



Antecedents of Creative Behavior in Saudi Arabia

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Abstract

Several studies have been conducted in recent years that examine creative behavior antecedents. However, psychological ownership rarely considers this factor. Creative behavior antecedents can help explain why people are motivated to engage in creative activities. Based on 232 private-sector employees surveyed by Google, this study uses quantitative questions from Saudi Arabia. The study aims to study the direct influence of person-organization fit on creative behavior and the indirect impact of person-organization fit and turnover intention on creative behavior through psychological ownership. It was found that the variables in the study were significantly related. The results show a positive relationship between person-organization fit and creative behavior. In addition, psychological ownership has a positive indirect effect on organizational fit and creative behavior, whereas psychological ownership has a positive direct effect on creative behavior. In contrast, psychological ownership was associated with a negative indirect relationship between turnover intentions and creative behavior. Based on the results, the study suggested improving employees' creative behavior.

Keywords: Person-Organization Fit, Turnover Intention, Creative Behavior, Psychological Ownership.

Introduction

Business and academic organizations have recently emphasized employees' creative behaviors more than in the previous century. The ability of employees to develop innovative ideas for improving products, services, and processes can contribute to an organization's competitive success (Amabile et al., 2005). Therefore, organizations must encourage and recognize their employees' creative behaviors and outcomes to differentiate themselves from their competitors in today's digitally transforming, competitive arena. Furthermore, using automated and intelligent machinery, such as robotic process automation, non-creative or routine employee activities can easily be replaced by automated or intelligent machinery. Therefore, discovering the factors responsible for nurturing creative behavior and their interrelationships has become essential to practitioners and researchers. The behavioral drivers of creativity, creative behavior, and creative performance have already been addressed in some recent studies (Dar & Rahman, 2020).

Psychological ownership of the organization, along with other possible antecedents, appears to be a critical component of employee behavior that leads to additional roles (Park et al., 2013), constructive behaviors (Yildiz et al., 2015), innovative behaviors (Liu et al., 2019), and creative behaviors (Gray et al., 2020). In order to understand the complex nature of their interrelationships, other possible behavioral antecedents of creativity must also be examined closely. These include employee perceptions, attitudes, and intentions. It may be possible to reduce this complexity by discovering a mediator to help bridge various antecedents with their consequences.

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Consequently, the findings of this study suggest that psychological ownership—the feeling of possessiveness and psychological ties to an organization (Pierce et al., 2001)—may also be related to other factors (e.g., employee perceptions and intentions) and employees' creative behavior. Sarac et al. (2014) indicate that perceptions of person-organization fit play an essential role in creating innovative behavior (i.e., employees' perceptions of how well their personal characteristics match or are compatible with the work environment; Kristof-Brown et al., 2005). In combination with psychological ownership, this sense of compatibility may influence employees' creativity at work. Additionally, there is evidence that some negative intentions may result in creative behavior beyond these possible positive interrelationships. Turnover intention, for example, indicates a critical tendency or willingness to leave the company and the current position. This suggests that more careful consideration should be given to the possible negative effects of turnover intention on an employee's sense of belonging to the organization and the motivation of that employee to develop creative solutions on behalf of the organization.

Despite recent empirical research demonstrating that some behavioral antecedents (such as employee perceptions, attitudes, and intentions) are directly associated with employees' creative behaviors, very few studies have uncovered complex relationships among these drivers. The study aims to understand the impact on employee creative behavior in Saudi Arabia because there is not enough study in this regard that has taken place in Saudi Arabia. Consequently, this study examines the impact of person–organization fit as a positive perception, turnover intention as a negative intention, and psychological ownership as a positive attitude on creative behavior within an integrated theoretical model. Moreover, psychological ownership mediates between personal organization fits, turnover intention, and creative behavior. Considering this, the paper is organized as follows: First, the conceptual framework and hypotheses are introduced. Then, following the research methodology explanation, the study results are presented. Finally, an overview of the conclusions and limitations is presented at the end of the paper.

Study Significance:

- The study aimed to investigate the antecedents of creative behavior.
- The study is significant since creative behavior antecedents explain why employees are motivated to engage in creative activities.
- The study also examined the direct influence of person-organization fit on creative behavior and the indirect impact of person-organization fit and turnover intention on creative behavior through psychological ownership.
- The study topic is significant and adds to the knowledge body of management studies.

Measurement Model

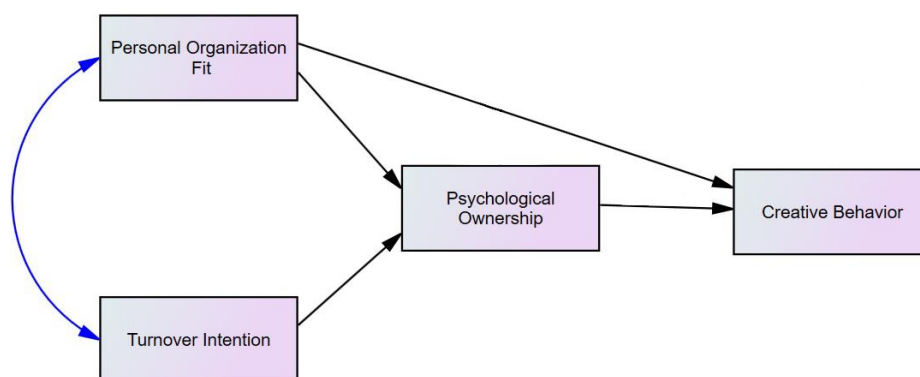


Fig. 1 Illustrates psychological ownership as a mediator between personal organization fits, turnover intention, and creative behavior.

Literature Review and Hypothesis Development

Relationship between personal-organizational fit and creative behavior.

The concept of P-O fit can be defined as a perceived agreement between the values of the organization and those of its employees (Chatman, 1989) or as the compatibility between an individual's characteristics and the characteristics of the workplace (Kristof-Brown et al., 2005). Siyal et al., 2020 suggest that employees' values, goals, and characteristics and their organizations reflect their integrity and identities. On the other hand, an individual's creative behavior refers to learning, doing, and achieving creative things (Zhang et al., 2021). A creative mind continuously devises new ideas for changing, disrupting, or even changing products, services, processes, and business models. Therefore, producing innovative and creative solutions has become essential to achieving organizational goals (Amabile et al., 2005; Alpkın & Gemici, 2016).

Firms differentiate themselves from competitors by incorporating new practices and ideas developed by their employees. The fit between an employee and the organization may generate mutual benefits when the organization meets the employee's needs, meets the organization's demands (Kristof, 1996). Furthermore, recent empirical findings are consistent with the assumption that employees' creativity will be influenced positively by the congruence between their values and those of their organization (Ouakouak & Ouedraogo, 2017; Sarac et al., 2014). Moreover, Suwanti et al. (2018) have found that employees who perceive their organization as compatible may use creative thinking and positive behaviors to reciprocate this perception.

As stated above, based on the social exchange theory, I assert that employees whose characteristics and values are compatible with those of their organization may reciprocally strive to develop creative ideas, designs, and solutions for the benefit of the organization and to exert all the necessary mental and physical effort to achieve these goals. Therefore, I propose the following hypothesis:

Hypothesis 1 (H1): Person-organization fit positively affects creative behavior.

Relationship between personal organization fit and psychological ownership.

Psychological ownership is a psychological process in which employees develop feelings of possession about and psychological ties to the organization they are working for (Dittmar, 1992; Pierce et al., 2001). For example, to Van Dyne and Pierce (2004), psychological ownership is characterized by a possessive feeling that an organization is "MINE" or "OURS."

An organization whose values are perceived as aligning with those of its employees appears to benefit significantly from its P-O fit in fostering this beneficial and valuable sense of ownership. Employee energy and loyalty may drop if there is a decline in people-organization fit due to value congruence between people and organizations (Eren et al., 2000); otherwise, organizational performance may drop (Ertosun et al., 2015). A positive relationship between psychological ownership and organizational fit is also demonstrated when employees' goals, needs, and interests align with the organization. This can lead to increased feelings of belonging, identification with, and possession of the organization. An organization's P-O fit can enhance employees' sense of belonging by improving their feeling of being insiders and making them feel that the organization is like their home. Han et al. (2015) argue that a good P-O fit makes employees feel part of something bigger.

Additionally, Yildiz & Alpkın (2015) propose that psychological ownership positively affects employee behavior by improving P-O fit between employees and organizations. Furthermore, according to a recent empirical study by Rahmayanti and Kurniawan (2020), the P-O fit positively correlates with organizational belonging and self-identity. As a result, the following hypothesis is proposed:

Hypothesis 2 (H2): Person-organization fit positively relates to psychological ownership.

Relationship between turnover intention and psychological ownership

Employee turnover intentions refer to the intention of the employee to leave the organization in which he or she is currently employed. Consequently, employees may disengage from their work environments, withdraw from their social networks, and look for other employment opportunities. It is not a decision but rather a cognition that may or may not lead to actual turnover (Halawi, 2014; Hill et al., 1977; Mobley et al., 1978; Verbruggen & van Emmerik, 2020). Several authors have extensively examined employee turnover intention's perceptual/attitudinal antecedents and behavioral consequences (Griffeth et al., 2000; Qiu et al., 2015; Wong & Cheng, 2020). The negative relationship between employee positive attitudes, such as satisfaction, commitment, and engagement, and their intention to quit has been identified as a general phenomenon (McCarthy et al., 2020).

However, few studies have examined the impact of turnover intention on employee attitudes. There is evidence that turnover intention is associated with lower levels of employee engagement at work, according to Xiong and Wen (2020). It is still necessary to conduct further research to determine its attitudinal consequences. As well, Verbruggen and van Emmerik (2020) highlight the psychological disengagement process initiated by turnover cognitions by citing the study by Burriss et al. (2008) that refers to this process as "quitting before leaving" while noting that the converse is also valid since Avey et al. (2009) found that psychological ownership was positively correlated with an organization's intention to remain.

Therefore, quitting or looking for a new job outside the organization weakens the employee's psychological bonds and possessive feelings. Therefore, based on the above discussion, I assert that employees with no intention of remaining at their current organization cannot maintain psychological ownership. Accordingly, I hypothesize the following:

Hypothesis 3 (H3): The relationship between turnover intention and psychological ownership is negatively related.

The relationship between psychological ownership and creative behavior.

In an earlier study that examined the consequences of psychological ownership, According to Vandewalle et al. (1995), psychological ownership strongly correlates with behavior outside the role rather than role behavior. The sense of possession from an emotional attachment to an organization can also result in affect-driven positive behaviors and better performance (Kim & Beehr, 2017; Van Dyne & Pierce, 2004). In addition to behavioral antecedents such as traits, feelings, perceptions, attitudes, and intentions, behavioral antecedents may also influence employees' creative behavior. Organizational behavior establishes that positive employee perceptions, attitudes, and choices result in positive employee behavior.

The social exchange theory of Blau (1964) suggests that employees who receive positive input from their organizational surroundings will reciprocate. Employees who perceive that the organization supports them will likely respond accordingly (e.g., work hard, perform extra duties, etc.); in other words, they will reciprocate (Mearns & Reader, 2008; Saks, 2006). The research on employee creativity has primarily focused on the individual and organizational drivers of creative behavior. According to George and Zhou (2001), organizational mechanisms can facilitate creative behavior at work if individual traits are supported. Recent research has also explored psychological ownership concerning entrepreneurial and innovative behavior, among other positive behavioral outcomes. Sieger et al. (2013) and Mustafa et al. (2016) found that employee entrepreneurial behaviors are triggered by psychological ownership. Furthermore, Chung and Moon (2011) have found that employees who feel ownership are more innovative and can implement unique work processes. By doing so, the organization becomes more effective. Furthermore, Liu et al. (2019) indicate that this attitude motivates employees to promote innovative behavior to nurture, advance, and protect the organization, which has become a significant component of their lives.

As another way of describing psychological ownership, it may also be described as self-investment in an organization. "Investing in a target of ownership involves investing your ideas, time, effort, and creative juices into the target" (Pierce & Peck, 2018). Also, Sieger et al. (2013) claim that psychological owners feel in control, which is associated with innovative traits and creative ability. The results of a recent study by Yoon et al. (2020) indicate that individuals with a greater sense of psychological ownership in the workplace are more likely to produce creative results.

Moreover, employees are motivated to innovate when they perceive themselves as psychologically owned by an organization. Therefore, I ensure that employees who feel they are part of their organization will be creative. Therefore, I have a hypothesis following:

Hypothesis 4 (H4): The relationship between psychological ownership and creative behavior is positively affected.

Personal-organizational fit and creative behavior are mediated by psychological ownership.

Several studies have investigated psychological ownership as a potential mediator between job involvement and innovation. In Yildiz et al. (2015), psychological ownership mediates the positive relationship between person-organization fit and constructive deviant behavior at work. Ibrahim (2016) also suggests that psychological ownership may contribute to management and justice perceptions of organizational social responsibility behaviors.

According to Karwowski and Beghetto (2019), creative behavior and talent potential are positively correlated and mediated by creativity confidence and moderated by perceived creativity value. According to many studies conducted at the corporate level, employees can develop innovative ideas and devise unique solutions at work by utilizing factors such as corporate cohesiveness, leadership support, distribution of power, and risk-taking (Hunter et al., 2005; Moghimi & Subramaniam, 2013; Naz et al., 2020). Therefore, employees with higher levels of psychological ownership are more likely to feel as if they have a responsibility for protecting, promoting, and enhancing their respective organizations. Previous studies have associated this with positive attitudes and behaviors (e.g., job satisfaction, commitment to the organization, organizational citizenship behaviors, etc.) that lead to organizational success (Wiggins, 2018). In Afsar and Badir (2016), psychological mechanisms that influence employee engagement in developing and implementing new and innovative ideas have been argued to be influenced by perceived congruence between the employee's values and those of the organization. Therefore, psychological ownership is also examined to examine the relationship between person-organization fit and creative employee behaviors. In addition to the mediation role of psychological ownership in facilitating positive perceptions (e.g., person-job fit, etc.), the relationship between constructive and innovative behaviors is also explored.

Hypothesis 5 (H5): Psychological ownership mediates the relationship between person-organization fit and creative behavior.

A mediator between turnover intentions and creativity behavior is psychological ownership.

An attitude can serve as a mechanism through which emotions, perceptions, and characteristics are translated into behaviors. Alternatively, employees' attitudes may cause them to behave positively or negatively (Yildiz et al., 2015). Further, based on social exchange theories and planned behavior theories, as well as the discussions above, employees may develop an ownership attitude towards an organization reciprocally if they perceive their characteristics, values, and goals to be compatible with those of the organization. Due to this ownership attitude, The organization will benefit from creative efforts and behaviors. It is also hypothesized that psychological ownership negatively correlates with imagination and turnover intention

since the former has been hypothesized to be negatively linked to creativity behavior. In addition, psychological ownership may be an essential factor in mediating the effects of withdrawal evaluations on employees who intend to leave the company since emotional disengagement may automatically demotivate such employees to continue to work on creative projects.

This study aims to identify the complex factors that may drive employees’ creative behavior. It is possible to view the study’s person–organization fit as an appropriate positive employee perception that facilitates the development of this constructive behavior. As opposed to turnover intention, turnover intent may be viewed as a negative employee intent that inhibits this behavior. Accordingly, I hypothesize the following:

Hypothesis 6 (H6): A direct relationship exists between turnover intention and creative behavior mediated by psychological ownership.

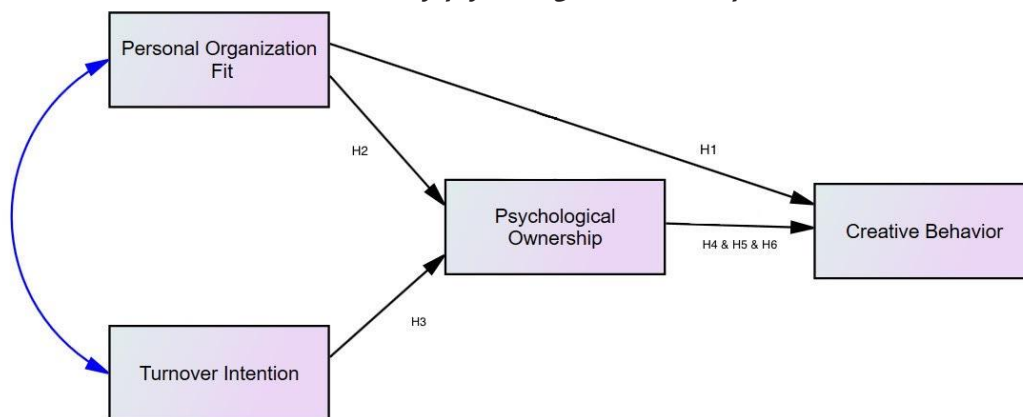


Fig. 2 Relationships hypothesized in the theoretical model.

Methodology

Sample

My sample is employees who work in the privet-sector in Saudi Arabia. Overall, 232 individuals participated in the study, of which 46.1% were females and 53.9% were males. For the older age group, 3.4% are more than 50 years old, 15.5% from 40 to 50 years old, 46.6% from 30 to 40 years old, 34.1 from 20 to 30 years old, and only .4% of their age is less than 20 years old. There were 19.8 participants with more than 15 years of experience. In addition, 31% of employees had 7 to 15 years of experience, 30.2 with 3 to 7 years of experience, and 19% with less than three years of experience.

As can be seen in Index,

Data Collection

Data were collected in this study by adopting the measurement used in previous studies through a questionnaire. The questionnaire consisted of 5 sections, including a demographic data section. The questionnaire was completed using Google Forms. The questionnaire was distributed through LinkedIn, WhatsApp, and Twitter to participants, and it was distributed in person as well. The results were stored on a secure server and analyzed through statistical software.

Measures

Several survey items were developed based on well-established and validated measures in the related literature. In addition, they were evaluated on a 5-point Likert scale, with a range of strongly agree (5) to strongly disagree (1).

Person–Organization fit. As part of the survey, all items to measure P-O fit were taken from Mohammed (2023), except three items that do not reflect Saudi Arabia’s work environment. As an example of the items used (“This organization encourages and rewards loyalty”; “This organization offers long-term employment security”).

Turnover intention. To measure turnover intention, I used the three-item scale from Sjöberg, A., & Sverke, M. (2000). The items (“I am actively looking for other jobs”; “I feel that I could leave this job”; “If I was a free to choose, I would leave this job”).

Psychological ownership. In order to assess organizational psychological ownership, Van Dyne and Pierce (2004) developed a seven-item scale. Examples are as follows: “Most people working for this organization feel like they own the company,” and I included, “It is hard for me to think about this organization as MY OWN” (reversed on the scale). In addition, for the measurement, instead of the seven-point scale used by the authors, I used a 5-point Likert scale to correlate with the other scales in the research.

Creative behavior. In order to measure creative behaviors, the scale I used, Rice, G (2006) nine-item scale. Such as, (“ My boss feels that I am creative in my job”; “I try to be creative as I can in my job”)

Data Analysis

An analysis of this study was performed using Statistical Packages for the Social Sciences (SPSS) in order to determine the correlation between variables, the reliability of each variable, and other statistical data. In addition, this study employed the AMOS program for drawing a model of the variables, which was then used to test the model’s quality.

Result

Descriptive Frequencies:

Table 1 illustrates the respondents’ Demographic Variables, including gender, age, and experience of participants.

Table 1- Demographic Variables

	Gender	Frequency	Percent
Valid	Male	125	53.9
	Female	107	46.1
	Total	232	100
	Age	Frequency	Percent
Valid	Less than 20 years old	1	.4
	From 20 to 30 years old	79	34.1
	From 30 to 40 years old	108	46.6
	From 40 to 50 years old	36	15.5
	More than 50 years old	8	3.4
	Total	232	100
	Experience	Frequency	Percent
Valid	Less than 3 years	44	19.0
	From 3 to 7 years	70	30.2
	From 7 to 15 years	72	31.0
	More than 15 years	46	19.8
	Total	232	100

Descriptive Statistics

Table 2 illustrates the descriptive statistics of the studied variables, including the minimum and maximum scores, mean, and standard deviation. In the table, psychological ownership had the lowest mean of 2.6, and creative behavior had the highest mean of 3.9. this means that psychological ownership was appropriate in the sample, but that it needs to be improved. Finally, in Table 3, the correlation between variables is demonstrated.

Table 2- Descriptive Statistics

	Minimum	Maximum	μ	SD
POF	1.0	5.0	3.6	.9
TI	1.0	5.0	3.5	1.1
PO	1.0	5.0	2.6	1.0
CR	1.0	5.0	3.9	.6

POF, Personal-Organization Fit; TI, Turnover Intention; PO, Psychological Ownership; CB, Creative Behavior; μ, Mean; SD, Standard Deviation

Correlation between the variables

Person-Organization Fit and Turnover Intention

A correlation test utilized Person-Organization Fit and Turnover Intention were correlated, and the result of the correlation test was negative ($r=-.322$, $p < .001$).

Person-Organization Fit and Psychological Ownership

A correlation test utilized Person-Organization Fit and Psychological Ownership were correlated, and the result of the correlation test was positive ($r=.432, p < .001$).

Person-Organization Fit and Creative Behavior

A correlation test utilized Person-Organization Fit and Creative Behavior correlated, and the result of the correlation test was positive ($r=.378, p < .001$).

Turnover Intention and Psychological Ownership

A correlation test utilized Turnover Intention and Psychological Ownership were correlated, and the result of the correlation test was negative ($r=-.427, p < .001$).

Psychological Ownership and Creative Behavior

A correlation test utilized Psychological Ownership and Creative Behavior were correlated, and the result of the correlation test was positive ($r=.375, p < .001$).

The Reliability Test

The reliability test has illustrated each scale by using SPSS. As shown for the personal-organization fit had $\alpha = .886$, which means very reliable in this study, as same as turnover intention had $\alpha = .825$. where psychological ownership had $\alpha = .786$ which considered reliable and creativity behavior had $\alpha = .761$.

Research Model Fit Using Path Analysis

Path analysis was utilized to check the study's hypotheses, which resulted in the default model being the perfect fit for the best fit. Fit indices from the default model [$\chi^2 = .006, P=.936, \chi^2/df=.006, RMSEA=.000, CFI=1.000, GFI=1.000, AGFI=1.000, \text{ and } NFI=1.000$].

Path Coefficients in Default Model

Based on the path coefficients in the table below, psychological ownership and creative behavior positively affect personal organization fit, for turnover intention had a negative total effect with all variables, and psychological ownership had a positive total effect with all variables.

Table 3 Summary of Correlations on the Person-Organization Fit, Turnover Intention, Psychological Ownership, and Creative Behavior.

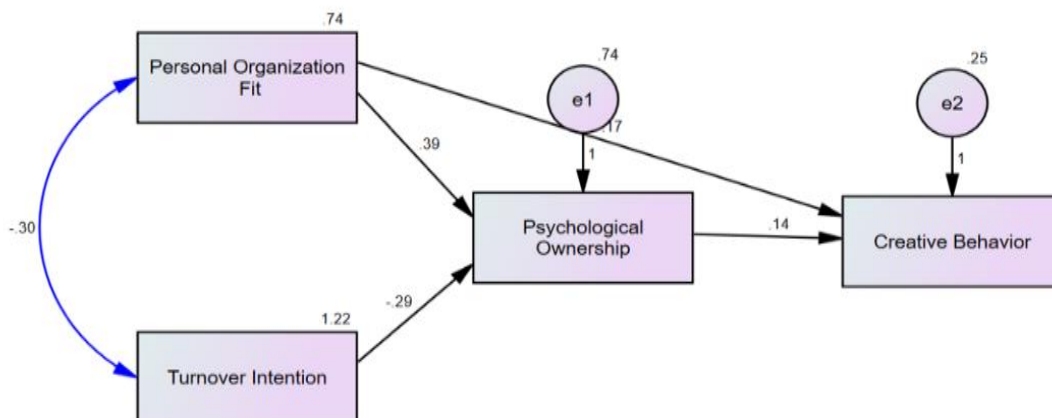
Correlations			
Variable	PO	TI	POF
CB	.375**	-.201**	.378**
PO		-.427**	.432**
TI			-.322**
POF			

CB, Creative Behavior; PO, Psychological Ownership; TI, Turnover Intention; POF, Personal-Organization Fit **. Correlation is significant at the 0.01 level (2-tailed).

Table 4: Reliability test.

Scale	α	σ^2	N
POF	.886	89.4	11
TI	.825	11.0	3
PO	.786	9.2	3
CR	.761	19.9	8

POF, Personal-Organization Fit; TI, Turnover Intention; PO, Psychological Ownership; CB, Creative Behavior; α , Cronbach's Alpha; s^2 , Variance; N, Number of Items



Findings:

- The study findings indicated that the variables were significantly related and that there is a positive relationship between person-organization fit and creative behavior.
- The findings also indicated that psychological ownership positively affects organizational fit and creative behavior.
- In contrast, psychological ownership was associated with a negative indirect relationship between turnover intentions and creative behavior. Based on the results, the study suggested improving employees' creative behavior, and the study findings support the study hypotheses.

Table 5 The Fit Indices of the Default Model

Model	χ^2	df	χ^2/df	RMSEA	CFI	AGFI	NFI
Default model	.006	1	.006	.000	1.000	1.000	1.000

RMSEA, Root Mean Square Error of Approximation; CFI, Comparative Fit Index; GFI, Goodness-of-fit; AGFI: Adjusted goodness-of-fit; NFI, Normed-fit index

Table 6 Standardized Direct, Indirect, and Total Effects in the Default Model

Variables	POF			TI			PO		
	D.E.	I.E.	T.E.	D.E.	I.E.	T.E.	D.E.	I.E.	T.E.
PO	.388	.000	.388	-.294	.000	-.294	.000	.000	.000
CB	.172	.056	.228	.000	-.042	-.042	.144	.000	.144

POF, Personal-Organization Fit; TI, Turnover Intention; PO, Psychological Ownership; CB, Creative Behavior; D.E., Direct Effect; I. E., Indirect Effect; T. E., Total Effect.

Discussion

This study investigates psychological ownership as a mediator between personal organization fits and turnover intention and its influence on creative behavior.

According to the result, the first hypothesis (H1) assumes that personal organization fit positively affects creative behavior. The results support the findings of some studies, such as Kristof (1996), who claimed that when an organization meets the needs and demands of its employees, both parties' benefit is likely to result. As a result, Suwanti et al. (2018) discovered that employees whose organizations are perceived as being compatible were more likely to exhibit positive behaviors and creative thinking. This result means that when the employee feels that their value is similar to the organization, they will be able to be more creative and get new ideas.

According to the result, the second hypothesis (H2) relating to personal organization fit positively relates to psychological ownership. An empirical study by Rahmayanti and Kurniawan (2020) found that personal organization fit is positively associated with organizational belonging and self-identity. Moreover, Yildiz & Alpkın (2015) contend that psychological ownership influences employee behavior by improving the fit between employees and organizations. This result means that when employee feel that their value and identity is the same as their organization, they will be a positive increase to feel that they own the organization and do their job as if it is their business.

According to the data, it is confirmed that the third hypothesis (H3): turnover intentions are negatively related to psychological ownership. Verbruggen and van Emmerik (2020) highlight the cognitive disengagement process initiated by turnover cognitions by citing the study by Burriss et al. (2008) that refers to this process as "quitting before leaving" while noting that the converse is also valid since Avey et al. (2009) found that psychological ownership was positively correlated with organization intention to remain. This result means that when employees feel like leaving their organization, they will not feel they own it. Therefore, they will only do their job if it is their business.

According to the result, the fourth hypothesis (H4) is that psychological ownership positively affects creative behavior. According to Yoon et al. (2020), individuals with higher psychological ownership are more likely to develop innovative ideas. I would like to point out that Sieger et al. (2013) say that psychological owners perceive themselves as empowered, which is associated with creativity and innovation. This

result means that employees who feel they own the business will try to bring new ideas to succeed. This is because they feel that when the organization, succeed they succeed too.

According to the results, the fifth hypothesis (H5) proposes that psychological ownership mediates the relation between personal-organization fit and creative behavior. According to Yildiz et al. (2015), psychological ownership is responsible for mediating the positive relationship between an employee's person-organization fit and constructive deviance at work. In addition, Afsar and Badir (2016) argue that cognitive mechanisms that influence employee engagement may also be affected by the perception of congruence between an employee's and the organization's values. As a result, employees who enjoy the same level of demand and weight as the organization will always be able to contribute creative ideas since they feel they are part of the company.

According to the results, the sixth hypothesis (H6), psychological ownership, moderates the link between turnover intention and creative behavior. It has been argued that attitudes can serve as a mechanism through which perceptions, feelings, and traits are translated into behaviors. Alternatively, employees' attitudes may cause them to behave positively or negatively (Yildiz et al., 2015). This result means that employees who feel that they do not own the business will seek another job and retain their time to bring new ideas for the work they tend to leave.

Theoretical Implications

An empirical study was conducted in Saudi Arabia to (1) determine whether organizational fit and turnover intention influence psychological ownership and creative behavior among employees and (2) test whether psychological ownership plays a mediating role within these complex relationships to support all the related hypotheses. Positive correlations were observed between employee psychological ownership, personal-organizational fit, and creative employee behavior. Per Blau's (1964) theory of social exchange, employees reciprocate positive input from their employers by exhibiting positive attitudes and behaviors. Previous studies also showed similar results (Chatman, 1989; Hoffman & Woehr, 2006). Additionally, the turnover intention was negatively related to psychological ownership. Further research is needed to understand turnover intention's impact on attitudes and behaviors.

According to the study, turnover cognitions impede employees from taking ownership of their organizations and presenting creative solutions to the organization. However, psychological ownership is positively related to creative behavior. Furthermore, these findings add to a growing body of research concerning attitudes influencing creativity and innovation (e.g., Liu et al., 2019; Pierce & Peck, 2018; Yoon et al., 2020).

One of the most significant contributions of this study is the confirmation of psychological ownership's role as a mediating factor. Therefore, there is a relationship between the dependent variable and the two antecedents. To put it another way, psychological ownership mediates the relationship between employee turnover intentions and Personal-Organization Fit. By discovering this critical bridging attitude, companies can better understand the interrelationships between perceptions, preferences, and behaviors. Employees must also be loyal to the organization to be creative. It is important to note that this applies even if they consider themselves a good fit with the organization.

Despite this, a detrimental consequence would be a decline in their sense of ownership, discouraging them from being creative, and having employees feel psychological ownership benefits companies and managers. This attitude can be further influenced by increasing their perception of belonging to their employer and their intention of remaining with them. In this way, psychological ownership can filter the adverse effects turnover intentions may have on employee creativity. This will allow person-organization fit to affect employee creativity positively.

Limitations & Further Research Implications

The study had a significant result for all the measurements. As a limitation, the model did not include a direct link between Turnover Intentions and Creative Behaviors. For future researchers, it will be better to focus on this relationship. Secondly, the research had taken the measurements on time in the year. I suggest taking multiple times for the same participants to see if there are any differences in their responses. Thirdly, the research has focused on the private sector and compared two different private sectors or a private sector with a general sector to have a precise result.

Conclusion

The findings of this study suggest that psychological ownership is a crucial and bridging factor for employee creativity. Although person-organization fit and turnover intention may affect this behavior positively or negatively, encouraging psychological ownership attitudes may be more effective. This is especially true in organizations that value creativity and innovation. By fostering an environment that encourages psychological ownership, organizations can increase creative behavior among their employees.

This can lead to increased productivity, creativity, and innovation. This is done by stimulating employees' ownership feelings. When employees claim ownership, they tend to be more creative. Organizations must provide employees with motivation and autonomy to consider their workplace a second home. To promote psychological ownership, managers must create a positive organizational environment. To achieve creative success, they should translate their positive understanding of belonging and staying into action. This will create an atmosphere of trust and understanding between the managers and employees, further strengthening their relationship and fostering collaboration and creativity. Employees should also be encouraged to take the initiative and develop their skills to develop innovative ideas.

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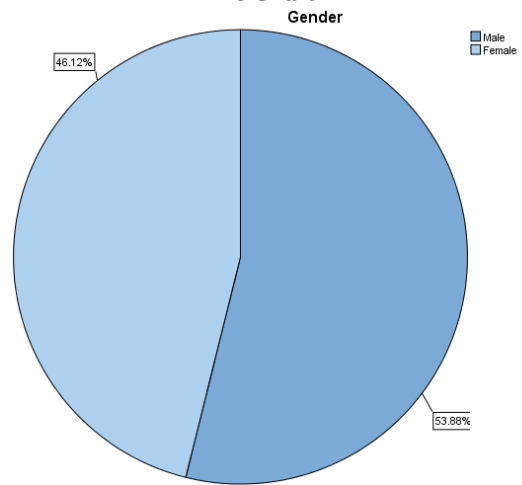
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Index

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	125	53.9	53.9	53.9
	Female	107	46.1	46.1	100.0
	Total	232	100.0	100.0	

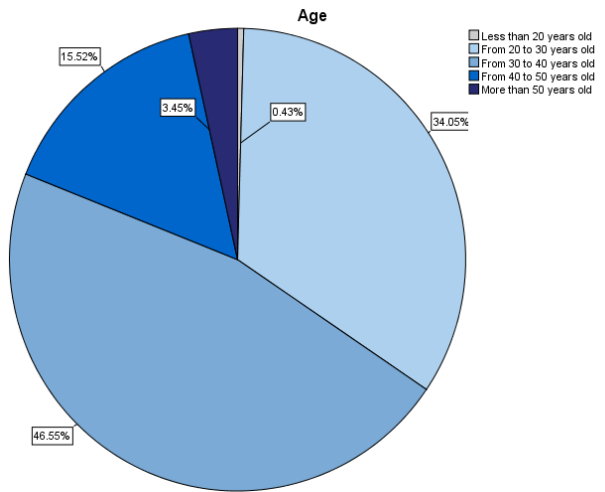
Pie Chart



Frequency Table

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 years old	1	.4	.4	.4
	From 20 to 30 years old	79	34.1	34.1	34.5
	From 30 to 40 years old	108	46.6	46.6	81.0
	From 40 to 50 years old	36	15.5	15.5	96.6
	More than 50 years old	8	3.4	3.4	100.0
Total		232	100.0	100.0	

Pie Chart



Frequency Table

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	44	19.0	19.0	19.0
	From 3 to 7 years	70	30.2	30.2	49.1
	From 7 to 15 years	72	31.0	31.0	80.2
	More than 15 years	46	19.8	19.8	100.0
Total		232	100.0	100.0	

Pie Chart

