CITY UNIVERSITY OF HONG KONG
香港城市大學

The Double-Edged Sword Effect of Multiple Gender Composition of Executive Teams: An Analysis Based on Teamwork Culture
高管團隊性別結構多元化的雙刃劍效應；
基於團隊合作文化的主題分析

Submitted to
College of Business
商學院
in Partial Fulfillment of the Requirements
for the Degree of Doctor of Business Administration
工商管理博士學位

by

Sun Jiayi
孫嘉嶷

March 2023
二零二三年三月

摘要

　　高級管理團隊性別組成的多元化成為社會發展與組織演進的流行趨勢，性別多元化被視為衡量組織包容性的關鍵指標之一，並且性別多元化也被認為有利於團隊合作文化的產生，從而助益企業的發展。但是在實務中，我們常常發現高級管理團隊性別組成的多元化的影響並不確定。一方面，團隊多元化的性別組成提升通過改善組織環境，促進了組織權力分享與團隊合作。另一方面，我們也觀察到組織中的性別議題往往具有爭議性，男性與女性高管之間由於權力分配的問題，往往產生小群體的衝突，從而阻礙了組織權力分享與團隊合作。本研究旨在解決這項困惑。

　　通過文獻回顧，我們發現在以往研究中，對於高管團隊性別組成影響的解釋主要分為兩個流派。其一強調性別組成的多元化對組織團隊合作文化的正面作用。該流派主要關注性別組成多元化帶來的認知多樣性，女性領導的獨特品質，以及男性女性管理者的角色互補。第二個流派強調不同性別小群體之間形成的斷層線對團隊合作文化的負向作用。性別斷層線理論將不同性別群體視為、潛在的衝突方，認為不同群體之間存在著"斷層線"。由於小群體之間的利益衝突與爭奪，阻礙了團隊合作文化的形成。

　　本研究認為，團隊的多元性別組成是一個結構性問題，性別多樣性理論關注的是性別組成影響的整體性，而性別斷層線視角則關注性別組成結構的微觀特徵。通過整合宏觀與微觀視角，本研究從性別組成多元化對組織中"合作氛圍"、"合作收益"與"合作風險"的影響來分析性別組成多元化對團隊合作文化的影響。本研究的理論認為，多元化的性別組成對團隊合作文化具有雙刃劍效應：高管團隊性別多樣性對團隊合作文化的形成具有促進作用；

高管團隊性別斷層線對團隊合作文化的形成具有抑制作用。接著，研究從更宏觀的制度層面探討了理論的邊際條件：社會意識形態的調節作用。當個體處於偏向自由主義的社會意識形態中時，高管團隊中女性的特質會得到更多尊重與發揮，男性也更願意打破性別行為的刻板印象，從而增強女性特質在男性群體中的溢出效應，放大性別多樣性對合作氛圍的正向影響。

本研究的另一個創新點是對團隊合作文化的測量。利用基於機器學習的主題建模技術與手動收集的企業盈餘電話會議文本，本研究生成了團隊合作文化的指標。本研究彌補了問卷調查與詞頻統計的缺陷在組織文化實證研究上的缺陷。同時，本研究也採用了嚴格的變數驗證方法來驗證主題建模結果的準確性與一致性。

在分析方法方面，本研究處理了潛在的內生性問題。在附加分析部分，本研究探究了團隊合作文化對企業績效的影響。本研究發現團隊合作文化的形成對企業合作文化具有顯著的正向效應。該發現拓展了研究的實務意涵。

本研究有以下兩點貢獻：在理論方面，該項研究旨在探究高管團隊的性別多元化如何既促進又阻礙了團隊合作文化的形成，從而消弭實務觀察中對於性別多元化影響不同敘事之間的隔閡，為解決現有理論對此問題上的分歧提供路徑。在實踐方面，通過厘清由性別多元化所造成的團隊合作的促進性因素與阻礙性因素，既強調了多元化在實踐中對組織的積極意義，又給出了多元化在組織中難以推行的潛在原因。

關鍵字: 高管團隊性別組成; 多樣性; 斷層線; 合作文化; 主題建模

Abstract

The multiple gender composition of top management teams has become a trend in society and modern organizations. The multiple gender composition is considered one of the critical indicators of organizational inclusiveness. People also believe that it is conducive to creating a culture of group teamwork and, thus, corporate development. However, in practice, we have contradictory observations on the impact of the multiple gender composition in top management teams. On the one hand, the multiple gender composition in teams has facilitated organizational power sharing and teamwork by improving the organizational cooperation environment. On the other hand, we have also observed that gender issues in organizations are often controversial, and sub-group conflicts arise between male and female executives due to power distribution issues, hindering organizational power sharing and teamwork. This study aims to address this confusion.

Through a comprehensive literature survey, we identify two main theoretical perspectives that explain the impact of the gender composition of executive teams in previous studies. One emphasizes the positive effect of The multiple gender composition on organizational teamwork culture. This school focuses on the cognitive diversity brought about by the multiple gender composition, the unique qualities of female leaders, and the complementary roles of male and female managers. Instead, the second school emphasizes the negative effect of faultlines formed between gender sub-groups on the culture of teamwork. Gender faultline theory views different gender groups as potentially conflicting parties by theorizing the "faultlines" between different groups. The formation of a teamwork culture is hindered by conflict of interest and competition between sub-groups.

This study posits that The multiple gender composition of teams is a structural issue, with gender diversity theory focusing on the structure-level macro outcomes and gender faultline perspective focusing on the micro features of the structure. By integrating macro and micro perspectives, this study analyzes the impact of gender diversity on the "cooperation climate," "cooperation benefits," and "cooperation risks" in organizations to unpack its influence on the culture of teamwork. This study suggests that the multiple gender composition has double-edged sword effects on the culture of teamwork: gender diversity in the executive team promotes the formation of a culture of teamwork, while gender fault lines in the executive team inhibit the formation of a culture of teamwork. The study then explores the marginal conditions of the theory at the institutional level: the moderating role of social ideology. When individuals are in a liberal-leaning social ideology, feminine traits in executive teams are more respected and brought into play, and men are more willing to break gender behaviour stereotypes, thus improving the spillover effect of feminine traits in male groups and amplifying the positive impact of gender diversity on the cooperative climate.

Another contribution of this study is developing the measurement of a teamwork culture. Using a machine-learning-based topic modeling technique with manually collected texts of corporate surplus conference calls, this study generates indicators of a teamwork culture. This study fills the gap between the shortcomings of questionnaires and word frequency statistics in empirical studies of organizational culture. Also, this study employs a rigorous variable validation method to verify the accuracy and consistency of the theme modelling results.

Regarding the analytical approach, this study deals with the potential endogeneity. In the additional analysis section, this study also explores the effect

of teamwork culture on corporate performance. This study finds that the formation of a teamwork culture significantly positively affects the culture of teamwork. The finding expands the practical implications of the study.

This study makes two contributions. Theoretically, this study aims to investigate how gender diversity in executive teams both facilitates and hinders the development of a culture of teamwork, thereby bridging the gap between different narratives of the impact of gender diversity in practice observations and providing a way to resolve the inconsistent arguments in existing theories on this issue. On the practical side, by clarifying the facilitating and hindering factors of teamwork caused by gender diversity, we highlight both the positive aspects of diversity in practice and the potential reasons why diversity is challenging to implement in organizations.

Keywords: Gender composition of TMT; Diversity; Faultline; Teamwork culture; Topic modeling

目錄