

IMPACT OF GENDER DIVERSITY ON TEAM PERFORMANCE: THE MODERATING ROLE OF ORGANIZATIONAL CULTURE IN TELECOM SECTOR OF PAKISTAN

S. M. M. Raza Naqvi¹, Maria Ishtiaq², Nousheen Kanwal³,
Muhammad Usman Butt⁴, Shaukat Nawaz⁵

^{1,2,3} Department of Management and Social Sciences, Muhammad Ali Jinnah University, Islamabad, ⁵ National University of Computer and Emerging Sciences, Islamabad, PAKISTAN.

⁴ Anglia Ruskin University, Chelmsford, U.K.

¹ razanaqvi@jinnah.edu.pk, ² maria.ishtiaq@hotmail.com, ³ noshkanwal@gmail.com,
⁴ usman_butt@live.co.uk, ⁵ shaukatnawaz@gmail.com

ABSTRACT

This paper examined the relationship between gender diversity and team performance in telecom sector of Pakistan with moderating role of organizational culture. Sample size for this study was 225. 350 questionnaires were distributed but only 225 were returned by both workers and managers of telecom companies. Three hypotheses were developed and all of them were accepted. Results indicated that an increase in gender diversity in a team leads to creativity and innovation. Decision making becomes better and the end result is enhanced team performance.

Keywords: Gender diversity, team performance, organizational culture, decision making

INTRODUCTION

If an organization wants to achieve its goals then its performance is dependent upon many factors like its strategy, technology being used, its structure and its management style. There is another factor too which is the most important and it is the behavior and contribution of its employees at different levels like individual, group and organization level. Relationship between gender diversity and team performance is not new for developed countries as much of the research has been conducted there but in case of developing country like Pakistan little evidence is available about gender diversity and team performance.

There has been a remarkable change in the organizations of Pakistan due to tight labour market and economic conditions. Now females after taking degrees don't spend their whole lives at home infact they avail employment opportunities to improve their living standard and to earn for themselves as well as their families. Due to this reason percentage of females' participation in the recent years has increased. During 1999-2000 only 13.7% females participated in labour force whereas during 2010-2011 this percentage increased to 22.2%. As compared to developed countries there are still jobs in Pakistan that are created only for men, therefore male workforce seem to take more benefit in jobs as compared to females and they are paid more too. Due to this reason companies in Pakistan now prefer diverse workforce to reduce its labour costs.

In this paper an attempt has been made to investigate the relationship between gender diversity and team performance in Telecom sector of Pakistan. For this study out of six telecom companies only four were considered.

OBJECTIVES

1. To find out the association between gender diversity and team performance.

2. To investigate the moderating role of organizational culture on the relationship between gender diversity and team performance.
3. To find out the type of organizational culture that exists in telecommunication companies of Pakistan.

LITERATURE REVIEW

Gender Diversity

Work force gender diversity is increasing rapidly in organizations of both developed and developing countries and this trend is likely to increase more (Farrell & Hersch 2005). Diversity is basically the existence of employees from various social and cultural backgrounds within a company. It includes many factors such as race, age, gender, colour, physical ability etc. (Naqvi, Ishtiaq, Kanwal & Inderyas, 2012).

There are both positive and negative sides of having gender diversity in work force. According to social identity theory, social categorization theory and similarity attraction theory individuals have same background find it easy to interact with each other as compared to individuals who have different background. According to information and decision making theory and human capital theory skills, education and experience of an individual can benefit an organization (Terjesen, Sealy, & Singh (2009). So on positive side gender diversity enables a team to make better and innovate decisions (Jehn & Bezrukova, 2004). Whereas on the negative side gender diversity gives rise to conflict in work teams which in turn slows down the decision making process (Jackson, Joshi, & Erhardt, 2003).

Research has shown that gender diversity gives positive results when the task is complex and difficult. The reason for this is that in complex tasks there are more chances of creativity as compared to the tasks which are simple (Kochan et al., 2003). From this discussion following hypothesis may be formulated:

H1: Gender diversity is positively correlated to team performance.

Team Performance

Many research disciplines have explored and investigated teams. As a result different researches have proposed multiple definitions of teams. Stock (2004) has defined teams as a pool of persons who are interdependent in their tasks and who share accountability for consequences. Nowadays many organizations are moving towards team-based structure as in teams it is be easy for an individual to accomplish complex tasks (Webber, 2002). Most of the members in a team have something to offer in the form of experience, information, creativity therefore diverse teams can solve problems faster and easier as compared to the teams having like-minded members.

To cope up with external environment changes and complexity organizations are using business teams which quickly respond to these changes effectively (Kennedy & Nilson, 2008). There are various methods to measure team performance i.e. productivity, financial performance and decision making quality.

Females are considered to be sensitive therefore they focus on harmony and they have the ability to share information. As a result they adjust easily in teams as compared to males. Therefore if there is no gender diversity in a team then decisions can be made easily because of having similar thinking but overall effectiveness will suffer if different opinions and ideas are not presented (Basadur & Head, 2001). It means if there are gender diverse members in a team then its performance will enhance. This helps us to formulate the following hypothesis:

H2: Team performance is positively correlated to gender diversity.

Organizational Culture

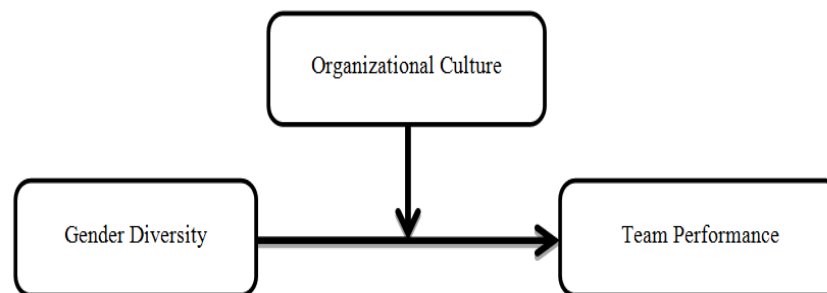
Traditionally, culture as a scientific subject was studied by the anthropologists (van Muijen et al., 1999). For over a century the concept of culture has been central to anthropology and folklore studies. Practitioners from these disciplines have produced a massive body of literature and during the 1940s and 1950s some of their research was about the customs and traditions of the work organizations (Hatch, 1993). The concept of organizational culture was first introduced in the 1970s and 1980s (McSweeney, 2002). Organizational research initially focused on the corporate climate, but in the 1980s the concept of organizational climate was replaced by concept of organizational culture to some extent. Some theorists have confused both the terms. These two constructs have close similarities but there are also distinct differences. One major difference is that climate is a more detailed concept than culture as it focuses on individual's insights about a particular idea or thing like safety climate, whereas culture refers to more general assumptions, values, and patterns of behavior (Leidner & Kayworth, 2006).

Culture describes a wide-ranging effect on how people behave in not only in organizations but also in communities and even nations. Culture can be seen as the patterned means of thinking, feeling, and reacting that are reflected in traditional ideas and values that differentiate members of one human group from other the human groups (Tosi & Greckhamer, 2004; Willcoxson & Millett, 2000). It is widely recognized that every corporation has a unique "culture," (Chang, 2011; Hofstede, 2002) and it improves overtime to reflect the identity of an organization across two dimensions: visible and invisible. Mission, philosophy and values are mirrored in the noticeable dimension of culture and the invisible dimension lies in the unsaid set of values that guide employees' activities and insights in the organization (Al-Alawi, Al-Marzooqi & Mohammed, 2007).

Researchers have found that if there are right guidelines and code of practice in a gender diverse organization then its culture has a positive impact on team performance. This helps us to formulate the following hypothesis:

H3: Organizational culture moderates the relationship between gender diversity and team performance.

THEORETICAL FRAMEWORK



RESEARCH METHODOLOGY

Subject

The subject of this study was managers and workers working in four telecom companies of twin city i.e. Rawalpindi and Islamabad. There are six top telecom companies operating in

Pakistan i.e. Telenor, Zong, Warid, Ufone, Mobilink and PTCL. In this study only four companies i.e. Ufone, Zong, Telenor and Mobilink were targeted. 350 questionnaires were distributed but only 225 were returned back and this made the response rate as 64.2%.

Table 1. Sample Characteristics

<i>Sample Characteristics</i>			
<i>Description</i>	<i>Range</i>	<i>Frequency</i>	<i>Percentage</i>
Gender	Male	117	52.0
	Female	108	48.0
Qualification	Matriculation	1	0.4
	Intermediate	23	10.2
	Bachelors	88	39.1
	Masters	89	39.6
Age	MS	24	10.7
	20-30	115	51.1
	31-40	85	37.8
Position	41-50	25	11.1
	Manager	42	18.7
	Worker	183	81.3

Procedure

Data were collected with the help of personally administered questionnaires in order to save time. Out of 350 questionnaires 182 were left with the workers and managers as they were busy and they resisted filling the questionnaires due to time constraint. Both managers and workers were assured about the confidentiality of research.

Instrument

Demographics

Demographics section included age, gender, education and position.

Gender Diversity

For the measurement of gender diversity twelve items were adopted from Watkins & Marsick, (1993). Questionnaire was based on 5-point scale i.e. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Team Performance

For the measurement of team performance five item questionnaire was adopted from Hassall (2009). Questionnaire was based on 5-point scale i.e. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Organizational Culture

For the measurement of organizational culture fourteen items were adopted from Vadi, Allik & Realo (2002). Questionnaire was based on 5-point scale i.e. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Table 2. Reliability Analysis

<i>Reliability Statistics</i>			
<i>Cronbach's Alpha</i>		<i>No of Items</i>	
.910		32	
<i>Variable</i>	<i>Adopted from</i>	<i>Number of items</i>	<i>Reliability</i>
GD	Watkins, K.E., & Marsick, V.J.(1993)	13	.816
TP	Hassall, S. L. (2009)	5	.872
OC	Realo,A., Allik ,J., &Vadi,M., (2002)	14	.773

RESULTS

Demographics section shows that out of 225 respondents 117 were males and 108 were females. Only one respondent was having 10th grade degree and 24 respondents had done Master of Science (MS) and majority of the respondents i.e. 89 had done masters and even the respondents who had done bachelors were in a large number i.e. 88. It shows that telecommunication companies in Pakistan give preference to education and they have well educated workers.

HYPOTHESIS TESTING

In order to test the hypotheses correlation and regression analysis were conducted with the help of SPSS on data. There were 3 hypotheses in this study and all of them were accepted and it was found that gender diversity is positively correlated to team performance and organizational culture plays a role of moderator in between the relationship of gender diversity and team performance.

Table 3. Correlation Analysis

<i>Correlation Analysis</i>					
<i>Variable</i>	<i>Mean</i>	<i>SD</i>	<i>GD</i>	<i>TP</i>	<i>OC</i>
GD	3.9	.59	1		
TP	3.9	.69	.482**	1	
OC	3.7	.57	.639**	.497**	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 4. Regression Analysis

<i>Regression Analysis</i>			
<i>Variable</i>	<i>Beta</i>	<i>t value</i>	<i>Significance</i>
GD	.482	6.275	0.000

n: 225, R Square: 0.241, Adjusted R Square: 0.239, F: 25.881, Dependent Variable: Team Performance

Table 5. Moderated Regression Analysis TP

	<i>Beta</i>	<i>R square</i>	<i>Change in R square</i>
GD	.482	.241	.241
	.594	.317	.076

DISCUSSION

This study was conducted with an intention to investigate the relationship between gender diversity and team performance. There were three hypotheses of this study and all were accepted. The reason can be that males and females have different way of thinking and if there is a gender diverse work force in an organization then different ideas will be put forward by both the parties. There will be innovation and creativity which will lead to improved performance.

This study also shows that organizational culture acts as a moderator in-between the relationship of gender diversity and team performance in telecom sector of Pakistan. It means that if there are strict rules and regulation in an organization and employees are enforced to abide by those rules, if there is an environment of sincerity with work and trust, if there is a proper channel of communication, if employees are given little autonomy in their job, if there are rewards for good performance and if teams are made by keeping in view their skills and abilities then it will lead to high team performance and end result will be improved organizational performance.

CONCLUSION

This study has a large number of implications for managers and they can take guidance from this study so that they can create such an environment in their organizations which helps gender diverse teams to contribute equally towards the goals of organizations without any discrimination. In Pakistan females are not treated equally and there pays are even less than males even if both of them are on the same post and they have the same level of education. It's the time to change this thinking and females should be given equal chances and equal rights to participate in labour force. Organizations should make clear policies to resolve this gender discrimination issue. There is no doubt that efforts have been made by both government of Pakistan and the organizations themselves to minimize these imbalances but still more efforts are needed.

RESEARCH LIMITATIONS

There were certain limitations of this study too. Sample size was not representative of the population of telecom sector of Pakistan due to time constraint. There are 6 top telecom companies operating in Pakistan but data were collected only from 4 companies for this study.

FUTURE RESEARCH IMPLICATIONS

There are various types of diversity like race, age, disability, colour etc. but for this study by keeping in mind the issues existing in Pakistan only gender diversity was taken. Future researchers can take other types of diversity to conduct a study like this. Moreover culture was taken as a whole. Study like this can also be conducted by taking only a single facet of Hofstede's cultural dimensions. Future researchers can get more accurate results by considering all the 6 telecom companies of Pakistan and by increasing the sample size as in this study despite of the hard work and efforts data were collected from only 225 respondents.

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