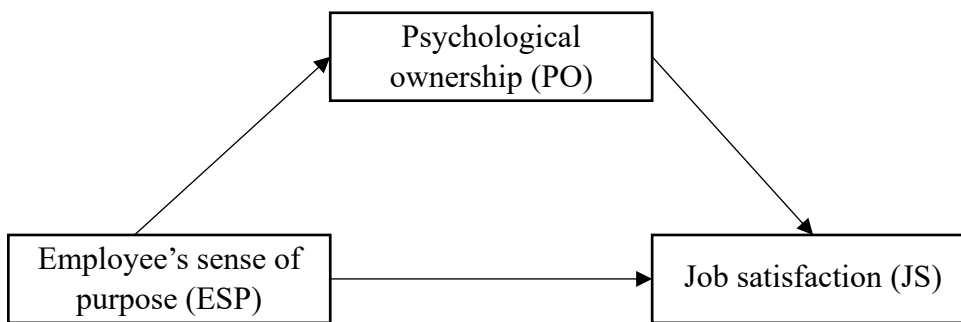
Not only do Pierce et al. (2003) claim that psychological ownership is a useful predictor for outcomes such as job satisfaction, but other studies have also proved that psychological ownership plays a crucial part in the relationship between employees and their job and organization (Ozler et al., 2008; Wagner et al., 2003). Psychological ownership influences the organizational behavior and attitude of employees. For instance, employees with a higher level of PO are more likely to engage in extra-role behavior, which not only benefits the performance of employees but likewise the organization (Vandewalle et al., 1995). Furthermore, psychological ownership affects organizational-based self-esteem (Van Dyne & Pierce, 2004), organizational commitment (O’Discoll et al., 2006,) and a low intention to quit the job (Avey et al., 2009). Providing employees with information about the target could develop a sense of psychological ownership towards this (Pierce et al., 1991). It is a challenge for an individual and their work to interconnect, and for the individual to find meaning and purpose in a job, which is superficial and narrow (Pierce et al., 2003).

2. Hypotheses Development

The current study seeks to investigate the relationship between employee's sense of purpose (ESP) and job satisfaction (JS) and attempts to reveal the mediating role of psychological ownership (PO) on this relationship (see Figure 2). In the following chapter, corresponding hypotheses will be developed based on the literature reviewed previously.

Figure 2

Proposed research model



2.1. The relationship between employee's sense of purpose and job satisfaction

Various studies have attempted to clarify the relationship between employee's sense of purpose and job satisfaction (Spark & Schenk, 2001; Lee et al., 2017). Indeed, it has been found that individuals who feel that their work serves a higher purpose report greater job satisfaction and cohesion (Sparks & Schenk, 2001). Lee et al. (2017) have also found that purpose and meaning in life are highly associated with general job satisfaction among older individuals. Contemporary for-profit, as well as non-profit organizations, stated that they exist for a higher purpose (Lepisto & Pratt, 2017). While pursuing a higher purpose and thus achieving profound learning, intrinsic satisfaction increases (Quinn & Thakor, 2019).

Purpose is seen as part of one's personal pursuit for meaning that includes the external desire to make a difference in the world and contribute to matters larger than the self. Doing meaningful work, as a manifestation of purpose, has been shown to influence some of the key outcomes in organizational studies such as job satisfaction (Wrzesniewski et al., 1997; Gartenberg et al., 2019). Research has shown that experiencing work as meaningful has a positive relationship with individual and organizational outcomes such as job satisfaction, motivation, and performance (Duffy et al., 2013; Lips-Wiersma & Wright, 2012; Steger et al., 2012). Moreover, a sense of meaningfulness can lead to a higher level of satisfaction and motivation (Lepisto & Pratt, 2017).

H₁: There is a significant and positive relationship between employee's sense of purpose and job satisfaction.

2.2. The relationship between psychological ownership and job satisfaction

As highlighted in the literature, psychological ownership is one of the most reliable drivers of job satisfaction - Aslan and Atesoglu's (2021) study showed that different variables associated with job satisfaction were most commonly manifested through psychological ownership. It is known that individuals find more satisfaction in items that they experience as their own, opposed to others of a comparable kind (Beggan, 1992). Additionally, previous studies have shown a statistically significant and positive relationship between job- and organizational-based psychological ownership and job satisfaction (Peng & Pierce, 2015; Mayhew et al., 2007). Based on this, employees are expected to be satisfied with their jobs when they feel psychological ownership over them (Mayhew et al., 2007). The sense of possession, which allows individuals to satisfy their basic needs for place, efficacy, and self-identity is crucial to be satisfied in your job (Mustafa et al., 2016).

H₂: There is a significant and positive relationship between job-based psychological ownership and job satisfaction.

2.3. The mediating role of job-based psychological ownership

A major focus of organizational research is to understand how employees relate to, or feel, psychologically connected to their organization and their work, and how this effects organizational outcomes such as job satisfaction. Researchers have found that participation as workplace value effects job satisfaction, and that this is mediated by psychological ownership (Aslan & Atesoglu, 2021). Rosso et al. (2010) consider purpose as a mechanism of how work becomes meaningful. For purpose to be utilized, the significance of work as well as the value system is of high importance. On one hand, the psychological questionnaire WAMI (Steger et. al., 2012) attempts to cover “task significance”, which coincides with the eponymous job dimension of the JCM (Hackman & Oldham, 1976). However, on the other hand, the value system is particularly evident in the three-dimension model of Rey et. al. (2019). The process through which employees integrate the company’s purpose into their own values and beliefs is called internalization. Internalizing a company’s purpose seems to be essential for the general success of an organization (Cardona et. al., 2019).

Since feelings of ownership emerge to develop in the organizational context, research supports the notion that the feeling of ‘MINE’ and possessive feelings appear in combination with the work of an individual and therefore, are the connection between individuals and organizations (Pierce et al., 2004). Although internalization is neither a mandatory nor a sufficient condition for psychological ownership, they are likely to have a reciprocal relationship with it (Pierce et al., 2001). The driving factors of meaningful work and psychological ownership as described in the literature feature an overlap (Olckers & Van Zyl, 2018). The overlap includes shared drivers such as belongingness and self-efficacy. Therefore, it can be concluded that both variables are not necessarily independent of each other, but instead the relationship is complex and dynamic. This led us to conjecture if the partially shared drivers may also lead to a potential positive correlation between employee’s sense of purpose and psychological ownership.

H₃: Job-based psychological ownership mediates the relationship between employee’s sense of purpose and job satisfaction.

3. Research Methodology

In the following chapter, the methodological approach of the present empirical study will be discussed in detail. Attention will be paid to the sample, the procedure of the study, the survey instruments and measures used, and the procedure for intended statistical analysis which will be run on the collected data.

3.1. Sample and Procedure

The sample consisted of $N = 218$ participants in total, whereby 34% were female ($n = 75$), 64% were male ($n = 139$) and 2% identified themselves with another gender ($n = 4$). The mean age for the sample was 35.33 years ($SD = 11.73$), and the participants had an average of 6.84 years ($SD = 9.50$) of work experience at their current or recent job performed. The average working hours per week were 39.21 ($SD = 11.44$). Nine participants had completed a Ph.D. (4%), 56 participants had completed a master's degree (26%), 44 participants had completed a bachelor's degree (20%), 23 participants completed higher secondary (11%), and 10 participants completed lower secondary (5%). Twenty-three participants indicated that they completed an apprenticeship/ training (11%) and eight people indicated that they completed others than listed (4%). In total, 45 participants (19%) did not indicate their level of education. Furthermore, 136 participants (62%) reported that they were working for a profit-oriented corporation, while 34 participants (16%) of the participants were associated with non-profit organizations. For 48 participants (22%) of the sample, the data in terms of working for a (non-) profit organization could not be determined due to missing data.

The target sample was recruited via WhatsApp, LinkedIn, Facebook, and E-mails which requested individuals to participate in the online survey conducted via the Qualtrics survey platform. The survey was performed in German and was open for completion between April 15th to June 15th. Participation was directed at all employees who were in an employment relationship, and the survey was conducted on an anonymous and voluntary (i.e., not paid) basis, with participants providing their consent to participate in the study (see APPENDIX A).

3.2. Instruments and Measures

In total three scales were utilized in the study to test the previously stated hypotheses (see Chapter 2). Since the survey was conducted in German, the back-translation procedure (Brislin, 1970) was applied. During the back-translation procedure, the original items were firstly translated from English into German. In the second step, an independent translator, without any knowledge of the psychological items used within the scales, translated them back into the original language. This method allows to compare the original items and their translation for quality and accuracy. The chosen scales were as follows:

Employee's sense of purpose. The Work as Meaning Inventory (WAMI; Steger et al., 2012) was used to measure employee's sense of purpose through 10 items (e.g., "I have discovered work that has a satisfying purpose.", and "The work I do serves a greater purpose."). A 7-point Likert-scale was used (1 = totally disagree to 7 = totally agree). In general, measures of meaningful work have been used to measure employee's sense of purpose (Gartenberg et al., 2019).

Job-based psychological ownership. The Job-based psychological ownership scale (Brown et al., 2011) was used to measure psychological ownership. Psychological ownership was measured with six items (e.g., "I sense that this job is *mine*.", and "I feel a high degree of personal ownership for the work that I do."). A 7-point Likert-scale was used (1 = totally disagree to 7 = totally agree).

Job satisfaction. Job satisfaction was measured by using the short form of the Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967). Job satisfaction was measured with 20 items (e.g., "The feeling of accomplishment I get from the job.", and "The praise I get for doing a good job."). A 7-point Likert-scale was used (1 = totally disagree to 7 = totally agree).

3.3. Data Analysis Strategy

The analysis of the survey data was carried out with the statistical program "Statistical Package for the Social Sciences" (SPSS) with the additional macro PROCESS v 4.1 created

by Hayes (2013) to perform the mediation analysis. Outliers were firstly adjusted before categorical variables were transformed into dummies. Items were then reversed scored where necessary, before computing mean scores for the variables of interest. Finally, the mediation model was tested. Each of these steps is explained in further detail below.

The dataset needed to undergo a data preprocessing phase to remove outliers that could distort the results. Potential outliers were identified with the interquartile range (IQR) approach. Data points at over 1.5 IQR distance from the 0.25 and 0.75 quantiles were winsorized, which limited to the most extreme value in the direction of the outlier which is not more than 1.5 IQR from the respective quantile. This approach retains most of the information while avoiding an overly strong influence of extreme data point on the regression coefficients. This is necessary because the Ordinary Least Squares (OLS) algorithm is sensible to outliers that have an overproportioned influence on the fitted line due to high squared distances.

Reversed items were then re-transformed to make the ordering of the Likert scales consistent. The measures of employee's sense of purpose, psychological ownership, and job satisfaction were created as means of the underlying questionnaire items.

Once these steps had been completed, the SPSS macro PROCESS v 4.1 (Hayes, 2013) was used to test the hypotheses. The macro relies on the re-sampling method of bootstrapping, which provides an estimate of the indirect effect on the population. The direct effect of employee's sense of purpose on psychological ownership was firstly estimated, followed by an estimation of the indirect effect of employee's sense of purpose on job satisfaction through the mediator of psychological ownership. The overall effect (direct and indirect effect) was then estimated to conclude the analysis.

A significance level of 5% was used, meaning that the null hypothesis can be expected to be wrongly rejected in 5% of the cases. If the p -value is below the threshold of 0.05, the null hypothesis can be rejected, which leads to an acceptance of the alternative hypothesis. If the p -value is above the threshold, the null hypothesis cannot be rejected. Two-tailed tests are used to determine significance. Therefore, each side of the distribution refers to 2.5%. The questionnaire items of the variables under investigation (employee's sense of purpose, psychological ownership, and job satisfaction) had no missing values.

4. Results

In the following chapter, the results of the present study will be detailed. The descriptive statistics, correlations, assumption checks, and hypotheses testing will be presented in the chapters below.

4.1. Descriptive Statistics

In the following section, descriptive statistics are presented in more detail. Table 1 provides relevant descriptive statistics of the continuous variables contained in the dataset and includes means, medians, standard deviations, the range, as well as kurtosis and skewness.

Psychological ownership ($\alpha = 0.90$) and employee's sense of purpose ($\alpha = 0.92$) had a strong level of internal consistency. While slightly lower, job satisfaction also featured a good level of internal consistency ($\alpha = 0.82$).

Table 1

Descriptive statistics for numerical variables

Variable	<i>N</i>	<i>M</i>	<i>Mdn</i>	<i>SD</i>	<i>Min</i>	<i>25%</i>	<i>50%</i>	<i>75%</i>	<i>Max</i>	<i>Kurtosis</i>	<i>Skewness</i>
Job Satisfaction	218	4.70	4.70	0.63	2.75	4.16	4.70	5.20	6.05	-0.26	-0.16
Employee's sense of purpose	218	5.01	5.15	1.21	1.60	4.20	5.15	6.07	7.00	-0.27	-0.56
Psychological ownership	218	5.11	5.33	1.25	1.50	4.33	5.33	6.00	7.00	-0.59	-0.48

In total, data is provided for $N = 218$ observations. The mean values for job satisfaction, employee's sense of purpose and psychological ownership were, respectively, 4.70 ($SD = .63$), 5.01 ($SD = 1.21$) and 5.11 ($SD = 1.25$).

This study considers the data to be approximately normal for the range of skewness from -2 to +2 (Hair et al., 2013, Garson, 2012). For the variables directly related to the hypotheses of this study, we found that the variables job satisfaction, employee's sense of purpose, and psychological ownership are not highly skewed and are within acceptable kurtosis bounds.

4.2. Correlation Analysis

Correlations aim to identify associations between two variables. A table (see Table 2) of Pearson's correlations is presented below.

Table 2

Table of linear correlations

Variable	<i>M</i>	<i>SD</i>	1	2	3
1 Psychological ownership	5.11	1.25			
2 Employee's sense of purpose	5.01	1.21	0.64*		
3 Job satisfaction	4.70	0.63	0.55*	0.62*	

In order to obtain a comprehensive picture of the association of the variables of interest in this study, Pearson's correlation coefficients were employed. The correlation between the variable employee's sense of purpose and the dependent variable job satisfaction was described by the Pearson linear correlation coefficient ($r = .62; p < .001$). It can be interpreted as implying a moderate positive relationship. Both associated measures were significant. The

correlation between the variable psychological ownership and the dependent variable job satisfaction was described by the Pearson linear correlation coefficient ($r = .55$; $p < .001$). Both can be understood as implying a moderate positive relationship as can be expected in line with H1 and H2. Both association measures were significant.

4.3. Assumption Check

Multiple Linear Regressions with OLS require several conditions to be fulfilled in order to return estimators that have desirable statistical properties, which guarantees the validity of the OLS estimation of the regression coefficients. The underlying OLS assumptions, also called Gauss-Markov assumptions, are linearity, absence of autocorrelation, absence of strong collinearity, exogeneity, and homoscedasticity (Dismuke & Lindrooth, 2006). If all conditions are fulfilled, the estimator is called the best linear unbiased estimator (BLUE). However, in the absence of homoscedasticity, the estimators are still unbiased and can be interpreted. If homoscedasticity is fulfilled and, in addition, the errors are normally distributed, the estimator is asymptotically efficient and also called the maximum likelihood estimator (MLE).

Linearity was tested by using the Rainbow-Test, which compares the fit of the model between different subsamples. The relationships between the predictors and the dependent variable are sufficiently linear (Rainbow test p -value = 0.3). The absence of autocorrelation was tested by using the Durbin-Watson-Test, which tests how the residuals of neighboring observations are correlated. The data met the assumption of independent errors (Durbin-Watson value = 2.11). Absence of strong collinearity was tested by computing the Variance Inflation Factor (VIF), which represents the extent to which a variable can be explained by another variable in the model. The estimators of the model are asymptotically efficient when all other assumptions are tested positively. Tests for the assumption of collinearity showed that multicollinearity was not a concern. Employee's sense of purpose has a VIF of 1.12 and is thus not critically inflated. Homoscedasticity was tested using the Goldfeld-Quandt-Test, which tests for constant error terms by comparing the variance at high and low values of the independent variables. The variance is constant; therefore, homoscedasticity is confirmed

(Goldfeld-Quandt p -value = 0.64). Exogeneity cannot be tested in observational studies using statistical tests. Additionally, normality of errors was tested using the Anderson-Darling-Test, which tests the assumption that a sample is normally distributed. The distribution of residuals is normal (Anderson-Darling statistic of 0.33 at a critical value at $\alpha = .05$ of < 0.77).

4.4. Hypotheses Testing

To test our hypotheses, we conducted mediation analyses with the Model 4 of PROCESS macro for SPSS. It was hypothesized that employee's sense of purpose is positively associated with job satisfaction (H1). As we can see on Table 3, this study found evidence that, without taking other variables into account, higher levels of employee's sense of purpose are associated with higher levels of job satisfaction (total effect $c = 0.319$, $p < 0.001$).

Table 3

Relationship between employee's sense of purpose and job satisfaction (total effect c)

Effect	Estimate	SE	LL	UL	p
Intercept	3.098	0.143	2.816	3.380	0.000
Employee's sense of purpose	0.319	0.028	0.264	0.374	0.000

Note. N=218; LL = lower limit of 95% confidence interval; UL = upper limit of 95% confidence interval. $R^2=44.7\%$. Standard errors are not heteroscedasticity robust.

As we can see on Table 4, this study found evidence that, without taking other variables into account, higher levels of employee's sense of purpose are associated with higher levels of psychological ownership (path $a = 0.637$, $p < 0.001$). This means that when employees feel a higher sense of purpose, they tend to have a higher level of psychological ownership.

Table 4*Relationship between employee's sense of purpose and psychological ownership (path a)*

Effect	Estimate	SE	LL	UL	p
Intercept	1.188	0.316	0.565	1.811	0.000
Employee's sense of purpose	0.637	0.052	0.534	0.740	0.000

Note. N=218; LL = lower limit of 95% confidence interval; UL = upper limit of 95% confidence interval. $R^2=44.7\%$. Standard errors are not heteroscedasticity robust.

It was also hypothesized that there would be a significant and positive relationship between job-based psychological ownership and job satisfaction (H2). As we can see in Table 5, this study found evidence that higher levels of psychological ownership are associated with higher levels of job satisfaction (path b = 0.139, $p < 0.001$). This means when employees have a higher level of psychological ownership, they tend to have a higher level of job satisfaction.

Table 5*Relationships of the mediation model (path b and direct effect c')*

Effect	Estimate	SE	LL	UL	p
Intercept	2.882	0.168	2.550	3.214	0.000
Psychological ownership	0.139	0.035	0.070	0.209	0.000
Employee's sense of purpose	0.229	0.035	0.159	0.298	0.000

Note. N=218; LL = lower limit of 95% confidence interval; UL = upper limit of 95% confidence interval. $R^2=44.7\%$. Standard errors are not heteroscedasticity robust.

Finally, it was hypothesized that the relationship between employee's sense of purpose and job satisfaction would be mediated by psychological ownership (H3).

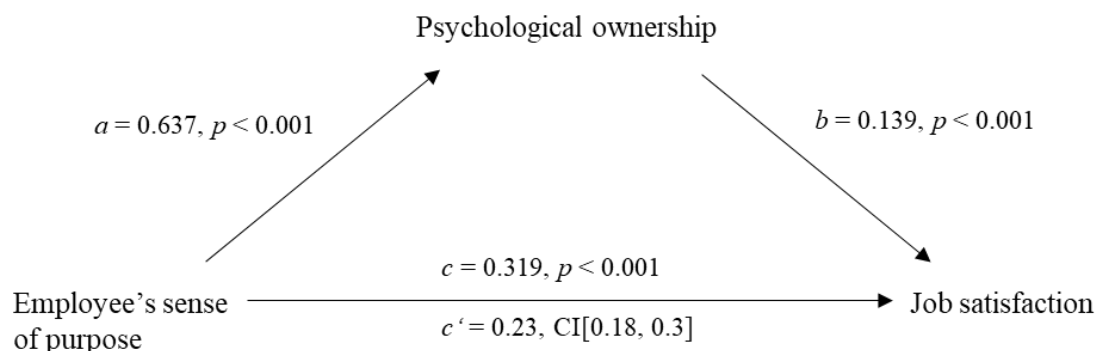
The indirect effect of employee's sense of purpose on job satisfaction through psychological ownership was significant (indirect effect $ab = 0.08$), 95% CI[0.03, 0.15], thus providing support for H3. In brief, when employees feel a higher sense of purpose, they tend to be more satisfied with their jobs because they perceive higher psychological ownership towards their job.

As there is evidence (at $\alpha=.05$) for a direct effect of employee's sense of purpose on job satisfaction when psychological ownership is controlled for in the model (direct effect $c' = 0.23$, 95% CI[0.18, 0.3]) and evidence for an indirect effect, this study found that the data was consistent with partial mediation by psychological ownership. The total effect is $c = 0.32$ (95% CI[0.26, 0.37]), which resembles the sum of the indirect and the direct effect.

Thus, we can conclude that the indirect effect of employee's sense of purpose on job satisfaction through psychological ownership explains 26.08 percent (95% CI[10.15%, 41.49%]) of the total effect of employee's sense of purpose on job satisfaction. The mediation diagram (see Figure 3) shows the path coefficients a , b , c and c' representing unstandardized regression weights.

Figure 3

Mediation model with path coefficients



5. Discussion

The present study shows that when employees feel a higher sense of purpose, they tend to be more satisfied with their job because they perceive higher psychological ownership towards their job. While the mediation effect of employee's sense of purpose through psychological ownership on job satisfaction has been shown in this, there still remains scope for further discussion and future research.

Since there are many definitions of purpose, the resemblance to the construct of meaningful work is conspicuous. The term purpose has often been used to define meaningfulness in the present literature (Grant, 2008; May et al., 2004; Pratt & Ashforth, 2003). The overlap of the term purpose and meaningfulness within the work and organizational context can no longer be overlooked and calls for a clear distinction between the two terms. Meaningful work as a construct has been researched for a longer period of time and therefore finds more attention than the construct of employee's sense of purpose. The ambiguity of definitions has led to purpose being understood as a sub-construct of meaningful work (Reker & Wong, 1988; Baumeister, 1991). Although purpose has a clear intersection with meaningful work and is operationalized differently, it is not researched adequately, and confusion remains in regard to how they exactly differ from one another. Perhaps, it could be possible that both are dimensions of the same construct. A clear and up-to-date definition of each construct would help to understand the relationship between the two, and would improve further research in terms of validity, accuracy, and quality.

Not only does the broader and ambiguous range of definitions of the construct raise the question of how to understand the mechanism of employee's sense of purpose but also how to measure it correctly and in a way which is valid. Since the construct has never been studied in this way before, a related construct was used to measure it. In the present study, a meaningful work scale was used to measure employee's sense of purpose. This was done due to two relevant aspects. Firstly, previous literature has shown that it is possible to use meaningful work items to operationalize purpose (Gartenberg et al., 2019), and secondly, there is no existing purpose measure that focuses on employee's sense of purpose until today. Even though the need for a purpose measurement in the organizational context is gaining prominence, purpose is still mostly operationalized by meaningful work questionnaires.

This raises the question if both measures simply measure the same thing, and to which degree do both purpose and meaningful work overlap? In terms of discriminant validity, it is sensible to emphasize this and to scrutinize it. Discriminant validity shows whether a test which was designed to measure a specific construct does not correlate with tests that measure other constructs. In other words, discriminant validity would ensure that the non-overlapping parts of employee's sense of purpose and meaningful work do not have any relationship and truly differ from each other. Since separating constructs in psychology is not always explicit, it is also challenging to determine to which degree the two constructs are related. An initial step towards a clarification would involve an own employee's sense of purpose measurement. Developing and testing a new measurement which actually measures all relevant aspects of purpose in the organizational context on an individual level would contribute to the emerging research in the field in a significant way.

Developing a clear definition and a valid measurement for employee's sense of purpose would not only have theoretical but also practical implications. By giving organizations a clear definition of what employee's sense of purpose truly means, managers would understand that purpose is not simply a buzzword but an important lever to create job satisfaction among their employees. If employees are satisfied with their job due to the fact that their sense of purpose is higher, and that they have a high level of psychological ownership, companies could leverage that knowledge and build their company values up on this. By providing the framework conditions of purpose to the employees such as described by Rey et al. (2019), the company could create a truly purpose-driven organization, which would in turn attract new talents such as those from Gen Z. As the war for talent intensifies, Gen Z have high expectations about purpose-driven organizations (Johnson, 2019). So much so, they are even referred to as the 'purpose generation', which define meaningful work and pride in their organization as key working values (Lovell Corporation, 2017). For example, they would choose meaning and significance of their work such as addressing societal and environmental challenges over salary (Francis & Hoefel, 2018). As such, Gen Z is intrinsically motivated and not simple satisfied by monetary rewards (Tarigan et al., 2022). Therefore, employee's sense of purpose should be taken seriously by the management and integrated into the recruiting strategy. It should be used as a strategic approach to win new talents from the upcoming working generation to maintain the most important capital of a company: human capital.

6. Limitations and Further Research

The present study exhibits several limitations which hinder the interpretability of the results found and must be outlined so future research can address them.

As the questionnaire was conducted in German only, the sample was limited to those who are illiterate in German. As such, the results of the study cannot be generalized to other spoken languages and populations. As the study investigated a homogeneous sample, future research should examine whether the underpinning theories and outcomes of this study could be transferable to other cultures – yet testing of the model amongst these cultures would be needed, paying consideration to other contextual, cultural, and situational factors.

It could also be argued that the sample was not representative in terms of age. With an average age of 35 years, the sample examined could be deemed relatively low and does not represent the distribution of the wider working population. When this is considered in terms of job satisfaction, it may be interesting and worthwhile to investigate age differences. More so, it is also questionable if the study is relevant to students since they are likely not working fulltime yet.

Another limitation to consider is the common method bias, which may have inflated observed relationships due to the self-reported method used (Podsakoff et al., 2012). It is possible that the instruments used for the data collection caused variations in responses, since only the participants themselves can express how they feel about purpose, psychological ownership, or job satisfaction and thus, it is not advisable to add an observer report to counteract the self-reported biases.

More so, the cross-sectional nature of this study cannot confidently determine whether employee's sense of purpose influences job satisfaction and not reverse. As such, the data does not allow the researchers to draw conclusions about causal relationships between the variables. With this in mind, future research could investigate these relationships using experimental methodology such as a vignette study.

Finally, internal, and external validity is not completely assured, as the relationship between employee's sense of purpose and job satisfaction could perhaps be explained by other factors. A potential threat to internal validity in the present study could be for example maturation. Most of the participants identified as being students or young professionals, which could imply that they are relatively new to their job at the time of the scientific survey

and therefore, are not able to make profound assumptions about their job satisfaction. Furthermore, it is not possible to generalize the findings of the present study to a broader context due to its low external validity. Not only does the sample have some shortcomings in terms of external validity, but also unrelated historical events such as the COVID-19 pandemic could have influenced the outcomes. The pandemic influenced the way of work sustainably over the last years and thus the way people question their careers, their sense of purpose, and their overall job satisfaction. Additionally, exponential growth in technology and digitalization has significantly changed the way of working over the past decades in general. High-skilled and well-paid jobs are increasing, while low-skill and low-paid jobs are decreasing (Kalleberg, 2011). Therefore, it is proposed that the study should be repeated, and two approaches to doing so are now outlined.

It is recommended that future research repeats the present study by an experimental design. The experiment should consist of two different scenarios, whereby the independent variable, employee's sense of purpose, should be manipulated. The first scenario would involve participants who report a higher sense of purpose, and the second scenario would be with participants who have no sense of purpose. Job satisfaction will be rated as the outcome variable. By altering the experimental design of the study, the threats to internal validity in single-group studies could be countered. To the extent feasible, data should be collected from a larger sample size, since the results would be more sensitive to any variability in the outcomes. The random sample should also enable representation of the overall population in terms of age.

Additionally, future research could repeat the study within the organizational context only. In brief, the study could include companies that are purpose-driven, as well as a control group of companies that are not purpose-driven. It would also be advantageous to run this longitudinally, which data collected at two time points, to see if the employee's sense of purpose and job satisfaction is constant over time.

A final suggested focus for future research could be the development of a measurement that tests employee's sense of purpose. Since previous studies have either used meaningful work scales (e.g., Gartenberg et al., 2019) or a subscale of life purpose scale (e.g., Weston et al., 2021) such as the purpose in life subscale of the well-being scale by Ryff (1989), the need for a new, valid measurement of employee's sense of purpose is apparent. This will not

only be necessary to further drive the promising area of purpose-driven organizations from a theoretical research perspective but will also be essential for the future of business world.

While being aware of the study's limitations and within the context and boundaries of it, we tried to perform this study in the best way possible. We hope we contributed to the current research through this study and given scientists the necessary stimulus to conduct further examination in this field.

7. Conclusion

This thesis contains three main contributions to the current research. Firstly, it contributes to the existing research gap, and infancy of work in the field, by examining employee's sense of purpose as an independent construct. This is innovative and novel to the thesis, and signifies a positive and significant relationship between purpose, psychological ownership, and job satisfaction. Secondly, the dissertation illuminates the distinction of the closely related construct of meaningful work from employee's sense of purpose. The call for future research to scientifically investigate the distinction between these two constructs with a focus on creating clearly separate definitions and questionnaires is outlined. The final contribution made raises awareness of the importance of employee's sense of purpose – both for further research and for its practical application in organizations.

Since the demand for purpose-driven organizations and therefore, employee's sense of purpose is becoming increasingly prevalent, this dissertation offers, and emphasizes, the need for companies to potentially change, or challenge, their current perspective and to prepare for the upcoming working generations, which will be driven by purposeful work, purpose-driven-leaders, and -organizations. While COVID-19 has in itself acted as a catalyst for purpose-driven organizations, many employees have questioned their work and set new standards for themselves and their jobs.

To conclude, it is hoped that through the empirical findings, namely that employee's sense of purpose has a positive and significant relationship to job satisfaction and is mediated through psychological ownership, the study contributes to the current literature and may have influence on future studies in this field.

References

- Ajzen, I., & Fishbein, M. (2000). Attitudes and the attitude-behavior relation: Reasoned and automatic processes. *European review of social psychology, 11*(1), 1-33. <https://doi.org/10.1080/14792779943000116>
- Allan, B. A., Autin, K. L., & Duffy, R. D. (2014). Examining social class and work meaning within the psychology of working framework. *Journal of Career Assessment, 22*(4), 543-561. <https://doi.org/10.1177/1069072713514811>
- Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies, 56*(3), 500-528. <https://doi.org/10.1111/joms.12406>
- Allan, B. A., Dexter, C., Kinsey, R., & Parker, S. (2018). Meaningful work and mental health: Job satisfaction as a moderator. *Journal of Mental Health, 27*(1), 38-44. <https://doi.org/10.1080/09638237.2016.1244718>
- Aslan, M., & Atesoglu, H. (2021). The Effect of Innovation and Participation as Workplace Values on Job Satisfaction and the Mediating Effect of Psychological Ownership. *SAGE Open, 11*(4). <https://doi.org/10.1177/21582440211061530>
- Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 30*(2), 173-191. <https://doi.org/10.1002/job.583>
- Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic research-Ekonomska istraživanja, 29*(1), 118-130. <https://doi.org/10.1080/1331677X.2016.1163946>
- Bartlett, C. A., & Ghoshal, S. (1994). Changing the role of top management: Beyond strategy to purpose. *Harvard business review, 72*(6), 79-88.
- Baumeister, R. F. (1991). *Meanings of life*. Guilford press.

- Beaglehole, E. (2015). *Property: A study in social psychology*. Psychology Press.
<https://doi.org/10.4324/9781315730349>
- Beggan, J. K. (1992). On the social nature of nonsocial perception: The mere ownership effect. *Journal of personality and social psychology*, 62(2), 229.
<https://doi.org/10.1037/0022-3514.62.2.229>
- Besharov, M. L. (2008). *Mission goes corporate: Employee behavior in a mission-driven business*. Unpublished doctoral dissertation, Harvard Business School.
- Boles, J. S., Wood, J. A., & Johnson, J. (2003). Interrelationships of role conflict, role ambiguity, and work–family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling & Sales Management*, 23(2), 99-113. <https://doi.org/10.1080/08853134.2003.10748991>
- Both-Nwabuwe, J. M., Dijkstra, M. T., & Beersma, B. (2017). Sweeping the floor or putting a man on the moon: How to define and measure meaningful work. *Frontiers in Psychology*, 8, 1658.
<https://doi.org/10.3389/fpsyg.2017.01658>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of cross-cultural psychology*, 1(3), 185-216.
<https://doi.org/10.1177/135910457000100301>
- Brown, G., Pierce, J. L., & Crossley, C. (2011). Job design, psychological ownership and work effects: A test of a mediated model. *Labovitz School of Business and Economics, University of Minnesota Duluth: Working paper*.
- Bunderson, J. S., & Thompson, J. A. (2009). The call of the wild: Zookeepers, callings, and the double-edged sword of deeply meaningful work. *Administrative science quarterly*, 54(1), 32-57. <https://doi.org/10.2189/asqu.2009.54.1.32>
- Cameron, K., & Dutton, J. (Eds.). (2003). *Positive organizational scholarship: Foundations of a new discipline*. Berrett-Koehler Publishers.
- Campbell, A., Nash, L. L., & Young, D. (1992). *A sense of mission: Defining direction for the large corporation*. Addison Wesley Publishing Company.

- Cardona, P., Rey, C., & Craig, N. (2019). Purpose-driven leadership. In *Purpose-driven Organizations* (pp. 57-71). Palgrave Macmillan, Cham.
https://doi.org/10.1007/978-3-030-17674-7_5
- Dalai Lama, H. H., & Cutler, H. (1998). *The art of happiness: A handbook for living*. New York: Riverhead.
- Dijksterhuis, M. S., Van den Bosch, F. A., & Volberda, H. W. (1999). Where do new organizational forms come from? Management logics as a source of coevolution. *Organization Science*, *10*(5), 569-582.
<https://doi.org/10.1287/orsc.10.5.569>
- Dik, B. J., & Duffy, R. D. (2009). Calling and vocation at work: Definitions and prospects for research and practice. *The counseling psychologist*, *37*(3), 424-450.
<https://doi.org/10.1177/0011000008316430>
- Dismuke, C., & Lindrooth, R. (2006). Ordinary least squares. *Methods and Designs for Outcomes Research*, *93*, 93-104.
- Duffy, R. D., Allan, B. A., Autin, K. L., & Bott, E. M. (2013). Calling and life satisfaction: it's not about having it, it's about living it. *Journal of counseling psychology*, *60*(1), 42. <https://doi.org/10.1037/a0030635>
- Francis, T., & Hoefel, F. (2018). True Gen': Generation Z and its implications for companies. *McKinsey & Company*, *12*.
<http://www.drthomaswu.com/uicmpaccsmac/Gen%20Z.pdf>
- Garson, G. D. (2012). Testing statistical assumptions. *Asheboro, NC: Statistical Associates Publishing*.
- Gartenberg, C., Prat, A., & Serafeim, G. (2019). Corporate purpose and financial performance. *Organization Science*, *30*(1), 1-18.
<https://doi.org/10.1287/orsc.2018.1230>
- Geldenhuis, M., Taba, K., & Venter, C. M. (2014). Meaningful work, work engagement and organisational commitment. *SA Journal of Industrial Psychology*, *40*(1), 1-10. <https://hdl.handle.net/10520/EJC151613>

- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of applied psychology, 93*(1), 108. <https://doi.org/10.1037/0021-9010.93.1.108>
- Grant, A. M. (2012). Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of management journal, 55*(2), 458-476. <https://doi.org/10.5465/amj.2010.0588>
- Grant, G. B. (2017). Exploring the possibility of peak individualism, humanity's existential crisis, and an emerging age of purpose. *Frontiers in psychology, 1478*. <https://doi.org/10.3389/fpsyg.2017.01478>
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology, 60*(2), 159. <https://doi.org/10.1037/h0076546>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance, 16*(2), 250-279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning, 46*(1-2), 1-12. https://doi.org/10.1007/978-3-319-57413-4_15
- Hamel, G. (2011). First, let's fire all the managers. *Harvard Business Review, 89*(12), 48-60.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Heidegger, M. (2001). *Poetry language thought*. Harper and Row.
- Herzberg, F., Mausner, B., & Synderman, B. B. (1959). *The Motivation to Work*. 1st Edn Wiley. New York.
- Hollensbe, E., Wookey, C., Hickey, L., George, G., & Nichols, C. V. (2014). Organizations with purpose. *Academy of Management Journal, 57*(5), 1227-1234. <https://doi.org/10.5465/amj.2014.4005>

- Hurst, A. (2016). *The purpose economy, expanded and updated: How your desire for impact, personal growth and community is changing the world*. Elevate Publishing.
- Johnson, S. S., Spehr, M., Rowan, R., Berghoff, J., Kelley, J., & Sisodia, R. (2019). Editor's Desk: The Potential and Promise of Purpose-Driven Organizations. *American Journal of Health Promotion*, 33(6), 958-973. <https://doi.org/10.1177/0890117119855446>
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of applied psychology*, 102(3), 356. <https://doi.org/10.1037/apl0000181>
- Kalleberg, A. L. (2011). *Good jobs, bad jobs: The rise of polarized and precarious employment systems in the United States, 1970s-2000s*. Russell Sage Foundation.
- Karabay, M. E. (2021). Job performance, innovative work-behaviour, job satisfaction and psychological ownership: Evidence from insurance sector. *International Journal of Management Studies and Social Science Research*, 3(3), 372-385.
- Katz, D., & Kahn, R. L. (1978). Organizations and the system concept. *Classics of organization theory*, 80, 480.
- Kline, L. W., & France, C. J. (1899). The psychology of ownership. *The pedagogical seminary*, 6(4), 421-470. <https://doi.org/10.1080/08919402.1899.10532973>
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of applied psychology*, 87(1), 131. <https://doi.org/10.1037/0021-9010.87.1.131>
- Lepisto, D. A., & Pratt, M. G. (2017). Meaningful work as realization and justification: Toward a dual conceptualization. *Organizational Psychology Review*, 7(2), 99-121. <https://doi.org/10.1177/2041386616630039>
- Lips-Wiersma, M., & Wright, S. (2012). Measuring the meaning of meaningful work: Development and validation of the Comprehensive Meaningful Work Scale

- (CMWS). *Group & Organization Management*, 37(5), 655-685.
<https://doi.org/10.1177/1059601112461578>
- Lleo, A., Bastons, M., Rey, C., & Ruiz-Perez, F. (2021). Purpose implementation: Conceptualization and measurement. *Sustainability*, 13(4), 1921.
<https://doi.org/10.3390/su13041921>
- Locke, E. A. (1970). Job satisfaction and job performance: A theoretical analysis. *Organizational behavior and human performance*, 5(5), 484-500.
[https://doi.org/10.1016/0030-5073\(70\)90036-X](https://doi.org/10.1016/0030-5073(70)90036-X)
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of management development*.
<https://doi.org/10.1108/02621710410529785>
- Lovell Corporation. (2017). The Change Generation Report.
<https://bridgingthegapventures.com/wp-content/uploads/2018/08/ChangeGenerationReport-Lovell-Corporation.pdf>
- Maslow, A. H. (1954). *Motivation and personality* (1st ed.). Harper.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology*, 77(1), 11-37.
<https://doi.org/10.1348/096317904322915892>
- Mayhew, M. G., Ashkanasy, N. M., Bramble, T., & Gardner, J. (2007). A study of the antecedents and consequences of psychological ownership in organizational settings. *The Journal of social psychology*, 147(5), 477-500.
<https://doi.org/10.3200/SOCP.147.5.477-500>
- Murray, K. (2017). *People with purpose: how great leaders use purpose to build thriving organizations*. Kogan Page Publishers.

- Mustafa, M., Martin, L., & Hughes, M. (2016). Psychological ownership, job satisfaction, and middle manager entrepreneurial behavior. *Journal of Leadership & Organizational Studies*, 23(3), 272-287.
<https://doi.org/10.1177/1548051815627360>
- Nazir, O., Islam, J. U., & Rahman, Z. (2021). Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective. *Journal of Hospitality and Tourism Management*, 46, 123-133.
<https://doi.org/10.1016/j.jhtm.2020.12.002>
- O'Driscoll, M. P., Pierce, J. L., & Coghlan, A. M. (2006). The psychology of ownership: Work environment structure, organizational commitment, and citizenship behaviors. *Group & Organization Management*, 31(3), 388-416.
<https://doi.org/10.1177/1059601104273066>
- Olckers, C., & Van Zyl, L. (2016). The relationship between employment equity perceptions and psychological ownership in a South African mining house: The role of ethnicity. *Social indicators research*, 127(2), 887-901.
<https://doi.org/10.1007/s11205-015-0972-z>
- Peng, H., & Pierce, J. (2015). Job-and organization-based psychological ownership: Relationship and outcomes. *Journal of Managerial Psychology*.
<https://doi.org/10.1108/JMP-07-2012-0201>
- Pierce, J. L., & Jussila, I. (2010). Collective psychological ownership within the work and organizational context: Construct introduction and elaboration. *Journal of Organizational Behavior*, 31(6), 810-834. <https://doi.org/10.1002/job.628>
- Pierce, J. L., & Jussila, I. (2011). *Psychological ownership and the organizational context: Theory, research evidence, and application*. Edward Elgar Publishing.
- Pierce, J. L., Jussila, I., & Cummings, A. (2009). Psychological ownership within the job design context: Revision of the job characteristics model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(4), 477-496.
<https://doi.org/10.1002/job.550>

- Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of management review*, 26(2), 298-310. <https://doi.org/10.5465/amr.2001.4378028>
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. *Review of general psychology*, 7(1), 84-107. <https://doi.org/10.1037/1089-2680.7.1.84>
- Pierce, J. L., O'driscoll, M. P., & Coghlan, A. M. (2004). Work environment structure and psychological ownership: The mediating effects of control. *The Journal of social psychology*, 144(5), 507-534. <https://doi.org/10.3200/SOCP.144.5.507-534>
- Pierce, J. L., Rubenfeld, S. A., & Morgan, S. (1991). Employee ownership: A conceptual model of process and effects. *Academy of Management review*, 16(1), 121-144. <https://doi.org/10.5465/amr.1991.4279000>
- Porteous, J. D. (1976). Home: The territorial core. *Geographical Review*, 383-390. <https://doi.org/10.2307/213649>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63(1), 539-569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Pratt, M. G., & Ashforth, B. E. (2003). Fostering meaningfulness in working and at work. *Positive organizational scholarship: Foundations of a new discipline*, 309, 327.
- Quinn, R. E., & Thakor, A. V. (2019). *The economics of higher purpose: Eight counterintuitive steps for creating a purpose-driven organization*. Berrett-Koehler Publishers.
- Reker, G. T., & Wong, P. T. (1988). Aging as an individual process: Toward a theory of personal meaning. In J. E. Birren & V. L. Bengston (Eds.), *Emergent theories of aging* (pp. 214 –246). New York: Springer.

- Rey, C., Bastons, M., & Sotok, P. (2019). *Purpose-driven organizations: Management ideas for a better world* (p. 138). Springer Nature. <https://doi.org/10.1007/978-3-030-17674-7>
- Rey, C., Velasco, J. S. C., & Almandoz, J. (2019). The new logic of purpose within the organization. In *Purpose-driven Organizations* (pp. 3-15). Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-17674-7_1
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in organizational behavior*, 30, 91-127. <https://doi.org/10.1016/j.riob.2010.09.001>
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of personality and social psychology*, 57(6), 1069. <https://doi.org/10.1037/0022-3514.57.6.1069>
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In *Advances in experimental social psychology* (Vol. 25, pp. 1-65). Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60281-6](https://doi.org/10.1016/S0065-2601(08)60281-6)
- Seligman, M. E., & Beagley, G. (1975). Learned helplessness in the rat. *Journal of comparative and physiological psychology*, 88(2), 534. <https://doi.org/10.1037/h0076430>
- Sheahan, P., & Sheahan, P. (2005). *Generation Y: Thriving and surviving with generation Y at work* (pp. 72-77). Prahan: Hardie Grant Books.
- Shukla, A., & Singh, S. (2015). Psychological ownership: scale development and validation in the Indian context. *International Journal of Indian Culture and Business Management*, 10(2), 230-251.
- Sparks, J. R., & Schenk, J. A. (2001). Explaining the effects of transformational leadership: an investigation of the effects of higher-order motives in multilevel marketing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(8), 849-869. <https://doi.org/10.1002/job.116>

- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment, 20*(3), 322-337. <https://doi.org/10.1177/1069072711436160>
- Steger, M. F., Oishi, S., & Kashdan, T. B. (2009). Meaning in life across the life span: Levels and correlates of meaning in life from emerging adulthood to older adulthood. *The Journal of Positive Psychology, 4*(1), 43-52. <https://doi.org/10.1080/17439760802303127>
- Tarigan, J., Cahya, J., Valentine, A., Hatane, S., & Jie, F. (2022). Total reward system, job satisfaction and employee productivity on company financial performance: evidence from Indonesian generation z workers. *Journal of Asia Business Studies. https://doi.org/10.1108/JABS-04-2021-0154*
- Thakor, A. V., & Quinn, R. E. (2013). The economics of higher purpose. *ECGI-Finance Working Paper, (395)*.
- Ozler, H., Yilmaz, A., & Ozler, D. (2008). Psychological ownership: An empirical study on its antecedents and impacts upon organizational behaviors. *Problems and Perspectives in Management, (6, Iss. 3)*, 38-47.
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 25*(4), 439-459. <https://doi.org/10.1002/job.249>
- Vandewalle, D., Van Dyne, L., & Kostova, T. (1995). Psychological ownership: An empirical examination of its consequences. *Group & Organization Management, 20*(2), 210-226. <https://doi.org/10.1177/1059601195202008>
- Wagner, S. H., Parker, C. P., & Christiansen, N. D. (2003). Employees that think and act like owners: Effects of ownership beliefs and behaviors on organizational

effectiveness. *Personnel Psychology*, 56(4), 847-871. <https://doi.org/10.1111/j.1744-6570.2003.tb00242.x>

Weiss, D. J. (1967). *Minnesota satisfaction questionnaire*. University of Minnesota, industrial relations Center, work adjustment project.

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human resource management review*, 12(2), 173-194. [https://doi.org/10.1016/S1053-4822\(02\)00045-1](https://doi.org/10.1016/S1053-4822(02)00045-1)

Wernimont, P. F. (1972). A systems view of job satisfaction. *Journal of Applied Psychology*, 56(2), 173. <https://doi.org/10.1037/h0032665>

Weston, S. J., Cardador, M. T., Hill, P. L., Schwaba, T., Lodi-Smith, J., & Whitbourne, S. K. (2021). The relationship between career success and sense of purpose: Examining linkages and changes. *The Journals of Gerontology: Series B*, 76(1), 78-87. <https://doi.org/10.1093/geronb/gbaa162>

White, R. W. (1959). Motivation reconsidered: the concept of competence. *Psychological review*, 66(5), 297. <https://doi.org/10.1037/h0040934>

Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. *Journal of research in personality*, 31(1), 21-33. <https://doi.org/10.1006/jrpe.1997.2162>

APPENDIX A



Introduction

Liebe/r Teilnehmer/in,

mein Name ist Johanna Pabst, ich studiere "Psychology in Business & Economics" an der Católica in Lissabon und verfasse derzeit meine Masterarbeit zu dem Thema "Sinnhaftigkeit der Arbeit von Mitarbeiter/innen in Unternehmen".

Dieser Fragebogen beinhaltet 36 Multiple-Choice-Fragen und umfasst in etwa 6-8 Minuten.

Für den Erfolg der Studie ist es wichtig, dass Sie den Fragebogen vollständig ausfüllen und keine der Fragen auslassen. Alle Daten werden selbstverständlich anonym erhoben, können Ihrer Person nicht zugeordnet werden und werden streng vertraulich behandelt.

Falls Sie an den Ergebnissen der Umfrage interessiert sind oder Fragen bezüglich der Studie haben, schreiben Sie mir gerne eine E-Mail an: s-jpabst@ucp.pt.

Vielen Dank für Ihre Teilnahme!

Herzlich Willkommen zur Forschungsstudie!

Bitte lesen Sie die folgende Einverständniserklärung und klicken sie am Ende auf **"Ich stimme zu"**.

Art der Forschungsstudie:

In der Studie geht es um die Sinnhaftigkeit der Arbeit von Mitarbeiter/innen in Unternehmen.

Vorgang der Studie:

Die Studie besteht aus der Beantwortung eines Fragebogens, welcher in etwa 6-8 Minuten dauern wird.

Potenzieller Nutzen:

Die Ergebnisse dieser Studie werden zum Wissenszuwachs auf dem Gebiet der Arbeits- und Organisationspsychologie beitragen.

Freiwillige Teilnahme und Recht auf Rücktritt:

Ihre Teilnahme an dieser Studie ist vollkommen freiwillig: Sie entscheiden selbst, ob Sie teilnehmen möchten. Wenn Sie sich von der Studie zurückziehen möchten, schließen Sie bitte Ihren Browser.

Vertraulichkeit:

Keine der Studienunterlagen wird Sie identifizieren. Alle Antworten sind vertraulich. Alle Studienunterlagen beziehen sich auf Ihre Kennziffer, nicht auf Ihren Namen oder andere identifizierende Informationen. Die Daten werden auf einem passwortgeschützten Computer gespeichert und sind nur den

Fakultätsmitgliedern und dem Forschungspersonal zugänglich, die an der Studie arbeiten.

Was Ihre Zustimmung bedeutet:

Indem Sie unten auf "Ich stimme zu" klicken, erklären Sie, dass Sie die Informationen in dieser Einverständniserklärung verstanden haben und mit der Teilnahme an der Studie einverstanden sind. Mit Ihrer Zustimmung verzichten Sie nicht auf die Rechte, die Ihnen als Teilnehmer an einer Forschungsstudie zustehen würden. Wenn Sie nicht zustimmen, schließen Sie bitte Ihren Browser, um die Studie zu beenden.

Ich stimme zu

Jobstatus

Bitte geben Sie Ihren derzeitigen Beschäftigungsstatus an

- Vollzeit beschäftigt
- Halbzeit beschäftigt
- Selbstständig beschäftigt
- Duale/r oder berufsbegleitende/r Student/in
- Werkstudent/in oder Praktikant/in
- Arbeitslos
- Sonstige

Block 1: Psychological Ownership

Denken Sie bitte an etwas, das Sie alleine oder mit jemandem besitzen und an die Erfahrungen und Gefühle, die mit der Beispielsaussage *"Das ist mein (unser) Computer!"* verbunden sind. Die folgenden Fragen befassen sich mit dem *"Gefühl der persönlichen Verantwortung"*, das Sie für Ihren Arbeitsplatz und die Arbeit, die Sie ausüben, empfinden. Bitte geben Sie an, inwieweit Sie persönlich den folgenden Aussagen *zustimmen* oder *nicht zustimmen*.

	1	2	3	4	5	6	7
	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme zu	Stimme vollkommen zu
Ich fühle mich in hohem Maße persönlich verantwortlich für die Arbeit, die ich mache.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich spüre, dass die Arbeit, die ich als Teil meines Jobs mache, mir gehört.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich fühle mich in hohem Maße persönlich verantwortlich für diesen Job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich spüre, dass dieser Job mein Job ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Tätigkeit, die ich in dieser Organisation leiste, gehört mir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6	7
	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme zu	Stimme vollkommen zu
Ich spüre, dass das mein Job ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Block 2: Meaningful Work

Arbeit kann für verschiedene Menschen viele verschiedene Dinge bedeuten. In den folgenden Fragen geht es darum, wie Sie die Rolle der Arbeit in Ihrem eigenen Leben sehen. Bitte geben Sie ehrlich an, inwiefern die einzelnen Aussagen auf Sie und Ihre Arbeit zutreffen.

	1	2	3	4	5	6	7
	Trifft gar nicht zu	Trifft nicht zu	Trifft eher nicht zu	Teils / teils	Trifft eher zu	Trifft zu	Trifft voll zu
Ich habe einen sinnvollen Beruf gefunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich weiß, dass meine Arbeit einen positiven Einfluss auf die Welt hat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meine Arbeit hilft mir, mich selbst besser zu verstehen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich sehe meine Arbeit als einen Beitrag zu meinem persönlichen Wachstum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6	7
	Trifft gar nicht zu	Trifft nicht zu	Trifft eher nicht zu	Teils / teils	Trifft eher zu	Trifft zu	Trifft voll zu
Ich habe eine Arbeit gefunden, die einen befriedigenden Sinn hat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meine Arbeit macht wirklich keinen Unterschied in der Welt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meine Arbeit hilft mir, der Welt um mich herum einen Sinn zu geben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe ein gutes Gefühl dafür, was meinen Job sinnvoll macht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich verstehe, wie meine Arbeit zum Sinn meines Lebens beiträgt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Arbeit, die ich mache, dient einem größeren Zweck.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Block 3: Job Satisfaction

Die folgenden Fragen widmen sich Ihrer Arbeitszufriedenheit. Bitte geben Sie in der folgenden Antwortskala ehrlich an, wie

zufrieden oder unzufrieden Sie mit den jeweiligen Aspekten Ihrer Arbeit sind.

	1	2	3	4	5	6
	Sehr unzufrieden	Unzufrieden	Eher unzufrieden	Weder noch	Eher zufrieden	Zufrieden
Die Möglichkeit zu haben, von Zeit zu Zeit an unterschiedlichen Dinge zu arbeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit zu haben, Dinge für Andere zu tun.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Das Lob, das ich für gute Arbeit bekomme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Arbeitsbedingungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Art und Weise, wie meine Kollegen/innen miteinander auskommen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Art und Weise, wie mein/e Vorgesetzte/r mit Mitarbeitern/Innen umgeht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Freiheit zu haben, mein eigenes Urteilsvermögen einsetzen zu können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sehr unzufrieden	Unzufrieden	Eher unzufrieden	Weder noch	Eher zufrieden	Zufrieden
Mein Gehalt für die zu leistende Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Art und Weise, wie mein Job für eine sichere Anstellung sorgt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit zu haben, in der Gemeinschaft "jemand" zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6
	Sehr unzufrieden	Unzufrieden	Eher Unzufrieden	Weder noch	Eher zufrieden	Zufrieden
Die Entscheidungskompetenz meiner/s Vorgesetzten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Aufstiegschancen in diesem Job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit zu haben, meine eigenen Methoden zur Ausführung der Arbeit auszuprobieren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Das Gefühl von Erfolg und Leistung, das ich durch den Job erhalte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sehr unzufrieden	Unzufrieden	Eher Unzufrieden	Weder noch	Eher zufrieden	Zufrieden
In der Lage sein zu können, bei der Arbeit immer etwas zu tun zu haben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Art und Weise, wie die Unternehmenspolitik praktisch umgesetzt wird.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit zu haben, Anderen sagen zu können, was sie tun sollen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In der Lage sein zu können, Dinge zu tun, die nicht gegen mein Gewissen verstoßen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit zu haben, im Job alleine arbeiten zu können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Möglichkeit etwas tun zu können, bei dem man seine Fähigkeiten einsetzen kann.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Demographische Angaben

Bitte geben Sie Ihr Geschlecht an

- Weiblich
- Männlich
- Keine Angabe

Bitte geben Sie Ihr Alter in Jahren an

Alter 10 20 30 40 50 60 70 80 90 100

Was ist Ihr höchster (Schul-) Abschluss?

- Haupt- oder Realschulabschluss
- Allgemeine Hochschulreife/ Abitur
- Ausbildung
- Bachelor
- Master
- Dr. oder PhD
- Sonstige

Wie viele **Jahre** sind Sie bereits bei Ihrem aktuellen Arbeitgeber angestellt?

0 6 12 18 24 30 36 42 48 54 60
Jahre

Wie viele **Monate** sind Sie bereits bei Ihrem aktuellen Arbeitgeber angestellt?

0 1 2 4 5 6 7 8 10 11 12
Monate

Wie viele Stunden arbeiten Sie pro Woche im Durchschnitt?

Wie lautet Ihre ungefähre Jobbezeichnung?

Haben Sie in Ihrem Job Führungsverantwortung?

Ja

Nein

In welchem Sektor ist das Unternehmen in dem Sie arbeiten am ehesten angesiedelt?

- Gewinnorientierter Sektor (z.B. Industrie, Wirtschaft, Dienstleistung...)
- Nicht gewinnorientierter Sektor (z.B. Non-Profit Organisation, Verein, Stiftung...)

Wie viele Mitarbeiter beschäftigt das Unternehmen in dem Sie arbeiten?

- < 50
- 50 - 100
- 101 - 1000
- > 1000

Powered by Qualtrics