

The Mediation Role of Personal Gender Proclivity to Control the Relationship between Person-Job-Fit and Organizational Power Distance on Turnover Intention of Professionals in the Private Sector in Kuwait

Khushal Zafar Tariq Al-Yousef Awadis Atanalian Dr. Ahmad Al-Saber
Department of Management, college of Business and Economics,
American University of Kuwait , PO Box 3323, Safat, 13034, Kuwait
aalsaber@auk.edu.kw

Abstract

This study examines the role of Personal Gender Proclivity (PGP) in mediating the relationship between Person-Job-Fit (PJF) and Organizational Power Distance (OPD) on Turnover Intention (TI), specifically covering a knowledge gap, being the Power Distance of an Organizational Culture and a Person's Gender Proclivity. This study specifically focuses on the cultural aspects of an organization, where Hofstede's theory of cultural dimensions is adopted to further explore how the difference in these dimensions affects TI in the private sector in Kuwait. The study will survey 136 professionals in the private sector. It is expected that an increase in OPD is directly proportional to TI and PJF will correlate negatively to TI. Finally, we will also evaluate whether PGP will be an effective mediator, between the Independent and Dependent Variables.

Keywords: Kuwait; Private Sector; Power Distance; Turnover Intentions; Person-Job-Fit; Personal Gender Proclivity

DOI: 10.7176/EJBM/15-5-08

Publication date: February 28th 2023

1. Introduction

General Background

Turnover is one of the greatest struggles of many firms; many firms accrue large costs due to employee turnover. Furthermore, in the new philosophies of industry, there is heavy reliance on proprietary knowledge, technology, and techniques to maintain an organization's competitive advantage. It can thus be understood that the problem of turnover is increasing in its relevance as the industry becomes more and more reliant on highly specialized and less replaceable employees and as the need for corporate secrecy becomes more paramount to its competitive position- therefore it is of great interest to firms to reduce their turnover to optimize their competitive performance. If we review the literature, many studies are exploring the relationship between various variables with respect to their impact on employee turnover. We are most interested in the effects of Person-Job-Fit and the Hofstede dimension of Power Distance applied to a company culture on mitigating employee turnover; we further focus on the effects of Personal-Gender-Proclivity (PGP) as a mediating role on the dynamics between Person-Job-Fit (PJF) and Organizational Power Distance (OPD) on Turnover Intention (TI).

Definitions:

Person-Job-Fit (PJF): The employees' perception of how well their skills, background and career-related desires matches their actual job.

Personal-Gender-Proclivity (PGP): How masculine or feminine an employees' psychology is. This is based on the standard and well-known Hofstede's cultural theory of masculinity and femininity. The higher the PGP value, the more masculine a person's psychology is.

Organizational Power Distance (OPD): This is the employees' perception of how evenly power and decision-making is distributed in their organization.

Turnover Intention (TI): A measure of how much an employee desires to quit their job.

Hypotheses

Our objective is to determine the effect of Person Job Fit and Organizational Power Distance on Turnover Intention while determining the relevance of Personal Gender Proclivity as a mediator. From this, we can get the following hypotheses:

Hypothesis 1: *Person Job Fit is inversely proportional to Turnover Intention.*

Other studies have covered the dynamic of PJF as a mediator and studied mostly WLB, such as (1), who found that PJF indeed does have a mediating role between WLF and TI, and WLB has an inverse correlation with TI. There are also other studies that directly show an inverse relationship between Person-Job-Fit (2, 3, 4); in these studies there is use of different frameworks, combining Person-Organization-Fit and Person-Job-Fit, while we wish to measure Person-Job-Fit simply and directly as a predictor for TI, using data from the private sector in

Kuwait.

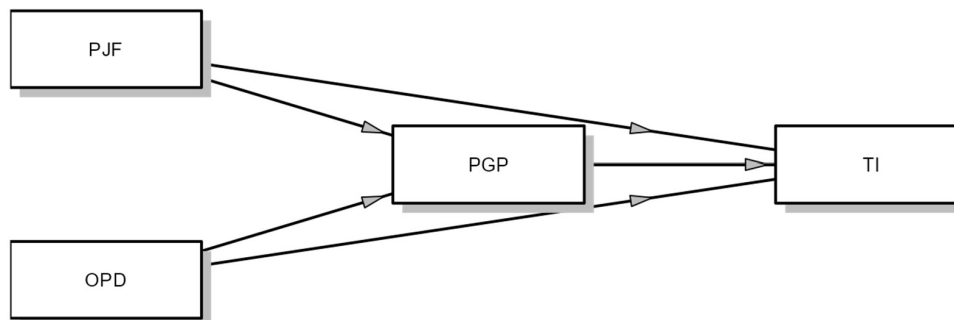
Hypothesis 2: *Organizational Power Distance is directly proportional to Turnover Intention.*

A study conducted on the relationship between Abusive Supervision and Turnover Intention, using Organizational Power Distance as a moderator have found that indeed Power Distance in an Organization was indeed an effective moderator (5). Another study also conducted to determine the effects of various leadership styles on turnover intention, also using Power Distance as a moderator, also found that Power Distance was an effective moderator. (6) However, we were unable to find research taking Organizational Power Distance as an independent variable and measuring its effect on turnover Intention. There seems to be some relationship between Power Distance and Turnover Intention when we look at it from an organizational cultural perspective and from a purely cultural affect. Therefore, we wish to measure it as a direct variable, hypothesizing that it has a positive correlation with TI, as we see in (6) it was found that autocratic leadership had promoted Turnover, while democratic and laisses-fair promoted Organizational Commitment.

Hypothesis 3: *Personal Gender Proclivity is an effective mediator for both hypothesis 1 and hypothesis 2.*

According to a meta study using 152 different samples from over 18 nations, involving over 216,000 participants, had found that there is a inverse correlation between Cultural Masculinity and Turnover Intention (7), showing psycho-cultural gender proclivity has an effect on TI. Therefore, we can imagine that Personal-Gender-Proclivity is an effective mediator for Turnover intention.

Theoretical Framework:



Significance of work

The significance of our work will be that we will be covering a knowledge gap, related to two things, firstly, whether the Hofstede dimension of Power Distance applied to a company culture will make a significant difference to employee Turnover Intention. This is advantageous as it will bring another dimension into play when HR departments are deciding how to design a company culture. Secondly, as is now stressed in society by the controversial issue of whether masculine/feminine energy has a certain behavior on work, we have decided to use the split of these energies as a mediator, to determine whether there is significant mediation of the effect of the masculine/feminine energy.

2. Methodology

We first conducted a survey, including a large variety of questions. This survey included 15 variables. We then distributed the survey to 35 individuals in a pilot study, from here we had to reduce the results to include only professionals in the private sector in Kuwait. Once we reduced the answers with the above-mentioned criteria, we had only professionals left, whose data we could use. From here we conducted a reliability analysis of each variable and determined that we would have to drop 9 variables, as they returned a Cronbach alpha score too low. Furthermore, we decided to drop an additional 2 variables, as we deemed them unnecessary for our study. In the end, we were left with the following variables to use for our study: Person-Job-Fit, Turnover Intention, Personal-Gender-Proclivity and Organizational-Power-Distance.

The survey was produced from taking (and in some cases modifying) questions from previously published literature; all questions measuring variables are answered on a Likert scale (from 1 to 5). The survey questions can be found in the appendix, where their sources are referenced.

After the pilot study was concluded, we now modified our questionnaire to further focus on our final variables, adding additional questions where necessary to increase the reliability and validity of our study. The final set of survey questions can be found in the appendix with reference to each question's source and also which questions were dropped from the model, before further analysis occurred.

We collected a population of 136 professionals in the private sector in Kuwait, where their age was between 21 and above. We also took record of their marital status, and income bracket. The demographic breakdown can be found below. It can be seen that the sample is taken with a wide range of each of our demographic variables, showing this study can be applied in general, rather than being restricted to a specific demographic.

We then reevaluated the reliability and validity of our model, and dropped certain questions as stated above, to increase the quality of our model for this research. Once the model was optimized, we then proceeded to analyze further the relationships between each variable.

In our analysis, we conducted a regression and PLS-SEM analysis, giving us our results, which can be found below in the results section.

Table 1. Demographics distribution of sample.

Demographics	Groups	Number	Percentage
Gender:	Male	64	47.1
	Female	72	52.9
Age:	21-25	32	23.5
	26-30	28	20.6
	31-35	11	8.1
	36-40	14	10.3
	41-45	30	22.1
	46-50	11	8.1
	51-55	6	4.4
	56-60	4	2.9
	>60	0	0.0
Yearly Income (KWD)	<10,000	37	27.2
	10,001-15,000	27	19.9
	15,001-20,000	25	18.4
	20,001-25,000	15	11
	25,001-30,000	6	4.4
	30,001-35,000	7	5.1
	35,001-40,000	6	4.4
	>40,000	13	9.5
	>40,000	0	0.0
Marital Status:	Divorced	8	5.9
	Married	69	50.7
	Single	59	43.4

Note: Sample size $N=136$

3. Results

In our preliminary analysis, we are evaluating the reliability of each variable. As indicated in table 1, we can see the mean, standard deviation, and Cronbach Alpha, for each of our variables. Our Cronbach Alpha for all variables is above the minimum value of 0.7, as referenced in (8).

Table 2. Constructs Reliability and Validity.

Constructs	Mean	SD	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
OPD	2.53	0.869	0.752	0.812	0.83	0.501
PGP	3.47	0.659	0.715	0.682	0.78	0.267
PJF	3.62	0.92	0.893	0.909	0.917	0.649
TI	2.88	1.23	0.909	0.914	0.933	0.735

Note: SD= Standard Deviation

Table 3 shows a correlation matrix, which shows the relationship between each variable. We are interested to see if our variables have a significant correlation with TI and here we can see that all our variables are significantly correlated. The stars show the relationships which are significantly correlated and the greater the number of stars, the greater the significance of the relationship.

Table 3. Correlation matrix.

		PFJ	TI	PGP	OPD
PFJ	Pearson's r	—			
	p-value	—			
TI	Pearson's r	-0.469 ***	—		
	p-value	< .001	—		
PGP	Pearson's r	0.077	0.234 **	—	
	p-value	0.376	0.006	—	
OPD	Pearson's r	-0.321 ***	0.392 ***	0.147	—
	p-value	< .001	< .001	0.088	—

Note. * p < .05, ** p < .01, *** p < .001

Table 4 shows the Heterotrait-Monotrait ratio (HTMT); for each variable the HTMT value must be under 0.90 (9) and we can see that each value in the table is below our reference value of 0.90.

Table 4. Heterotrait-Monotrait Ratio (HTMT).

Constructs	OPD	PGP	PJF	TI
OPD				
PGP	0.373			
PJF	0.576	0.29		
TI	0.169	0.423	0.444	

Table 5 shows the Fornell-Larcker table. As referenced in (10), each variable must have the highest value with respect to its relationship with itself in the matrix. As observable, that is the case here.

Table 5. Fornell-Larcker Criterion.

Constructs	OPD	PGP	PJF	TI
OPD	0.708			
PGP	-0.252	0.517		
PJF	-0.519	0.105	0.806	
TI	0.145	0.401	-0.414	0.858

Table 6: Hypothesis testing.

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
OPD -> TI	0.028	0.035	0.106	0.266	0.791
PGP -> TI	0.456	0.452	0.123	3.713	0
PJF -> TI	-0.447	-0.435	0.094	4.776	0
PJF -> PGP -> TI	-0.016	-0.033	0.074	0.215	0.83
OPD -> PGP -> TI	-0.123	-0.121	0.097	1.271	0.204

The hypotheses were tested by using bootstrapping method, in order to determine the p-value. The p-value represents the probability that a hypothesis based on the relationship is false. We deem the hypothesis to be True if the p-value is below our reference value of 0.05 (8).

4. Discussion

Hypothesis 1: Person-Job-Fit is inversely proportional to Turnover Intention.

This hypothesis is determined to be correct. We can see firstly from our correlation matrix (Table 3), that the correlation value is -0.469 and it is a significant relationship. The fact that the value is negative shows that this is an inverse relationship. Secondly, in our hypothesis testing, the p-value of this relationship is 0, falling below our reference value of 0.05, allowing us to deem this hypothesis true.

Therefore, it can be said that the Human Resource department must focus on ensuring that they hire employees who are well fit from their personal level to the job, to reduce the turnover intention of these employees.

Hypothesis 2: *Organizational Power Distance is directly proportional to Turnover Intention*

This hypothesis cannot be determined to be true. Although, when we look at the correlation matrix, we see that there is a significant positive correlation, with a correlation value of 0.392, we cannot deem this hypothesis to be true, as according to our hypothesis testing, the p-value of the relationship between OPD and TI is 0.791, which is far above our reference value of 0.05, meaning there is a very high probability that this relationship is false.

Now we cannot state with any great degree of certainty that a HR department should ensure that there is low power distance, as through our hypothesis testing, we were unable to conclude that there is a relationship between OPD and TI, however we can only state that through our regression analysis there was a positive correlation between OPD and TI, which would imply that HR departments should look into reducing the Power Distance in an organization if they were to look into reducing turnover, however this is only an implication, as we were unable to deem our hypothesis true and we believe more research is needed on the relationship of OPD and TI, as perhaps there might indeed be a real possibility to determine this hypothesis true in another study, say more specifically constructed to study this and not bound by the same limitations as us.

Hypothesis 3: *Personal-Gender-Proclivity is an effective mediator for both hypothesis 1 and 2.*

This hypothesis cannot be determined as true. When we look at the p-value of the relationship between PJP and TI, where PGP acts as the mediator (second last row in Table 6) and the relationship between OPD and TI, where PGP is the mediator (last row in Table 6), we will find the p-values to be 0.83 and 0.204, respectively. These p-values are way above the referenced maximum value of 0.05 and therefore we cannot deem this hypothesis to be true.

We were not able to find any truth to PGP being an effective mediator and therefore, we are unable to state anything of interest to HR professionals and we will therefore disregard any ideas of applying the mediation effect of PGP to real life industry.

Discovered Hypothesis: *Personal-Gender-Proclivity is directly proportional to Turnover Intention.*

Although we had not originally investigated to see whether there is a direct effect of PGP on TI, we have found this to be the case, where PGP is directly proportional to TI. As we can see in the correlation matrix, the correlation value between PGP and TI is 0.234 and there is a significant relationship between the variables. Furthermore, in the hypothesis testing, the p-value is 0, which is below our referenced maximum value of 0.05, meaning we can deem this new hypothesis to be true. Also, it is important to add, that the higher the PGP value, the more masculine an employee's psychology is, therefore we can state in other terms that there is a directly proportional correlation between Psycho-cultural Masculinity and Turnover Intention.

Now although, we cannot state something wild such as to advise HR departments to stay away from Masculine-minded prospective employees, as that would be severely limiting, as one can imagine that there is great benefit to masculine energy in organizations, as each psycho-cultural gender energy has pros and cons and we would never wish to detriment an organizations utilization of masculine psychology for their benefit, from such a limited analysis of the effects of personal gender proclivity. However, if we do limit the affect of masculine energy to one single variable, being Turnover Intention, we can determine that more masculine employees will tend to have more thoughts about quitting. And this is information rather useful to HR professionals. Not saying that HR professionals should avoid masculine-minded people, but rather the knowledge that people with more masculine psychologies, will on average think about quitting more often than more feminine-minded individuals. This could help in a variety of circumstances, including cases where an organization wishes to reduce turnover in a department where masculine energy may not be necessary (of course more research would be necessary to determine where masculine or feminine energy is better to achieve objectives) that perhaps hiring more feminine-minded employees could reduce turnover. Alongside this, in work environments that are optimized with more masculine-minded employees it is even more important to ensure factors are in place to reduce Turnover Intention, such as Person-Job-Fit, in order to combat the greater amount of TI that would naturally be present in such environments; on the other hand, a company would not have to care about these factors of reducing TI as much in a more feminine-minded environment, which could lead to cost savings.

5. Limitations

This study unfortunately has many limitations. The chief limitation found was that sample size being only 136, which was not fully appropriate to run a very accurate PLS-SEM analysis. This limitation in our opinion was rather dramatical and we believe there is a relatively big chance that this is the limitation that had made our hypothesis 2 and 3 unable to be determined as true. Furthermore, another limitation we had found was the lack of literature on the application of Hofstede dimensions to organizational culture. This meant that we were working on the basis of relatively new ideas, and such things such as survey questions were hard to find and had to be adapted from other sources linking to the Hofstede dimensions and therefore these adapted questions were not specifically proven to be very good questions to measure the Hofstede dimensions in respect to organizational culture, especially since Hofstede produced the dimensions to measure a societies culture and there are many differences between the dynamics of an organizational culture and a society's culture. More on, this study was conducted in Kuwait and therefore, it is limited to a single country, where we can expect employees to have personalities more inline with the Hofstede dimensions of the country, where the average of all employees of the Kuwaiti workforce would be on or very close to the Hofstede dimensional values of Kuwait as a whole and also, Kuwaiti workforces would be influenced by the country's Hofstede dimensional values and other socio-cultural and economic factors, which would mean that companies in Kuwait would have a relatively similar organizational culture, in comparison to inter-country comparisons. For further research, we recommend conducting this research in multiple countries, on a bigger size in order to get a more diverse range of employees' data and a more diverse range of company organizational cultures, as this may improve the applicability of the concepts we are looking at in this research paper to an international level and would also possibly illustrate more greatly the effect of the independent variables on TI. We also believe that it would be greatly beneficial to HR departments if more research was conducted on applying the rest of the Hofstede dimensions to organizational culture, as this would help produce a new framework for HR professionals to develop and optimize organizational culture, not limited simply to TI, but also ideas such as employee motivation, creativity, collaboration and a whole array of different dependent variables that would help organizations optimize their effectiveness and efficiency.

References

1. Babin, D. D., Meyer, N., Vetrivel, S. C., & Magda, R. (2021). The mediating role of person-job fit between work-life balance (WLB) practices and academic turnover intentions in India's higher educational institutions. *Sustainability*, 13(19), 10497.
2. Memon, M.A., Salleh, R. and Baharom, M.N.R., 2015. Linking Person-Job Fit, Person-organization fit, employee engagement and turnover intention: A three-step conceptual model. *Asian Social Science*, 11(2), p.313.
3. Abdalla, A., Elsetouhi, A., Negm, A. and Abdou, H., 2018. Perceived person-organization fit and turnover intention in medical centers: The mediating roles of person-group fit and person-job fit perceptions. *Personnel Review*.
4. Hassan, M., Akram, A. and Naz, S., 2012. The relationship between person organization fit, person-job-fit and turnover intention in banking sector of Pakistan: The mediating role of psychological climate. *International Journal of Human Resource Studies*, 2(3), p.172.
5. Ahmad, W., 2016. Impact of abusive supervision on job satisfaction and turnover intention: Role of power distance as a moderator. *City University Research Journal*, 6(1).
6. Dotse, J. and Asumeng, M., 2014. Power distance as moderator of the relationship between organizational leadership style and employee work attitudes: An empirical study in Ghana. *International Journal of Management Sciences and Business Research*.
7. Wong, K.F.E. and Cheng, C., 2020. The turnover intention-behaviour link: A culture-moderated meta-analysis. *Journal of Management Studies*, 57(6), pp.1174-1216.
8. Hair, J.F.; Ringle, C.M.; Sarstedt, M. PLS-SEM: Indeed a Silver Bullet. *J. Mark. Theory Pract.* 2011, 19, 139–152. [CrossRef]
9. Fornell, C.; Larcker, D.F. Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *J. Mark. Res.* 1981, 18, 39. [CrossRef]
10. Fornell, C.; Larcker, D.F. Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *J. Mark. Res.* 1981, 18, 39. [CrossRef]

Appendix A: Survey Questions and traceability for Pilot study

A	B	C	D	E
Role	Factor	Code	Item (English)	Reference
Independent	Person Job Fit	PJF 1	There is a good fit between what my job offers me and what I am looking for in a job.	1
Independent	Person Job Fit	PJF 2	The attributes that I look for in a job are fulfilled very well by my present job.	1
Independent	Person Job Fit	PJF 3	The job that I currently hold gives me just about everything that I want from a job.	1
Independent	Person Job Fit	PJF 4	The match is very good between the demands of my job and my personal skills.	1
Independent	Person Job Fit	PJF 5	My personal abilities and education provide a good match with the demands that my job places on me.	1
Independent	Person Job Fit	PJF 6	My abilities and training are a good fit with the requirements of my job.	1
Dependent	Turnover Intention	TI 1	I would prefer another, more ideal job than the one I have now.	1
Dependent	Turnover Intention	TI 2	As soon as I can find a better job, I will leave the current job.	1
Dependent	Turnover Intention	TI 3	Thoughts about quitting this job cross my mind.	1
Dependent	Turnover Intention	TI 4	I often think about quitting my job.	1
Dependent	Turnover Intention	TI 5	I have thought seriously about changing job since beginning to work here.	1
Dependent	Turnover Intention	TI 6	I think I will be working for this organisation five years from now.	1
Mediator	Personal General Proclivity	PGP 1	Men have a greater responsibility to achieve careerwise than woman	Adapted from (9)
Mediator	Personal General Proclivity	PGP 2	Would you put greater pressure on your hypothetical son to achieve a good career over your hypothetical daughter	Adapted from (9)
Mediator	Personal General Proclivity	PGP 3	Career is the most important aspect of a persons life (aside from religious and family obligations)	Adapted from (9)
Mediator	Personal General Proclivity	PGP 4	Life is tough and cruel - Deal with it.	Adapted from (9)
Mediator	Personal General Proclivity	PGP 5	The world would be better if everyone was more logical and less emotional	Adapted from (9)
Mediator	Personal General Proclivity	PGP 6	Gut feelings are just as useful in decision making as logical processing	Adapted from (9)
Independent	Organizational Power Distance	OPD 1	In this organization, followers are expected to: question their leader or question their leader	Adapted from (9)
Independent	Organizational Power Distance	OPD 2	In this organization: power is shared throughout or concentrated at the top	Adapted from (9)
Demographic	Age	D1	What is your age?	
Demographic	Gender	D4	What is your gender?	
Demographic	Income Level	D5	What is your income level?	
Demographic	Marital Status	D6	What is your marital status?	

Appendix B: Survey Questions and traceability for final study

K13 fx

A	B	C	D
Role	Factor	Code	Item (English)
Independent	Person Job Fit	PJF 1	There is a good fit between what my job offers me and what I am looking for in a job.
Independent	Person Job Fit	PJF 2	The attributes that I look for in a job are fulfilled very well by my present job.
Independent	Person Job Fit	PJF 3	The job that I currently hold gives me just about everything that I want from a job.
Independent	Person Job Fit	PJF 4	The match is very good between the demands of my job and my personal skills.
Independent	Person Job Fit	PJF 5	My personal abilities and education provide a good match with the demands that my job places on me.
Independent	Person Job Fit	PJF 6	My abilities and training are a good fit with the requirements of my job.
Dependent	Turnover Intention	TI 1	I would prefer another, more ideal job than the one I have now.
Dependent	Turnover Intention	TI 2	As soon as I can find a better job, I will leave the current job.
Dependent	Turnover Intention	TI 3	Thoughts about quitting this job cross my mind.
Dependent	Turnover Intention	TI 4	I often think about quitting my job.
Dependent	Turnover Intention	TI 5	I have thought seriously about changing job since beginning to work here.
Dependent	Turnover Intention	TI 6	I think I will be working for this organisation five years from now.
Mediator	Personal General Proclivity	PGP 1	Men have a greater responsibility to achieve careerwise than woman
Mediator	Personal General Proclivity	PGP 2	Would you put greater pressure on your hypothetical son to achieve a good career over your hypothetical daughter
Mediator	Personal General Proclivity	PGP 3	Career is the most important aspect of a persons life (aside from religious and family obligations)
Mediator	Personal General Proclivity	PGP 4	Life is tough and cruel - Deal with it.
Mediator	Personal General Proclivity	PGP 5	The world would be better if everyone was more logical and less emotional
Mediator	Personal General Proclivity	PGP 6	Gut feelings are just as useful in decision making as logical processing
Mediator	Personal General Proclivity	PGP 7	It is very important for me to receive recognition for my work
Mediator	Personal General Proclivity	PGP 8	It is more important for me to be paid well than have a close relationship with my boss
Mediator	Personal General Proclivity	PGP 9	The Most important thing to my career are a good salary and a job that I do well and like
Mediator	Personal General Proclivity	PGP 10	People Must learn to make their own way in this world
Independent	Organizational Power Distance	OPD 1	In this organization, followers are expected to: question their leader or follow their leader without question
Independent	Organizational Power Distance	OPD 2	In this organization: power is shared throughout or concentrated at the top
Independent	Organizational Power Distance	OPD 3	In this organization managers make all the decisions
Independent	Organizational Power Distance	OPD 4	In this organization Bosses Closely monitor their employees