



# Individual Readiness for Change: The Impact of Person-Organization Fit and Psychological Ownership in Organizational Contexts

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## ABSTRACT

The present study explores the role of person-organization fit (POF) and psychological ownership (PO) in shaping readiness for change (RFC) among lecturers at private universities in Indonesia. POF, reflecting the congruence between individual and organizational values, is posited to foster a sense of belonging and encourage active participation in change initiatives. Meanwhile, PO, defined as an individual's sense of possession and responsibility, is expected to enhance commitment to organizational goals. Using a cross-sectional survey design, data were collected from 282 lecturers to analyze these relationships. The findings indicate that POF significantly influences both PO and RFC, while PO strengthens RFC and mediates the relationship between POF and RFC. These results highlight the importance of value alignment and psychological ownership in fostering readiness for organizational change. Practically, the study underscores the necessity for academic institutions to align their values with those of faculty members and cultivate a sense of ownership to facilitate effective change processes. However, the study is limited by its focus on private universities and the use of self-reported data, which may impact generalizability. Despite these limitations, the research contributes to the discourse on organizational change, encouraging further studies on POF and PO across varied contexts and outcomes.

**Keywords:** Person-Organization Fit, Psychological Ownership, Readiness for Change, Organizational Change, Academic Institutions

**JEL Classifications:** M12, O15, J24

## 1. INTRODUCTION

In an era where organizational agility determines survival, what drives employees to embrace transformational changes rather than resist them? In today's rapidly evolving organizational landscape, understanding the factors that influence employees' readiness to engage in transformational changes is crucial for fostering a culture of adaptability and innovation. Transformational changes often require a significant shift in mindset and behavior, making it essential to explore the underlying psychological mechanisms that facilitate or hinder this engagement. Two critical factors in this context are psychological ownership and person-organization

fit (POF), which play pivotal roles in shaping employees' attitudes and behaviors toward change initiatives. This study examines the interplay between POF, psychological ownership, and employees' readiness for change in modern organizations.

Psychological ownership refers to the feeling of possession and responsibility employees have toward their organization, which can significantly enhance their engagement and commitment to organizational goals. Research indicates that a strong POF fosters psychological ownership by aligning employees' values and beliefs with those of the organization, thereby enhancing their sense of belonging and identity within the workplace (Hicklenton et al.,

2019). When employees perceive a high degree of fit between their personal values and the organizational culture, they are more likely to take ownership of their roles and actively participate in transformational changes. This alignment not only boosts motivation but also encourages employees to invest their efforts in the success of change initiatives, as they feel personally connected to the outcomes.

Moreover, the concept of person-organization fit is integral to understanding how employees perceive their roles within the organizational context. A strong POF has been linked to various positive workplace outcomes, including increased job satisfaction, organizational commitment, and, ultimately, enhanced work engagement (Liu et al., 2021; Memon et al., 2018). Employees who feel that their personal values resonate with those of the organization are more likely to exhibit behaviors that support transformational changes, as they perceive these changes as aligned with their own goals and aspirations (Lee et al., 2022; Wingerden et al., 2018). This alignment not only facilitates smoother transitions during periods of change but also mitigates resistance, as employees are more likely to embrace new initiatives that reflect their values (Cai et al., 2018).

Furthermore, the interplay between psychological ownership and POF can create a synergistic effect that amplifies employees' readiness to engage in transformational changes. For instance, when leaders adopt transformational leadership styles that promote inclusivity and support, they can enhance both psychological ownership and POF among employees (Liu et al., 2023; James, 2021). This supportive environment encourages employees to take initiative and contribute to change processes, as they feel empowered and valued within the organization (Enwereuzor et al., 2016). Consequently, organizations that prioritize fostering a strong POF and cultivating psychological ownership are better positioned to navigate the complexities of transformational changes effectively.

Despite substantial evidence of the positive impacts of psychological ownership and POF, limited research explores the duality of these constructs, particularly how excessive psychological ownership might hinder readiness for change. For example, while psychological ownership has been linked to positive organizational outcomes, the potential negative consequences of high psychological ownership—such as resistance to change when ownership is threatened—are less understood (Wang and Han, 2020; Dawkins et al., 2015). This duality suggests a need for further investigation into the conditions under which psychological ownership can either facilitate or hinder organizational change efforts.

This paper aims to develop an integrative framework that examines how person-organization fit and psychological ownership influence lecturers' readiness for change while addressing potential challenges posed by over-attachment. The following sections provide a review of existing literature, present the conceptual framework, and discuss implications for organizational practice.

## 2. LITERATURE REVIEW

### 2.1. Readiness for Change

Individual readiness for change is fundamentally defined as an individual's cognitive and emotional preparedness to engage

with organizational changes, reflecting their beliefs, attitudes, and intentions toward the change process (Rafferty et al., 2012). This readiness is influenced by various factors, including perceived organizational support, psychological empowerment, and individual characteristics such as personality and job satisfaction (Vakola, 2014). The interplay between these factors shapes how individuals perceive the necessity and feasibility of change, ultimately affecting their willingness to participate in change initiatives.

Moreover, the concept of individual readiness is closely linked to organizational readiness, which emphasizes the collective commitment and capability of members within an organization to implement change (Weiner, 2009). Theories such as social exchange theory suggest that supportive relationships within the workplace, particularly from supervisors, can enhance individual readiness by fostering positive emotions and cognitive beliefs about change (Rafferty and Minbashian, 2018). Additionally, social identity theory posits that the internal context of an organization, including the psychological climate prior to change, significantly impacts individual readiness by shaping normative commitments among employees (Lee et al., 2017; Austin et al., 2020).

Furthermore, the cognitive beliefs individuals hold about change, including their perceived risks and benefits, play a crucial role in determining their readiness (Shivers-Blackwell and Charles, 2006; Arnéguy et al., 2020). Research indicates that when individuals perceive a supportive environment and recognize their own efficacy to cope with change, their readiness to engage positively increases (Mueller et al., 2012; Ober et al., 2017). This highlights the importance of both individual and organizational factors in fostering a conducive atmosphere for change, suggesting that readiness is not merely a personal attribute but a dynamic construct influenced by the broader organizational context (Holt et al., 2010).

### 2.2. Psychological Ownership

Individual psychological ownership explains why individuals develop a sense of ownership over objects, experiences, or even roles. Psychological ownership is defined as the cognitive-affective state in which individuals feel as though an object or entity is "theirs," extending beyond traditional notions of ownership to include intangible assets such as ideas or responsibilities (Lyu et al., 2023; Pierce et al., 2003). This phenomenon is primarily driven by three fundamental human needs: the need for efficacy, the need for effectance, and the need for self-identity (Pierce et al., 2003; Brown et al., 2005). These needs motivate individuals to seek control over their environment and invest themselves in the objects or roles they come to own psychologically.

Research indicates that the experience of psychological ownership can be fostered through various routes, such as intimate knowledge of the object, self-investment, and the exercise of control (Lin et al., 2023). For instance, when individuals invest time and effort into a task or object, they are more likely to develop a sense of ownership over it, enhancing their commitment and satisfaction (Asatryan et al., 2013; Wang et al., 2019). Additionally, the context in which ownership is experienced plays a crucial role. For example, in organizational settings, employees who feel a

strong sense of psychological ownership over their jobs are more likely to exhibit behaviors that benefit the organization, as they perceive their contributions as integral to their identity (Peng, 2013; Brown et al., 2013).

Moreover, psychological ownership is not merely a passive state but actively influences behavior and attitudes. Individuals with a strong sense of ownership are more likely to engage in stewardship behaviors, demonstrating care and responsibility toward the owned object or entity (Peck et al., 2020). This relationship highlights the reciprocal nature of psychological ownership, where the act of caring for something reinforces the feeling of ownership, creating a positive feedback loop that enhances overall engagement and satisfaction (Avey et al., 2009).

Thus, the theoretical framework of psychological ownership encompasses a complex interplay of individual motives, contextual factors, and behavioral outcomes, making it a vital area of study for understanding human behavior across various domains, including organizational behavior, consumer psychology, and personal relationships.

### 2.3. Person-Organization Fit (POF)

Person-Organization Fit (POF) is primarily grounded in the alignment of individual values with organizational culture, which can be categorized into supplementary and complementary fit. Supplementary fit occurs when an individual's values and beliefs align with those of the organization, enhancing cohesion and satisfaction within the workplace (Cable and DeRue, 2002). In contrast, complementary fit refers to the alignment of an individual's capabilities with the organization's needs, suggesting that the interaction between the person and the organization creates a holistic synergy that benefits both parties (Cable and DeRue, 2002; Bhattarai and Budhathoki, 2023). This duality highlights the importance of both personal attributes and organizational characteristics in fostering a conducive work environment.

Moreover, the concept of POF is intricately linked to various psychological theories, including social exchange theory, which posits that the relationship between employees and organizations is based on reciprocal exchanges (Lv and Xu, 2016). This theory suggests that when employees perceive a high level of fit with their organization, they are more likely to engage positively and demonstrate organizational citizenship behaviors, thereby enhancing overall performance (Iqbal and Piwowar-Sulej, 2023). Additionally, the dynamic nature of fit perceptions indicates that these experiences are influenced by cognitive, affective, and behavioral factors, which evolve as individuals interact with their organizational environment (Bhattarai and Budhathoki, 2023; Piasentin and Chapman, 2007).

Furthermore, the multidimensional nature of POF encompasses various types of fit, such as person-job fit and person-group fit, which collectively contribute to an individual's overall experience within the organization (Chuang and Sackett, 2005; Chuang et al., 2015). This complexity underscores the necessity for

organizations to consider diverse backgrounds and value systems when assessing fit, particularly in increasingly heterogeneous workforces (Piasentin and Chapman, 2007; Silverthorne, 2004).

### 2.4. Hypotheses Development

Several pieces of evidence indicate that a strong Person-Organization Fit (POF) positively influences employees' psychological ownership of their organizations. For instance, Alhadar and Hidayanti (2021) found that POF significantly enhances organizational psychological ownership, suggesting that closer alignment between individual values and organizational goals fosters a sense of belonging and ownership among employees. Similarly, research by Uçar et al. (2021) supports this notion, demonstrating that employees who perceive a strong fit with their organization are more likely to develop feelings of psychological ownership, which, in turn, enhances their engagement and creativity at work. This aligns with the findings of Xu and Lv (2018), who argue that psychological ownership acts as a pivotal mechanism linking high-performance work systems to positive employee outcomes, thereby reinforcing the importance of POF in cultivating a sense of ownership.

The theoretical underpinnings of POF suggest that when employees feel their personal values and goals align with those of the organization, they are more likely to experience a sense of psychological attachment. This is supported by the work of Chen et al. (2021), who highlight that organizational psychological ownership is crucial for fostering positive behaviors. Additionally, a study by Hussain et al. (2022) emphasizes that the congruence between individual and organizational values creates a conducive environment for psychological ownership to flourish, ultimately leading to constructive behaviors and enhanced organizational commitment. Building on previous evidence that POF enhances psychological ownership, we propose the following hypothesis: H<sub>1</sub>: POF affects lecturers' psychological ownership.

The concept of person-organization fit (POF) significantly influences employees' readiness for change within organizations. When employees perceive a high degree of fit, they are more likely to exhibit positive attitudes towards organizational changes, which enhances their readiness to embrace such changes. This is supported by Liu et al. (2021) who found that POF influences safety behaviors and standardizes employee actions in the workplace, suggesting that a strong alignment can lead to more cohesive responses to change initiatives. Furthermore, Zhu et al. (2022) demonstrated that POF positively moderates the relationship between leadership and job crafting, indicating that employees who feel aligned with their organization are more likely to engage proactively with changes. Similarly, Caldwell (2011) emphasizes that POF contributes to change readiness, particularly in the early stages of organizational change, by fostering a supportive environment that encourages employee engagement and commitment. This alignment not only reduces resistance but also promotes a shared belief in the necessity and efficacy of the change, as noted by Weiner (2020), who discusses how collective perceptions of change can enhance readiness.

In addition, the psychological aspects of POF play a crucial role in determining readiness for change. Employees who perceive their organization as a good fit are more likely to experience job



satisfaction and organizational commitment, which in turn fosters a positive attitude towards change (Vekeman et al., 2017). This is echoed by Kirrane et al. (2016), who argue that perceived management support, influenced by POF, significantly impacts employees' readiness for change through the mediating role of psychological capital. The evidence indicates that person-organization fit is a critical determinant of readiness for change. It influences not only individual attitudes and behaviors but also the broader organizational culture, thereby facilitating a smoother transition during change initiatives. Organizations that prioritize aligning their values with those of their employees are likely to see increased readiness for change, ultimately leading to more successful change implementation. Building upon this understanding, we propose the following hypothesis:

H<sub>2</sub>: POF affects lecturers' readiness for change.

Psychological ownership is a critical construct in organizational behavior that significantly influences employee readiness for change. This concept refers to the state in which individuals feel as though the target of ownership, such as their organization or job, is theirs, leading to a sense of attachment and responsibility towards it (Dawkins et al., 2015). The relationship between psychological ownership and employee readiness for change can be understood through several interrelated mechanisms.

First, psychological ownership fosters a sense of autonomy and control among employees, which is essential for their engagement in change initiatives. When employees perceive their work environment as an extension of themselves, they are more likely to feel empowered and motivated to participate in organizational changes (Chai et al., 2020). This empowerment stems from the belief that their contributions can shape the direction of the organization, thereby enhancing their readiness to embrace change. For instance, Avey et al. (2009) highlight that psychological ownership can lead to increased job satisfaction and organizational commitment, which are vital for fostering a positive attitude towards change.

Moreover, psychological ownership can enhance employees' work engagement, which mediates the relationship between ownership feelings and readiness for change. Engaged employees are more likely to be proactive and willing to adapt to new circumstances, as they see the changes as beneficial for their "owned" environment (Chai et al., 2020). Chai et al. (2020) emphasize that employees with higher levels of psychological ownership are more open to change, as they feel a personal stake in the outcomes of organizational transformations. This openness is crucial for successful change implementation, as it reduces resistance and fosters a collaborative atmosphere.

On the other hand, it is important to acknowledge that psychological ownership can also lead to resistance to change under certain conditions. For example, when employees perceive changes as threatening to their established sense of ownership or territory, they may react defensively, which can hinder organizational change efforts (Wang and Han, 2020). This duality suggests that while psychological ownership can facilitate readiness for change, it can also create barriers if employees feel that their ownership

is being undermined. Building on this understanding, we propose the following hypothesis:

H<sub>3</sub>: Psychological ownership affects lecturers' readiness for change.

Psychological ownership serves as a crucial mediator in the relationship between person-organization fit (POF) and employee readiness for change. Empirical evidence suggests that when employees perceive a strong alignment between their values and those of the organization, they are more likely to develop a sense of psychological ownership over their roles and responsibilities within the organization (Mumcu, 2021). This psychological ownership fosters a deeper commitment to the organization, enhancing employees' willingness to embrace change initiatives (Rahi et al., 2021). Furthermore, individuals who experience high POF often report greater job satisfaction, which is positively correlated with their readiness to adapt to changes (Zang and Chen, 2022). The mediating role of psychological ownership can be understood through the lens of social exchange theory, where the perceived benefits of alignment with organizational values lead to increased engagement and proactive behaviors during periods of change (Lv and Xu, 2016). Thus, psychological ownership not only strengthens the connection between POF and readiness for change but also amplifies the overall effectiveness of organizational change strategies.

Building on the understanding that psychological ownership plays a critical role in shaping employees' readiness for change, it is important to explore how this construct mediates the relationship between person-organization fit (POF) and readiness for change. When employees experience a strong alignment between their personal values and those of the organization, they are more likely to develop a sense of ownership that enhances their commitment and willingness to engage in change efforts. Based on this, we propose the following hypothesis:

H<sub>4</sub>: Psychological ownership mediates the relationship between person-organization fit and lecturers' readiness for change.

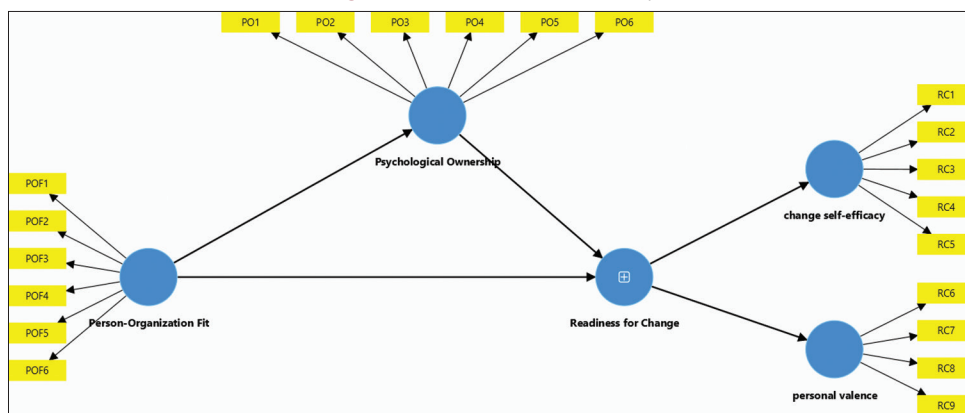
The conceptual framework of this study serves as the foundation for the hypotheses presented and provides a visual representation of the theoretical model guiding the research, as illustrated in Figure 1.

### 3. RESEARCH METHODOLOGY

The study developed an integrative framework that examines how person-organization fit (POF) and psychological ownership influence lecturers' readiness for change. The study employed a quantitative research design using a cross-sectional survey method, which was ideal for examining relationships between variables and allowed for data collection from a large sample at a single point in time. The target population for this study consisted of lecturers from four private universities in Medan, North Sumatera, Indonesia. A total of 522 surveys were distributed using a random sampling method, ensuring broad representation across the universities.

The research constructs measured include POF, psychological ownership, and readiness for change. The POF scale, adapted

**Figure 1: Framework of this study**



from Raja et al. (2018), included six items assessing the alignment between individual values and organizational goals, such as “My values align with the values of my organization” and “I feel that I fit well within the culture of my organization.” The psychological ownership scale, adapted from Uçar et al. (2021), consisted of six items measuring organization-based psychological ownership, including “I feel a sense of ownership towards my organization” and “I am emotionally attached to my organization.” Finally, the Individual Readiness for Change scale, adapted from Holt et al. (2007) and Olafsen et al. (2021), contained nine items across two dimensions: change self-efficacy and personal valence. Example items included “I believe I can successfully adapt to changes in my organization” and “I see the benefits of the upcoming changes in my organization.”

Data were collected through an online survey distributed via email and professional social media platforms. The survey included informed consent to ensure participants understood the purpose of the study and their right to withdraw at any time. The survey remained open for 4 months, during which reminders were sent to encourage participation. A total of 282 responses were collected from four private universities, with a relatively balanced distribution among institutions, resulting in a response rate of 54% out of the 522 surveys distributed.

The demographic profile of the respondents indicated that the majority were female (55.7%), while 44.3% were male. Most respondents were between 25 and 35 years old (51.8%), followed by those aged 35-45 years (47.5%), and a small proportion (0.7%) were aged 45-60 years. In terms of professional roles, 78.4% were Senior Lecturers, while 21.6% were Assistant Professors. Regarding their educational background, 84.8% held a Master’s degree, while 15.2% were pursuing a Doctorate. Concerning work experience, 50.4% had between 1 and 5 years of service, 41.8% had 6-10 years, and 7.8% had 11-20 years of service.

For data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used, which is suitable for exploring complex relationships among constructs. The measurement model was first assessed for reliability and validity using criteria such as composite reliability, average variance extracted (AVE), and factor loadings, ensuring convergent validity by confirming that all item loadings exceeded 0.7. The structural model was then assessed by analyzing the

hypothesized relationships between constructs, using bootstrapping techniques to evaluate the significance of path coefficients and calculate confidence intervals. Finally, model fit was evaluated using measures such as the Standardized Root Mean Square Residual (SRMR) to assess how well the model explained the data.

## 4. RESULTS AND DISCUSSION

### 4.1. Measurement Analysis

In order to evaluate the robustness of the measurement model, a comprehensive assessment was conducted, focusing on key metrics such as factor loadings, composite reliability (CR), average variance extracted (AVE), and Cronbach’s alpha. These metrics are crucial for verifying the construct reliability and validity of the measurement scales. Table 1 presents a detailed summary of the measurement model evaluation, highlighting the statistical indicators used to ensure the model’s precision and adequacy.

Table 1 provides a comprehensive assessment of the measurement model by evaluating the reliability and validity of the constructs using key statistical indicators, including factor loadings, Cronbach’s alpha (CA), composite reliability (CR), and average variance extracted (AVE). These measures are essential for confirming the robustness and theoretical soundness of the constructs.

The Person-Organization Fit (POF) construct demonstrates strong internal consistency and convergent validity. All first-order factor loadings exceed the acceptable threshold of 0.70, ranging from 0.777 to 0.837, indicating that the items effectively represent the construct. The Cronbach’s alpha (0.887) and composite reliability (0.914) are both well above the recommended minimum of 0.70, signifying high internal consistency. Furthermore, the AVE value of 0.639 surpasses the threshold of 0.50, confirming adequate convergent validity.

The Psychological Ownership (PO) construct also exhibits strong psychometric properties. First-order factor loadings range from 0.760 to 0.849, exceeding the 0.70 criterion and confirming item-level reliability. The Cronbach’s alpha (0.894) and composite reliability (0.919) values indicate excellent internal consistency, while the AVE value of 0.654 meets the required threshold for convergent validity. These findings affirm that the PO construct is both reliable and theoretically robust.

**Table 1: Assessment of measurement model**

Constructs	Loading		CA		CR		AVE	
	First order	Second order	First order	Second order	First order	Second order	First order	Second order
Person-organization fit (POF)			0.887	-	0.914	-	0.639	-
	0.818	-						
	0.837	-						
	0.781	-						
	0.781	-						
	0.798	-						
Psychological ownership (PO)	0.777	-						
			0.894	-	0.919	-	0.654	-
	0.760	-						
	0.839	-						
	0.849	-						
	0.770	-						
Readiness for change: Change self-efficacy	0.823	-						
		0.931	0.863	-	0.901	-	0.646	-
	0.772							
	0.792							
	0.817							
	0.816							
Personal valence	0.821							
		0.899	0.847	-	0.897	-	0.685	-
	0.822							
	0.827							
	0.840							
	0.822							

Loading: >0.70; CA: >0.70; CR: >0.70; AVE: >0.50

The Readiness for Change (RFC) construct is modeled as a second-order construct, comprising two primary dimensions: Change Self-Efficacy and Personal Valence. While each first-order dimension demonstrates strong reliability and validity, the higher-order RFC construct is evaluated through composite reliability (CR) and average variance extracted (AVE) to confirm the robustness of the hierarchical structure.

The factor loadings for items in the Change Self-Efficacy dimension range from 0.772 to 0.821, all surpassing the minimum threshold of 0.70, which indicates excellent item reliability. The Cronbach’s alpha (0.863) and composite reliability (0.901) values exceed the recommended threshold of 0.70, while the AVE value (0.646) confirms satisfactory convergent validity. Similarly, the factor loadings for items in the Personal Valence dimension range from 0.822 to 0.840, signifying strong item-level reliability. This dimension achieves high reliability, with a Cronbach’s alpha of 0.847 and a composite reliability of 0.897. The AVE value (0.685) further supports its convergent validity.

At the second-order level, the aggregation of the two dimensions (Change Self-Efficacy and Personal Valence) reveals satisfactory measurement properties. The composite reliability for RFC as a higher-order construct is 0.919, which exceeds the 0.70 threshold, confirming strong internal consistency. The AVE value of 0.557, slightly above the 0.50 threshold, demonstrates adequate convergent validity. These results indicate that the two dimensions collectively capture the overarching concept of Readiness for Change.

To further evaluate the discriminant validity of the constructs, the Fornell and Larcker criterion was employed. This method compares the square root of the AVE for each construct with the correlations between constructs to ensure that each construct is more strongly related to its own indicators than to those of other constructs. Table 2 presents the results of this assessment, where the diagonal values in parentheses represent the square root of the AVE for each construct, and the off-diagonal values indicate the correlations between constructs.

Table 2 demonstrates the application of the Fornell and Larcker criterion to assess the discriminant validity of the constructs. Discriminant validity is established when the square root of the AVE for each construct, displayed in parentheses along the diagonal, exceeds the correlations between that construct and all others, represented by the off-diagonal values. For Person-Organization Fit (POF), the square root of the AVE is 0.799, which is higher than its correlations with other constructs, thereby confirming its discriminant validity. Similarly, for Psychological Ownership (PO), the square root of the AVE is 0.809, surpassing all its correlations and establishing its distinctiveness. The Change Self-Efficacy construct also demonstrates discriminant validity, with the square root of the AVE at 0.804, exceeding its correlations with other constructs. Finally, Personal Valence achieves a square root of the AVE value of 0.828, which is higher than its correlations with all other constructs. These results collectively confirm that each construct is adequately distinct from the others, satisfying the Fornell and Larcker criterion.

To further assess discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) criterion was applied, as presented in Table 3. The HTMT is a more stringent measure of discriminant validity, with values below the recommended threshold of 0.85 (or 0.90 for more lenient criteria) indicating that the constructs are sufficiently distinct from one another. The analysis of HTMT values provides additional confirmation of the constructs' discriminant validity, complementing the findings from the Fornell and Larcker criterion.

Table 3 presents the results of the Heterotrait-Monotrait Ratio (HTMT) analysis, which serves as an additional measure of discriminant validity. According to the HTMT criterion, a value below 0.85 indicates that the constructs are sufficiently distinct from one another, with a more lenient threshold of 0.90 in some cases.

### 4.2. Structural Analysis

The bootstrapping results, which provide critical insights into the significance and reliability of the hypothesized relationships within the model, are presented in Figure 2.

Following this, the predictive performance metrics and model fit indices are crucial for assessing the quality and adequacy of the structural model. These metrics evaluate the model's ability to accurately predict the dependent variables and its overall fit with the data. Key indicators, such as the predictive power (R-square), predictive relevance (Q<sup>2</sup>), and standard root mean square residual (SRMR), are used to provide a comprehensive assessment of the model's predictive validity and fit. These metrics offer further confirmation of the model's robustness and predictive power, as presented in Table 4.

Table 4 presents the predictive performance metrics and model fit indices for the constructs in the structural model, offering insights into the model's ability to predict the dependent variables and its overall fit with the data. The predictive power, indicated by the R-squared (R<sup>2</sup>) values, shows that both Psychological Ownership (0.403) and Readiness for Change (0.425) have moderate predictive power, according to the R<sup>2</sup> thresholds where values between 0.25 and 0.50 are considered moderate. These values suggest that the model explains a significant portion of the variance in both constructs. The predictive relevance, measured by Q-squared (Q<sup>2</sup>), provides additional insight into the model's

ability to predict out-of-sample data. Both constructs show positive Q<sup>2</sup> values (Psychological Ownership: 0.253; Readiness for Change: 0.233), indicating that the model has predictive relevance, as values >0 imply the model's predictive capability. Lastly, the SRMR (Standardized Root Mean Square Residual) for Psychological Ownership is 0.085, which falls below the recommended threshold of 0.1 for good model fit. This indicates that the model fits the data well for this construct. However, since no SRMR value is provided for Readiness for Change, further evaluation is required for this construct's model fit. To further evaluate the relationships between the constructs, Table 5 presents the results of the hypothesis analysis.

Table 5 presents the results of the hypothesis analysis, highlighting the significant relationships between the constructs in the model. The path from Person-Organization Fit (POF) to Psychological Ownership (PO) shows a strong positive relationship, with a path coefficient of 0.635, a t-value of 6.674, and a P < 0.001. This result supports the hypothesis that Person-Organization Fit positively influences Psychological Ownership, and the large effect size (F-square = 0.674) further confirms the strength of this relationship. Thus, the hypothesis is strongly supported.

The relationship between Person-Organization Fit (POF) and Readiness for Change (RFC) is also positive and statistically significant ( $\beta = 0.322$ ,  $t = 2.444$ ,  $P < 0.05$ ), supporting the hypothesis that a good fit between an individual and an organization fosters greater readiness for change. With a moderate effect size (F-square = 0.108), this hypothesis is also confirmed.

Similarly, the path from Psychological Ownership (PO) to Readiness for Change (RFC) shows a positive and significant relationship ( $\beta = 0.398$ ,  $t = 3.010$ ,  $P < 0.01$ ), supporting the hypothesis that individuals with a strong sense of ownership are more likely to exhibit readiness for change. The moderate effect size (F-square = 0.164) further supports this finding.

The indirect relationship from Person-Organization Fit (POF) to Readiness for Change (RFC) through Psychological Ownership (PO) is also significant, with a path coefficient of 0.252, a t-value of 2.490, and a variance accounted for (VAF) of 43.94%. This indicates a significant partial mediation of Psychological Ownership in the relationship between Person-Organization Fit

**Table 2: Fornell and Larcker criterion**

Construct	Person-organization fit	Psychological ownership	Change Self-efficacy	Personal valence
Person-organization fit	(0.799)			
Psychological ownership	0.635	(0.809)		
Change self-efficacy	0.532	0.569	(0.804)	
Personal valence	0.520	0.531	0.676	(0.828)

The values in parentheses represent the square root of the AVE

**Table 3: HTMT**

Construct	Person-organization fit	Psychological ownership	Change self-efficacy
Psychological ownership	0.711		
Change self-efficacy	0.608	0.647	
Personal valence	0.599	0.608	0.790

HTMT ratio < 0.85 indicates acceptable discriminant validity



Figure 2: Bootstrapping results

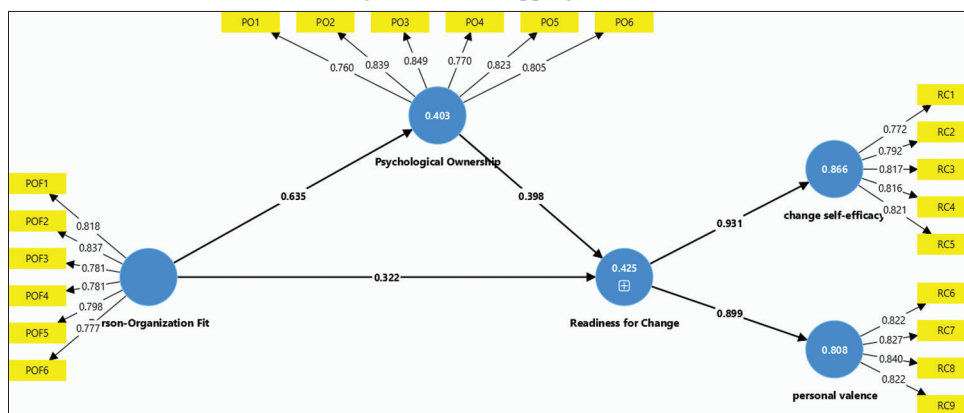


Table 4: Predictive performance metrics and model fit

Constructs	Predictive power	Predictive relevance	Model fit
	R-square	Q-square	SRMR
Psychological ownership	0.403	0.253	0.085
Readiness for change	0.425	0.233	

R<sup>2</sup> (Weak: <0.25; Moderate: 0.25-0.50; Strong: >0.50)  
 Q<sup>2</sup> (Positive: >0 indicates the model has predictive relevance).  
 SRMR (Good fit: <0.1)

and Readiness for Change. Therefore, the hypothesis regarding the indirect effect is also supported.

The empirical findings of this study align with existing literature regarding the positive relationship between Person-Organization Fit (POF) and Psychological Ownership (PO). The significant path coefficient ( $\beta = 0.635, t = 6.674, P < 0.001$ ) in the current study provides strong evidence that POF positively influences psychological ownership, supporting the theoretical framework that when employees perceive a high degree of alignment between their personal and organizational values and the values of the organization, they are more likely to experience a sense of ownership toward the organization.

Several studies in the literature have similarly emphasized the importance of POF in fostering psychological ownership. Alhadar and Hidayanti (2021), for example, found that a strong POF significantly enhances organizational psychological ownership, suggesting that individuals who perceive a greater alignment between their personal and organizational values develop a stronger sense of attachment and commitment. This is consistent with the findings of Uçar et al. (2021), who noted that employees who experience a strong fit with their organization are more inclined to develop feelings of psychological ownership, thereby enhancing their engagement and creative contributions. The present study’s findings reinforce this view by demonstrating a significant and positive relationship between POF and psychological ownership.

Further supporting this connection, Xu and Lv (2018) argued that psychological ownership acts as a critical mechanism linking high-performance work systems to positive employee outcomes, thereby underscoring the significance of POF in nurturing a sense of ownership among employees. Additionally, Chen

et al. (2021) highlighted the role of organizational psychological ownership in fostering constructive behaviors, while Hussain et al. (2022) emphasized that the alignment between individual and organizational values creates a favorable environment for psychological ownership to thrive, leading to enhanced organizational commitment and positive employee behaviors.

The findings of this study reveal that Person-Organization Fit (POF) has a positive and significant effect on Readiness for Change (RFC) ( $\beta = 0.322, t = 2.444, P < 0.05$ ). This effect is further supported by a moderate F-square value (0.108), indicating that POF plays a crucial role in enhancing individuals’ readiness to embrace organizational change. These results validate the hypothesis that alignment between individual and organizational values fosters a more positive attitude toward change.

Empirically, these findings align with prior literature. For instance, Liu et al. (2021) highlight how POF contributes to adaptive behaviors and more coordinated responses to change initiatives. Similarly, Zhu et al. (2022) demonstrate that POF strengthens the relationship between leadership and proactive behaviors, which are essential for navigating organizational change. Caldwell (2011) also underscores that POF enhances readiness for change, particularly during the early stages of implementation. This underscores that alignment between individual and organizational values not only builds trust in the organization but also promotes greater engagement in the change process.

The results indicate that Psychological Ownership (PO) has a significant positive impact on Readiness for Change (RFC) ( $\beta = 0.398, t = 3.010, p < 0.01$ ), validating the hypothesis that individuals with a strong sense of psychological ownership are more inclined to demonstrate readiness for change. This finding is further supported by a moderate effect size (F-square = 0.164), highlighting the substantial role psychological ownership plays in fostering adaptability to organizational transformations.

These results align with existing literature emphasizing the importance of psychological ownership in organizational behavior. Dawkins et al. (2015) describe psychological ownership as a state in which employees feel an emotional attachment and a sense of responsibility toward their organization or work environment. This attachment enhances their readiness for change by fostering a



**Table 5: Hypothesis analysis**

Path	$\beta$	M	SD	t-values	P-values	F-square	VAF	Decisions
POF→PO	0.635	0.637	0.095	6.674	0.000	0.674	-	Yes***
POF→RFC	0.322	0.331	0.132	2.444	0.015	0.108	-	Yes**
PO→RFC	0.398	0.395	0.132	3.010	0.003	0.164	-	Yes**
POF→PO→RFC	0.252	0.254	0.101	2.490	0.013	-	43.94	Yes**

\*(P<0.10); \*\*(P<0.05); \*\*\*(P<0.001)

POF: Person-organization fit, PO: Psychological ownership, RFC: Readiness for change

sense of autonomy and control, as also noted by Chai et al. (2020). When employees perceive their organization as an extension of themselves, they are more likely to view change as an opportunity to positively shape their “owned” environment.

Furthermore, Avey et al. (2009) highlight how psychological ownership promotes job satisfaction and organizational commitment, both of which are crucial for reducing resistance and fostering a positive attitude toward change. Chai et al. (2020) further emphasize the mediating role of work engagement, demonstrating that employees with strong ownership feelings are more proactive, open, and collaborative during change initiatives.

However, it is important to consider the nuanced nature of psychological ownership. While it generally facilitates readiness for change, it can also lead to resistance under specific circumstances. Wang and Han (2020) suggest that when employees perceive organizational changes as a threat to their established sense of ownership, defensive behaviors may emerge, potentially hindering the change process. This duality underscores the importance of carefully managing psychological ownership during organizational transitions to mitigate potential resistance.

The findings demonstrate that Psychological Ownership (PO) partially mediates the relationship between Person-Organization Fit (POF) and Readiness for Change (RFC), as evidenced by the significant indirect path coefficient ( $\beta = 0.252$ ,  $t = 2.490$ ,  $VAF = 43.94\%$ ). This partial mediation underscores the role of psychological ownership in translating the positive effects of POF into enhanced readiness for change, thereby supporting the hypothesis regarding the indirect relationship.

These empirical results align with previous studies highlighting psychological ownership as a critical mediating construct in organizational behavior. Mumcu (2021) suggests that employees who perceive a strong alignment between their personal and organizational values (high POF) are more likely to develop psychological ownership over their roles, which fosters a sense of commitment and responsibility. This heightened sense of ownership, in turn, enhances their openness and readiness to embrace organizational change initiatives, as noted by Rahi et al. (2021).

Further supporting this perspective, Zang and Chen (2022) emphasize the positive correlation between job satisfaction, often driven by POF, and employees’ willingness to adapt to changes. Psychological ownership mediates this relationship by fostering a deeper attachment to the organization, which motivates employees to actively support and engage in change processes. The mediating

role of psychological ownership can be explained through Social Exchange Theory, as proposed by Lv and Xu (2016). Employees who perceive alignment with organizational values may experience a sense of reciprocal obligation, leading to increased engagement and proactive behaviors during periods of change.

## 5. CONCLUSION

The current study aimed to investigate how person-organization fit (POF) and psychological ownership (PO) influence lecturers’ readiness for change (RFC). The findings reveal that a strong person-organization fit and high levels of psychological ownership are positively correlated with lecturers’ readiness for change. Specifically, lecturers who perceive alignment between their personal values and those of the institution, as well as those who experience a sense of ownership, exhibit greater readiness for organizational changes. Furthermore, psychological ownership was found to directly influence readiness for change, reinforcing its critical role in fostering adaptability.

The study also demonstrates that psychological ownership partially mediates the relationship between person-organization fit and lecturers’ readiness for change. This indicates that while person-organization fit directly enhances readiness for change, it also exerts an indirect effect through psychological ownership. This mediating role highlights how alignment with institutional values can foster a sense of ownership, which in turn strengthens lecturers’ willingness to embrace organizational changes.

These findings contribute to our understanding of the factors influencing lecturers’ readiness for change. The results suggest that institutions can enhance readiness by promoting a strong person-organization fit and encouraging psychological ownership among lecturers. This insight is significant for organizational change management and faculty engagement strategies, emphasizing the importance of aligning individual and institutional values to foster a more proactive and engaged workforce.

However, the study is not without limitations. The focus on a single institution and the reliance on self-reported data may limit the generalizability of the findings. Future research could benefit from examining a more diverse sample across multiple institutions and utilizing various data collection methods to further validate these results.

In terms of future directions, further studies could explore the mediating effects of psychological ownership on other organizational outcomes, such as job satisfaction and performance.

Additionally, it would be valuable to examine how these dynamics vary in different cultural and institutional contexts.

Understanding the roles of person-organization fit and psychological ownership in enhancing lecturers' readiness for change, including their mediating relationships, is crucial for facilitating successful organizational transformations in academic settings. By addressing these factors, institutions can better navigate the complexities of change, ultimately fostering a more adaptive and resilient academic workforce.

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