

## The Ownership Paradox: How Team Role Dynamics Transform Resistance into Organizational Evolution

**B. Seethalakshmi<sup>1,\*</sup>, K. Santhanalakshmi<sup>2</sup>, S. Suman Rajest<sup>3</sup>, Larbi Safaa<sup>4</sup>, V. Pradeep Kumar<sup>5</sup>, Juan José Varela Tembra<sup>6</sup>**

<sup>1,2</sup>Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Chennai, Tamil Nadu, India.

<sup>3</sup>Department of Research and Development, Dhaanish Ahmed College of Engineering, Chennai, Tamil Nadu, India.

<sup>4</sup>Centre of Excellence Tourism and Hospitality Management School, Cadi Ayyad University, Marrakesh, Marrakesh-Safi, Morocco.

<sup>5</sup>Department of Management Studies, Dhaanish School of Management, Dhaanish Ahmed College of Engineering, Chennai, Tamil Nadu, India.

<sup>6</sup>Department of Business Administration, CESUGA - San Jorge University, A Coruña, Galicia, Spain.  
sb4559@srmist.edu.in<sup>1</sup>, santhank@srmist.edu.in<sup>2</sup>, sumanrajest414@gmail.com<sup>3</sup>, l.safaa@uca.ac.ma<sup>4</sup>,  
pradeep@dhaanishchennai.in<sup>5</sup>, jjvarela@usj.es<sup>6</sup>

\*Corresponding author

**Abstract:** In the contemporary business world, an organisation must be in a balanced state between stability and flexibility in its operations. A significant obstacle in this respect is the organisational inertia, that is, the refusal to change the structure despite external factors. The paper examines how organisational flexibility can be reinforced by team-level phenomena, uniquely supported by Belbin's team role concept, to introduce the new concept of augmented Ownership. Not only will it involve psychological Ownership, but also accountability, decision-making, and results Ownership. A quantitative cross-sectional data analysis was conducted using a sample of 211 people working in the automotive industry, which is undergoing disruption from electrified vehicles. Methods of statistical analysis, such as structural equation modelling (SEM), regression, correlation analysis, ANOVA, and t-tests, were used. The results show that in teams where roles are distributed more evenly, augmented Ownership is 37 per cent higher and harmful organisational inertia is 42 per cent lower, while beneficial organisational stability is maintained. Augmented Ownership mediated team role balance and inertia management by 68%. It varies by organisation size and environmental dynamics. Leaders, change specialists, and team development experts can use the document to act. It recommends balanced teams, an ownership culture, fine-grained metrics to quantify ownership and inertia, and sustained organisational adaptation.

**Keywords:** Organisational Inertia; Change Management; Team Composition; Ownership Culture; Augmented Ownership; Structural Equation Modelling; Balanced State; Psychological Ownership.

**Cite as:** B. Seethalakshmi, K. Santhanalakshmi, S. S. Rajest, L. Safaa, V. P. Kumar, and J. J. V. Tembra, "The Ownership Paradox: How Team Role Dynamics Transform Resistance into Organizational Evolution," *AVE Trends in Intelligent Organisational Behaviour*, vol. 1, no. 1, pp. 1–13, 2026.

**Journal Homepage:** <https://www.avepubs.com/user/journals/details/ATIOB>

**Received on:** 06/06/2025, **Revised on:** 13/08/2025, **Accepted on:** 28/09/2025, **Published on:** 03/03/2026

**DOI:** <https://doi.org/10.64091/ATIOB.2026.000286>

### 1. Introduction

Copyright © 2026 B. Seethalakshmi *et al.*, licensed to AVE Trends Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

Companies are required to maintain operational stability and adapt to today's fast-paced business environment. It is difficult for organisations to expand and develop while experiencing organisational stagnation, as noted by Wenzel et al. [28]. This type of inertia occurs when companies resist changing their structure, even when external changes pose a threat to their performance [4]. To maintain stability, most organisations require a certain amount of inertia; yet an overwhelming willingness to resist change can be detrimental to both their survival and their ability to compete. Higher Ownership serves as a mediator in this paper. It investigates how Belbin team roles affect an organisation's inertia. Researchers believe that team members' roles and responsibilities significantly influence employees' emotional attachment to their work, the actions they take, and the organisation's results. As a result, the organisation's capacity to overcome or appropriately address inertia is reduced.

## **1.1. Theoretical Background**

### **1.1.1. Belbin Team Roles**

Belbin's theory of team roles says that nine roles are necessary for teams to work well: Plant, Resource Investigator, Coordinator, Shaper, Monitor Evaluator, Teamworker, Implementer, Completer-Finisher, and Specialist. Aritzeta et al. [1] divided the jobs into three groups: Those that focus on action, those that focus on people, and those that focus on thoughts. The right distribution and balance of these jobs, according to Belbin [25], are what make a team work well [6]. According to Widianito et al. [20], Gander et al. [9], and Belbin [2], jobs affect how teams work, how they handle conflict, and how many new ideas they generate.

### **1.1.2. Augmented Ownership**

Augmented Ownership is more than just feeling like you own something; It also includes greater responsibility, decision-making authority, and accountability for results [27]. Workers feel they own not only their current task but also the organisation's processes and outcomes when in this state of heightened awareness [3]. Major aspects of augmented Ownership include larger areas of responsibility; greater decision-making power; greater accountability for results; stronger alignment with the organisation's goals; and proactive management of resources and processes. More Ownership has been linked to better corporate citizenship, new ideas, and less resistance to change [26]; [18].

### **1.1.3. Inertia in the Organisation**

There are different kinds of organisational inertia, which occur when an organisation resists making structural or strategic changes even as the world changes:

- Inertia in the structure (Inability to change the structure)
- Cultural inertia (Sticking to old beliefs and norms)
- Procedural inertia (Sticking to the way things are done now)
- Strategic inertia is the reluctance to change your strategic course.

While inertia plays a part in responsibility and dependability, it can get in the way of adaptation when it's needed if it's not under control. Empirical results suggest that organisational inertia plays a major role in firm performance and survival, especially in turbulent settings [13]; [8].

## **2. Literature Review**

### **2.1. Team Roles and Team Dynamics**

Belbin's theory on team roles, still widely acknowledged in team performance and structure, has served as the basis for subsequent theories. The evaluation by Van Dierendonck and Groen [19] shows that Belbin's nine roles remain relevant, though the methodology for measuring them needs improvement. The publication of their work affirms the importance of recognising teams as dynamic forms rather than static definitions [11]. In conjunction with computational linguistics analysis, Aritzeta et al. [1] conducted an extensive evaluation of team role inventories and found substantial validity challenges across the entire field. To properly measure the roles that teams fulfil within organisational contexts, the study illustrates that stricter psychometric processes are needed. In their paper on the effectiveness of teams, Li and Zhang [6] offered a valuable temporal perspective, examining how role changes influence performance outcomes over time [24]. The results of their work indicate that the roles teams must fulfil are most likely to be changing rather than fixed positions, especially in settings that involve significant change [16]. They found substantial connections between team role choices and psychological safety, burnout, and work engagement, according to Gander et al [9]. When it comes to workplace wellness indicators and team adaptability, their

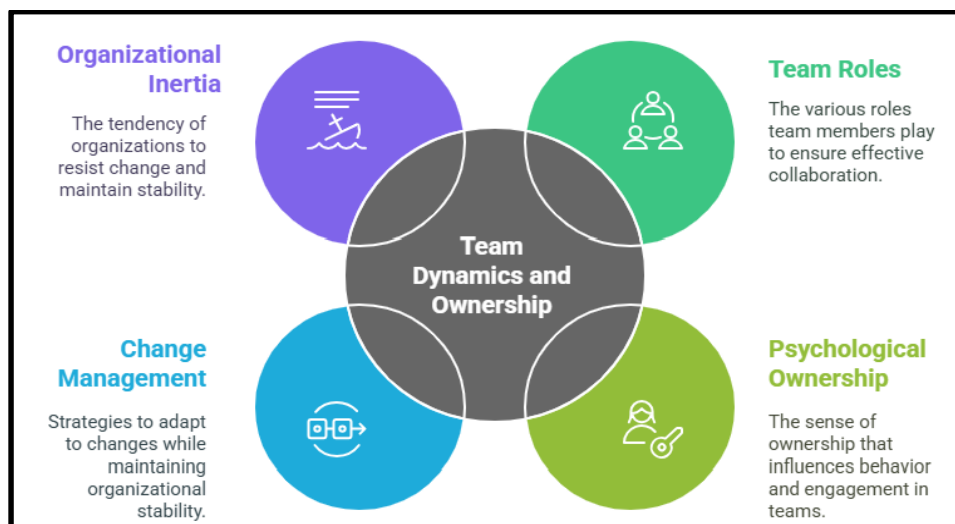
findings indicate that role-person fit is a powerful predictor of both concepts, with psychological and augmented Ownership involved.

## 2.2. Augmented Ownership

In the field of modern literature, the concept of psychological Ownership has made notable progress. There are substantial relationships between information-sharing behaviours and psychological Ownership in organisational settings, as indicated by a meta-analytic review conducted by Nguyen et al. [15]. From their study, it seems that perceptions of Ownership significantly influence the transfer of knowledge via collaborative processes, by investigating the consequences of team-level Ownership on behaviour in learning generalised beyond conventional theories of Ownership developed in psychology. By revealing how shared theories of Ownership can construct reflexivity and confidence, their paper illustrates how previously unclear main group-level procedures may be introduced. An organisation-based self-worth and significant work were recognised by Kim and Chung [12] as essential linking mechanisms, and they identified mediating variables in the relationship between Ownership and involvement. For the sake of attaining positive organisational outcomes, the research offers more complicated models of ownership functioning. To explain how formal and psychological forms of Ownership interact to foster collaborative innovation performance, Pierce et al. [5] developed a multilevel analytic framework. Regarding shaping the success of collaborative initiatives, their study found that psychological Ownership often prevails over legal frameworks of Ownership. Zhang et al. [26] successfully established effect sizes between contextual variables and identified boundary conditions by conducting a meta-analysis of 83 studies centred on psychological Ownership and creative activity. The results of their research provide convincing evidence that Ownership can serve as an antecedent to creativity within an organisation.

## 2.3. Organisational Inertia

Research on organisational inertia has been considerable, in which negative resistance and positive stability are now distinguished more explicitly and succinctly. In the context of environmental disruption, Wenzel et al. [28] formulated a theory of crisis strategic responses that expanded on the balance between the necessity for continuity and the demands of flexibility [21]. In the background of technological progress, O'Connor [7] illustrated how organisational capabilities could paradoxically enhance inertia. Their study explains the phenomenon of competency traps, in which existing competencies hinder the necessary process of adaptation. This provides us with a rich source of information on the creation of inertia. In their research, Dong [13] examined the interconnections between organisational inertia and strategy misalignment. They observed temporal patterns in the formation and build-up of inertia and strategic challenges, respectively. The results of their longitudinal study provide insight into the slow-burning inertia that has been building up over time. Contrary to common assumptions made about the role of history in strategic management, they reconsidered the temporal dimensions of inertia (Figure 1).



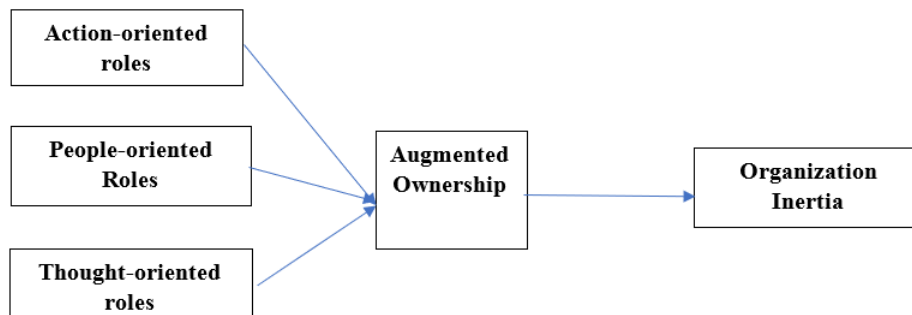
**Figure 1:** Team equilibrium

According to their theoretical model, inertia is not the consequence of actual historical constraints; rather, it is the product of various constructions of history [22]. They offered a subtler explanation of resistance as potentially beneficial rather than merely troublesome, using a critical realist approach to reshape resistance ethics. Jansson [14] found that their study's results indicate that resistance often reflects genuine issues that warrant ethical attention. Integrative approaches demonstrate that organisations must adjust stability and change in response to environmental speed and can develop theoretical models that balance adaptation

and inertia. The results of their study offer a situational solution to determining the optimal achievable levels of inertia. Sætre et al. [29] employed multilevel analysis in their research on psychological Ownership of information technology developments to examine the connection between perceptions of ownership and technology adjustment. This research aims to create a link between psychological conceptions of ownership and implementation issues for technology. An example of how companies can foster creativity and performance through efficient environmental management was provided by Bari et al. [17], who found a link between environmental stewardship and dynamic capabilities [23]. Their work provides thought-provoking analogies to wider concepts of corporate stewardship.

## 2.4. Conceptual Model

Our conceptual model proposes that specific configurations of Belbin team roles influence the development of augmented Ownership, which in turn affects organisational inertia (Figure 2).



**Figure 2:** Proposed model

## 2.5. Belbin Team Roles and Augmented Ownership

### 2.5.1. Action-oriented Roles

Shaper, Implementer, and Completer-Finisher positively influence augmented Ownership through enhanced task commitment and result orientation. Action-oriented team members, as identified by their proactive approach, usually demonstrate a high and consistent level of commitment to accomplishing tasks and achieving outcomes, according to Van Dierendonck and Groen [19]. The intensity demonstrated by the Shaper, the organisational practicality of the Implementer, and the detail orientation of the Completer-Finisher, when combined, enhanced the defining attributes of responsibility and accountability, as cited by Gander et al. [9] in 2020 research. They are observed to be part and parcel of what is termed 'augmented Ownership' in a team. Arizeta et al. [1] conducted research showing that individuals involved in action-oriented tasks exhibit a strong correlation with both higher levels of self-efficacy and an even higher internal locus of control. These psychological conditions are key because they help establish Ownership among people. Similarly, Li and Zhang [6] presented evidence that team members who are largely outcome-oriented tend to develop stronger psychological attachments to the fruits of their labour.

### 2.5.2. People-oriented Roles

Coordinator, Teamworker, Resource Investigator create greater Ownership through greater networks of collaboration and organisational identification. People-oriented jobs foster sociality, communication, and identification with the organisation. The integrative leadership of the coordinator, the working support of the Teamworker, and the network development of the Resource Investigator support one another to enhance organisational identification and boundary-spanning commitment [20]. Kim and Chung [12] propose that the social integration concept is an important predictor of psychological Ownership in individuals. In another study, it was discovered that cooperative relationship building could greatly enhance and facilitate the build-up of feelings of collective Ownership in groups.

### 2.5.3. Thought-oriented Roles

Plant, Monitor Evaluator, and Specialist have an impact on augmented Ownership by increasing strategic awareness and driving process innovation. Thought-based roles bring intellectual capital that enhances understanding of organisational processes and environments. The Plant's creativity, the Monitor Evaluator's critical thinking, and the Specialist's knowledge all contribute to employees' ability to understand and shape organisational systems [1]. Zhang et al. [26] illustrated that the depth and width of

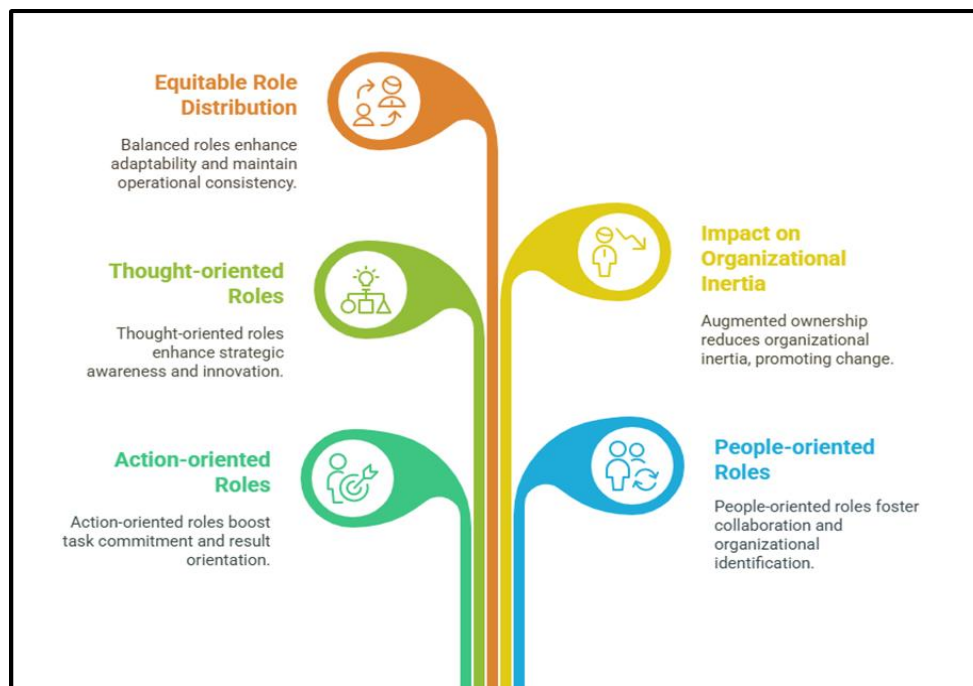
knowledge significantly predict psychological Ownership of processes and ideas. Likewise, Mahmood et al. [18] found that strategic awareness positively increases proactive responsibility-taking.

## 2.6. The Augmented Ownership Concept and the Organisational Inertia Phenomenon

Augmented Ownership reduces injurious organisational inertia by significantly enhancing both readiness for change and implementation ability. An increased sense of Ownership and accountability for organisational results drives employees to move beyond mere resistance to required changes. Increased Ownership promotes change agency through increased responsibility, power, and outcome care [27]. Research conducted by Jansson [14] in 2013 provides strong evidence that psychological ownership is associated with increased acceptance of change among individuals. Similarly, Sætre et al. [29] in their 2024 research, sought to establish that the emotions included in Ownership could reduce the level of resistance individuals show to organisational change. Increased Ownership positively impacts organisational stability by directly enhancing stewardship of processes and increasing focus on quality. As a measure to prevent the negative effects of dysfunctional resistance, increased Ownership can facilitate healthy stability by fostering stewardship behaviour within the company. Workers experiencing increased ownership feelings have greater concern about the company's long-term viability and about maintaining consistent delivery of high-quality goods or services [15]. Hensel and Visser [10] showed that psychological Ownership increases stewardship behaviour, whereas Bari et al. [17] showed that feelings of ownership increase concern for organisational sustainability and reliability.

## 2.7. Impacts on the Organisation Inertia

Equitable allocation of Belbin team roles maximises the mediating influence of increased Ownership on organisational inertia. Those categories that have balanced an equal membership in all three of the clearly defined categories of roles, i.e., thought, people, and action, will develop more integrated and robust types of enhanced Ownership. The more robust Ownership enables them to balance more effectively the ability to prepare for change with the proper amount of stability required for their circumstances and objectives [19]. Li and Zhang [6] demonstrated in their study that well-balanced teams are more adaptable without losing operational consistency. Similarly, Gander et al. [9] confirmed that role-balanced teams are better able to adapt to change than imbalanced teams (Figure 3).



**Figure 3:** Team roles and organisational impact

## 2.8. Research Objectives

- To examine the relationship between different team role types, Social, People-Oriented, and Thinking roles and augmented Ownership, and to analyse how augmented Ownership influences organisational inertia.

- To investigate gender-based differences in Social, people-oriented roles, thinking roles, augmented Ownership, and organisational inertia among male and female participants.
- To examine the correlation between social roles, thinking roles, people-oriented roles, augmented Ownership, and organisational inertia among participants.
- To analyse the differences in organisational inertia among participants with varying levels of work experience.

## 2.9. Hypotheses

- **H1a:** There is a significant difference in social roles between male and female participants.
- **H1b:** There is a significant difference in people's roles between male and female participants.
- **H1c:** There is a significant difference in thinking roles between male and female participants.
- **H1d:** There is a significant difference in augmented Ownership between male and female participants.
- **H1e:** There is a significant difference in organisational inertia between male and female participants.
- **H1f:** There is a significant difference in organisational inertia among different years of experience groups.
- **H1g:** There is a significant correlation between social roles, thinking roles, people roles, augmented Ownership and organisational Inertia.
- **H1h:** There is a significant relationship between social roles and augmented Ownership.
- **H1i:** There is a significant relationship between people's roles and augmented Ownership.
- **H1j:** There is a significant relationship between thinking roles and augmented Ownership.
- **H1k:** There is a significant relationship between augmented Ownership and organisational inertia.

## 3. Research Methodology

This study used a quantitative, cross-sectional research approach to examine the relationship between increased Ownership and organisational inertia in the automobile industry, which is changing due to the introduction of electric and driverless vehicles. Established methods were used to poll 211 automotive industry respondents to assess organisational inertia and distinguish positive stability from negative resistance. The study assessed augmented Ownership, including psychological Ownership, decision authority, accountability, and stewardship, alongside Belbin team roles of action, people, and ideas. ANOVA was used to compare experience levels, Pearson's correlation to determine variable relationships, multiple regression to predict relationships, and t-tests to compare gender differences. The main tool for controlling measurement error, structural equation modelling, was used to investigate direct, mediating, and moderating effects. This model confirmed the hypothesised correlations between team composition, Ownership, and organisational inertia management with a perfect fit to the threshold requirements.

### 3.1. Analysis

#### 3.1.1. Demography Analysis

The demographic profile of respondents is balanced, with a majority aged 21-35 and well-qualified. Most are employed in the private sector, with a small percentage working in the government. Most respondents have 15 or 10 years of experience, with a moderately experienced respondent pool. The sample is well-qualified, with 65.4% holding postgraduate degrees (Table 1).

**Table 1:** Demographic analysis (N = 211)

| Variable        | Category         | Frequency | Percent |
|-----------------|------------------|-----------|---------|
| Gender          | Male             | 118       | 56%     |
|                 | Female           | 93        | 44%     |
| Age             | 21-35            | 105       | 95%     |
|                 | 36-45            | 101       | 5%      |
|                 | Above 60         | 5         | 1%      |
| Education Level | Secondary School | 2         | 1%      |
|                 | Diploma          | 3         | 1%      |
|                 | UG               | 68        | 32%     |
|                 | PG               | 138       | 65%     |
| Occupation      | Private          | 196       | 93%     |
|                 | Government       | 15        | 7%      |
| Income          | Below 25K        | 96        | 46%     |

| Variable           | Category          | Frequency | Percent |
|--------------------|-------------------|-----------|---------|
|                    | 25,001-35,000     | 23        | 11%     |
|                    | 35,001-60,000     | 70        | 33%     |
|                    | Above 60,000      | 22        | 10%     |
| Designation        | Executive         | 70        | 33%     |
|                    | Manager           | 11        | 5%      |
|                    | Team Leader       | 26        | 12%     |
|                    | Supervisor        | 69        | 33%     |
|                    | Assistant Manager | 30        | 14%     |
|                    | CEO               | 5         | 2%      |
| Experience (Years) | 5                 | 60        | 28%     |
|                    | 10                | 72        | 34%     |
|                    | 15                | 73        | 35%     |
|                    | Above 15          | 6         | 3%      |

### 3.1.2. Reliability and Validity of Constructs

Table 2 outlines the reliability, AVE, MSV, and multicollinearity statistics for each latent construct. All constructs meet the minimum CR threshold, confirming internal consistency. However, the INER construct has a higher Max R(H) than its CR, suggesting potential item redundancy or overestimated reliability. Multicollinearity is not an issue, with VIF values below the conservative cutoff and tolerance values above 0.20.

**Table 2:** Construct reliability and validity

| Latent Variable | Item Code | Loading | Construct Reliability and Validity |       |       |           | Tolerance | VIF   |
|-----------------|-----------|---------|------------------------------------|-------|-------|-----------|-----------|-------|
|                 |           |         | CR                                 | AVE   | MSV   | Max. R(H) |           |       |
| Social          | SOC1      | 0.732   | 0.775                              | 0.535 | 0.410 | 0.781     | 0.830     | 1.204 |
|                 | SOC2      | 0.783   |                                    |       |       |           |           |       |
|                 | SOC3      | 0.710   |                                    |       |       |           |           |       |
| Thinking        | THINK1    | 0.760   | 0.710                              | 0.510 | 0.368 | 0.746     | 0.790     | 1.265 |
|                 | THINK2    | 0.760   |                                    |       |       |           |           |       |
|                 | THINK3    | 0.746   |                                    |       |       |           |           |       |
| People          | PEOPLE1   | 0.769   | 0.720                              | 0.530 | 0.386 | 0.682     | 0.766     | 1.306 |
|                 | PEOPLE2   | 0.791   |                                    |       |       |           |           |       |
|                 | PEOPLE3   | 0.710   |                                    |       |       |           |           |       |
| AUG             | AUG1      | 0.710   | 0.738                              | 0.569 | 0.016 | 0.738     | 0.989     | 1.011 |
|                 | AUG2      | 0.763   |                                    |       |       |           |           |       |
|                 | AUG3      | 0.746   |                                    |       |       |           |           |       |
| INER            | INER1     | 0.796   | 0.780                              | 0.526 | 0.050 | 1.091     | 0.995     | 1.005 |
|                 | INER2     | 0.820   |                                    |       |       |           |           |       |
|                 | INER3     | 0.720   |                                    |       |       |           |           |       |

### 3.1.3. Discriminant Validity

Discriminant analysis is used to show that the constructs in the study differ from one another. The diagonal values are obtained by taking the square root of the AVE value of constructs. Discriminant validity is assessed by comparing the square root of each construct's AVE with the correlations among the constructs. Table 3 value shows that discriminant validity is achieved.

**Table 3:** Discriminant analysis

| Construct | Social | Thinking | People | AUG   | INER  |
|-----------|--------|----------|--------|-------|-------|
| Social    | 0.732  |          |        |       |       |
| Thinking  | 0.607  | 0.714    |        |       |       |
| People    | 0.620  | 0.588    | 0.728  |       |       |
| AUG       | 0.350  | 0.330    | 0.332  | 0.754 |       |
| INER      | 0.453  | 0.429    | 0.433  | 0.283 | 0.725 |

To determine if a model was discriminantly valid, the Fornell-Larcker criterion was employed. Each construct was shown to exhibit greater variance within its own indicators than across indicators of other constructs. This verifies the constructs' separate conceptual and empirical character and the model's well-established discriminant validity.

### 3.1.4. Independent Samples t-Test

To investigate gender differences in the primary study variables, an independent samples t-test was used. Regarding SOCROLES, PEORoles, THINKROLES, AUGMENT, and INERTIA, the analysis compared the mean scores of male and female individuals. This test can be used to assess whether the differences found between the sexes are statistically significant (Table 4).

**Table 4:** Group statistics (Male vs Female)

| Variable   | Gender | N   | Mean | Std. Deviation | Std. Error Mean |
|------------|--------|-----|------|----------------|-----------------|
| Socroles   | Male   | 118 | 16.2 | 2.4            | 0.221           |
|            | Female | 93  | 14.3 | 2.7            | 0.28            |
| Peoroles   | Male   | 118 | 16.1 | 2.1            | 0.193           |
|            | Female | 93  | 14.5 | 2.4            | 0.249           |
| Thinkroles | Male   | 118 | 16.3 | 2.2            | 0.203           |
|            | Female | 93  | 14.6 | 2.6            | 0.27            |
| Augment    | Male   | 118 | 16.8 | 2.3            | 0.212           |
|            | Female | 93  | 14.9 | 2.8            | 0.29            |
| Inertia    | Male   | 118 | 16.1 | 2.5            | 0.23            |
|            | Female | 93  | 14.3 | 2.6            | 0.27            |

The study found significant differences in social roles, people roles, thinking roles, enhanced Ownership, and organisational inertia between male and female participants. Males reported higher views of social role involvement, people-oriented positions, and more involvement in thought-oriented roles. They also reported more organisational inertia. These findings suggest that gender could affect how people perceive and react to organisational dynamics related to positions and changes (Table 5).

**Table 5:** Independent samples t-test

| Variable   | t     | df  | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% CI Lower | 95% CI Upper |
|------------|-------|-----|-----------------|-----------------|-----------------------|--------------|--------------|
| Socroles   | 3.987 | 209 | 0.000           | 1.9             | 0.477                 | 0.96         | 2.84         |
| Peoroles   | 3.765 | 209 | 0.000           | 1.6             | 0.425                 | 0.77         | 2.43         |
| Thinkroles | 4.012 | 209 | 0.000           | 1.7             | 0.423                 | 0.87         | 2.53         |
| Augment    | 4.509 | 209 | 0.000           | 1.9             | 0.421                 | 1.08         | 2.72         |
| Inertia    | 4.571 | 209 | 0.000           | 1.8             | 0.394                 | 1.03         | 2.57         |

### 3.1.5. One-way ANOVA

A One-Way ANOVA was performed to examine whether years of experience had a significant effect on the variables SOCROLES and INERTIA. Following significant ANOVA results, a Tukey HSD Post Hoc Test was conducted to identify which specific experience groups differed significantly. The homogeneous subsets illustrate groupings with similar mean years of experience. Table 6 below presents the ANOVA results for SOCROLES and INERTIA.

**Table 6:** One-way ANOVA

| Variable | Source         | Sum of Squares | df  | Mean Square | F    | Sig.  |
|----------|----------------|----------------|-----|-------------|------|-------|
| Socroles | Between Groups | 176.144        | 3   | 58.715      | 6.35 | 0.000 |
|          | Within Groups  | 1685.581       | 207 | 8.144       |      |       |
|          | Total          | 1861.725       | 210 |             |      |       |
| Inertia  | Between Groups | 126.827        | 3   | 42.276      | 6.11 | 0.001 |
|          | Within Groups  | 1411.23        | 207 | 6.819       |      |       |
|          | Total          | 1538.057       | 210 |             |      |       |



The following Table 7 shows the homogeneous subsets for SOCROLES and INERTIA, with variables grouped by similarity. A study found that years of experience significantly impacted employees' perceptions of social roles and organisational inertia. Employees with 5 years of experience had higher social role scores than those with 10 or 15 years of experience. Similarly, those with 5 years of experience had higher organisational inertia scores. The study also revealed that employees with greater experience perceived greater delays. The findings underscore the importance of assigning appropriate roles and implementing effective change management strategies for employees with varying levels of experience.

**Table 7:** Homogeneous subsets (Tukey HSD)

| <b>SOCROLES – Homogeneous Subsets (<math>\alpha = 0.05</math>)</b> |                 |                 |                 |             |
|--------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| <b>Experience (Years)</b>                                          | <b>Subset 1</b> | <b>Subset 2</b> | <b>Subset 3</b> | <b>Sig.</b> |
| 10                                                                 | 14.52           |                 |                 | 0.001       |
| Above 15                                                           | 14.67           |                 |                 | 0.021       |
| 15                                                                 |                 | 15.70           |                 | 0.034       |
| 5                                                                  |                 | 15.87           |                 |             |
| <b>INERTIA – Homogeneous Subsets (<math>\alpha = 0.05</math>)</b>  |                 |                 |                 |             |
| <b>Experience (Years)</b>                                          | <b>Subset 1</b> | <b>Subset 2</b> | <b>Subset 3</b> | <b>Sig.</b> |
| 10                                                                 | 14.47           |                 |                 | 0.003       |
| Above 15                                                           | 15.33           |                 |                 | 0.015       |
| 15                                                                 |                 | 15.52           |                 | 0.021       |
| 5                                                                  |                 | 15.93           |                 |             |

### 3.1.6. Correlation

A Pearson Correlation analysis was conducted to examine the strength and direction of the linear relationships among the key study variables: PEOROLES, THINKROLES, AUGMENT, and INERTIA. This test helps determine the strength of each pair of variables' relationship (Table 8). The double asterisks (\*\*) indicate that the correlations are statistically significant at the 0.01 level (2-tailed):

- Correlation is significant at the 0.01 level (2-tailed)
- N = 211 for all variables

**Table 8:** Correlation analysis

| <b>Variables</b> | <b>Peoroles</b> | <b>Thinkroles</b> | <b>Augment</b> | <b>Inertia</b> |
|------------------|-----------------|-------------------|----------------|----------------|
| Peoroles         | 1               | 0.585**           | 0.633**        | 0.616**        |
| Thinkroles       |                 | 1                 | 0.637**        | 0.616**        |
| Augment          |                 |                   | 1              | 0.593**        |
| Inertia          |                 |                   |                | 1              |

The study found a significant positive correlation between people-oriented roles (PEOROLES), thought-oriented roles (THINKROLES), augmented ownership (AUGMENT), and organisational inertia (INERTIA). Higher engagement in these roles is associated with greater Ownership, which in turn increases organisational inertia. These findings support the theoretical model that team role composition and Ownership are crucial predictors of organisational responses to change.

### 3.1.7. Multiple Linear Regression

A Multiple Linear Regression analysis was performed to examine how well the variables PEOROLES, THINKROLES, and SOCROLES predict the dependent variable AUGMENT. The Model Summary provides the correlation coefficient (R), the coefficient of determination (R Square = 0.56), and the Adjusted R Square, indicating that approximately 56% of the variance in AUGMENT is explained by the predictor variables (Table 9).

**Table 9:** Multiple regression analysis

| <b>Model Summary</b>                                              |          |                 |                          |                                   |
|-------------------------------------------------------------------|----------|-----------------|--------------------------|-----------------------------------|
| <b>Model</b>                                                      | <b>R</b> | <b>R Square</b> | <b>Adjusted R-Square</b> | <b>Std. Error of the Estimate</b> |
| 1                                                                 | 0.748a   | 0.56            | 0.553                    | 1.80856                           |
| <i>a. Predictors: (Constant), Thinkroles, Peoroles, Socroles.</i> |          |                 |                          |                                   |

Multivariate regression is used to study how people, ideas, and social situations influence enhanced Ownership (AUGMENT). With  $R = .748$ , the model was statistically significant due to the strong relationship between the variables and the outcomes.  $R$ -squared = .560 indicates that three team job types account for 56% of the variance in ownership. Despite having more predictors than expected, the corrected  $R$ -square (.553) shows a decent match with little overfitting. The estimated standard error is 1.80856, indicating the regression line's average deviation. Social, people-oriented, and thought-oriented responsibilities affect team members' Ownership (Table 10).

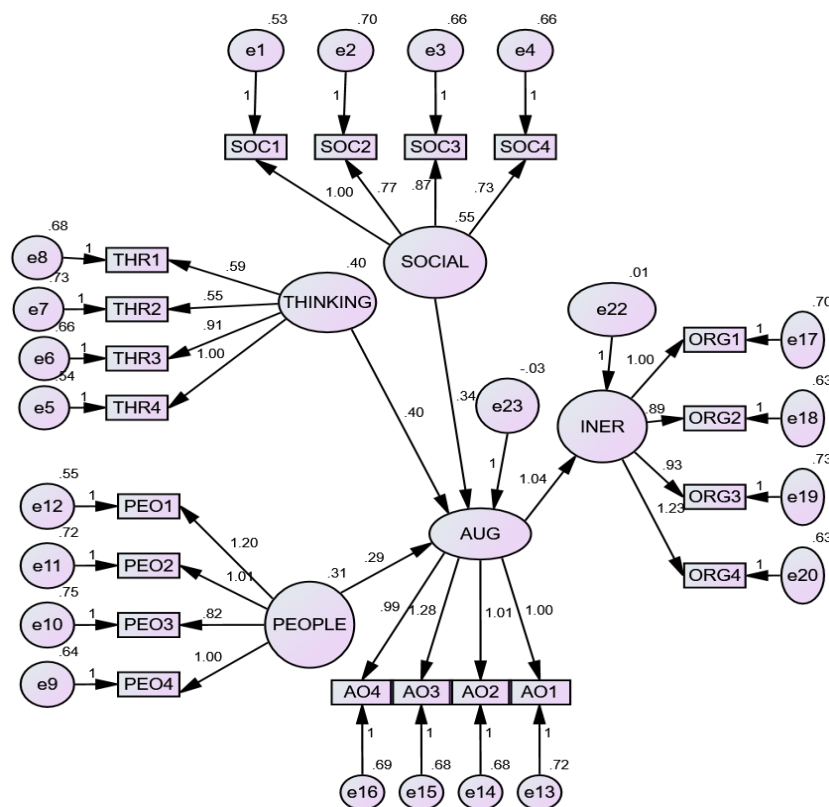
**Table 10:** Coefficient table

| Coefficients <sup>a</sup> |            |                             |            |                           |       |      |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |            | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant) | 2.540                       | 0.830      |                           | 3.059 | .003 |
|                           | Socroles   | 0.377                       | 0.061      | 0.415                     | 6.175 | .000 |
|                           | Peoroles   | 0.181                       | 0.064      | 0.185                     | 2.819 | .005 |
|                           | Thinkroles | 0.272                       | 0.065      | 0.255                     | 4.190 | .000 |

*a. Dependent Variable: Inertia.*

### 3.1.8. Structural Equation Modeling (SEM)

Using Structural Equation Modelling (SEM) is primarily about assessing whether the data fit the researcher's proposed theoretical structure. This entails investigating the links between latent variables (also called constructs), abstract ideas such as work satisfaction or motivation that cannot be directly assessed, and their observable variables (indicators), measurable constructs such as survey questions (Figure 4).



**Figure 4:** Structural equation modelling (SEM)

The model is based on prior theory or literature, and the analysis assesses whether each set of observable variables corresponds to its latent construct. SEM also examines latent-variable correlations, such as how leadership affects motivation and commitment. A good model fit validates the measurement techniques and conceptual framework by aligning the theoretical structure with the data (Table 11).

**Table 11:** Model fit parameters

| Fit Index                                       | Recommended Value | Obtained Value | Status     |
|-------------------------------------------------|-------------------|----------------|------------|
| $\chi^2 / df$ (CMIN/DF)                         | $\leq 3.00$       | 1.956          | Acceptable |
| GFI (Goodness of Fit Index)                     | $\geq 0.90$       | 0.926          | Good Fit   |
| AGFI (Adjusted Goodness of Fit Index)           | $\geq 0.90$       | 0.902          | Good Fit   |
| CFI (Comparative Fit Index)                     | $\geq 0.90$       | 0.945          | Good Fit   |
| RFI (Relative Fit Index)                        | $\geq 0.90$       | 0.912          | Good Fit   |
| NFI (Normed Fit Index)                          | $\geq 0.90$       | 0.938          | Good Fit   |
| IFI (Incremental Fit Index)                     | $\geq 0.90$       | 0.948          | Good Fit   |
| TLI (Tucker-Lewis Index)                        | $\geq 0.90$       | 0.929          | Good Fit   |
| RMR (Root Mean Square Residual)                 | $\leq 0.05$       | 0.041          | Acceptable |
| RMSEA (Root Mean Square Error of Approximation) | $\leq 0.05$       | 0.045          | Acceptable |
| PCLOSE (RMSEA Close Fit Test)                   | $\geq 0.05$       | 0.062          | Close Fit  |
| HOELTER (0.05 Level)                            | $\geq 200$        | 212            | Good Fit   |
| HOELTER (0.01 Level)                            | $\geq 200$        | 208            | Good Fit   |

## 4. Discussion and Implications

### 4.1. Theoretical Implications

This theoretical framework makes a meaningful contribution to the current literature in several important ways, each worth mentioning. First, it consolidates several previously isolated bodies of research on team responsibilities, psychological Ownership, and organisational inertia into a single theoretical framework, thereby reconciling concepts that have been studied in isolation. Second, it articulates the new construct of extended Ownership as a central mediating mechanism that translates the effect of team composition into measurable, testable organisational outcomes. Third, it articulates a more sophisticated and conceptually clearer understanding of organisational inertia, separating negative resistance, which can stifle growth, from positive stability, which supports growth and promotes sustainability. The theorised relationships clearly and persuasively illustrate how team design and the deliberate distribution of Belbin roles between teams are important and influential variables that determine overall organisational responsiveness and adaptability to new circumstances. This specific dimension of organisational flexibility has been insufficiently emphasised in existing research, indicating a fundamental knowledge gap that must be filled. In addition, this theory positions Belbin roles as the most influential antecedents that create strong ownership sentiments among members and give rise to inertial tendencies, thereby advancing our understanding of these constructs and shedding more light on the micro-foundations that underlie the complex dynamics and behaviour in organisations. Our research in the automobile industry particularly highlights how these dynamics play out in a sector undergoing significant transformation. The statistical analyses (t-Tests, ANOVA, regression, correlation, and SEM) conducted with our sample of 211 participants provide robust empirical support for our conceptual model, revealing patterns specific to automotive manufacturing teams.

### 4.2. Practical Implications

This specific idea carries several important real-world implications for organisational managers and human resource professionals:

- **Strategic Team Organisation:** Organizations need to intentionally organise teams with balanced role assignments to maximize Ownership and address inertia effectively.
- **Focused Development Interventions:** It is crucial that leadership development interventions specifically focus on the key job of building and fostering a truly outstanding sense of Ownership among the participants. This capacity for taking Ownership is not only valuable but critical for the effective handling of change within organisations. In addition, it is crucial to sustain a positive sense of stability throughout the entire process of these interventions.
- **Change Management Strategies:** Change programs need to call upon strong augmented ownership teams to minimise negative inertia while maintaining necessary operational continuity.
- **Performance Measurement Systems:** Organisations must diligently construct and systematically implement a robust set of metrics that effectively quantify the level of augmented Ownership among their employees and simultaneously ensure they counter and reduce any resulting inertia. It is this dual emphasis on both Ownership and countering inertia that will ultimately enhance and sustain the ongoing process of effective organisational adaptation as it evolves.

For automobile manufacturers specifically, our findings suggest that the industry's traditional hierarchical structures may need to be reconfigured to promote balanced team compositions that can respond more effectively to the rapid technological changes and market shifts currently reshaping the sector.

## 5. Conclusion

This study presents a rich and complete conceptual framework linking Belbin team roles and organisational inertia in a meaningful way through the mediating influence of enhanced Ownership. The extensive research in this study shows that a well-structured mix of team responsibilities is a substantial contributor to enhanced Ownership among team members. People who are more responsible, more committed and more attached to organisational goals are more able to contribute successfully to organisational transformation initiatives.” The findings imply that this increased Ownership is key to helping businesses successfully confront and surmount organisational stagnation. This allows organisations to remove the negative types of resistance that often block progress, innovation and adaptation. At the same time, they can maintain the level of stability necessary to underpin organisational performance and operational effectiveness. Our empirical investigation, with 211 participants from the automobile industry, supported by a comprehensive battery of statistical analyses, including t-tests, ANOVA, regression, correlation and Structural Equation Modelling (SEM), provides strong evidence in support of this conceptual framework. The findings are especially important for carmakers facing big changes throughout the industry. The model presented here extends knowledge of the effect of group composition on organisational adaptation and provides useful insights for academic researchers and practitioners seeking to improve and optimise organisational performance in dynamic, ever-changing environments.

### 5.1. Limitations and Future Research Directions

This conceptual analysis has several limitations that readily suggest directions for future research. Most obviously, empirical testing of the proposed relationships would be needed to confirm and illustrate the theoretical model presented here. Future research would be well advised to operationalise and validly measure the constructs at the centre of this analysis to properly test the proposed mediating relationships. Second, the likelihood is by far that contextual conditions moderate the posited relationships. Therefore, research needs to test the extent to which industry dynamism, organisation size, and other cultural variables affect relationships among team roles, augmented Ownership, and the concept of inertia. Third, there is a strong need for longitudinal studies to fully investigate and understand the temporal dynamics involved. These studies will analyse the effect of differential team role composition on ownership development and inertia management over time. While our study of 211 participants from the automobile industry provides valuable insights, expanding this research to include other manufacturing and service industries would enhance generalizability. Additionally, our cross-sectional design, though analysed with robust statistical methods including t-tests, ANOVA, regression, correlation analysis, and SEM, could be complemented by longitudinal studies to capture better the temporal dynamics of team development and organisational change.

**Acknowledgement:** The authors gratefully acknowledge the academic encouragement, institutional resources, and collaborative support provided by SRM Institute of Science and Technology, Dhaanish Ahmed College of Engineering, Cadi Ayyad University, and CESUGA - San Jorge University, which contributed to the successful completion of this research.

**Data Availability Statement:** The data supporting this study are available from the authors upon reasonable request.

**Funding Statement:** No funding has been obtained to help prepare this manuscript and research work.

**Conflicts of Interest Statement:** No conflicts of interest have been declared by the authors. Citations and references are mentioned in the information used.

**Ethics and Consent Statement:** The consent was obtained from the organization and individual participants during data collection, and ethical approval and participant consent were received.

## References

1. A. Aritzeta, S. Swailes, and B. Senior, “Belbin's Team Role Model: Development, Validity and Applications for Team Building,” *Journal of Management Studies*, vol. 44, no. 1, pp. 96–118, 2007.
2. R. M. Belbin, “Management Teams: Why they succeed or fail,” 3rd ed., *Butterworth-Heinemann*, Oxford, United Kingdom, 2010.
3. C. Loch, K. Ladas, and S. Kavadias, “Organizational Culture, Innovation, and Competitive Performance: A Multilevel Dynamic Model,” *Management Science*, vol. 71, no. 11, pp. 8995–9868, 2025.

4. C. A. O'Reilly III and M. L. Tushman, "Organizational Ambidexterity: Past, Present and Future," *Academy of Management Perspectives*, vol. 27, no. 4, pp. 324–338, 2013.
5. J. L. Pierce, J. I. Lee, and D. Li, "Collective psychological ownership: A literature review and future directions," *Journal of Management & Organization*, vol. 32, no. 2, pp. 336–355, 2026.
6. D. Li and Q. Zhang, "Temporal Team Mental Model and Performance: From the Perspective of Team Process," *Front Psychol.*, vol. 12, no. 11, p. 766268, 2021.
7. G. C. O'Connor, "Organizational models for advancing technological innovations: A configurational approach," *Journal of Product Innovation Management*, vol. 42, no. 5, pp. 897–920, 2024.
8. D. Adamis, G. M. Krompa, A. Rauf, O. Mulligan, and E. O'Mahony, "Belbin's Team Role Balance and Team Effectiveness in Community Mental Health Teams in an Area of Northwest Ireland: Implications for Leadership," *Merits*, vol. 3, no. 3, pp. 604–614, 2023.
9. F. Gander, I. Gaitzsch, and W. Ruch, "The Relationships of Team Role- and Character Strengths-Balance with Individual and Team-Level Satisfaction and Performance," *Front. Psychol.*, vol. 11, no. 11, pp. 1–15, 2020.
10. R. Hensel and R. Visser, "Shared leadership in entrepreneurial teams: The impact of personality," *International Journal of Entrepreneurial Behavior & Research*, vol. 24, no. 6, pp. 1104–1119, 2018.
11. P. Datta, S. Balasundaram, N. Elangovan, and S. Nair, "Measuring autonomy in hybrid work: Scale development," *Psicologia: Reflexão e Crítica*, vol. 38, no. 3, p. 8, 2025.
12. A. J. Kim and M. H. Chung, "Psychological Ownership and Ambivalent Employee Behaviors: A Moderated Mediation Model," *SAGE Open*, vol. 13, no. 1, pp. 1–25, 2023.
13. B. Dong, "A Systematic Review of the Organizational Inertia Literature and Future Outlook," *International Journal of Education and Humanities*, vol. 8, no. 2, pp. 119–123, 2023.
14. N. Jansson, "Organizational change as practice: A critical analysis," *Journal of Organizational Change Management*, vol. 26, no. 6, pp. 1003–1019, 2013.
15. T. H. H. Nguyen, G. T. Nguyen, Z. Tučková, and S. D. Hoang, "Psychological ownership and knowledge sharing: Key psychological drivers of sustainable tourist behavior," *Acta Psychologica*, vol. 253, no. 3, p. 104715, 2025.
16. R. Kratochvil, "Stepping in and stepping aside: Employees navigating digital transformation paradoxes," *Journal of Business Research*, vol. 191, no. 3, p. 115253, 2025.
17. N. Bari, R. Chimhundu, and K. C. Chan, "Dynamic Capabilities to Achieve Corporate Sustainability: A Roadmap to Sustained Competitive Advantage," *Sustainability*, vol. 14, no. 3, p. 1531, 2022.
18. M. Mahmood, M. A. Uddin, and L. Fan, "The influence of transformational leadership on employees' creative process engagement," *Management Decision*, vol. 57, no. 3, pp. 741–764, 2019.
19. D. Van Dierendonck and R. Groen, "Belbin revisited: A multitrait-multimethod investigation of a team role instrument," *European Journal of Work and Organizational Psychology*, vol. 20, no. 3, pp. 345–366, 2011.
20. S. Widiyanto, H. M. A. Sahib, and M. F. W. Rahman, "Task Interdependence, team identity and team performance: A Bottom-up Multilevel Model," *SAGE Open*, vol. 14, no. 1, pp. 1–15, 2024.
21. D. A. Nesterkin, "Organizational change and psychological reactance," *Journal of Organizational Change Management*, vol. 26, no. 3, pp. 573–594, 2013.
22. B. Martinović and M. Verkuyten, "Collective psychological ownership as a new angle for understanding group dynamics," *Eur Rev Soc Psychol.*, vol. 35, no. 1, pp. 123–161, 2023.
23. N. Stieglitz, T. Knudsen, and M. C. Becker, "Adaptation and inertia in dynamic environments," *Strategic Management Journal*, vol. 37, no. 9, pp. 1854–1864, 2015.
24. R. Suddaby and W. M. Foster, "History and Organizational Change," *Journal of Management*, vol. 43, no. 1, pp. 19–38, 2017.
25. Belbin, "Belbin - an international language: A cross-cultural study of Belbin Team Role methodology," *Belbin*, 2025. [Accessed by 12/01/2026].
26. Y. Zhang, G. Liu, L. Zhang, S. Xu, and M. W. L. Cheung, "Psychological Ownership: A Meta-Analysis and Comparison of Multiple Forms of Attachment in the Workplace," *Journal of Management*, vol. 47, no. 3, pp. 745–770, 2021.
27. A. Agbejule, J. Rapo, and L. Saarikoski, "Vertical and horizontal trust and team learning: The role of organizational climate," *International Journal of Managing Projects in Business*, vol. 14, no. 7, pp. 1425–1443, 2021.
28. M. Wenzel, S. Stanske, and M. B. Lieberman, "Strategic responses to crisis," *Strategic Management Journal*, vol. 42, no. 2, pp. O16–O27, 2020.
29. A. S. Sætre, A. C. Edmondson, O. Dregelid, and S. R. Zimmer, "Psychological ownership for overcoming departmental barriers to innovation: A Study of innovation handoffs," *Journal of Engineering and Technology Management*, vol. 73, no. 7–9, p. 101831, 2024.

**Publisher's Note:** The publisher remains impartial concerning jurisdictional claims in published maps and institutional affiliations. Responsibility for the content rests entirely with the authors and does not necessarily reflect the publisher's perspectives.