



Cultural Typology of Variety and Task Satisfactory: The Moderation Role of Collaboration

Chang Liu(✉)

Thunderbird School of Global Management, Arizona State University, Phoenix, AZ, USA
Chang.Liu.11@asu.edu

Abstract. This study concentrates on an investigation on how the variable of collaboration moderates the relationship between cultural typology of variety and work outcome in the cross-cultural work settings. The author predicts that collaboration will have impact on the relationship between variety of cultural character of gender egalitarian and task satisfactory. The empirical study conducted in the multinational companies located in China supported the assumptions. The result shows that by using the moderator of collaboration, gender variable is no longer the cultural character of separation reflecting conflict in cultural diversity team, instead, under the circumstance of collaboration, the attribute of cultural variety – coexistence of symmetry and asymmetry (e.g. Gender egalitarian) demonstrates more inclusive solution that benefit work outcomes in cultural diversity team.

Keywords: Culture variety · Gender egalitarian · Task satisfactory · Collaboration

1 Introduction

Diversity of variety is defined as “composition of differences in kind, source, or category of relevant knowledge or experience among unit members; unique or distinctive information” (Harrison, 2007) [1].

On the contrast to the diversity of separation, which builds on social categorisation theoretical perspectives, suggesting unfavourable effects of team consequence since diverse team tends to divide itself into distinguished subgroups via the social categorisation generating relationship conflicts and impeding collaboration, variety expects separation to accentuate the need to rapidly create a collective identity and make the partners more attentive and willing to doing so.

The aspect of variety in cultural diverse workplace has a competitive advantage in aggregating talent of different race, ethnicity, cultural backgrounds, religion from a wider candidate pool (Cox & Blake 1991) [2] that benefits in enhancement of problem solving, decision making (cf. Homan, et al., 2007) [3] and innovation and creativity in management. So, delving into typologies of separation, variety in cultural diversity will generate a profound interpretations of conflict theory (Coleman, 2000) [4] and ‘contact hypothesis’ (Allport, 1954) [5] and better understanding of how cultural differentiation in

work force teams might affect the organizational development concepts and can resolve the inconsistency and inclusive (Jayne & Dipboye 2004 [6]; Kochan et al. 2003 [7]; Podsiadlowski et al. 2013) [8] results that past empirical studies have showed.

In this paper, cultural variety is investigated in relation to cultural cognitive domain, involving geographic, historical, ecological scope. Gender is the dimension both included in cultural value variable of Hofstede and Globe, implicating the notable position the variable is. From the perspective of ecological framework, culture has a substantial impact on individual cognitive style.

Bailey, et al., (1997) [9] suggested that “culture affects individual desire for, behavior toward and perception of performance feedback”. The author of this paper does not propose a main effect hypothesis between cultural variety and work outcomes in present research, rather, the author aims at exploring the potential links between critical diversity approaches and diversity management interventions in organizations. By using the moderator of collaboration, Gender is no longer the cultural character of separation reflecting conflict in cultural diversity team, instead, under the circumstance of collaboration, the attribute of cultural variety – coexistence of symmetry and asymmetry, e.g. Gender egalitarian, the variable taken from the well-known Global Leadership and Organizational Behavior Effectiveness (GLOBE) study (House, et al., 2004) [10] demonstrates more inclusive solution benefiting work outcomes in cultural diversity team.

2 Theoretical Conception and Hypothesis Development

2.1 The Cultural Character of Gender, Task Satisfactory, and Collaboration

The cultural character of Gender Egalitarianism in Globe is defined as “The degree to which a collective minimizes (and should minimize) gender inequality” (Javidan, et al., 2006) [11]. Despite the increased number of women employed by organizations worldwide, female employees still remain at a disadvantage at the workplace (Blau & Kahn, 2007) [12]. Because of male chauvinism and the asymmetric consequences of within-unit gender diversity in gender inequality countries, women may be receive less attention from their male managers, such as in terms of inequality in pay, limited employment opportunities, difficulties in accessing leadership positions, (Westphal & Stern, 2007) [13] Even though gender equality has improved in today’s world, some researchers have warned that for a present-day, organization, gender inequality remains “a practical and significant problem” (Hogue & Lord, 2007) [14]. Hogue and Lord (2007) have noted that gender bias restricts relationship development within an organization, and thus disrupts the ideal functioning of organizational human system. An organization that is out of balance in regards to its human capital will be less likely to achieve its maximum performance level (Hogue & Lord, 2007) Individuals have a prevalent tendency to categorize others based on gender group identity, especially in the context of cross-group interaction (cf. Cox, 1991). Research has found evidence of reduced communication and difficulties in reaching common understandings of issues and coordinating effort across work group members of varying gender and functional backgrounds (Williams & O’Reilly, 1998) [15].

While in this study, when the implication of gender is interpreted as variety in the way that men and women have qualitatively different caches of knowledge and such that

gender diversity within a unit may spark creativity and innovation (e.g., Wood, 1987) [16], gender egalitarianism has potential impacts on business.

2.2 Collaboration Refers to Working Jointly with Others or Together Especially in an Intellectual Endeavor

The author applies the theoretical model in an exploratory empirical study that demonstrates how cultural gender variety interacted with collaboration would influence employees' task satisfactory. Gender egalitarian can facilitate conditions that enable all participants to contribute their experiences on a given task content. Thus cross-gender teams enable participants to reflect on and to communicate their experiences (Blomkvist & Segelström, 2015) [17]. By exploring the relationship between team composition, process facilitation, and generated outcome across cogender teams, this research extent the management literature in such way.

Hence, the author invokes:

Hypothesis1: Collaboration will exert positive effect on the relationship between gender variety and members' task satisfactory in the culture of Gender egalitarian orientation.
Hypothesis2: Collaboration will exert little effect on the relationship between gender variety and members' task satisfactory in the culture of Gender inequality orientation.

3 Methodology

The author presented some descriptive statistics and used an ANCOVA test to analyse how the collaboration moderated the relationship between gender variety and job satisfactory in the gender egalitarian relationship and the gender inequality relationship.

This procedure tested whether the effect of collaboration differed in the gender egalitarian composition and the gender inequality composition while controlling for a number of common control variables. The ANCOVA analysis allowed the distinguished groups, i.e., the two gender variety relationships, to differ in size. F-statistics were provided for testing the hypotheses and the usual regression results were presented for the control variables. The author compared the results with those of analyses based on the conventional cultural gender concept.

3.1 Data Collection

Data were collected from 410 participants from multinational corporations located in China including joint venture, corporation sole in manufacturing, electronic and service industries. These participants were from 7 countries having sample sizes that ranged from 20 to 86 employees. The average age was 31.6, with the ages ranging from 22 to 46.

The author designed a Simulation Innovation Project, which required a team with half keepers and health workers. Only those who were valued by the leaders could have the opportunity to join this project team. And as many empirical studies have showed that men are good at intellectual work (IQ) and women are good at emotional work (EQ).

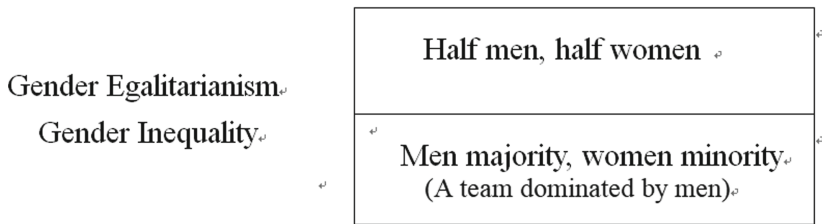


Fig. 1. Gender egalitarian relationship.

The author divided the participants into two categories and each included several groups (each was consisted of 10 persons) with different gender orientation according to the national gender egalitarian scores from Globe for the countries in which the participants are located. GE group of gender egalitarian, GI group of inequality-men dominated. The author determined whether the participants scored “high” or “low” relative to the median value for the sample countries, GE group was consisted of half men and half women. The culture dominated by men was consisted eight men and two women: one for each relationship. 63% participants scored “high” on gender egalitarian correspond to the Gender egalitarian relationship (the upper box in “Fig. 1”). The mean value of collaboration influence on subordinates’ job satisfactory was 4.562 (on the seven-point Likert-type scale) in this group. The Gender inequality composition (“Fig. 1”) counts 33% observations; in these observations, national culture has a low score. Gender Egalitarian, and the mean value of collaboration influence is 3.605.

The participants were required answer the questionnaire based on the situation described above.

3.2 Measure

3.2.1 Collaboration

The measure was derived from Trischler et al., (2017) [18] using a seven-point Likert-type scale,: “We all participate in different roles which allowed feedback from experience on both side “, “I think we work well together, we were all ‘on the same page’ so to speak”.

3.2.2 Task Satisfaction

Satisfaction with the task was measured on two items: ‘All things considered, how satisfied do you find this activity (Business Game)?’ and ‘In general, to what extent do you enjoy performing this activity (Business Game)?’ The participants refer to the BSM as the ‘Business Game’. Responses were recorded on 5-point scales from 1, ‘Very dissatisfied’ to 5, ‘Very satisfied’. The correlation between these items was very high and therefore scores were averaged across them ($r = 0.80, p < .001$).

3.2.3 Gender Egalitarian

The author used the Project GLOBE score to measure cultural practices of the Gender Egalitarian, defined as “the way things are” using 7-point scales. Information about scale validation, cross-cultural comparability, and correction for response bias is available in House et al., (2004).

3.2.4 Control Variables

The author controlled for age, international experience and type of task.

3.2.5 Dependent Variable

Dependent variable includes collaboration influence on employees’ task satisfactory.

This measure captures the extent to which the collaboration effect on the relationship between the variety of gender and members’ job satisfactory under the circumstance described above.

The effect of gender variety adds to the insights gained by studying cultural character of gender egalitarian alone. Few studies have dealt with how cultural differences between the collaboration influence on the task satisfactory in its relationship. Prior research, however, confirms that cultural differences do affect innovation strategies (Van der Vegt, Van de Vliert, & Huang, 2005) [19].

3.3 Analysis of Covariates

The author started the analyses by investigating the effects of the control variables, or covariates in the ANCOVA analyses, on the effect of collaboration on the relationship between the cultural character of gender composition and subordinates’ job satisfactory. The first two columns of “Table 1” showed the results: column 1 presented the results of the control variables only, while column 2 included a measure of absolute differences in Gender (the measure of cultural variable of gender egalitarian from Globe). On the whole, both models are significant, with F-values of 10.451 and 10.152, respectively ($p < .001$). The control variables age did not affect the extent of collaboration influence, while type of task was also positively and significantly related to the dependent variable. The results indicated that collaboration positively and significantly affected the dependent variable-job satisfactory. GE composition was found be a positive and significant relationship between collaboration influence and job satisfactory. The higher the degree of Gender egalitarian culture was, the more influence the collaboration on the subordinates’ job satisfactory and vice versa. These results added nuance to the negative effect of cultural gender inequality on collaboration influence found in model 2.

The author now entered gender compositions into the equation, that is, the gender variety factor consisting of the two categories defined above gender egalitarian and gender inequality separately. Column 3 in “Table 1” presents the results of the basic model, i.e., the covariates plus the gender compositions. The influence of variety concerns the extent to which diverse knowledge sources were available to a team. The analysis showed that the participants in GE group were assigned the tasks according the stimulate role according to their specific skills needed of 50% IQ and 50% EQ talent. Obviously, the

Table 1. Covariate analysis, dependent variable: collaboration influence on employees' job satisfactory

	1	2	3	4
1. Age	1.066	1.085	1.6024	1.523
2. Type of task	3.811***	3.996***	4.331***	4.501***
3. Absolute Gender		-2.636**		
4. Gender egalitarian (men 5, women 5)			3.979***	3.212***
5. Gender inequality (men 8, women 2 and women 8, men 2)			.908	.895
R-square (adjusted)	.048	.052	.064	.065
F-statistic	10.451***	10.152***	10.460***	9.774***

Cells contain t-values.

a Parameter set to zero. y $p < .10$. * $p < .05$. ** $p < .01$. *** $p < .00$

composition GE group met this need, which half men and half women worked together under the context of gender egalitarian, so that the gender variable could be interpreted as variety in the way that men and women had qualitatively different caches of knowledge and such that gender diversity within a unit may spark creativity and innovation (e.g., Wood, 1987), resulting in successful collaboration and leading to satisfactory of employees. While in GI group (dominated by men), participants consisting of men majority, women minority (8 men, 2 women) did not meet the requirement of the 50% IQ and EQ% talent, thus resulting in failed collaboration, while column 4 presented the model including the absolute variable. Observe, first, that by including gender compositions, the absolute gender variable became insignificant, suggesting that gender composition was associated more significantly with collaboration-influence than was absolute cultural gender variable, and GE group was most significant associated with the effect of collaboration on the relationship between the cultural gender variable and job satisfactory, thus supported the assumption in this study.

4 Conclusion

The author verifies that how variety of gender teams should be assembled to meet the knowledge demands of an innovation project. In inequality gender culture group, men and women are not appropriately assigned in the role, so collaboration can not be carried out efficiently. While in the gender egalitarian culture, men and women can get the tasks base on their own advantage, e.g. IQ and EQ. Thus, the team members can collaborate closely and equally and give full scope to the talents. This collaboration can lead to distinct role allocation to tap in each gender composition's unique knowledge and skill (Trishler et al., 2018). These findings highlight the importance of clearly understanding the team composition requirements. The findings suggest that facilitating close collaboration between the men and women who possess different talents can foster satisfactory outcomes.

Authors' Contributions. This paper is independently completed by Chang Liu.

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