

# **THE EFFECT OF MASCULINE CULTURAL ORIENTATION IN RELATIONSHIP BETWEEN HPWS AND EMPLOYEES JOB ATTITUDE: A COMPARISON OF CHINA AND PAKISTAN'S UNIVERSITIES**

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## **ABSTRACT**

*This study explores effect of organizational culture value masculinity that is strongest predictor of shaping the workplace environment in the relationship between perception of existence of high performance work system (HPWS) and academic faculty attitude i.e job satisfaction which become critical issues for organizational performance in universities of China and Pakistan. The results based on a sample of academic faculty across 20 public sector universities from China and 22 public sector universities from Pakistan. Results indicate that positive perception of existence of HPWS exhibits a direct and positive impact on the academic faculty attitude. The regression analysis shows that perception of existence of HPWS has positive and strong relationship with the academic faculty job satisfaction in universities of China and Pakistan. Moreover this relationship is stronger in universities of China ( $\beta=.769$ ,  $p=.000$ ) than Pakistan ( $\beta=.623$ ,  $p=.000$ ). The study also explores the effect of organizational culture value i.e masculinity on the relationship between perception of existence of HPWS and academic faculty attitude. Firstly, orientations of masculinity is analysed. The results reveal that the value of masculinity is higher in universities of China than Pakistan.*

**Keywords:** *Performance Work System, Job Satisfaction, Masculine Culture, China & Pakistan*

## **INTRODUCTION**

The business success is now based on competitive strategy in all parts of business like finance, marketing and human resource management practices. The organizations can imitate financial structure and market strategy but cannot imitate employees as human resource. The strategist in human resource use this dimension of differentiation on basis of employees' loyalty in term of satisfaction to gain the competitive performance. Using of human resource management practices in simple manners are not meeting winning numbers to become successful. This study explains the importance of high performance work system and its effect on job satisfaction in different countries on the same time as explained under social exchange theory. Jeong and Choi (2016) explained that the implementation of HPWS for firm performance can be strengthen by HR functions and HPWS is best practice on firm performance through enhancing job satisfaction, social exchange, commitments, motivational works, psychological empowerments and the social climate with the reduction of absenteeism and turnovers.

In this study we tried to choose those practices which is commonly use as high performance work system to shape employees positive attitude in shape of job satisfaction like performance base pay, job security, empowerment, internal career opportunity, result orientated appraisal. Researchers argued that there is positive relationship between these human resource management practices when use as HPWS with employees' attitude but on other side it has explored that this relation is not simple and an ideal one. The contingency theory explained that some external factors and organization's cultural values can affect the relationship between HPWS and employees attitude (Aguilera & Dencker, 2004; Schneider, 1989; Lertxundi & Landeta, 2011; Wu and Chaturvedi, 2009). The study is an attempt to analyze effect of masculinity (strongest cultural values in man-made workplace) as moderator to explain the linkage between existence of HPWS and academic faculty attitude.

### **THEORY AND HYPOTHESES**

High Performance Work systems are basically a collection of HR practices covering the three broad areas, the first one is high employee involvement practices, second one is a human resource (HR) practices, and at end the 3rd one is rewarded and commitment practices (Sung & Ashton, 2005). Actually high performance work practices intended to enhance individual level outcomes like job satisfaction, organizational commitment, knowledge, skills and abilities and consequence, these practices increase organizational performance (Jiang, Lepak, Hu & Baer, 2012). Literature on strategic HR management provides link between HPWS and individual and organizational level outcomes such as performance (Berg, Appelbaum, Bailey & Kalleberg, 2004; Chaudhuri, 2009; Huselid, 1995). The high performance work system has been used interchangeably with numerous term, which include HCWS i.e high commitment work system (Whitener, 2001) and HIWS (Wood, Veldhoven, Croon, & Menezes, 2012). In opinion of Boxall and Macky (2014) there is no single universally accepted definition high performance work system due to significant differences in theoretical concepts, empirical and practical approaches.

In literature high performance work system has been studied as high involvement practices, high commitment practices and best human resource practices. In literature positive impact of high performance work practices have been found in labor productivity (Datta et al. 2005), on the organizational effectiveness and performance (Liu et al. 2006), associated with lower level of turnover intention within workers (Arthur 1994) and profit per employee (Guest et al. 2003). HPWS bring the harmony among workers and organize the work settings in way that it ensures benefits to both employer and employees by enhancing the labor efficiency (Cappelli & Neumark 2001). A number of researchers, have followed meta-analyses to have a look at the connection among High performance work system and organizational overall performance (Lepak, Hu, & Bear, 2012). High performance work system has been proposed to clear up issues inclusive of lean production, technological improvements, quality management and business system change (Baines & Kay, 2002; Zheng, 2013).

The implementation of HRM practices in direction to satisfy the employees are important for firm growth (Harley, Allen & Sargent, 2007; Macky & Boxall, 2007). When organizations adopt the employee's involvement strategy in decision making, arrange trainings for development they shows loyalty and satisfaction with job. (Guest, 1999, Guzzo & Noonan, 1994, Guest, 2004). Literature provide supports to the argument that job satisfaction effect on voluntary turnover in an organization (Harter et al., 2002). Different theories in literature like Maslow's hierarchy the theory of Vroom's expectancy, Schaffer's job satisfaction as well as Herzberg's two factor theories are stressing the importance of job satisfaction under different situation. Therefore it can be hypothesized that:

*H<sub>1</sub>: HPWS and job satisfaction in universities of China and Pakistan are positively associated*

### **Masculinity and Femininity**

Gender orientation is critical issue on work place and is being handle with different strategies. As explained by Hofstede (2003) over IBM employees orientation results explained that universally, women mostly seek the goals related to social attachment. Hofstede (2003) explained that the societies who oriented themselves as a maximized social sex role division is "Masculine" and on other side those with relatively smaller fraction social sex division is "Feminine". The masculine cultural characteristics are "the importance of showing off, performing, of achieving something visible, making money, big is beautiful" (Hofstede, 1983). The feminine society's values include "not showing off, putting relationship before money, minding quality of life and the preservation of environment, helping others, in particular weak and small is beautiful" (Hofstede, 1983). The empirical study revealed that masculinity was positively and independently related with extreme response style of employees (Johnson et al., 2005), level of corruption (Husted & Estudios, 1999), uniformity and negativity related to conservatism (Ronkainen & Cusumano, 2001), and negatively associated with acquiescent response behavior (Johnson et al., 2005). The moderating effect for MAS-FEM was not confirmed between the relationship of organizational commitment in multifaceted manners typical organizational commitment predictors (Job scope, participative management, extrinsic reward, and role celerity) and effective orientation of commitment (Palich et al., 1995).

### **Moderating effect of Masculinity**

In high performance organizations evaluation base on efficiency rather than gender preference. In HPWS the male and females are equally preferred for executive position in organization on the basis of wisdom, vision and ability of decision making rather than the face value of gender in society. HPWS maintain the environment in which there is clear communication between Boss and subordinate. Employees are encouraged and motivated rather than insulted as observed in masculine culture. As we argued that HPWS has direct and positive impact on employee's job satisfaction (Huselid, 1995; Wu & Chaturvedi, 2009a; Qiao et al., 2009; Macky & Boxall, 2007),

the role of masculine orientation cannot be ignored in this relationship. The literature endorse the high masculine culture in China and Pakistan thus we propose that:

**H<sub>2</sub>:** *Masculinity moderates the relationship between perception of existence of HPWS and job satisfaction*

## **RESEARCH METHODOLOGY**

This research was conducted on data received from academic faculty representative of public sector universities of Pakistan and china. Data was collected under the simple random sampling technique. Demographic factors like ranks, age group, nature of appointment and marital status of female faculty members were also enquired. Female faculty members were approached for data collection and they were briefed regarding purpose of research as well as confidentiality of data was assured to them. Translation and back translation procedure was followed while collecting the data from Chinese female faculty members of universities. The design of the study needed different measures to collect data from academic representatives in higher education academic institutes of China and Pakistan. To measure different variables used in this study, literature was reviewed to solve the issues of biasness and reliability at different level of analysis. The empirical studies reveal that most of researchers use seven to twenty four item scales to analyze HPWS. We selected Six (6) practice i.e “High selective staffing, Performance based pay, empowerment, Internal career opportunity, result oriented appraisal and employment security” to measure HPWS from previous published and validated instruments (Bae & Lawler, 2000; Delery & Doty, 1996).

To evaluate job satisfaction, 16 items were adopted from Warr et al. (1979). 5-point Likert-type scale was used. These items are empirically validated and reliable to measure Job satisfaction (Wu & Chaturvedi, 2009b). These items found highly correlated with each other. Therefore we generated one aggregate index by combing these entire to reflect job satisfaction. The reliability statistics are .93 and .90 for China and Pakistan respectively. The cultural value Masculinity was use to explain the manmade environment and its effect on relationship between HPWS and the Job satisfaction. The Hofstede’s (1984) concept of culture dimensions was used as theoretical base for questions supported by researcher (Triandis,1982). Statements were modified according to environment of universities. The Masculinity scale was measured by using nine items. The sample statements were “meetings are usually run more effectively when they chaired by man”, and “man usually solve problem with logic analysis while women usually solve problem with association” (Reliability value was .84 for China and .86 for Pakistan).

## **RESULTS AND DISCUSSION**

### **Relationship between HPWS and Job Satisfaction**

In hypothesis 1a, we theorized that existence of HPWS, if perceived highly by a respondent, will positively associate with job satisfaction. To probe this relationship we proceed with descriptive

statistics, partial correlation analysis and multiple regressions. Descriptive statistics of Table-1 i.e overall mean values of perception of existence of HPWS ( $M=3.29$ ,  $S.D=.55$ ) and job satisfaction ( $M=3.40$ ,  $S.D=.65$ ) among academic faculty in universities of China. In universities of Pakistan as the mean value of perception of existence of HPWS and Job satisfaction among academic faculty is found ( $M=3.11$ ,  $S.D= .54$ ), ( $M=3.39$ ,  $S.D= .68$ ) as reported in Table. The results describe that the perception of existence of HPWS is higher among respondents in universities of China as compared to Pakistan. Slight difference is observed on level of Job Satisfaction among Chinese and Pakistani faculty members. The correlation values indicate strong and positive correlation ( $.77^{**}$ ), ( $.63^{**}$ ) between perception of existence of HPWS and job satisfaction in universities of China and Pakistan respectively.

Table 1 Mean, Standard Deviations and Correlations for HPWS and JS

Variable	China (N=261)		Pakistan (N=674)		Correlations between HPWS and JS	
	Mean	S.D.	Mean	S.D.	China	Pakistan
HPWS	3.29	0.55	3.11	0.54	.77**	.63**
Job Satisfaction	3.4	0.65	3.39	0.69		

\*\*Correlation is significant at 0.01 level

As reported in Table-2, results of multiple regression explain the relationship between perception of existence of HPWS and job satisfaction in universities of China. The results indicate that the demographic variables and independent variable HPWS explain 60% variation in job satisfaction ( $R^2=.60$ ). Overall fitness of the model is good ( $F=76.86$ ,  $p=.000$ ). The standardized coefficients of demographic variables indicate that the designation ( $\beta=-.029$ ,  $p=.495$ ), gender ( $\beta=.049$ ,  $p=.221$ ), nature of tenure ( $\beta=-.003$ ,  $p=.934$ ) have insignificant relationship with job satisfaction while marital status ( $\beta=.075$ ,  $p=.086$ ) has significant and positive relationship with job satisfaction.

Table2 Results of Multiple Regressions of HPWS and Job Satisfaction

Variables	China			Pakistan		
	Dependent Variable: job satisfaction					
	Coefficients	t-value	p-value	Coefficients	t-value	p-value
(Constant)	0.220	1.085	0.279	1.151*	7.084	0
Designation	-0.029	-0.683	0.495	-.110*	-3.324	0.001
Gender	0.049	1.220	0.221	.057**	1.976	0.049
Nature of tenure	-0.003	-0.082	0.934	-0.023	-0.739	0.46
Marital status	.075***	1.723	0.086	-0.021	-0.645	0.519
High performance work system	.769*	19.045	0.000	.623*	20.831	0

R Square	0.6	0.45
F	76.86 (0.000)	108.70 (0.000)

\*(1%), \*\* (5%), \*\*\* (10%)

The coefficient of independent variable HPWS ( $\beta=.769$ ,  $p=.000$  (China)  $\beta=.623$ ,  $p=.000$  (Pakistan) shows positive and the significant relationship with job satisfaction. Moreover this relationship is stronger in universities of China ( $\beta=.769$ ,  $p=.000$ ) than Pakistan ( $\beta=.623$ ,  $p=.000$ ). Thus hypothesis1 is supported.

### Moderate effect of Masculinity in link amid HPWS and Job Satisfaction

Results of relationship between Masculinity, HPWS and job satisfaction in universities of both countries reported in Table-3. In hypothesis-2, we proposed that Masculinity moderates the relationship between perception of existence of HPWS and job satisfaction such that the relationship is stronger in universities with high masculinity values than in universities with low masculinity values. The impact of demographic factors, designation, gender, nature of tenure and marital status on academic faculty job satisfaction in universities of China is mentioned in Table 3.

Table 3 HLM for moderating effect of MAS in relationship with HPWS and JS

Variables	China			Pakistan		
	Dependent Variable: Job satisfaction					
	M-1	M-2	M-3	M-1	M-2	M-3
(Constant)	3.238*	0.289	1.822**	3.914*	1.288*	.985**
Designation	-0.006	-0.03	-0.033	-.281*	-.088*	-.083*
Gender	-0.057	0.045	0.051	.086**	0.044	0.043
Nature of tenure	-0.057	-0.002	0.002	-0.055	-0.014	-0.015
Marital status	.188*	.074***	0.07	0.019	-0.029	-0.03
High performance work system		.773*	.385***		.631*	.701*
Masculinity		-0.023	-.459***		-.078*	0.045
HPWSMAS			.641***			-0.145
R square change	0.034	0.568	0.005	0.09	0.364	0.001
F-Statistics	2.236	181.02	3.188	16.631	222.152	0.619
Sig. F-Statistics	0.066	0	0.075	0	0	0.432

\*,\*\*,\*\*\* "indicates significant at 1%, 5% and 10% respectively".

The control variables explained 3% of variance in job satisfaction ( $\Delta R^2=.034$ ,  $\Delta F=2.236$ ,  $P<.10$ ). Perception of existence of HPWS and masculinity explained 56% of variance in job satisfaction ( $\Delta R^2 =.568$ ,  $\Delta F=181.020$ ,  $p<.001$ ). The HLM results show in Table-3 confirm the moderate effect of masculinity on relationship between perception of existence of HPWS and job satisfaction in universities of China ( $\beta=.641$ ,  $p<.10$ ). The relationship between masculinity, HPWS and job

satisfaction reported in above table indicates that demographic factors, designation and gender have significant impact on the academic faculty job satisfaction. However natures of tenure and marital status have insignificant impact on academic faculty job satisfaction. The results as show In Table-2 indicate that demographics explained 9% variance of job satisfaction ( $\Delta R^2=.090$ ,  $\Delta F=16.631$ ,  $P<.001$ ). The independent variables, perception of HPWS existence and masculinity explained 36% of variance of the dependent variable, job satisfaction ( $\Delta R^2 =.364$ ,  $F=222.152$ ,  $p<.001$ ). The HLM results as presented in Table-3 present different picture from China. In case of Pakistan, masculinity does not moderate the relationship between HPWS and job satisfaction in universities of Pakistan ( $\beta=-.145$ ,  $p>.10$ ). Thus hypothesis is supported in case of China and is not supported in case of Pakistan. The HLM results as presented in Table-3 present different picture from China. In case of Pakistan, masculinity does not moderate relationship between HPWS and job satisfaction in universities of Pakistan ( $\beta=-.145$ ,  $p>.10$ ). Thus hypothesis is supported in case of China and is not supported in case of Pakistan.

## CONCLUSION

The purpose of this study was to explore the relationship between HPWS and academic faculty attitude, job satisfaction under organizational culture masculinity, long term planning in universities of China and Pakistan. This study contributes to literature on HPWS, employee's job satisfaction, social exchange theory, organization culture values and contingency HRM perspective with respect to China and Pakistan. Keeping in view the importance of HPWS in SHRM (Appelbaum, 2000, Evans & Davis, 2005), and manner of employees behavior (Qiao et al., 2009, Wu & Chaturvedi, 2009a), try to explore perception of academic faculty regarding existence of HPWS in universities of China and Pakistan. Our findings indicate that management in universities of china and Pakistan are effectively implementing HPWS in shape of HR practices including "high selective staffing, performance based pay, empowerment, internal career opportunity, result oriented appraisal and the employment security" are being well perceived. Results of current study also support universalistic approach regarding implementation of HPWS that if HR management practices are used effectively in an organization in shape of HPWS, these practices will be perceived positively and would be helpful to shape employees attitude (Guest, 1999, Guthrie et al; 2009, Wood & Menezes, 1998, Wu & Chaturvedi, 2009a).

The positive perception of HPWS plays very important effect for architecture of the employee's attitude. The researcher analyzed the impact of HPWS on the academic faculty job satisfaction in universities of China and Pakistan and found that positive perception of HPWS existence exhibits a direct and positive relationship with academic faculty job satisfaction both in universities of China and Pakistan. Current study findings endorse the universal principle that effective implementation of HR practices directly influences employees' attitude (Lawler, 1986, Guest, 1999, Appelbaum, 2000, Wu & Chaturvedi, 2009a, Qiao et al., 2009). As explained the relationship between HPWS and employees attitude in light of social exchange and behavioral theory, so our findings also

contribute to this theory, through use of HPWS as motivation in social exchange relationship specifically with respect of China and Pakistan (Tsui et al., 1997, Wu & Chaturvedi, 2009a). The positive impact of HPWS on academic faculty job satisfaction in China and Pakistan as approved in Western and Eastern countries also leads to an improvement in the generalizability and external validity of HPWS (Wright et al., 2005, Huselid, 1995, Qiao et al., 2009).

In this study, the researcher analyzed the impact of organizational culture values i.e masculinity as moderator in link between HPWS, job satisfaction and found that masculinity moderates the relationship between perception of existence of HPWS and job satisfaction in the universities of China however results do not confirm its effect in Pakistan. In the light of characteristic of masculine societies (Hofstede, 1980a-a), it can be predicted that in universities of China men still show their dominance in work place, career ambition are compulsory for men and optional for women, academic faculty are sacrificing their families and leisure priorities to work, providing services until very late at night. Due to higher masculine orientation, organization hierarchy can affect the employee's individual job satisfaction behaviour.

### **Recommendations**

The findings of study has practical implementation for universities administration, HR managers, higher education policy-makers, governing bodies, government and private business organization in China and Pakistan. We provide direct link of HPWS on academic faculty attitude that shows the change in organization management style. Now it is imperative for organizations to adopt best and effective HR practices in shape of HPWS to induce positive employee's attitude that directly effect on organization performance. It recommends that HRM practices, "high selective staffing, Performance based pay, empowerment, internal career opportunity, result oriented appraisal and employment security can be used in combination as HPWS". The management should be careful in implementation of HPWS because clear and fair process is vital to induce positive perception among employees regarding organization management practices. In case of any discrepancy or unfair mean can cause negative impact on employee's attitude that will adversely effect on job satisfaction. As discussed, organizations are culture bounded so great care should be taken before implementation of HPWS. One can achieve desirable result when these practices would be in line with organization culture.

### **Limitations and Future Research**

This study enriches literature with empirical findings regarding the relationship between HPWS and employees attitude with respect to organizational culture values. Like other studies, findings should be viewed in light of some limitations. First, the respondent sample was collected from academic faculty of public sector universities of China and Pakistan which at some extent constrain the generalizability of findings for other organizations in China and Pakistan. In future the data should be collected from private and business organizations. Second, the respondents are



from same nationality in their respective universities, so it is expected that they are oriented same values in an organization as they learned from national culture in families, society and schools. This learned behavior can reduce values of organizational culture values prevailed and employees can consider this as norms which can be less effective on the relationship between HPWS and employees attitude as we observed in different relationship of this study. In future, data should be collected from those organizations that have employees from different nationalities to see the effect of organization culture on individual job satisfaction Third, in this study we include only two countries that belong to Asian region which almost oriented same type of national culture values so in future more countries and different region like eastern and western countries may also be included to generalize the findings. We have strong believe that replication of our study would be beneficial for the Government, private, educational and business organizations to implement HPWS in their respective organizational environment.

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