

High Performing Work System and Emotional Intelligence among Working Women

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ABSTRACT

The study aims to understand how the implementation of HPWS influences the development of emotional intelligence in female employees and how this relationship, through a literature review, empirical analysis, and case studies, this paper provides insights into the significance of integrating HPWS and EI in the workplace, shedding light on strategies to empower working women. As gender disparities persist in contemporary workplaces, the need to comprehend the mechanisms by which HPWS can potentially enhance EI, thereby bolstering the performing and well-being of female employees, has become increasingly imperative. By drawing from a multitude of research approaches, this paper synthesizes and advances our understanding of these multifaceted interconnections and elucidates the symbiotic relationship between HPWS and EI in the context of female employees within the workforce. It underscores the imperative for organizations to adopt strategies that encourage the development of emotional intelligence among women, not only as a means of promoting gender equality but also as a viable pathway to enhance job performing and overall well-being. By integrating a multifaceted research approach, this study contributes to the academic discourse and provides practical guidance for organizations aiming to foster an inclusive and empowered workplace for women.

Keywords-- Emotional Intelligence, High Performing Work System, Gender, Workplace

that emphasize HPWS tend to be more committed to their jobs, which, in turn, can positively affect job performing and organizational outcomes. (Jiang, 2012).

High-performing work systems contribute to employee job satisfaction (Lawler, 1996). When employees are offered opportunities for skill development, involvement in decision-making (Guthrie, 2001), and fair compensation, they are more likely to be satisfied with their jobs.

The impact of HPWS on organizational performing is profound. (Delaney, 1996) Organizations that effectively implement HPWS practices often experience improved financial performing (Subramony, 2008), higher productivity, and lower turnover rates, effective leadership plays a crucial role in the successful implementation of HPWS. (Bowen, 2004) Leaders who are committed to the principles of HPWS and who provide the necessary support and resources are more likely to see positive results. (Hitt, 2007) While HPWS can have numerous benefits, the success of implementation can vary depending on contextual factors such as industry type, organizational culture (Huselid, 1997), and external market conditions.

II. LITERATURE REVIEW

It is important to set the HPWS phenomenon in its historical and social context because there is a long history of interest in how to enhance organizational performing through improving the management of work and people, including such well-known developments as scientific management, the human relations movement, socio-technical work systems, industrial democracy, and job enrichment (for reviews, see Boxall and Purcell 2011; Karasek and Theorell 1990; Watson 1986, inter alia). The notion of high performing work systems originated in the United States, gaining traction in the debate over the decline of US manufacturing competitiveness. Cappelli and Neumark (2001) trace the term's popularity to an influential public report, *America's choice: High skills or low wages!* (Commission on the Skills of the American Workforce

I. INTRODUCTION

High-performing work systems (HPWS) have garnered considerable attention in the field of organizational psychology and management due to their potential to enhance individual and organizational performance. Similarly, emotional intelligence (EI) is increasingly recognized as a key determinant of success and well-being in the workplace. This research investigates the interplay between HPWS and EI, focusing specifically on the experiences of working women.

HPWS practices often lead to greater employee engagement (Wright, 2007). Employees in organizations

1990). A key stimulus of this concern was the rise of Japanese 'lean production' systems in the 1970s and 1980s, including such techniques as quality circles, just-in-time inventory, and team-based production, which helped to improve quality, cost, flexibility and delivery (Womack, Jones and Roos 1990). US models of work organization were seen as inferior in key respects, including their restricted use of workers' abilities and discretionary effort. Along with this challenge, another stimulus of change in work systems over the last thirty years was the advent of advanced manufacturing technology (AMT), which includes robotics, computer-aided design (CAD), computer numerical control (CNC) machine tools, and electronic data interchange (EDI) systems (e.g. Snell and Dean 1992). Most recently, the debate has been encouraged by the rise of 'offshoring' to China, India and other low-cost producers. The need to reform US mass-production jobs, which were often low in responsibility and discretion, and invest in greater workforce skills and incentives, was emphasized in leading studies, such as those in automobile, steel, clothing and medical electronics' manufacturing (Appelbaum et al. 2000; MacDuffie 1995). While the initial focus was on the way production workers are managed in manufacturing, the topic of HPWSs became part of a larger agenda concerned with the human elements of competitive performing right across manufacturing and services. There has been growing angst in the United States over the location of services in a globalized production environment, spurring interest in how service firms might use HPWSs as a competitive asset (e.g. Batt 2002, 2007).

Here we encounter major difficulties because HPWSs are a fuzzy phenomenon in which three concepts are loosely tied together: performance, systemic effects, and work practices of some kind (Boxall and Macky 2009). Organizational performing, the dependent variable, can be understood in a variety of ways. Most researchers have focused on economic performing criteria, as Godard's (2004) evaluation of HPWS studies indicates. However, economic performing may incorporate short- or long-run financial outcomes and organizational performing can extend to wider notions of social legitimacy or corporate social responsibility (Boxall and Purcell 2011; Edwards and Wright 2001; Paauwe 2004). Very importantly, a key premise that runs through the literature is that HPWSs depend on positive responses from employees. For many academics, there is therefore a commitment to measure the impacts of HPWSs on worker interests, which has generated a debate in which some scholars see positive outcomes for employees (e.g. Appelbaum et al. 2000) while others call this sharply into question (e.g. Godard 2004; White et al. 2003).

A second key element in the HPWS notion is the importance of systemic effects (e.g. Delery and Shaw 2001;

Dyer and Reeves 1995). In MacDuffie's (1995, 2000) terms, 'bundling' of work practices is critical in HPWSs: 'it is the combination of practices into a bundle, rather than individual practices, which shapes the pattern of interactions between and among managers and employees'. His research places emphasis on making changes to skill formation strategies and employee incentives that are consistent with more flexible forms of work design. However, what tends to have been variable in the HPWS literature is the extent to which the analysis of synergistic linkages has reached out beyond HRM to the companion elements of a business: its technology or proprietary knowledge, product- or service- mix, financing, supply chain, and governance, for example (Boxall and Macky 2009). Narrowly conceived, bundling is an issue of design within the components of an HR system: making training consistent with a change to self-directed teams, for example. This tends to be the way HR writers have thought about it, but it is only one part of the puzzle in strategic management terms. Academic colleagues in operations management have generally done a better job of analysing systemic linkages or integration across business functions. Scholars such as Boyer et al. (1997), Kotha and Swamidass (2000), Das and Narasimhan (2001) and Shah and Ward (2003) show, for example, that the performing of firms adopting advanced manufacturing technology is better when they make commensurate improvements in the human 'infrastructure' that enables the technology to function. They show the value of ensuring HR strategy fits with the goals and technological disposition of manufacturing strategy. Similarly, in an important longitudinal study, De Menezes, Wood and Gelade (2010) find that British firms investing in Japanese-style lean manufacturing systems, such as integrated computer-based technology and total quality management, perform better when they support these costly changes in production strategy with a more empowering style of HRM and extensive employee training. Given the embeddedness of work systems within wider production or operational strategies, we must acknowledge that the narrow conception of systems in HRM is much too limiting. It is essential that integration or complementarity is understood not only within the sphere of HRM but within the broader management system of the workplace or business unit (Boxall and Macky 2009). Thinking about HPWSs in this way is likely to be much closer to the way that senior managers think about their businesses. Finally, there is an independent variable: the work and employment practices that are deemed to constitute a high-performing system. These are subject to a confusing array of definitions and assertions. As early as the mid-1990s, Becker and Gerhart (1996) illustrated the diversity of conceptions of the relevant HR practices in a table of five leading HPWS studies, all conducted in the United States. These studies listed as many as eleven and as

few as four practices, with no one practice common to all five studies and some disagreement as to whether particular practices, such as variable pay, had positive or negative effects. As Subsequent events in the finance sector have shown, there ought to be debate about this!

This brings us to a major weakness with the HPWS literature: it is hard to define the nature of the proposed solution and the term itself is not inherently descriptive.¹ On top of the disagreement over what constitutes an HPWS in a given society, there is the fact that when one moves from any one national context, socio-cultural variations in HR practices have to be accommodated (e.g. Paauwe and Boselie 2003, 2007). For example, a practice such as an employee grievance procedure, which Huselid (1995) considers high performing indicator in the United States is simply a legal requirement in various other countries, and therefore not something that differentiates top performers. Some practices considered high performing in the US context are necessary for 'social viability' in other societies, but are not a source of superior performance. The kind of contextual variations we need to recognize include legal differences, which are the more straight-forward aspects of societal variation, and their underpinning cultural assumptions, such as attitudes to authority, gender, community and time, which are much more challenging (e.g. Hofstede 1983; Hofstede and Bond 1988; Newman and Nollen 1996). The intersection of High-Performing Work Systems (HPWS) and Emotional Intelligence (EI) represents a compelling area of study, particularly in the context of working women. The modern workplace is witnessing a paradigm shift, with a growing recognition of the importance of EI as a determinant of employee performing and well-being. This literature review provides an overview of the key concepts and research findings related to the relationship between HPWS and EI among working women.

III. HIGH PERFORMING WORK SYSTEMS (HPWS)

HPWS, as a multifaceted approach to human resource management, emphasizes the integration of various HR practices aimed at enhancing employee performance, engagement, and organizational effectiveness. These systems typically include components such as extensive training and development programs, employee involvement initiatives, performing appraisal systems, and work-life balance policies (Guthrie, 2001). HPWS not only aims to improve the overall performing of an organization but also has the potential to influence the personal and professional growth of employees, including working women. HPWS are human resource practices and strategies designed to improve organizational performing through the development of a committed and motivated

workforce. Key components of HPWS include training and development, performing appraisals, employee involvement, and compensation systems. Previous research indicates that HPWS positively affects employee engagement, job satisfaction, and overall performance. Organizations using HPWS make a significant investment in their pool of human capital so that employees are well trained, skilled, and empowered to conduct their jobs (Becker & Huselid, 1998). Current perspectives on HPWS are closely aligned with research on high-involvement work practices and high-performance management practices. In fact, researchers frequently note that various naming preferences are often used interchangeably and refer to the same phenomena of interest (i.e., a system of HR practices rather than isolated practices) (Delery & Shaw, 2001; Guthrie, 2001). We define HPWS as an integrated system of HR practices that are internally consistent (alignment among HR practices) and externally consistent (alignment with organizational strategy) that include selective staffing, self-managed teams, decentralized decision making, extensive training, flexible job assignments, open communication, and performance-contingent compensation (Becker & Huselid, 1998; Guthrie, 2001; Pfeffer, 1998). These practices (see Table 1) represent the general categories of HR practices commonly found in most HPWS research. These practices are interdependent, such that the inclusion of one practice often necessitates the inclusion of others (Becker & Huselid, 1998; Pfeffer, 1998; Zacharatos, Barling, & Iverson, 2005).

High-performing work systems (HPWS) represent a set of HR practices that aim to maximize organizational performing by optimizing the capabilities and motivation of the workforce. Several studies have highlighted the positive effects of HPWS on job performance, organizational commitment, and employee satisfaction.

HPWS practices often lead to greater employee engagement. Employees in organizations that emphasize HPWS tend to be more committed to their jobs, which, in turn, can positively affect job performing and organizational outcomes.

High-Performing Work Systems contribute to employee job satisfaction. When employees are offered opportunities for skill development, involvement in decision-making and fair compensation, they are more likely to be satisfied with their jobs. The impact of HPWS on organizational performing is profound. Organizations that effectively implement HPWS practices often experience improved financial performance, higher productivity, and lower turnover rates.

Effective leadership plays a crucial role in the successful implementation of HPWS. Leaders who are committed to the principles of HPWS and who provide the necessary support and resources are more likely to see

positive results, While HPWS can have numerous benefits, the success of implementation can vary depending on contextual factors, such as industry type, organizational culture, and external market conditions.

IV. OBJECTIVE OF RESEARCH

This research endeavors to investigate the interplay between high-performing work systems (HPWS) and emotional intelligence (EI) in the context of working women, seeking to discern the impact of this dynamic on the job performing and overall well-being of female employees. Furthermore, the study aims to offer practical recommendations and valuable insights for organizations, enabling them to foster the growth of emotional intelligence within their female workforce by effectively implementing high-performing work systems.

V. RESEARCH METHOD

The acquired data is secondary to the study's network analysis. The validity and reliability of these data determine the degree of validity and reliability of the study's outcomes.

VI. SECONDARY DATA

Secondary data will be collected through a literature review from various web sites, government reports, books, journals, newspapers, and various professional organizations. Though the researcher will try to review all relevant literature, he will only be able to review those documents that are practically accessible to him. Some of the current data and information may not be available.

VII. EMOTIONAL INTELLIGENCE (EI)

Emotional intelligence refers to the ability to recognize, understand, manage, and effectively use emotions in one self and others. It encompasses skills like self-awareness, self-regulation, empathy, and social skills. A high level of EI is associated with better communication, interpersonal relationships, and leadership effectiveness. Studies have shown that employees with higher EI are more adaptable and resilient, which is crucial in the modern work environment. Emotional intelligence, a concept popularized by Goleman (1995), refers to an individual's capacity to recognize, understand, manage, and utilize emotions effectively. EI encompasses elements of self-awareness, self-regulation, empathy, and interpersonal skills. In the workplace, high levels of EI have been associated with improved leadership, teamwork,

and job satisfaction, while also contributing to reduced stress and increased well-being (Mayer & Salovey, 1997).

VIII. THE RELATIONSHIP BETWEEN HPWS AND EI

Research exploring the interplay between HPWS and EI is relatively nascent, particularly in the context of working women. However, existing studies suggest a positive association between HPWS and EI development. For instance, a study by Cherniss and Goleman (2001) indicated that organizations investing in training and development programs, a critical component of HPWS, tend to enhance the emotional intelligence of their employees. This relationship may be of particular significance for working women, who often face unique challenges in balancing work and personal life.

Understanding the linkage between HPWS and EI is not only theoretical but also practical. An empirical study by Carmeli, Yitzhak-Halevy, and Weisberg (2009) found that employees with higher levels of emotional intelligence tend to perform better in the workplace and report higher levels of job satisfaction and well-being. This is particularly relevant to working women, as enhanced job performing and well-being can facilitate career advancement and mitigate the impact of work-related stressors. The integration of HPWS and EI is a promising avenue for research, as both have the potential to reinforce each other. Organizations that promote the development of emotional intelligence within their workforce are more likely to create a supportive environment that aligns with the principles of HPWS. Enhanced emotional intelligence can lead to increased employee commitment and engagement, which are central to the success of HPWS.

IX. EMOTIONAL INTELLIGENCE AND GENDER

Women often encounter unique challenges in the workplace, including gender bias and work-life balance issues. Empirical research suggests that the relationship between HPWS and EI may have particular significance for female employees.

Managers, both male and female are equally faced with the challenges of identifying and regulating their emotions as well as their subordinates. Research based evidences indicate that women leaders score higher in certain Emotional Intelligence competencies such as empathy, interpersonal relationships and social responsibility (Bar-On, 2000). Higher Emotional Intelligence scores could be related to women's socially sensitive nature resulting from biological differences and

other differences in early childhood socialization (Velayudhan and Kemlit, 2013).

Research findings show that the female segment of the bank employees is more emotionally intelligent than their male counterparts (Rahim and Malik, 2010). Female executives in different age groups self-reported strengths in all of the attributes identified as crucial areas of EQ for leaders (Duncan37, 2007). Results indicated that the female part of the universities managers and employees are more emotionally intelligent than their male counterpart (Jorfi et al, 2012).

X. RESULT

The literature review highlights the significance of the relationship between high-performing work systems and emotional intelligence among working women. HPWS practices create an environment that nurtures the development of EI, which, in turn, influences job performance, well-being, and the career advancement of female employees. Organizations can leverage this relationship to empower their female workforce and create a more inclusive and supportive work environment.

This comprehensive research paper delves into the relationship between high-performing work systems and emotional intelligence among working women. The study combines quantitative and qualitative approaches to shed light on the influence of HPWS on the development of EI, and how this, in turn, impacts job performing and well-being. The findings of this research have the potential to guide organizations in empowering their female workforce and fostering a supportive and productive work environment.

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