

"A man is
great by
deeds, not by
birth"
-Chanakya

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**PSYCHOLOGICAL RESOURCES AND BEHAVIORAL PERFORMANCE:
THE INTERACTIVE EFFECTS OF OWNERSHIP, MEANING
AND IDENTIFICATION ON INDIVIDUAL ADAPTIVITY AND PROACTIVITY**

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Abstract:

Contemporary organizations are evolving to newer forms focusing on and capable of undertaking and undergoing continuous changes to adapt, learn and innovate. Such organizational orientation and capability require individual members to simultaneously exhibit adaptivity and proactivity. In this backdrop, we examined the role of psychological ownership, meaningfulness at work, organizational identity strength and organizational identification in optimizing individual adaptivity and proactivity. Adopting survey research design and response surface methodology, we gathered and analyzed data of 320 employees belonging to knowledge intensive organizations experiencing higher environmental uncertainty and systemic interdependence, and focussing on continuous changes. Our findings point to the pivotal role of three levers - psychological ownership, meaningfulness at work and organizational identification - in nurturing individual adaptivity and proactivity. While all three contributed positively to shape adaptivity; only psychological ownership was seen to positively influence proactivity, with meaningfulness at work and organizational identification expressing a non-linear relationship. Further, meaningfulness at work and organizational identification had a negative interactive effect on adaptivity. These findings advance understanding of the complex psychological processes underpinning employee performance in continuously changing organizations, and offers significant practical implications.

Keywords: Adaptivity, proactivity, continuous changes, psychological ownership, meaningfulness at work, organizational identification.



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