

Mirror Organisation: Towards Establishing a Link between Representative

Introduction

Public sector organisations are contending with the issues of promoting employees' perception of organisational ownership in a multi ethnic society (Ng & Sears, 2014). This may be linked to the fact that monetary incentives are longer the driving force for employee perception (Olckers & Enslin, 2016). Irrespective of the monetary incentives, employees that perceive themselves as being discriminated as a result of their ethnicity tend to feel demoralised and lose confidence in the system (Brown, 1999). Although this problem persists for both public and private sector, the implications are more severe for the public sector bureaucracies (Oberfield, 2016).

This is because private sector organisations can initiate organisational ownership schemes that may improve employees' shared interest with the organisation (Wagner et al., 2003). Private sector organisations are able to implement these initiatives because their structure allows them to make certain formal commitments that bestows certain rights and responsibilities to the employees (Wagner et al., 2003). This is not the case for public sector bureaucracies; they are established and managed on behalf of the public by the government (Gera, 2016), and may be unable to implement formal employee ownership schemes. This has led to the problem of how to influence

Employee ownership perception refers to employees' personal attachment to the organisation which results to the employees' feeling and behaving like they own the organisation (Peng & Pierce, 2015). Such feeling results to positive behavioural outcomes such as job satisfaction, increased commitment, and lower job turnover (Olckers & Enslin, 2016). As a way of promoting employee ownership perception in the public sector, some governments, especially USA, Canada and UK have resorted to diversity management strategies aimed at recruiting employees that mirror the demographic composition of the society (Andrews & Ashworth, 2015; Choi & Rainey, 2014; Ng & Sears, 2014). These diversity management strategies are important not only for improved performance, but for fostering a socially responsible and inclusive organisation (Pepple, 2016).

The relevance of this review paper is emphasised because of the continued conflict in the public-sector organisations that are linked to ethnic rivalry (R. Andrews & Ashworth, 2015). Thus, questioning whether implementing a representative bureaucracy in itself, especially ethnic representativeness will influence employees' perception of organisational ownership (Andrews & Ashworth, 2015). This study posits that one of the ways to influence ownership perception is the mirror organisation climate. Mirror Organisation is a terminology introduced by this study to diversity management discourse to represent an organisation that reflects the social characteristics of the society in its employee composition (Marvel & Resh, 2015; Meier, 1975). Mirror organisation climate refers to the relational

processes within the organisation that will make employees feel a sense of belonging and psychological attachment to their organisation (Milliken, Schipani, Bishara, & Prado, 2015).

This review paper extends Pierce, Kostova, and Dirks (2003) psychological ownership theory by linking employee ownership perception to representative bureaucracy. Psychological ownership theory is used to explain the component of employee ownership perception. The mirror organisation climate perspective makes propositions as to how support from colleagues, interpersonal fairness, and leader-member exchange provide a linkage between employee ownership perception and perceived ethnic representation.

The rest of this review paper is structured as follows; first, a brief discussion is presented on the existing strategies that governments across the world is taking to ensure representative bureaucracy. Next, the paper presents discussions on the theoretical underpinning. The theoretical underpinning provides literature on the meaning of psychological ownership, as well as contributes a unique perspective as to how employee ownership perception emerges using social exchange theory. In the third section, the paper establishes the rationale for linking perceived ethnic representation to employee ownership perception, leading to discussions and conclusion at the end.

Representative Bureaucracy

Public sector organisations are constantly seeking ways to ensure representation of diverse groups of the population in its employees' composition (Lippert-Rasmussen, 2008). Their aim is to ensure proportional representation of the diverse groups of the population in their employee composition. Evidence of this is the US federal workforce which has over 44% of its population as minorities (Choi & Rainey, 2014), also the local authorities of Birmingham in the UK has continued to make conscious efforts to reflect the demographic composition of its population in the employment outlay (Lippert-Rasmussen, 2008). In Nigeria, the government introduced the Federal Character Commission to handle the issues of under representation of various states in the Federal Civil Service (Mustapha, 2009). Similarly, the Scottish parliament has recently introduced a Race Equality Framework to mitigate racism and promote representativeness in public sector organisations (Robertson, 2016).

Prior studies on organisational representation in the public sector have focused on ethnic and religious representation implication as an affirmative action instrument for example (Lippert-Rasmussen (2008); (Turgeon & Gagnon, 2013), others have focused on its influence on perceptions of organisational justice and language abstraction (Roberson & Stevens, 2006), organisational performance (Choi & Rainey, 2010), and inclusion(Andrews & Ashworth, 2015). Other studies on ethnic and religious representation focus on how ethnic stratification influences employees'

attainment to authority (Smith & Elliott, 2002), and organisational commitment (Messarra, 2014).

Whereas one of the major reasons for ensuring a representative bureaucracy is to foster an inclusive climate where everyone feels a sense of belonging (Pepple, 2016), there is currently no literature explaining the relational perspectives upon which such can occur. This study contributes organisational representation literature by highlighting a relational perspective that mediates the link between perceived ethnic representation and employee ownership perception.

Theoretical Underpinning

This study uses psychological ownership theory to examine whether perceived ethnic representation (PER) (equal numerical representation of the various ethnic and within the employee composition of the organisation) will influence employees' ownership perception. The psychological ownership theory posits that ownership is a means of defining one's self, one's possession, and territorial boundary, and the ability of an individual or group to control a target results in the feeling of sense of ownership (Pierce, Tatiana, & Dirks, 2003). Psychology of possession is innate in people and thus, people sometimes define themselves by what they possess (Hou, Hsu, & Wu, 2009; Peng & Pierce, 2015). Possession may be material or immaterial and the effect of ownership perception may reflect in people's behavioural, emotional and psychological patterns (Peng & Pierce, 2015).

Psychological Ownership Theory

Psychological ownership perception is rooted in efficacy and effectance, self-identity, and having a place (Peng & Pierce, 2015). Efficacy and effectance is used to explain the need for the individual to have control over his possession, while self-identity underpins that possessions serve as a means of self-identity; this is because of the value placed on such object or possession (Peng & Pierce, 2015). Having a place explains the need for individuals to own a territory (Peng & Pierce, 2015). In other to use the theory of psychological ownership, the object or organisation should be controllable by the individual (Peng & Pierce, 2015). Also, the individuals should be able to invest themselves in the target, as well as come to intimately understand of the target (Peng & Pierce, 2015).

There exist a cause and effect relationship between perception of ownership and the target object (Jussila, Tarkiainen, Sarstedt, & Hair, 2015). This is summarised by Jussila et al. (2015) as the stimulation and activation effect. For Jussila et al. (2015, p. 124), 'need activation and arousal are among the motivational forces that drive individuals to use possessions, think of them, observe them, care for them, and when required, to defend them'. In this review paper, the roots to psychological ownership is conceptualised perception in line with Peng & Pierce (2015) as follows: efficacy and effectance, as employee's self-efficacy; self-identity, as employee's self-identity; and having a place or territoriality, as employee' voice.

Dimensions of Employee Ownership Perception

Psychological ownership is evidenced by employees' self-efficacy, self-identity and voice. This study provides a centric model that suggests that psychological ownership evolves from three components such as the cognitive, affective and behavioural components (Wagner, Parker, & Christiansen, 2003). The study posits that all three components are required for ownership perception to emerge. The cognitive component may lead to the affective, and the affective component to the behavioural component. Cognitive and affective levels are more covert, while the behavioural are overt.

Linking the centric model of organisational ownership perception dimensions to the psychological ownership components, the cognitive component is located at the self-efficacy level in Figure 1. Employee cognitions are feelings that they are able succeed in their task as a result of the support system within the organisation (Hsieh & Wang, 2016). The affective component is used to explain self-identity; it highlights employees' identification with the organisation as a result of their feelings of being treated fairly at work (Hsieh & Wang, 2016). Employees' cognitive and affective feelings lead them to behave as owners of the organisation (Wagner et al., 2003). One of such actions includes employees' willingness to make constructive contributions to the progress of the organisation otherwise referred to in this study as employee voice. In summary, employees that feel like owners of the organisation believe that support is

available, feel like that they are treated fairly, and make positive contributions for the improvement of their work.

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Social Exchange Theory (SET) and The Emergence of Employee Ownership Perception

Building on the above definitions of employee ownership perception, influencing employees' ownership perception requires an understanding of between employee and colleagues, as well as supervisor or manager. Employees' ownership perception results as a trade-off between the employee, colleagues and supervisor or manager. Employees are regarded as members of the organisation, while supervisors and managers are regarded as leaders (Wang, Gan, & Wu, 2016). Thus, Employees' ownership perception involves a social trade-off between member vs member and leader vs members. The leader provides an enabling environment that fosters open communication in exchange for employees' contribution to the growth and development of the organisation. While members or colleagues provide supportive work environments for their team mates.

The social exchange theory (SET) provides literature on various actions and relationships that influence role on their job (Wang et al 2016), and hence appropriate for explaining the relationship between perceived

ethnic representation at work and employees' ownership perception. SET in is used to explain actions and relationships that are interdependent and conditioned on the actions of another (Emerson, 1976). Within workplace settings, SET explains employees' reaction as a result of organisational antecedents such as rules and norms of exchange, resources exchange, and relationships that emerge exchange (Cropanzano & Mitchell, 2005).

For Cropanzano and Mitchell (2005), rules and norms of exchange explains the reciprocal relationship that may occur such as trust, loyalty and mutual commitments as a result of the rules, guidelines that are agreed by parties in the relationship. The resources of exchange consider how employees' reactions are influenced by socio-economic exchange such as love, status, information, money, goods, and services (Cropanzano & Mitchell, 2005; Foa & Foa, 1974). The third of foundation of social exchange relationships emanates from employees when they perceive that their employers initiate programmes that care for the employees (Cropanzano & Wright, 2001).

Member-member Exchange and Employee Self-efficacy

Self-efficacy perception relates to the employees' feeling of importance to the organisation (Galvin, Lange, & Ashforth, 2015), and creative ability or competence as a result organisational context and individual values (Rice, 2006). Creativity refers to the employees' perceived ability to initiate and implement new and useful ideas (Heinze, Shapira, Rogers, & Senker, 2009), and it may sometimes be founded upon life, society, and culture

(Furlong, 2009). Employee self-efficacy in this study focuses on efficacy as a social construct that examines employees response to the organisations' environment (for example ethnic and religious composition (Rice, 2006). This is because organisational environment is a key influence for employee creativity (Gumusluoglu & Ilsev, 2009).

In explaining the emergence of self-efficacy, this study suggests that the perception of support from colleagues is important, to extent that it the amount of efforts or contribution an employee makes to improve the organisation (Pajares, 2002). In the light of the conceptualisation of employee ownership perception in this paper, member-member exchange explains the extent to which support from colleagues affects employees' efficacy.

Proposition 1: Support from colleagues is positively related to an employee' perception of self-efficacy.

Leader-member Exchange and Employee Self-identity

Self-identity component of employee ownership perception studies employees' sense of belongingness to the organisation (Asatryan & Oh, 2008). In satisfying self-identity perception need, employees desire in-group inclusion whiles maintaining their ethnic and religious uniqueness (Chattaraman & Lennon, 2008; Sorrentino, Seligman, & Battista, 2007). Self-identity therefore requires an optimal distinctiveness (Sorrentino et al., 2007), where the employee sees themselves as being part of the organisation, and yet as representatives of their various ethnic and

religious groups (Johns, 2004; Ries, Hein, Pihu, & Armenta, 2012). Recognising that employee' ethnic groups share common characteristics among themselves also forms part of self-identity (Weisskirch, 2005). It has been argued that ethnic and religious identities are significant sources of self-identification (Doan & Stephan, 2006), and self-identification will result to ownership psychology (Asatryan & Oh, 2008).

Findings from previous studies show that employees' self-identity is influenced such that employees in turn identify with the organisation when the organisation' corporate code of ethics supports the equal employee, and the responsible employee policies (Winkler, 2012). Irrespective of hierarchical structures within the organisation and other categorisation, organisations that downplay differences between employees in their codes of ethics and communicates same, creates a sense of company community (Fairclough, 2003).

A common concept underpinning self-identity suggested by Yang, Johnson, Zhang, Spector, and Xu (2013) and (Winkler, 2012) is the issue of interpersonal fairness; a situation where an employee perceive the organisation to treat everyone equally and in a respectable manner. Existing studies show that interpersonal fairness enables employees to focus attention to get work done and reduces conflicts arising from attribution (Bies & Moag, 1986; Cropanzano & Mitchell, 2005; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Regarding employee ownership perception conceptualisation in this review paper,

employee self-identity emerges when the leader treats every member of the organisation fairly. Such fair treatment is referred to in this study as interpersonal fairness.

Proposition 2: Interpersonal fairness is positively related to an employee' perception of self-identity.

Leader-member exchange and employee' voice

Contributions from employees are key to the survival of any organisation, hence the need for organisations to foster a climate that will encourage employees to voluntarily contribute to the policies and programmes, as well provide feedback (Milliken et al., 2015). Employees' voice is defined as actions, principles, and practices that highlight the need for employees to constructively challenge with a view of improving work rather than merely criticising (Farh, Zhong, & Organ, 2004; Van Dyne & LePine, 1998; Wang et al., 2016).

The importance of employees' voice for the sustainability of organisations have received increased attention in recent studies for example, (Wang et al., 2016) suggests that leader member exchange influences employees' voice, for Hsiung (2012), authentic leadership influences employees' voice, while Janssen and Gao (2015) notes that responsive supervisors and perceived employee status are motivators of employees' voice. Similarly, Bowen and Blackmon (2003) defined employees' voice as opening the channel of communication within the

organisation to empower the employees to creatively and innovatively contribute to the success of the organisation.

Although existing literature has examined the impact of leader-member exchange on employees perception, Wang et al. (2016) calls for studies considering this relationship in the light of social exchange theory as against the role theory or leader-member theory used. This study will contribute to existing literature in this regard; in addition to utilising the social exchange theory, the study introduces the component of member-member relationship as key in the formation of employee ownership perception. Within leader-member exchange relationship the leader and member shares 'mutual trust, respect, reciprocal influence, loyalty, liking and sense of obligation to one another' (Wang et al., 2016, p. 606).

Proposition 3: Leader-member exchange is positively related to an employee' voice.

Establishing a rationale for Linking Perceived Ethnic Representation to Employee Ownership Perception

Evidence from existing literature suggests that the relationship between perceived ethnic representation and employee ownership perception may be regarded as either inconsistent or mixed (Alesina & Ferrara, 2005), the need for establishing an alternative means to achieve employees' ownership perception within representative organisation has become essential. To establish this link, this paper calls for future studies that examine the mediating effects of support from colleagues, interpersonal

fairness and leader-member exchange. Following evidence from existing literature that suggest that these variables have a strong positive relationship with employee psychological ownership perception, this paper incorporates them as mediating variables.

The rationale behind this is that within diverse ethnic settings, cultural perspective supports highly collectivist values (Adisa, Osabutey, Gbadamosi, Nickson, & Nickson, 2016). Thus in line with Welbourne, Gangadharan, and Sariol (2015), employees within multicultural societies that support high collectivism, demonstrates greater social support for each other (Miner, Settles, Pratt-Hyatt, & Brady, 2012). Also, social support within an organisation has been observed to prohibit other relational challenges such interpersonal unfairness, workplace incivility, and discrimination (Welbourne et al., 2015). This study therefore suggests that employees that perceive their organisations to be a fair representation of the various ethnic groups in the society may support each other, treat each other fairly, and have a supportive leader-member exchange. The rationale thus suggests the following propositions:

Proposition 4: Support from colleagues, interpersonal fairness, and leader-member exchange mediates the positive relationship between perceived ethnic representation (PER) and employee ownership perception (EOP), such that the relationship between PER and EOP is stronger when representation is perceived to be balanced.

This paper focuses on employee perception of ownership using Jon L Pierce et al. (2003) psychological ownership theory. According to Jon L Pierce et al. (2003), employees' perception of psychological ownership is achieved when they feel a sense of self-efficacy, self-identity, and voice in the organisation. The reason for focusing on psychological ownership theory is because of its suitability to explain the relationship between perceived representativeness and employees' perception of organisational ownership. Table 1 provides a relational framework explaining the relationship between PER and EOP.

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Discussions and Conclusion

This review paper highlights the contribution of this study within two key theories of diversity management and organisational behaviour discourse. Within the diversity management literature, the study extends the organisational representativeness theory by attempting to establish a relational link between PER and EOP. This takes the representativeness discourse from the normative perspective to the relational perspective.

The second contribution of this review paper is in the extension of the psychological ownership theory discourse. In line with the existing trend of discussions on the antecedents of psychological ownership, this review paper adapts the social exchange theory to explain the relational processes within a representative organisation upon which psychological ownership

may emerge. The propositions made in this review paper are novel, and provide the basis for further empirical analysis. Further analysis will determine the mediating roles of support from colleagues, interpersonal fairness, and leader-member exchange on the relationships between PER and EOP.

It is important to note that the presentation of discussions in the paper has focussed on how the mediators relate to the components of EOP that best suits their effects, for example, how support from colleagues interact with employee self-efficacy, interpersonal fairness- employee self-identity, and leader-member exchange- employees' voice. Findings from empirical analysis however will provide the overall effect of each of the mediators on EOP as well as the various other components of EPOP.

The model presented in presented in Figures 1 provides a unique insight into reconceptualising psychological ownership. It highlights the components of psychological ownership, and attempts to explain how it component relates to cognitive, affective and behavioural aspects of an employee. Thus, further contribution to existing psychological ownership discourse.

In addition, this paper further contributes to psychological ownership literature discourse by providing the relational perspectives that influences psychological ownership by explaining relationships at the member-member exchange and the leader-member exchange levels. The member-member explains relationships at the job level, while leader-member

exchange explains relationship organisation based levels. In addition, the relational perspectives enable the explanation of the relationships that results into the outcomes of employees' psychological ownership (employee voice, organisational self-identity, and employee self-efficacy).

In discussing organisational representativeness, the paper focuses on the component of ethnicity. This is premised on the fact that within empirical settings with diverse ethnicities, employees experience more organisational conflict as a result of societal ethnic struggles that have trickled into the organisations (Eposi & Orock, 2012). The relational framework explaining the relationship between PER and EOP further provides insight on the need for employees to have a perception of fair representation. Future empirical studies are solicited to determine the following; first, whether EOP is higher within organisations with higher PER, secondly, whether EOP is higher within organisations that implements employee ownership schemes than those without.

The trend of discussions has been presented within a global context. This is in line with ensuring this review paper serves a wider audience. The review provides a foundation for empirical studies to confirm the proposition on the relationships between perceived ethnic representation and employee ownership perception. Presenting this review paper within a general view makes it a valuable resource for future empirical studies within collectivist and diverse ethnic setting.

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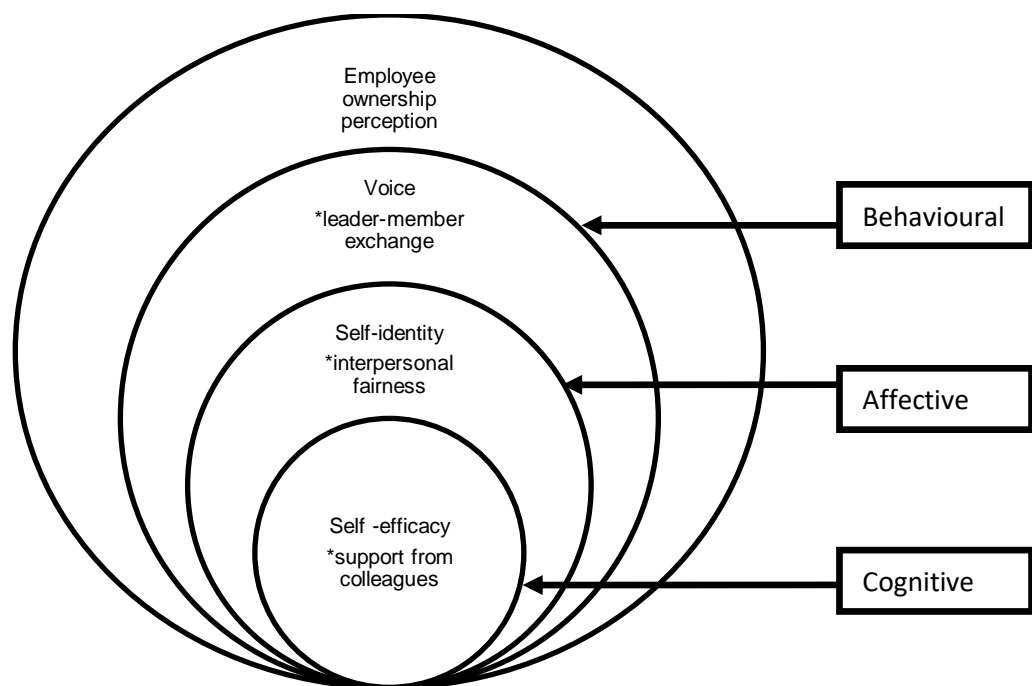
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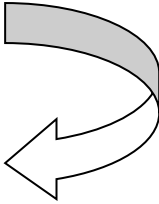
Appendix - Figure and Table

Figure 1: Dimensions of employee ownership perception



Source: Own Contribution from literature review (2017)

Table 1: Relational Framework Explaining the relationship between PER and EOP

Employee Ownership Perception		
Self-efficacy	Self-identity	Voice
Support from Colleagues	Interpersonal fairness	Leader-member exchange
Willingness to share ideas Task and target within employee capacity	Procedural justice Interactional justice Interpersonal justice	Mutual trust Mutual respect Reciprocal influence Loyalty
		
Perceived ethnic representation Greater support Lesser discrimination Workplace civility		
Low EOP	High EOP	

Source: Own Contribution from literature review (2017)