

## DAFTAR PUSTAKA

- Adil, A., & Kamal, A. (2018). Impact of Perceived Authentic Leadership and Psychological Capital on Burnout: Mediating Role of Psychological Ownership. *Psychological Studies*, 63(3), 243–252.
- Agarwal, U. A., & Gupta, V. (2018). Relationships between job characteristics, work engagement, conscientiousness and managers' turnover intentions: a moderated-mediation analysis. *Personnel Review*, 47(2), 353–377.
- Ainsworth, J. (2020). Feelings of ownership and volunteering: Examining psychological ownership as a volunteering motivation for nonprofit service organisations. *Journal of Retailing and Consumer Services*, 52(February 2019), 101931.
- Allen, D. K. (2003). Organisational climate and strategic change in higher education: Organisational insecurity. *Higher Education*, 46(1), 61–92.
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Leadership Quarterly*, 25(3), 487–511.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411–423.
- Arbuckle, J. L. (2019). *Amos 26.0 User's Guide*. Chicago: IBM SPSS.
- Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293–315.
- Armenakis, A. A., Harris, S. G., & Feild, H. S. (1999). Paradigms in organizational change: Change agent and change target perspectives. In R. Golembiewski (Ed.), *Handbook of Organizational Behavior* (pp. 631–658). New York: Marcel Dekker.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249–269.
- Asatryan, V. S., & Oh, H. (2008). Psychological Ownership Theory: An Exploratory Application in the Restaurant Industry. *Journal of Hospitality and Tourism Research*, 32(3), 363–386.
- Ashkanasy, N. M. (2016). Why we need theory in the organization sciences. *Journal of Organizational Behavior*, 37, 1126–1131.
- Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. *Journal of Organizational Behavior*, 30(3), 173–191.

- Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the Process of Ethical Leadership: The Mediating Role of Employee Voice and Psychological Ownership. *Journal of Business Ethics*, 107(1), 21–34.
- Baard, P. P., Deci, E. L., & Ryan, R. M. (2004). Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings. *Journal of Applied Social Psychology*, 34(10), 2045–2068.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94.
- Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, 40(1), 8–34.
- Bakari, H., Hunjra, A. I., & Niazi, G. S. K. (2017). How Does Authentic Leadership Influence Planned Organizational Change? The Role of Employees' Perceptions: Integration of Theory of Planned Behavior and Lewin's Three Step Model. *Journal of Change Management*, 17(2), 155–187.
- Baker, V. L., & Baldwin, R. G. (2015). A Case Study of Liberal Arts Colleges in the 21st Century: Understanding Organizational Change and Evolution in Higher Education. *Innovative Higher Education*, 40(3), 247–261.
- Bakker, A. B., Demerouti, E., & Lieke, L. (2012). Work engagement , performance , and active learning : The role of conscientiousness. *Journal of Vocational Behavior*, 80(2), 555–564.
- Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group and Organization Management*, 31(3), 300–326.
- Barrick, M. R., & Mount, M. K. (1991). the Big Five Personality Dimensions and Job Performance: a Meta-Analysis. *Personnel Psychology*, 44(1), 1–26.
- Barrick, M. R., Mount, M. K., & Strauss, J. P. (1993). Conscientiousness and performance of sales representatives: Test of the mediating effects of goal setting. *Journal of Applied Psychology*, 78(5), 715–722.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Baum, J. R., & Locke, E. A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of Applied Psychology*, 89(4), 587–598.
- Beatty, J. E., Leigh, J., & Dean, K. L. (2020). The More Things Change, the More They Stay the Same: Teaching Philosophy Statements and the State of Student Learning. *Journal of Management Education*, 1–10.
- Beck, C. D. (2014). Antecedents of Servant Leadership: A Mixed Methods Study. *Journal of Leadership and Organizational Studies*, 21(3), 299–314.
- Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107(2), 238–246.

- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588–606.
- Biderman, M. D., Nguyen, N. T., & Sebren, J. (2008). Time-on-task mediates the conscientiousness-performance relationship. *Personality and Individual Differences*, 44(4), 887–897.
- Bohnlein, P., & Baum, M. (2020). Does job crafting always lead to employee well-being and performance? Meta-analytical evidence on the moderating role of societal culture. *International Journal of Human Resource Management*, 1–39.
- Bordia, P., Hobman, E., Jones, E., Gallois, C., & Callan, V. J. (2004). Uncertainty during organizational change: Types, consequences, and management strategies. *Journal of Business and Psychology*, 18(4), 507–532.
- Bordia, P., Restubog, S. L. D., Jimmieson, N. L., & Irmer, B. E. (2011). Haunted by the past: Effects of poor change management history on employee attitudes and turnover. *Group and Organization Management*, 36(2), 191–222.
- Bouckenoghe, D., Schwarz, G. M., & Minbashian, A. (2015). Herscovitch and Meyer's Three-Component model of commitment to change: Meta-analytic findings. *European Journal of Work and Organizational Psychology*, 24(4), 578–595.
- Brannick, M. T., Chan, D., Conway, J. M., Lance, C. E., & Spector, P. E. (2010). What is method variance and how can we cope with it? a panel discussion. *Organizational Research Methods*, 13(3), 407–420.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134.
- Burnes, B. (2011). Introduction: Why Does Change Fail, and What Can We Do About It? *Journal of Change Management*, 11(4), 445–450.
- By, R. T. (2005). Organisational change management: A critical review. *Journal of Change Management*, 5(4), 369–380.
- Byrne, B. M. (2016). *Structural Equation Modeling with Amos: Basic Concepts, Applications, and Programming*. (3rd ed.). New York and London: Routledge Taylor & Francis Group.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56(2), 81–105.
- Carmines, E., & McIver, J. (1981). Analyzing models with unobserved variables: Analysis of covariance structures. In I. G. Bollen & E. Borgatta (Eds.), *Social measurement: Current issues* (pp. 66–115). Beverly Hills, CA: Sage Publications.

- Chan, S. C. H., & Mak, W. ming. (2014). The impact of servant leadership and subordinates' organizational tenure on trust in leader and attitudes. *Personnel Review*, 43(2), 272–287.
- Chi, N.-W., & Han, T. S. (2008). Exploring the linkages between formal ownership and psychological ownership for the organization: The mediating role of organizational justice. *Journal of Occupational and Organizational Psychology*, 81(4), 691–711.
- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *Leadership Quarterly*, 27(1), 124–141.
- Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human Resource Management*, 50(4), 479 – 500.
- Chung, Y. W., & Moon, H. K. (2011). The Moderating Effects of Collectivistic Orientation on Psychological Ownership and Constructive Deviant Behavior. *International Journal of Business and Management*, 6(12), 65–77.
- Conner, D. R., & Patterson, R. W. (1982). Building commitment to organizational change. *Training & Development Journal*, 36(4), 18–30.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325–334.
- Conway, N., Clinton, M., Sturges, J., & Budjanovcanin, A. (2015). Using self-determination theory to understand the relationship between calling enactment and daily well-being. *Journal of Organizational Behavior*, 36(8), 1114–1131.
- Cooper, D. R., & Schindler, P. S. (2014). Business Research Methods. In *Proceedings of the Annual Reliability and Maintainability Symposium* (12th ed.). New York: McGraw-Hill/Irwin.
- Costa, P. T., & McCrae, R. R. (1992). Four ways five factors are basic. *Personality and Individual Differences*, 13(6), 667–673.
- Crowne, D. P., & Marlowe, D. (1964). *The approval motive: Studies in evaluative dependence*. New York: Wiley.
- Cullen, M. J., & Sackett, P. R. (2003). Personality and counterproductive work behavior. In M. R. Barrick & A. M. Ryan (Eds.), *Personality and Work* (pp. 150–182). Jossey-Bass, San Francisco:
- Cunningham, G. B. (2006). The relationships among commitment to change, coping with change, and turnover intentions. *European Journal of Work and Organizational Psychology*, 15(1), 29–45.
- Dawkins, S., Tian, A. W., Newman, A., & Martin, A. (2017). Psychological ownership: A review and research agenda. *Journal of Organizational Behavior*, 38(2), 163–183.

- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Deci, E. L., & Ryan, R. M. (2012). Motivation, personality, and development within embedded social contexts: An overview of self-determination theory. In R. M. Ryan (Ed.), *Oxford library of psychology. The Oxford handbook of human motivation* (pp. 85–107). Oxford University Press.
- Deci, E. L., Ryan, R. M., Gagné, M., Leone, D. R., Usunov, J., & Kornazheva, B. P. (2001). Need satisfaction, motivation, and well-being in the work organizations of a former eastern bloc country: A cross-cultural study of self-determination. *Personality and Social Psychology Bulletin*, 27(8), 930–942.
- Dittmar, H. (1992). *The social psychology of material possessions: To have is to be*. Harvester Wheatsheaf and St. Martin's Press.
- Eaton, R. J., & Bradley, G. (2008). The Role of Gender and Negative Affectivity in Stressor Appraisal and Coping Selection. *International Journal of Stress Management*, 15(1), 94–115.
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61–94.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). *Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention*. 87(3), 565–573.
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *Leadership Quarterly*, 30(1), 111–132.
- Fan, X., & Sivo, S. A. (2005). Sensitivity of Fit Indexes to Misspecified Structural or Measurement Model Components: Rationale of Two-Index Strategy Revisited. *Structural Equation Modeling*, 12(3), 343–367.
- Fedor, D. B., Caldwell, S., & Herold, D. M. (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology*, 59(1), 1–29.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement errors. *Journal of Marketing Research*, 18(1), 39–50.
- Gagné, M. (2003). The Role of Autonomy Support and Autonomy Orientation in Prosocial Behavior Engagement. *Motivation and Emotion*, 27(3), 199–223.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362.
- Ganster, D. C., Hennessey, H. W., & Luthans, F. (1983). Desirability Response Effects. *Academy of Management Journal*, 26(2), 321–331.



- Gellatly, I. R. (1996). Conscientiousness and task performance: Test of a cognitive process model. *Journal of Applied Psychology*, 81(5), 474–482.
- Ghafoor, A., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391–7403.
- Goldberg, L. R. (1990). An Alternative "Description of Personality": The Big-Five Factor Structure. *Journal of Personality and Social Psychology*, 59(6), 1216–1229.
- Gornitzka, Å. (1999). Governmental policies and organisational change in higher education. *Higher Education*, 38(1), 5–31.
- Greenleaf, R. K. (1970). *The servant as leader*. Indianapolis: Robert K. Greenleaf Center.
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press.
- Greenleaf, R. K. (1998). *The power of servant-leadership*. San Francisco: Berrett-Koehler.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463–488.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis: Pearson New International Edition* (7th ed.). Pearson Education Limited.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks, CA: Sage Publications Inc.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152.
- Han, T. S., Chiang, H. H., & Chang, A. (2010). Employee participation in decision making, psychological ownership and knowledge sharing: Mediating role of organizational commitment in Taiwanese high-tech organizations. *International Journal of Human Resource Management*, 21(12), 2218–2233.
- Harju, L. K., Schaufeli, W. B., & Hakanen, J. J. (2018). A multilevel study on servant leadership, job boredom and job crafting. *Journal of Managerial Psychology*, 33(1), 2–14.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408–420.

- Hayes, A. F. (2018). *Introduction to mediation, moderation and conditional process analysis: A regression-based approach* (2nd ed., Vol. 3, Issue 2). Guildford: Guildford Press.
- Hechanova, M. R. M., Caringal-Go, J. F., & Magsaysay, J. F. (2018). Implicit change leadership, change management, and affective commitment to change: Comparing academic institutions vs business enterprises. *Leadership and Organization Development Journal*, 39(7), 914–925.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20, 277–319.
- Henssen, B., Voordeckers, W., Lambrechts, F., & Koiranen, M. (2014). The CEO autonomy-stewardship behavior relationship in family firms: The mediating role of psychological ownership. *Journal of Family Business Strategy*, 5(3), 312–322.
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The Effects of Transformational and Change Leadership on Employees' Commitment to a Change: A Multilevel Study. *Journal of Applied Psychology*, 93(2), 346–357.
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474–487.
- Hinkin, T. R. (1995). A Review of Scale Development Practices in the Study of Organizations. *Journal of Management*, 21(5), 967–988.
- Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis. *Journal of Management*, 44(2), 501–529.
- Hoover, E., & Harder, M. K. (2015). What lies beneath the surface? the hidden complexities of organizational change for sustainability in higher education. *Journal of Cleaner Production*, 106, 175–188.
- Hoyle, R. H. (2010). Personality and Self-Regulation. In R. H. Hoyle (Ed.), *Handbook of Personality and Self-Regulation* (pp. 1–18). United Kingdom: Willey-Blackwell Publishing Ltd.
- Hu, L.-T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55.
- Hunter, E. M., Neubert, M. J., Perry, S. J., Witt, L. A., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization. *Leadership Quarterly*, 24(2), 316–331.
- Ikävalko, M., Pihkala, T., & Kraus, S. (2010). The Role of Owner-Managers' Psychological Ownership in SME Strategic Behaviour. *Journal of Small Business and Entrepreneurship*, 23(3), 461–479.

- John, O. P., & Srivastava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. In L. Pervin and O.P. John (Ed.), *Handbook of Personality: Theory and Research* (2nd ed., pp. 102–138). New York: Guilford (in press).
- Jöreskog, K. G., & Sörbom, D. (1984). *LISREL-VI user's guide* (3rd ed.). Mooresville, IN: Scientific Software.
- Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel Psychology*, 52(3), 1–7.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407.
- Jussila, I., Tarkiainen, A., Sarstedt, M., & Hair, J. F. (2015). Individual psychological ownership: Concepts, evidence, and implications for research in marketing. *Journal of Marketing Theory and Practice*, 23(2), 121–139.
- Kamdar, D., & van Dyne, L. (2007). The Joint Effects of Personality and Workplace Social Exchange Relationships in Predicting Task Performance and Citizenship Performance. *Journal of Applied Psychology*, 92(5), 1286–1298.
- Kanat-Maymon, Y., Elimelech, M., & Roth, G. (2020). Work motivations as antecedents and outcomes of leadership: Integrating self-determination theory and the full range leadership theory. *European Management Journal*.
- Kark, R., & van Dijk, D. (2007). Motivation to Lead, Motivation to Follow: The Role of the Self-Regulatory Focus in Leadership Processes. *Academy of Management Review*, 32(2), 500–528.
- Kaur, D., Sambasivan, M., & Kumar, N. (2013). Effect of spiritual intelligence, emotional intelligence, psychological ownership and burnout on caring behaviour of nurses: A cross-sectional study. *Journal of Clinical Nursing*, 22(21–22), 3192–3202.
- Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96–104.
- Kim, T. G., Hornung, S., & Rousseau, D. M. (2011). Change-supportive employee behavior: Antecedents and the moderating role of time. *Journal of Management*, 37(6), 1664–1693.
- Kirrane, M., Lennon, M., O'Connor, C., & Fu, N. (2016). Linking perceived management support with employees' readiness for change: the mediating role of psychological capital. *Journal of Change Management*, 1–20.
- Kirrane, M., Lennon, M., O'Connor, C., & Fu, N. (2017). Linking perceived management support with employees' readiness for change: the mediating role of psychological capital. *Journal of Change Management*, 17(1), 47–66.



- Kındap-Tepe, Y., & Aktaş, V. (2019). The Mediating Role of Needs Satisfaction for Prosocial Behavior and Autonomy Support. *Current Psychology*, 1–13.
- Knapp, J. R., Smith, B. R., & Sprinkle, T. A. (2014). Clarifying the Relational Ties of Organizational Belonging: Understanding the Roles of Perceived Insider Status, Psychological Ownership, and Organizational Identification. *Journal of Leadership and Organizational Studies*, 21(3), 273–285.
- Kubzansky, P. E., & Druskat, V. U. (1993). Psychological sense of ownership in the workplace: Conceptualization and measurement. *Annual Meeting of the American Psychological Association*.
- LaHuis, D. M., Martin, N. R., & Avis, J. M. (2005). Investigating Nonlinear Conscientiousness–Job Performance Relations for Clerical Employees. *Human Performance*, 18(3), 199–212.
- Lee, A., Lyubovnikova, J., Tian, A. W., & Knight, C. (2020). Servant leadership: A meta-analytic examination of incremental contribution, moderation, and mediation. *Journal of Occupational and Organizational Psychology*, 93(1), 1–44.
- Lee, J., & Suh, A. (2015). How do virtual community members develop psychological ownership and what are the effects of psychological ownership in virtual communities? *Computers in Human Behavior*, 45, 382–391.
- Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 13(1), 148–187.
- Lepine, J. A., & Van Dyne, L. (2001). *Voice and Cooperative Behavior as Contrasting Forms of Contextual Performance: Evidence of Differential Relationships With Big Five Personality Characteristics and Cognitive Ability*. 86(2), 326–336.
- Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic Leadership, Authentic Followership, Basic Need Satisfaction, and Work Role Performance: A Cross-Level Study. *Journal of Management*, 41(6), 1677–1697.
- Liden, R. C., Bauer, T. N., & Erdogan, B. (2004). The role of leader–member exchange in the dynamic relationship between employer and employee: Implications for employee socialization, leaders, and organizations. In J. Coyle-Shapiro, L. Shore, M. Taylor, & L. Tetrick (Eds.), *The employment relationship: Examining psychological and contextual perspectives* (pp. 226–250). Oxford: Oxford University Press.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434–1452.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 19(2), 161–177.

- Liu, J., Wang, H., Hui, C., & Lee, C. (2012). Psychological Ownership: How Having Control Matters. *Journal of Management Studies*, 49(5), 869–895.
- Luthans, F., & Avolio, B. J. (2003). Authentic Leadership Development. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive Organizational Scholarship* (pp. 241–258). San Francisco, CA: Berrett-Koehler.
- Malik, P., & Garg, P. (2017). The relationship between learning culture, inquiry and dialogue, knowledge sharing structure and affective commitment to change. *Journal of Organizational Change Management*, 30(4), 610–631.
- Mangundjaya, W. L. (2019). Leadership, empowerment, and trust on affective commitment to change in state-owned organisations. *International Journal of Public Sector Performance Management*, 5(1), 46–62.
- Mangundjaya, W. L., & Giovanita, D. (2018). Transformational Leadership, Change Self-Efficacy on Affective Commitment to Change, in Banking versus Insurance Industries. *Advanced Science Letters*, 24(1), 497–499.
- Martin, W. E., & Bridgmon, K. D. (2012). *Quantitative and Statistical Research Methods: From Hypothesis to Results*. San Francisco, CA: John Wiley & Sons.
- Martinaityte, I., Sacramento, C., & Aryee, S. (2019). Delighting the Customer: Creativity-Oriented High-Performance Work Systems, Frontline Employee Creative Performance, and Customer Satisfaction. *Journal of Management*, 45(2), 728–751.
- Mayer, D. M. (2010). Servant leadership and follower need satisfaction. In D. van Dierendonck & K. Patterson (Eds.), *Servant Leadership: Developments in Theory and Research* (pp. 147–154). London: Palgrave Macmillan.
- Mayer, D. M., Bardes, M., & Piccolo, R. F. (2008). Do servant-leaders help satisfy follower needs? An organizational justice perspective. *European Journal of Work and Organizational Psychology*, 17(2), 180–197.
- Mayhew, M. G., Ashkanasy, N. M., Bramble, T., & Gardner, J. (2007). A study of the antecedents and consequences of psychological ownership in organizational settings. *Journal of Social Psychology*, 147(5), 477–500.
- McCrae, R. R., & Löckenhoff, C. E. (2010). Self-regulation and the five-factor model of personality traits. In R. H. Hoyle (Ed.), *Handbook of personality and self-regulation* (pp. 145–168). United Kingdom: Willey-Blackwell Publishing Ltd.
- McCrae, R. R., Yamagata, S., Jang, K. L., Riemann, R., Ando, J., Ono, Y., Angleitner, A., & Spinath, F. (2008). *Substance and Artifact in the Higher-Order Factors of the Big Five*. 95(2), 442–455.
- McIntyre, N., Srivastava, A., & Fuller, J. A. (2016). The Relationship of Locus of Control and Motives with Psychological Ownership in Organizations. *Journal of Managerial Issues*, 21(3), 383–401.

- McMillan, L. (2011). Ghana's education system: Where rhetoric meets reform. In R. K. . Ame, D. L. Agbényiga, & N. A. Apt (Eds.), *Children's rights in Ghana: Reality or rhetoric?* (pp. 193–214). Plymouth, UK: Lexington Books.
- Menges, J. I., Tussing, D. V., Wihler, A., & Grant, A. M. (2017). When job performance is all relative: How family motivation energizes effort and compensates for intrinsic motivation. *Academy of Management Journal*, 60(2), 695–719.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89(6), 991–1007.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299–326.
- Miao, Q., Newman, A., Schwarz, G., & Xu, L. (2014). Servant leadership, trust, and the organizational commitment of public sector employees in China. *Public Administration*, 92(3), 727–743.
- Michaelis, B., Stegmaier, R., & Sonntag, K. (2009). Affective Commitment to Change and Innovation Implementation Behavior: The Role of Charismatic Leadership and Employees' Trust in Top Management. *Journal of Change Management*, 9(4), 399–417.
- Mount, M. K., & Barrick, M. R. (1998). Five reasons why the “big five” article has been frequently cited. *Personnel Psychology*, 51(4), 849–857.
- Naff, K. C., & Crum, J. (1999). Working for America: Does public service motivation make a difference? *Review of Public Personnel Administration*, 19(4), 5–16.
- Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory Focus as a Mediator of the Influence of Initiating Structure and Servant Leadership on Employee Behavior. *Journal of Applied Psychology*, 93(6), 1220–1233.
- Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches* (7th ed.). Harlow: Pearson Education Limited.
- Ng, K. Y., Koh, C. S., & Goh, H. C. (2008). The heart of the servant leader. Leader's motivation-to-serve and its impact on LMX and subordinates' extra-role behavior. In G. B. Graen & J. A. Graen (Eds.), *Knowledge-driven corporation complex creative destruction* (pp. 125–144). Charlotte, NC: Information Age.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3rd ed.). McGRAW-HILL, INC.
- O'Driscoll, M. P., Pierce, J. L., & Coghlan, A. M. (2006). The psychology of ownership: Work environment structure, organizational commitment, and citizenship behaviors. *Group and Organization Management*, 31(3), 388–416.

- Odoardi, C., Battistelli, A., Montani, F., & Peiró, J. M. (2019). Affective commitment, participative leadership, and employee innovation: A multilevel investigation. *Journal of Work and Organizational Psychology*, 35(2), 103–113.
- Organ, D. W. . (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books/DC Heath and Com.
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *Journal of Social Psychology*, 135(3), 339–350.
- Ozler, H., Yilmaz, A., & Ozler, D. (2008). Psychological ownership: An empirical study on its antecedents and impacts upon organizational behaviors. *Problems and Perspectives in Management*, 6(3), 38–47.
- Page, D., & Wong, P. T. P. (2000). A conceptual framework for measuring servant leadership. In S. Adjiboloso (Ed.), *The human factor in shaping the course of history and development* (Issue May, pp. 69–110). American University Press.
- Panaccio, A., Henderson, D. J., Liden, R. C., Wayne, S. J., & Cao, X. (2015). Toward an Understanding of When and Why Servant Leadership Accounts for Employee Extra-Role Behaviors. *Journal of Business and Psychology*, 30(4), 657–675.
- Parish, J. T., Cadwallader, S., & Busch, P. (2008). Want to, need to, ought to: Employee commitment to organizational change. *Journal of Organizational Change Management*, 21(1), 32–52.
- Park, C. H., Kim, W., & Song, J. H. (2015). The impact of ethical leadership on employees' in-role performance: The mediating effect of employees' psychological ownership. *Human Resource Development Quarterly*, 26(4), 385–408.
- Parker, S. K., Wall, T. D., & Jackson, P. R. (1997). “That’s not my job”: Developing flexible employee work orientations. *Academy of Management Journal*, 40(4), 899–929.
- Parolini, J., Patterson, K., & Winston, B. (2009). Distinguishing between transformational and servant leadership. *Leadership and Organization Development Journal*, 30(3), 274–291.
- Parris, D. L., & Peachey, J. W. (2013). A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts. *Journal of Business Ethics*, 113(3), 377–393.
- Peng, H., & Pierce, J. (2015). Job-and organization-based psychological ownership: Relationship and outcomes. *Journal of Managerial Psychology*, 30(2), 151–168.
- Penney, L. M., David, E., & Witt, L. A. (2011). A review of personality and performance: Identifying boundaries, contingencies, and future research directions. *Human Resource Management Review*, 21(4), 297–310.

- Peterson, S. J., Galvin, B. M., & Lange, D. (2012). Ceo servant leadership: Exploring executive characteristics and firm performance. *Personnel Psychology*, 65(3), 565–596.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of Management Review*, 26(2), 298–310.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The State of Psychological Ownership: Integrating and Extending a Century of Research. *Review of General Psychology*, 7(1), 84–107.
- Pierce, J. L., Rubenfeld, S. A., & Morgan, S. (1991). Employee Ownership: a Conceptual Model of Process and Effects. *Academy of Management Review*, 16(1), 121–144.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Pratt, M. G., & Dutton, J. E. (2000). Owning up or opting out: The role of emotions and identities in issue ownership. In N. M. Ashkanasy, C. E. Härtel, & W. J. Zerbe (Eds.), *Emotions in the workplace: Research, theory, and practice* (pp. 104–129). Quorum Books/Greenwood Publishing Group.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891.
- Putnick, D. L., & Bornstein, M. H. (2016). Measurement invariance conventions and reporting: The state of the art and future directions for psychological research. *Developmental Review*, 41, 71–90.
- Qiu, M., Hu, B., Xu, Z., & Li, Y. (2015). Employees' psychological ownership and self-efficacy as mediators between performance appraisal purpose and proactive behavior. *Social Behavior and Personality*, 43(7), 1101–1110.
- Rafferty, A. E., & Restubog, S. L. D. (2010). The impact of change process and context on change reactions and turnover during a merger. *Journal of Management*, 36(5), 1309–1338.
- Rai, R., & Prakash, A. (2012). A relational perspective to knowledge creation: Role of servant leadership. *Journal of Leadership Studies*, 6(2), 61–85.
- Ree, M. J., Earles, J. A., & Teachout, M. S. (1994). Predicting Job Performance: Not Much More Than g. *Journal of Applied Psychology*, 79(4), 518–524.
- Roberts, B. W., Chernyshenko, O. S., Stark, S., & Goldberg, L. R. (2005). The structure of conscientiousness: An empirical investigation based on seven major personality questionnaires. *Personnel Psychology*, 58(1), 103–139.



- Robertson, I. T., Baron, H., Gibbons, P., MacIver, R., & Nyfield, G. (2000). Conscientiousness and managerial performance. *Journal of Occupational and Organizational Psychology*, 73(2), 171–180.
- Rogiest, S., Segers, J., & van Witteloostuijn, A. (2015). Climate, communication and participation impacting commitment to change. *Journal of Organizational Change Management*, 28(6), 1094–1106.
- Rosari, R. (2017). Hubungan kepemilikan psikologikal pada konteks budaya jawa dengan anteseden dan konsekuensinya. *Jurnal Siasat Bisnis*, 21(1), 37–54.
- Ryan, R. M. (1995). Psychological Needs and the Facilitation of Integrative Processes. *Journal of Personality*, 63(3), 397–427.
- Ryan, R. M., & Deci, E. L. (2002). Overview of self-determination theory: An organismic dialectical perspective. In E. L. Deci & R. M. Ryan (Eds.), *Handbook of self-determination research* (pp. 3–33). USA: University Rochester Press.
- Salanova, M., & Schaufeli, W. B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behaviour. *International Journal of Human Resource Management*, 19(1), 116–131.
- Salgado, J. F. (1997). The Five Factor Model of Personality and Job Performance in the European Community. *Journal of Applied Psychology*, 82(1), 30–43.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). United Kingdom: John Wiley & Sons Ltd.
- Seligman, M. E. (1975). *Helplessness*. San Francisco: H. Freeman.
- Sendjaya, S., Eva, N., Butar Butar, I., Robin, M., & Castles, S. (2019). SLBS-6: Validation of a Short Form of the Servant Leadership Behavior Scale. *Journal of Business Ethics*, 156(4), 941–956.
- Shum, P., Bove, L., & Auh, S. (2008). Employees' affective commitment to change: The key to successful CRM implementation. *European Journal of Marketing*, 42(11–12), 1346–1371.
- Sieger, P., Bernhard, F., & Frey, U. (2011). Affective commitment and job satisfaction among non-family employees: Investigating the roles of justice perceptions and psychological ownership. *Journal of Family Business Strategy*, 2(2), 78–89.
- Slemp, G. R., Kern, M. L., Patrick, K. J., & Ryan, R. M. (2018). Leader autonomy support in the workplace: A meta-analytic review. *Motivation and Emotion*, 42(5), 706–724.
- Spears, L. C. (2010). Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders. *Journal of Virtues & Leadership*, 1(1), 25–30.
- Steiger, J. H. (1990). Structural Model Evaluation and Modification: An Interval Estimation Approach. *Multivariate Behavioral Research*, 25(2), 173–180.

- Sudman, S., Bradburn, N. M., & Schwarz, N. (1996). *Thinking about Answers: The Application of Cognitive Processes to Survey Methodology*. San Francisco: Jossey-Bass.
- Tang, G., Kwan, H. K., Zhang, D., & Zhu, Z. (2016). Work–Family Effects of Servant Leadership: The Roles of Emotional Exhaustion and Personal Learning. *Journal of Business Ethics*, 137(2), 285–297.
- Thien, L. M. (2019). Distributive Leadership Functions, Readiness for Change, and Teachers’ Affective Commitment to Change: A Partial Least Squares Analysis. *SAGE Open*, 9(2), 1–15.
- Thien, L. M., & Adams, D. (2019). Distributed leadership and teachers’ affective commitment to change in Malaysian primary schools: the contextual influence of gender and teaching experience. *Educational Studies*, 1–21.
- Trong Tuan, L. (2017). Knowledge Sharing in Public Organizations: The Roles of Servant Leadership and Organizational Citizenship Behavior. *International Journal of Public Administration*, 40(4), 361–373.
- Tucker, L. R., & Lewis, C. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38(1), 1–10.
- Tureman, D. (2013). The effectiveness of servant leadership in bringing about change. *Senior Thesis*.
- Turnley, W. H., & Feldman, D. C. (1998). Psychological contract violations during corporate restructuring. *Human Resource Management*, 37(1), 71–83.
- Uprichard, E. (2013). Sampling: bridging probability and non-probability designs. *International Journal of Social Research Methodology*, 16(1), 1–11.
- Vaira, M. (2004). Globalization and Higher Education Organizational Change: A Framework for Analysis Globalization and higher education organizational change : A framework for analysis \* 1 . Introduction : The problem of higher education organizational in change a globaliz. *Higher Education*, 48(4), 483–510.
- Van Den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. *Work and Stress*, 22(3), 277–294.
- van der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal*, 32(3), 373–382.
- van der Voet, J., Steijn, B., & Kuipers, B. S. (2016). What’s in it for others? The relationship between prosocial motivation and commitment to change among youth care professionals. *Public Management Review*, 19(4), 443–462.
- van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261.

- van Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. *Journal of Business and Psychology*, 26(3), 249–267.
- van Dierendonck, D., Stam, D., Boersma, P., de Windt, N., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *Leadership Quarterly*, 25(3), 544–562.
- van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior*, 25(4), 439–459.
- Van Vianen, A. E. M., Shien, C.-T., & Chuang, A. (2011). Person–organization and person–supervisor fits: Employee commitments in a Chinese context. *Journal of Organizational Behavior*, 32(1), 906–926.
- Vandewalle, D., van Dyne, L., & Kostova, T. (1995). Psychological Ownership: An empirical examination of its consequences. *Group & Organization Management*, 20(2), 210–226.
- Vansteenkiste, M., Niemiec, C. P., & Soenens, B. (2010). The development of the five mini-theories of self-determination theory: An historical overview, emerging trends, and future directions. *Advances in Motivation and Achievement*, 16A, 105–165.
- Vansteenkiste, M., & Ryan, R. M. (2013). On psychological growth and vulnerability: Basic psychological need satisfaction and need frustration as a unifying principle. *Journal of Psychotherapy Integration*, 23(3), 263–280.
- Venkatesh, V., Brown, S. A., & Bala, H. (2013). Bridging the Qualitative–Quantitative Divide: Guidelines for Conducting Mixed Methods Research in Information Systems. *MIS Quarterly*, 37(1), 21–54.
- Wagner, S. H., Parker, C. P., & Christiansen, N. D. (2003). Employees that think and act like owners: Effects of ownership beliefs and behaviors on organizational effectiveness. *Personnel Psychology*, 56(4), 847–871.
- Williams, L. J., Vandenberg, R. J., & Edwards, J. R. (2009). 12 Structural Equation Modeling in Management Research: A Guide for Improved Analysis. *Academy of Management Annals*, 3(1), 543–604.
- Wood, R., & Bandura, A. (1989). *Social Cognitive Theory of Organizational Management University of New South Wales*. 14(3), 361–384.
- Wright, B. E., Christensen, R. K., & Isett, K. R. (2013). Motivated to adapt? The role of public service motivation as employees face organizational change. *Public Administration Review*, 73(5), 738–747.
- Yildiz, B., Alpan, L., Ates, H., & Sezen, B. (2015). Determinants of Constructive Deviance: The Mediator Role of Psychological Ownership. *International Business Research*, 8(4), 107–121.

- Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European Journal of Education*, 48(2), 311–325.
- Zhang, H., Kwong Kwan, H., Everett, A. M., & Jian, Z. (2012). Servant leadership, organizational identification, and work-to-family enrichment: The moderating role of work climate for sharing family concerns. *Human Resource Management*, 51(5), 747–768.
- Zhao, H., Seibert, S. E., & Lumpkin, G. T. (2010). The relationship of personality to entrepreneurial intentions and performance: A meta-analytic review. *Journal of Management*, 36(2), 381–404.