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Do Social Support, Supervisory Feedback, and Job Stress Matter to an Employee's Sense of Ownership? Context in the Lodging Sector

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Abstract

In the face of intensified competition within the hospitality sector, exacerbated by the challenges of post-pandemic recovery, organizations are increasingly focused on re-engaging employees impacted by workforce reductions and retaining those who demonstrate a strong sense of attachment, care, and commitment to their workplace. These ownership behaviors are pivotal in fostering organizational stewardship and driving performance. However, the question arises: how can organizations cultivate and enhance these positive employee behaviors? This study investigates the influence of leader- and work-related factors, including social support, supervisory feedback, and job stress, on employees' sense of ownership towards their organization. Employing a survey methodology, this study purposefully selected frontline lodging employees in South Cotabato Province in the Philippines. Results indicate an extremely high level of psychological ownership among employees within this sector, with social support, supervisory feedback, and job stress emerging as significant determinants of employees' ownership behaviors. By shedding light on these critical factors, this study provides actionable insights for enhancing workplace dynamics and fostering a conducive work environment within the lodging sector.

Keywords: job stress, lodging sector, decent work, psychological ownership, social support, supervisory feedback

Introduction

The travel and tourism industry has long been a vital engine of global employment, providing livelihoods to millions worldwide. However, the onset of the COVID-19 pandemic unleashed unprecedented challenges, severely impacting the travel and tourism sectors on both a global and local scale. In the Philippines, for instance, the fallout was starkly evident, with tourist arrivals plummeting by a staggering 73% during the initial seven months of 2020 compared to the preceding year, primarily due to stringent travel restrictions imposed in response to the pandemic (Rocamora, 2020).

This precipitous decline cast a long shadow over the industry's economic contribution to the Philippines' GDP, with a staggering 80.7% drop recorded in 2021, translating to a mere 4.8% share of the national GDP (World Travel and Tourism Council [WTTC], 2022). This stark downturn stands in stark contrast to the robust contributions of over 21% to the GDP recorded in 2017 (WTTC, 2022), and the 12% contribution in subsequent quarters of 2019 (Dimaandal, 2020). However, beyond mere economic metrics, the impact on employment rates has been profound. In response to the crisis, many businesses within the travel and tourism sectors were compelled to implement workforce reductions as a survival strategy, precipitating widespread layoffs and job cuts. This has unleased a wave of uncertainty, particularly among hospitality workers who have borne the brunt of the crisis.

Despite the setbacks experienced in recent years, there have been encouraging signs of a gradual recovery in the travel and tourism sector. The country's travel and tourism economic contribution demonstrated a remarkable increase of 129.5% year-on-year in 2021, supporting 7.8 million jobs – a notable 20.5% uptick compared to the preceding year (WTTC, 2022). These figures signify a resurgence in tourism activities, indicating a positive trajectory for the industry's growth and development.

This resurgence is not confined to the macroeconomic level; it is palpable at the local level as well. For instance, in Region XII, comprising South Cotabato, North Cotabato, Sultan Kudarat, Sarangani provinces, and General Santos City, over 1.3 million domestic and foreign arrivals were recorded in the first quarter of 2021 as tourist destinations gradually reopened amidst the pandemic. Notably, South Cotabato province led the pack with 400,467 overnight visitors, followed by Sarangani with 340,125 and North Cotabato with 216,182 (Gubalani, 2021). This upsurge in tourism activity not only rejuvenates local economies but also necessitates the expansion of manpower in tourism-related businesses to meet the needs of visitors.

As the industry embarks on the path of recovery, it is imperative to implement strategies aimed at retaining and attracting visitors. Amidst the evolving landscape shaped by the pandemic and intensified competition among businesses (Boucher et al., 2019; Santoso, 2020), organizations must prioritize the acquisition and retention of talented individuals who exhibit a strong attachment to the organization (Olckers & Plessis, 2014). Research suggests that when employees feel a sense of attachment to their organization, it fosters a conducive work environment and enhances organizational efficiencies (Lim, 2018).

Psychological ownership is the feeling of ownership over a target in the absence of legal rights (She et al., 2022) and is subjective in nature, as embodied in the expression *this is mine* (Pierce et al., 2003). It explains why and how non-owner employees behave, think, and feel like they own the business (Dawkins et al., 2017). As a result, workers develop a psychological bond with their company (Dawkins et al., 2017; Henssen et al., 2014). It plays a vital role in the relationships between organizations and employees (Jitender, 2019). It improves the employee's perception of their workplace by reducing stress, encouraging a positive perception of organizational change (Carlson, 2019), promoting high levels of stewardship toward the organization (Felderman & Hiebl, 2022), and possibly improving performance (Olckers et al., 2017).

This paper aims to contribute to bridging an empirical gap in the research landscape by exploring the concept of psychological ownership within organizational contexts. While existing literature

has begun to shed light on the significance of psychological ownership, there remains a need for continued investigation to deepen our understanding of its interplay with other organizational constructs (Carlson, 2019). By delving deeper into these relationships, scholars and practitioners can glean valuable insights into how psychological ownership influences organizational dynamics and outcomes.

Moreover, it has been suggested there is a specific dearth of research on psychological ownership within tourism and hospitality sectors which are characterized by unique organizational structures and employee experiences (Li et al., 2021). Given the distinct challenges and opportunities inherent in these sectors, further exploration of psychological ownership within tourism and hospitality workplaces is warranted. Such research endeavors hold the potential to enrich our understanding of ownership behaviors among employees in these contexts.

To understand psychological ownership among lodging organizations, the influence of social support, supervisor feedback, and job stress was analyzed in this study. The idea of considering these factors stems from the review made by Yu (2021), in which leader-related factors and work-related factors were among the identified antecedents of psychological ownership. Therefore, social support, supervisor feedback, and job stress are treated as leader- and work-related factors in this paper.

The purpose of this study is to analyze the influence of social support and job stress on employees' psychological ownership of their organization. Specifically, this study aimed to (1) examine the level of quality of social support, quality of supervisory feedback, and level of job stress within the lodging organization as perceived by the employees, (2) describe the level of employees' psychological ownership towards their organization, and (3) analyze if social support, supervisory feedback, and job stress significantly influence the psychological ownership of the employees

Literature Review

Psychological Ownership

The psychological ownership theory offers valuable insights into the complex phenomenon of possessing a sense of ownership over various targets, including objects, concepts, organizations, or even individuals, irrespective of formal ownership status. This ownership extends beyond merely defining the target itself (*that is my team*), but also profoundly shapes the identity of the owner (*my team is Oxford United; I am an Oxford United fan*). As explained by Dittmar (1992) and Pierce et al. (2001), individuals develop a deep investment in the target ownership, viewing it as an integral part of their identity and belongingness.

According to the theory, individuals are personally invested in the performance and outcomes associated with the object of ownership because these outcomes reflect upon their identity (Pierce et al., 2001). Consequently, a strong feeling of possessiveness emerges, driving a desire to maintain ownership, which can manifest both positively and negatively. Moreover, individuals form a mental attachment to the target, further solidifying their sense or ownership and connection to it (Pierce et al., 2001). This intricate interplay between identity, belongingness, and personal investment underscores the multifaceted nature of psychological ownership.

Psychological ownership, as defined by Pierce et al. (2001), embodies the sense of ownership or possessiveness individuals experience towards both tangible and intangible entities. This feeling can extend to concepts, roles, or even entire organizations, as highlighted by Pickford et al. (2016). Within the organizational realm, psychological ownership manifests as the profound attachment of bond employees develop with their workplace, as articulated by Dawkins et al. (2017) and Bernhard (2011).

The cultivation of psychological ownership among employees towards their organization can yield a myriad of positive outcomes in terms of work-related attitudes and behaviors, as evidenced by studies like Ramos et al. (2014) and Zhang et al. (2021). Notably, Shukla and Singh (2015) identified affective, connectedness, and obligation as key dimensions for measuring psychological ownership, building upon the framework established by Van Dyne and Pierce (2004).

Affection

Affection, a crucial dimension of psychological ownership, encompasses both cognitive and affective aspects of the owner's relationship with the target entity. This includes the pleasurable feeling of ownership, and the emotional attachments formed, such as the sense of loss when the owned entity is under threat, as described by Pierce and Jussila (2011).

Connectedness

Connectedness represents another pivotal dimension, wherein individuals perceive the target entity as an extension of their self-identity. This feeling of possessiveness arises from the psychological ties forged with the target, when tangible or abstract, influenced by social interactions and identification processes, as elucidated by Belk (1988), Pierce et al. (2001), Bandura (2001), and Reed and Aquino (2003).

Obligation

Organizations often posit that commitment is intricately linked to an individual's inherent sense of obligation towards the organization. This sense of duty typically stems from the internalization of certain norms, as suggested by prominent researchers such as Meyer and Allen (1991) and Wiener (1982). When an employee consciously chooses to demonstrate loyalty towards a supervisor, this decision fosters a deeper sense of obligation within them. Subsequently, if the perceived consequences of deviating from this loyal behavior are substantial, this obligation is intensified, leading to a psychological commitment toward the supervisor, as proposed by Salancik (1977).

Social Support

Social support is defined as the actions of others that are helpful (Deelstra et al., 2003) and promote the employee's well-being or coping abilities (Mack & Rhineberger-Dunn, 2019). It is provided and received among social contacts of varying strengths of connection. Social support can be in the form of giving advice, assisting with problems, providing information, sharing personal concerns, or may be providing comfort and encouragements to individuals (Agneessens et al., 2006). It represents the overall care given by the organization through thick and thin. It includes being aware of the employees' needs, expectations, and difficulties and providing moral as well as

material support accordingly (Bohle & Alonso, 2017). It also leads to productive work-related emotions, which result in positive work attitudes, performance, and commitment to the organization. (Nohe & Sonntag, 2014). Social support is the product of interpersonal work relationships that have the potential to promote the well-being or coping abilities of the recipient. It has also been defined as the actions of others that are helpful (Mack & Rhineberger-Dunn 2019). The existence of social support is important for the understanding of a healthy individual and a healthy society. In addition, when the average of the participants' perceptions of social support is examined, it is seen that they are in the high-level range (Bozkurt, 2022).

Supervisory Feedback

Supervisor feedback is important in every organization (Zheng et al., 2015). Employees prefer to seek out feedback from their respective supervisors rather than from colleagues and subordinates (Ashford & Tsui, 1991). Therefore, feedback from supervisors has the most significant impact on employee motivation and behavioral changes compared to feedback from any other source (Majumdar, 2015). Additionally, a prior study on organizational citizenship behavior or OCB (Peng & Chiu, 2010) showed that workers are more likely to exhibit positive behavioral and attitudinal outcomes, like organizational citizenship behavior, if they receive performance or developmental feedback from their supervisors.

Job Stress

Job stress is defined as a sense of inconsistency between demands from the business environment and the individual capacities of the employees (Beheshtifar & Nazarian, 2013). It can also be harmful to the emotional and physical responses that happen when the requirements of the work do not match the demands, resources, or abilities of an employee. Darmody and Smyth (2016) argue that job stress causes mental, behavioral, and psychological problems and causes organizational problems in the workplace (Beheshtifar & Nazarian, 2013; Folera & Folerai, 2016), as well as stimulating working health problems and causing an increase in mistakes made in organizations, speech problems, and a decrease in motivation and performance (Banerjee & Mehta, 2016; Folera & Folerai, 2016).

Job stress can be emotionally and physically harmful when the requirements of the work do not match the demands, resources, or abilities of an employee (Darmody & Smyth, 2016). Individuals' coping abilities and behavior in stressful situations are influenced by their personality traits. Additionally, employee satisfaction and self-esteem are adversely impacted by job stress (Ekienabor, 2016; Yang et al., 2016), but perceptions of organizational support among employees can reduce job stress (Lambert et al., 2016; Kang & Kang, 2016). The tourism and hospitality industry are one of the sectors that have the most concern about job loss and uncertainty during the pandemic process. Job stress is likely to cause problems such as anxiety, stress, depression, and others. in employees (Bozkurt, 2022). Moreover, the specific job attributes within the hospitality sector can be seen as unappealing, leading to sleep disturbances and other health issues due to irregular working hours, frequent schedule changes, high workload, long shifts, direct interactions with diverse guests, seasonal nature of the industry, low job stability and pay, and limited chances for personal growth. These factors can act as stressors for employees in the hospitality industry (Tziner et al., 2015; Zhao et al., 2016).

Hypothesis Development

Having a favorable workplace where social support is being felt at the organization promotes a harmonious work atmosphere, encourages better cooperation among employees, and improves positive attitudes and behaviors at work in general (Mai et al., 2021). Boz Semerci and Ergeneli (2018) attempted to analyze the relationship between social support and psychological ownership among employees from various sectors, including the tourism sector. Accordingly, when employees perceive that they are being loved, cared for, valued, and accepted by their co-workers, including their supervisors or managers, it increases their feeling of possession towards their organization. Social support from peers and supervisors positively impacts the collective psychological empowerment of employees (Shirui, 2022). Organizational analysis conducted among social workers by Su and Wong (2023) supports this study, which shows that decent work and social support have a positive association with collective psychological ownership. However, there are still limited studies that specifically present the influence of social support on psychological ownership behavior in the context of the hospitality sector.

Another, supportive conduct by supervisors, including performance evaluation and feedback, towards their subordinates significantly enhances psychological ownership (Usman et al., 2023). Developmental feedback by supervisors improves employee innovative behavior through creative self-efficacy (Su et al., 2019). When employees perceive that their supervisors are helping their subordinates learn and improve through feedback, it improves the exchange of ideas (Zhang et al., 2019) and enhances organizational effectiveness (Mowbray et al., 2015). Further, feedback from supervisors increases employee motivation (Xing et al., 2023), and perceived fair feedback can promote job satisfaction and a feeling of control at work, minimizing the employee likelihood of getting depressed at work and turnover intentions (Sparr & Sonnentag, 2008). This could mean that supervisory feedback can also have a positive impact on employees' feelings of ownership towards their organization.

Lastly, employees perform well when they perceive that they have a work environment that does not create stress among employees (Ravesangar et al., 2018). It is more likely that employees have higher engagement and a lower feeling of burnout when they have higher ownership feelings towards their work (Naveed, 2022), and this psychological ownership facilitates positive behaviors among employees (Chen et al., 2021). With this, when employees perceive that they have a pleasant work environment where there is less feeling of high job demands, burnout, or stress, they will probably perform well, which increases their ownership behaviors. Therefore, the study proposed the following hypothesis:

- *Hypothesis*: Social support, supervisory feedback, and job stress significantly influence psychological ownership among employees in the lodging sector.

While the previous studies touch upon various sectors such as tourism and social work, there is a need for more research focusing specifically on the hospitality sector. The hospitality industry is unique due to its high levels of customer interaction, unpredictable work schedules, and often demanding work environments. Therefore, understanding how social support, supervisory feedback, and job stress influence psychological ownership within the hospitality sector can provide tailored insights and recommendations for this particular industry. Further, discussions on practical interventions and organizational practices are limited. Identifying effective strategies for

promoting social support, providing constructive supervisory feedback, and managing stress can help organizations create a supportive environment conducive to psychological ownership and employee wellbeing. Addressing these gaps can contribute to a more comprehensive understanding of employee experiences and inform evidence-based practices for promoting positive workplace outcomes.

Methods

This study employs a descriptive-correlational approach. Utilizing a descriptive method, the study outlines the demographic characteristics of the lodging facility employees, along with assessing the levels of social support, quality of supervisory feedback, job stress, and employees' psychological ownership towards their organization. A correlational analysis is employed to analyze the influence of social support, supervisory feedback, and job stress on the psychological ownership behavior of employees.

Sample

This study used the purposive sampling technique. In this research, only employees who worked for at least six months in the front-of-house, such as wait staff and receptionists in the food and beverage section, room cleaners in the housekeeping section, and the front office staff comprising of bell staff, clerks, and concierge staff, regardless of job position, educational attainment, and age, were considered. Further, only those accommodation establishments that are accredited by the Philippine Department of Tourism (DOT) of South Cotabato as of December 2022, the latest published data, were considered in the survey.

Before conducting the survey, the researchers requested a list of accredited lodging facilities from the provincial office of DOT. From the list provided, there were 1 hotel, 3 resorts, and 13 Mabuhay accommodations as categorized by the DOT of South Cotabato. In the list, *hotel* refers to full-service accommodation with a reception and guest rooms generally offering private facilities with dining facilities and service; *resort* refers to a full-service accommodation located in a more natural, relaxed environment with a reception and guest rooms generally offering private facilities with dining and recreation facilities and service; and *Mabuhay accommodation* refers to tourist inns, pension houses, motels, bed and breakfasts, guest houses, hotels, and another similar accommodation establishment. There were some restrictions by the hotel owners and managers in relation to accessing the records of the employees, therefore, only employees who voluntarily appeared for the survey were considered. There was a total of 161 employees who voluntarily participated in the survey. 10 respondents were from hotel-type accommodations, 41 were from resort-type accommodations, and 110 were from Mabuhay-type accommodations.

Procedures

The researchers visited each establishment included in the list and were able to obtain permission from the management and owners to conduct a survey among its employees. In charge of human resources for each establishment were the primary contacts of the researchers and served as the focal persons. They assisted the researchers in obtaining permissions through their endorsements. With transparency and clarity, the researchers articulately communicated the purpose of the

research to all stakeholders involved, ensuring a comprehensive understanding of the study's objectives and implications.

Throughout the survey process, utmost emphasis was placed on voluntary participation and the preservation of confidentiality. The anonymity of respondents was rigorously maintained throughout the research endeavor. All primary data collected, including respondents' responses, was treated with complete confidentiality. During the actual data gathering, the researchers distributed the questionnaires to each employee. Instructions were clearly explained and attended to, as were queries and clarifications from the respondents. Furthermore, all completed questionnaires were encoded by the researchers to maintain the integrity and confidentiality of the data collected.

Instruments

The researchers used survey questionnaires. The questionnaire was split into three sections. The initial section was designed to collect demographic details from the respondents. The second section contained a scale for assessing the quality of social support, supervisory feedback, and job stress level. The third section evaluated the extent of employees' psychological ownership of their organization.

Items for social support, supervisory feedback, job stress, and psychological ownership were adopted from various literatures that were critically examined by the researchers to capture measurements of the variables. There are five items for the Social Support Scale which were adopted from O'Driscoll et al. (2004). The five items for the Supervisory Feedback scale are extracted from the Feedback Environment Scale of Steelman et al. (2004), and the six items for the Job Stress Scale were adopted from House and Rizzo (1972). The psychological ownership scale, comprised of 11 items, was adopted from Shukla and Singh (2015), which originated from Van Dyne and Pierce (2004). All items on the scale were measured with a 7-point, Likert-type, and anchored with not at all important (1) to extremely important (7) responses.

Findings

The Demographic Characteristics of the Respondents

Most of the respondents were 26 to 39 years old (55.9%), or within the age group called the Millennials, born between 1981 and 1995 (Becton et al., 2014; Smeak, 2020). Accordingly, Millennials place an advantage on finding work that is personally fulfilling or that interests them (Meister & Willyerd, 2010). This characteristic of respondents reflects the description of the workers in this age group as job hoppers who do not usually stay in an organization for a long time (Rani & Samuel, 2019) and have low ownership behavior towards their organization. Moreover, Millennials are likely to establish a sense of psychological ownership if the organization can meet their personal fulfillment and lifestyle needs.

In terms of sex, the majority of the respondents, comprised of 52.8%, are male. This implies that there were mostly males working in the lodging establishments in the area during the survey. There were several studies that showed respondents in their research were comprised mostly of males in the hotel and lodging sector (e.g., Emiroglu et al., 2015; Hekman & Lashley, 2017; Vetráková et al., 2019). Some researchers also obtained data in which females comprised the majority of

respondents (e.g., Ibrahim, 2019; Storm Pallesen, 2007). This shows the gender diversity among the hospitality and tourism industries due to the variety of jobs within this industry, in which each job may require different levels of expertise, physical ability, and educational and cultural backgrounds. This is not new to the industry since sectors like hotel, tourism, events, and catering are considered to be highly diverse, including gender diversity.

One hundred fifty-one (93.71%) of the respondents comprised rank-and-file staff, 74 (46%) of them are college graduates, and 71 (44.10%) have worked in the lodging establishment for at least six months to eleven months already. The data entails that employees in the lodging sector are comprised mostly of employees who hold lower positions and are college-level. It also reflects the effect of the COVID-19 pandemic that most employees of hotels were affected (WTTC, 2022), especially their employment. The gradual opening of the borders (Gubalani, 2021) has shown a gradual opening of the establishments as well; therefore, new workers were needed. The data reflects that most employees were still under a year of employment or had just started to enter the workforce.

Level of Quality of Social Support, Quality of Supervisory Feedback, and Job Stress

Table 1 presents the level of quality of social support, quality of supervisory feedback, and job stress within the lodging organization as perceived by the employees. It shows that the level of quality of social support that the employees get from their organization is perceived to be extremely high, with a mean of 6.21. This means that employees feel that they have been well provided with practical or technical assistance, helpful information, and feedback about their work and relationships with co-workers. This result conforms to the study of Bozkurt (2022), which found that social support at the workplace becomes stronger, especially during times of difficulties and uncertainties.

Table 1. Level of Quality of Social Support, Quality of Supervisory Feedback, and Job Stress

Variable	Mean	Qualitative Interpretation
Social support	6.21	Quality of social support is extremely high
Supervisory feedback	6.00	Quality of supervisory feedback is very high
Job stress	4.68	Job stress within the organization is high

The level of quality of supervisory feedback is perceived to be very high, with a mean of 6.00. This indicates that employees are given useful feedback about their performance by their superiors, which enables them to do their tasks efficiently and effectively. This result supports the studies of Peng and Chiu (2010) that show employees who are given feedback by their supervisors regarding their performance or development tend to exhibit positive behaviors and attitudes. These positive behaviors and attitudes were reflected in the quality of social support in the present study.

Further, the level of job stress as perceived by the employees within their organization was high, with a mean of 4.68. This implies that even though employees get favorable social support and supervisory feedback, they still perceive that the stress level in their jobs is high. They feel frustrations, tensions, and anxieties in their jobs, which leads them to think that it affects their physiological well-being. This result reflects the characteristics of the working conditions in the hotel industry, which are usually stressful due to high demands originating from both customers and the nature of the job itself (Tziner et al., 2015; Zhao et al., 2016). Further, challenges caused

by the pandemic increase job stress because of uncertainty and concerns related to their job (Bozkurt, 2022).

Level of Employees' Psychological Ownership

Table 2 presents the level of an employee's psychological ownership. It shows that the level of affection that the employees get from their organization is perceived to be extremely high, with a mean of 6.45. This means that employees feel an extremely high sense of belonging while working in the organization and consider it like a second home to them. The level of connectedness is perceived to be extremely high, with a mean of 6.30; this indicates the employees are able to connect well with the organization and consider problems at the workplace as their own, and are more likely to give positive comments since it sounds like a personal comment to them. Further, the level of obligation as perceived by the employees within their organization is extremely high, with a mean of 6.48. This means that there is an extremely high willingness among employees to take positive corrective action if anything goes wrong in their organization and to put in extra effort when required. The overall psychological ownership as perceived by the employees within their organization is extremely high, with a weighted mean of 6.41. It shows that the employees display an extremely high level of affection, connectedness, and obligation toward the organization, which means that they have an excellent sense of ownership towards their organization. The result supports the description of Van Dyne and Pierce (2004) that if an individual has a high level of psychological attachment to their organization, they are more likely to exhibit willingness to do things beyond their job description or formal tasks. The employees' willingness to take positive corrective actions was explained in the study of Lee et al. (2019), which found that self-efficacy plays a role in psychological ownership. The more that individuals believe that they can successfully carry out tasks, the more confident they are to do them with less supervision. Sinclair and Tinson (2017) have determined that aside from self-efficacy, feelings of accountability, belongingness, and self-identity explain psychological ownership. These dimensions support the dimensions of psychological ownership generated by Shukla and Singh (2015), such as affection, connectedness, and obligation. Workers with high psychological ownership are more likely to feel concerned about their organization's endeavors and that they are part of the organization's community (Lee et al., 2015; Peck & Shu, 2018).

Table 2. Level of Employees' Psychological Ownership

Construct	Mean	Qualitative Interpretation
Overall psychological ownership	6.41	Level of psychological ownership is extremely high
Affection	6.45	Level of affection extremely high
Connectedness	6.30	Level of connectedness extremely high
Obligation	6.48	Level of obligation extremely high

The Influence of Social Support, Supervisory Feedback, and Job Stress on Psychological Ownership

Prior to model tests, tests on collinearity, normality, homoscedasticity, and evaluation of a sufficient number of observations were performed to ensure the fitness of data for regression analysis. The coefficients of the tests have indicated that all assumptions are met. Multiple regression analysis generated model 3, as shown in Table 3. Model 3 yielded three significant variables and had the highest coefficient of determination (R^2) of .398 and an adjusted R^2 of .386 (as shown in Table 4).

- *Hypothesis:* Social support, supervisory feedback, and job stress significantly influence psychological ownership among employees in the lodging sector.

Table 3. Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
3	(Constant)	2.608	.412		6.336	.000	1.795	3.421		
	Supervisory Feedback	.288	.046	.420	6.267	.000	.197	.378	.853	1.173
	Social Support	.298	.067	.296	4.421	.000	.165	.431	.853	1.172
	Job Stress	.048	.016	.188	3.035	.003	.017	.080	.998	1.002

a. Dependent Variable: Psychological Ownership

Table 4 shows the best model generated from the analysis. It shows that the variance in the dependent variable *psychological ownership* is explained by the independent variables *supervisory feedback*, *social support*, and *job stress*. This model explains that 38.6% of the variation in the psychological ownership may be explained by the variation in the supervisory feedback, social support, and job stress.

Table 4. Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.290	.286	.40136
2	.602[b]	.362	.354	.38164
3	.631[c]	.398	.386	.37209

a. Predictors: (Constant), Supervisory Feedback
b. Predictors: (Constant), Supervisory Feedback, Social Support
c. Predictors: (Constant), Supervisory Feedback, Social Support, Job Stress
d. Dependent Variable: Psychological Ownership

Table 5 shows that the ANOVA has an *F*-value of 34.551 (*p*-value =.000). Since the *p*-value is less than .05, this means that the value differs significantly from zero, and therefore the model is meaningful and there is a good fit between the model and the data. Therefore, the result of the analysis showed that the study hypothesis is fully supported. It shows that social support, supervisory feedback, and job stress significantly influence employee's psychological empowerment.

Table 5. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	14.351	3	4.784	34.551	.000[d]
	Residual	21.737	157	.138		
	Total	36.088	160			

d. Predictors: (Constant), Supervisory Feedback, Social Support, Job Stress

Interpretation of the Regression Coefficients

Based on the coefficients in Table 5, the regression variate is shown in the equation below:

$$Psychological\ Ownership = 2.608 + .288\ (supervisory\ feedback) + .298\ (social\ support) + .048\ (job\ stress) + error \qquad (1)$$

Looking at Equation 1, it indicates that an increase in the quality of supervisory feedback with one unit leads to an increase in the level of the employee's psychological ownership behavior with .288 units. In the same manner, every unit increase in the quality of social support leads to an increase in the employee's psychological ownership behavior with .298 units, and every unit

increase in the level of job stress leads to an increase in psychological ownership with .048 units. The results imply that the quality of supervisory feedback and social support positively influences employees' feelings of ownership towards their organization. Intriguingly, it was observed that as the workplace stress level escalates for employees in the lodging establishments, their feelings of ownership towards their organization intensify. This observation sheds light on an interesting behavioral pattern among employees: when faced with greater workplace challenges, as elucidated by Kim and Beehr (2018), and coupled with enhanced organizational communication practices, as highlighted by Bhui et al. (2016), employees exhibit a heightened interest in their work and organizational commitment. Consequently, this amplifies their positive engagement and behaviors within the workplace setting.

Conclusions

This study finds compelling evidence that employees within lodging establishments perceive the quality of social support and supervisory feedback to be extremely high, while the level of job stress remains notably high. It reveals an extremely strong sense of psychological ownership among employees towards their organization, indicating a profound level of affection, connectedness, and commitment. In conclusion, as the hospitality industry navigates its path to recovery and beyond, the key to unlocking its full potential lies in its people. By fostering an environment where employees feel supported, valued, and part of something larger than themselves, organizations cannot only overcome the challenges of today but also build a foundation for enduring success.

Theoretical Implications

The positive influence of supervisory feedback and social support on employees' feelings of ownership towards their organization underscores the critical role of supportive workplace environments in fostering psychological ownership. This finding aligns with existing theories on organizational behavior, which posit that supportive supervisory practices and robust social networks within the workplace enhance employees' emotional attachment and commitment to their organization. Increased workplace stress correlates with intensified feelings of ownership and challenges conventional assumptions about stress and employee engagement. Typically, workplace stress is viewed as a detractor from employee well-being and engagement. However, this study suggests that in the context of lodging establishments, stress may act as a catalyst for deeper organizational commitment and ownership, provided it is accompanied by strong communication practices and social support. This nuanced understanding supports the stress appraisal theory (Lazarus & Folkman, 1984), which posits that the impact of stress on an individual is influenced by their perceived ability to cope with the stressors and the resources available to them. Moreover, the findings highlight the importance of organizational communication practices in moderating the relationship between workplace stress and employee ownership. Effective communication can transform potentially negative stressors into opportunities for employees to engage more deeply with their work and organization. This reinforces the concept of communication as a vital organizational resource that can mitigate the adverse effects of stress and enhance positive employee outcomes.

Practical Implications

The study revealed that the quality of social support that employees get within the organization is extremely high and significantly influences their psychological ownership behavior. This means that creating a favorable support system in the organization will eventually result in more positive ownership behavior among employees. With this, it is recommended that the management still strive to maintain the quality of social support for the employees by regularly checking in with them by providing scheduled meetings regularly, weekly, or monthly with employees to assess their well-being, provided by department managers or head supervisors to address any concerns and provide support in dealing with work problems and sharing their knowledge and experiences.

The quality of supervisory feedback within the organization was revealed to be another significant influence on employees' sense of ownership towards their organization and was perceived by the employees to be extremely high. Hence, it is recommended that the management maintain this positive culture within the organization by encouraging more employees to have open communication between supervisors or managers through establishing regular channels for feedback, such as suggestion boxes within the organization where all employees are open to voice their opinions, concerns, and suggestions. In that way, managers or supervisors may provide feedback in a timely manner. Aside from the immediate feedback, managers or supervisors may consider providing a regular feedback schedule for employees' performance to achieve the consistency of a positive culture within the organization.

The level of job stress was revealed to be generally high and has an influence on employees' psychological ownership behavior towards their organization. The results reflect that job stress was seen as a driver of the psychological ownership behavior of employees. The more employees feel challenged at work, the more likely it is that they will build a stronger sense of ownership or become emotionally attached to their organization. Though the study revealed that job stress positively influences psychological ownership, it is still recommended that management find a way to minimize the causes of job stress among employees. Employees perceive that their job is stressful because they feel frustration, tension, worries, or anxiety. To help minimize these feelings, management should provide constant assistance and guidance with their tasks or assignments. Employees feel more pressure and worry if they are not confident in their competence or performance; hence, understanding their needs to perform their tasks effectively and efficiently is an important starting point to be able to design better job conditions. This can be done through a regular inventory of the organization's skills and knowledge. In this way, the management will also be able to identify the required training and development programs that will help employees improve their skills and knowledge and eventually help them overcome stress related to their jobs. Training and development programs may target areas such as the improvement of employees' soft skills, including communication, conflict resolution, and problem-solving. In this way, employees may enhance their competencies and increase their confidence and job satisfaction while reducing stress related to feeling underprepared or lacking necessary skills. To make it possible or successful, all employees should also be willing to participate in such programs and think that they not only gain access to valuable information but also provide the management with immediate insights regarding their jobs and the organization.

Limitations and Future Research

Despite the efforts of the researchers to reach and convince the employees of the lodging establishments to participate in the survey, there were some establishments that opted not to participate. Therefore, the data were limited only to those who voluntarily participated in the survey. Hence, it is recommended that future studies be conducted in other areas to improve the generalizability of the results. Social support, supervisory feedback, and job stress do not completely explain the variations in the employees' psychological ownership behavior; therefore, additional variables or factors may be explored in future studies. The study was conducted only within a specific province; thus, a similar study may be conducted in other provinces, regions, areas, or sectors. Other multivariate statistical analyses may be used to analyze the associations between the present variables.

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