SWEDISH MANAGEMENT
STYLE PERCEIVED BY
CHINESE EMPLOYEES

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Abstract

With the economic and technology development, International Corporation among countries becomes increasingly popular. All countries become an entire unit, therefore understanding among different cultures is important. Different cultural background leads to different management style. The cultural diversity is needed to cooperate globally. Chinese management style and Swedish management style has its own characteristics. Study the differences between these two different management styles can offer an opportunity for understanding each other.

The purpose of this thesis is to compare and analyze the differences between Chinese management style and Swedish management style. Empirical data is collected from individual interviews with five Chinese employees who work in Sweden and under Swedish manager.

The result of the study reveals that Swedish management style is people-oriented, empowerment and small hierarchy. Swedish manager achieve their goal by “loose” management while Chinese manager is more in control and focus on relationship building between manager and employees.

Keywords: Cultural difference, Chinese management style, Swedish management style.
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Borås, Aug.2011

Xiaohan Li
1. Introduction

1.1 Area of study interest
There is an old famous fable in China called: Orange change with their environment (“Nan Yuan Bei Zhi”). The story is about same orange tree, when it grows on the south side of the Huai river, it can bear many sweet fruits, but when it grows on the north side of the Huai river, it start fruit small yellow-green “oranges” which people can’t eat them. The reason of this because the soil on the two sides of the Huai river is totally different. Orange used to stay in the ground on the south side of the river, but not fits the soil on the north side. Chinese ancestors use this metaphor to tell people that environment can give huge influence on people. So we should analysis environment around us otherwise we will fail.

For plants, what kind of soil is essential for their growth; for human beings, what kind of social environment is important for their success. When we mention social environment, unconsciously we try to mention the concept of culture. Different countries are the carrier of different culture. People in the same country always share the same opinions, values more or less even they didn’t think through about this. There is a set of cute cartoon to show the different culture aspects between Chinese/Asian with Westerns(Liu), as bellows, blue represented Western and red represented Chinese/Asian;

![Figure 1. Understanding the Chinese/Asian culture VS Western Culture (abstract of cartoon).](http://www.ingilisi.com/entertainment/WESTEAST.html)

This cartoon show the differences between Chinese/Asian culture and Western culture vividly. This is just an example from thousands of facts. Culture is kind of a “myth” in someone’s eyes, because if they can’t decipher the code of another culture, they will fail no matter what they do there, like the “orange tree” grow on the north side of the river can’t bear any sweet fruit.
Nowadays, since the technology and transportation develop a lot. International business play an incomparable role in this world. No country can just live by its own. Sometimes if a company enters another country with different culture by a blind chance, they will face serious risk in the future. IKEA is an international furniture Swedish company which make big success among industry, but when IKEA try to expand investment in Russia they meet problem that they never met before. Bureaucracy and red tape in Russia make Swedish furniture giant holding back on further investment. Swedish managers didn’t say it directly, but their underline words is that they a tired of corruption (Bush 2009). All of default rules in Russia are so unfamiliar to Swedish managers, maybe they conduct market research in Russia before they enter, but they forgot to understand the Russian culture. If they know the cultural differences before they made the investment decision they may escape from such annoying situation.

In business world, a good manager always plays an important role in organization, sometimes even can become the key of company’s success. Successful manager like Steve Jobs(Apple), Bill Gates(microsoft) and Ingvar Kamprad(IKEA), all of them famous for know ing how to motivate their employees and keep their loyalty and stimulate their creativity. Their management style is widely accepted by their own employees. That’s one of the reasons that all these companies can keep their leader position for so many years.

What are the most important resources in knowledge era? It is intellectual resources. The person is the author of productivity. In the 21st century of knowledge economy, knowledge and it’s masters will become the core elements of the productive forces. Since business competition become intense nowadays, every corporation try to have highly and continuous competitive. Hence, it is essential that a company has high quality human resources. Next serious problem bother all managers is how to maintain intelligent employees. Although many aspects related to this question, but there is no doubt about that manager play an important role in this topic. A good manager can stimulate employees potential and keep their loyalty It is hard to give a unified definition of “good manager”, but at least a good manager can motivate employees and create tolerate working environment for everyone to let everyone to show their talent.

When managers conduct managerial activity, they follow their own way of making decision and Management style related to manager’s personal characteristics and culture background. It is really difficult for manager to perceive culture clues on himself/herself, but culture clues exist for real. Different management style will give distinct influence on result. Every management style has it’s own advantage and disadvantage.

Everyone has their blind area depend on their cultural background, personal experience and academic learning. That’s why all the managers should be open-minded learning from others. “Chemical reaction” will happen when “culture” meet “management”. So conduct research combine these two areas will give an new perspective.
### 1.2 Problematization

When Chinese think about learn from another culture and management style, Sweden definitely is not their first choice, they are more familiar with American style or Japanese style. Sweden in Chinese eyes as a mysterious wonderland, because Sweden and Switzerland have similar pronunciation, some Chinese even mixed these two countries. Because of lack of understanding, Chinese can’t absorb the essence of Swedish culture and management style.

According to Statistics Sweden data, China has became the ninth largest trading partner of Sweden in 2010, annual trade volume up to 77.9 billion SEK(2011). In the near future, China will become the largest export market of Sweden. With the international trade between China and Sweden become more frequently, management staff turnover between two countries also increasing rapidly. With Swedish managers in charge of Chinese corporate departements, Scandinavian management style also appear in China, this a great chance for Chinese managers start to learn Scandinavian management style.

China has 1.3 billion population when Sweden just have 9 million, Whereas Sweden be viewed as “global innovation leaders” while China be classified as “lagging countries” on “Global Innovation Scoreboard”(2010). What can make so big differences? In 2010 China has about 21.4 million students enrolled in normal and short-cycle courses in universities and about 1.4 million postgraduates, according to statistics of Ministry of education of the People’s Republic of China, so China doesn’t lack of high educated human resource. Management style is one influential aspect of China belong to “lagging countries”, Chinese managers should try to stimulate their employees creativeness and work motivation, give them strong wish to work and try their best. Every manager should notice that management innovation is the main theme of management. Nowadays is a changeable era, the only way to stand out is to keep inter strength(Zhenghong 2007).

As well-know strategy expert Gary Hamel said in his book, The future of management(2007) “Your company will be challenged to change in a way for which it has no precedent”, because he think “decades of orthodox management decision-making practices, organizational designs, and approaches to employee relations provide no real hope that companies will be able to avoid faltering and suffering painful restructuring.” Other authors, include Lowell Bryan and Claudia Joyce also give conclusion that forward-looking executives should bring the same energy to innovatice management that they now bring to innovative products and services. Many of Chinese managers focus on economic benefits but ignore building long-lasting inner competitiveness, for instance, creating new feedback system, building strong relationship with employees. When management practices can’t stimulate employees creativeness and devotion spirits, in the long-run, core competitiveness of the company will disappear.

### 1.3 Problem statement

If you ask some Chinese people, do you know some Swedish famous brands? They can answer you immediately. Sweden has many famous brands such as IKEA,H&M,
Volvo, SAAB, Ericsson, Electrolux and so on. But when you ask Swedish people, do you know some Chinese famous brands? They maybe just know Geely. And they know this brand not because Geely’s products is famous in Sweden, but because this company had bought Volvo. Swedes maybe not familiar with Chinese brands, but they are not feel strange to see “Made in China” on their daily products, for instance, today approximately 22% of IKEA products is produced in China(2011). China has enough intelligent human resource and strong manufacturing industry foundation, it is the time to figure out how to change “Made in China” in to “Create in China”, because this is the only way to let Chinese companies build it’s own long lasting firm competitiveness.

As I discussed before, Chinese companies not lack of creative employees, what should we do is to let Chinese managers to know how to arouse the creativity of employees. When I took my part-time job in Chinese company, I could feel how hard to communicate with your boss. It is a very common phenomena in China that even many employees have creative idea or new thoughts, they are really hard to let the boss know. Not so many Chinese managers are aware of the significance of how important to encourage their employees. Chinese managers should recognize their management style is related to the future of their company meanwhile learn from other successful management styles to improve themselves.

Sweden and China has different history and culture background, these differences give influence on many social aspect, management style is included. Since we know so many successful companies in Sweden, we should learn from Swedish management quintessence. We can use the chance when we can perceive how Swedish management style works in China. And then compare with Chinese way to figure out our own weakness or fault when our managers do managerial work.

1.4 Purpose

Under present economic situation, cultural diversity is needed in order to cooperate globally. Through this thesis I want to compare and analyse the differences between Chinese management style and Swedish management style through secondary data and five individual interviews which conducted in Sweden. Try to give a new perspective to both Chinese management style and Swedish management style. Through empirical material I try to figure out how Swedish manager do their work, and what did Chinese employees feel from Swedish management style.
2. Methodology

In this Chapter, the research methodology is addressed. The research framework, the choice of study method, interview design and research quality will be discussed within this chapter.

2.1 Research framework

Management style is a complex concept when it come to do research on. Because many aspects such as culture, personal experience can lead to different management styles, meanwhile different management style will result to diversity consequences. So management style is kind like a hub of communications. In this thesis, I will first analyse Swedish and Chinese culture and which most influential to management style, and culture also influence managers’ academic learning and personal experience. All of these three aspects, culture, academic background, personal experience will give effect on managers management style, and then different management style will lead to different management result. Discuss the consequence of different management style. Management style will infect employees’ needs at work which related to employees job satisfaction, loyalty, motivation, creativity. In the end analysis all the factors and compare and analyse differences between Chinese management style and Swedish management style and discuss the consequences. Figure 1, shows the research framework

Figure 1, Research Framework
2.2 Choose of method

There is two different ways to conduct social study, research on management style is included. Qualitative method will be suitable for this topic. Qualitative method can increase of understanding of complex and important process and impact. Management style study including to culture aspect, personal background and so on, qualitative method can describe a whole picture of what it looks like;

• Qualitative interviews: arrange semi-structured questions with open endings and select qualified respondent.
• Direct observation: use my personal experience in Sweden and my Chinese cultural background.
• Secondary data analysis: collect data and useful information from books, articles, journals, magazines, and web sites.

2.3 Data collection

2.3.1 Interview guide design

I will conduct interview to Chinese people who have been managed under Swedish manager. To give respondents enough space answer the question, the interview format should not be too narrow but meanwhile it has to lead respondents to answer in right direction. So I choose semi-structured questions with open endings. Semi-structured interviews provide the interviewer freedom to make adjustments to the guide, and interviewer can also add new questions which are related to the particular interviewee to get more deeper understanding(Bryman 2009). Interview questions design is essential to the research result, management style is very hard to give a definition, interviewer should let respondents give more facts than just give a general feeling. And because all the respondents are Chinese, depend on their culture background, they are very careful about their privacy, so before conduct the interview, interviewer should first inform respondents that this research just about the facts, nothing related to private personal issue. This will make respondents get rid of their nervousness and make the interview more valid.

Interviews were generally held between 40 minutes to one hour and conducted both face-to-face and through web-cam in Chinese.

Interview questions as follows:
Q1: How many years have you been working in Sweden?
Q2: Which factor do you think mostly infect your work efficiency in your work environment?
Q3: Which prominent characteristic of Swedish manager? Can you give an example?
Q4: Which management style you prefer? Can you describe the management style you like?
Q5: Compare with Chinese management and Swedish management, what is the differences in your experience?
2.3.2 Choice of Interviewees

There are many obstacles on choosing interviewees because the qualification for interviewees were very strict, qualification for interviewees as follows,

- Must be Chinese whom grow up in mainland of China at least till 18 years old. Interviewees much have pure Chinese culture background. Chinese who grow up in Sweden was not included.
- Interviewees must have work experiences both in China and Sweden. They have to both have experiences that working under Chinese manager and working under Swedish manager. They should have firsthand experiences about Chinese management style and Swedish management style.
- Interviewees have to has at least bachelor degree and spend mental effort on their work. Management style is more influential to mental workers.

Except the strict qualification, it has other obstacles to find qualified interviewees such as how to build personal contact with interviewees and convince them to participate into interview. After contact with some Chinese group in Sweden, I choose 5 people to do interview. Their qualification as follows, to protect interviewee’s privacy here omit their name;

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Cultural background</th>
<th>Work experience</th>
<th>Educational background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dong, female</td>
<td>Chinese</td>
<td>Vice-professor in Karolinska Institute</td>
<td>Ph.D in Medical care</td>
</tr>
<tr>
<td>Mao, female</td>
<td>Chinese</td>
<td>Marketing assistant in Huawei company</td>
<td>Master in Marketing</td>
</tr>
<tr>
<td>Xin, male</td>
<td>Chinese</td>
<td>Management trainee of biology company</td>
<td>Master in economics</td>
</tr>
<tr>
<td>Tuteng, female</td>
<td>Chinese</td>
<td>Assistant &amp; interpreter of publisher organization</td>
<td>Bachelor in history</td>
</tr>
<tr>
<td>Nike, male</td>
<td>Chinese</td>
<td>B2B salesman</td>
<td>Master in finance</td>
</tr>
</tbody>
</table>

Figure 2 The list of interviewees’ qualification

2.4 Research quality

Qualitative research uses a naturalistic approach that seeks to understand phenomena in context-specific settings, such as “real world setting where the researcher does not attempt to manipulate the phenomenon of interest” (Patton 2002). Reliability and validity are two aspects to show the quality of the research.
Validity consists of three components: construct validity, internal validity and external validity (Yin 1994). In qualitative research, validity is a concept “rather a contingent construct, inescapably grounded in the processes and intentions of particular research methodologies and projects” (Winter 2000). Validity or trustworthiness can be identified as “credible and defensible result” may considered as high quality qualitative research.

This research based on the secondary data and firsthand data. It should be informed that all the interviews conducted in Sweden. And all interviewees promise to say the truth of their feeling and experiences because this research will not bring them any problem. All the secondary data come from reliable resources. Because interviewer and interviewees all use their mother tongue, Chinese mandarin, during the process of interview same native language can minimize misunderstandings to a very low level. Because of money and labour limitation, can’t interview more people who are qualified to this research. So the conclusion of this research has it’s limitation can’t give an overall opinion. Although there were many obstacles, to some extent, all the factors help the research quality stay in reasonable standard.
3. Theoretical framework

In this chapter, the theoretical framework will present, and give an overview of motivation, job satisfaction, human resource management, organizational culture and characteristics.

3.1 Motivation theories and job satisfaction

Review motivation theories and relation between job satisfaction with individual’s work productivity and creativity.

3.1.1 Needs at work

“Management means helping people to get the best out of themselves, not organizing things.”

-----Lauren Appley

Nowadays, intelligence resource become the most significant resource for all corporations. Therefore, employees is the most important resource for company. After world war two, the world economy experienced increasing prosperity, development in many aspects such as living standard, education and so on. All these development foster the rising expectations of people. If people can’t achieve their expectations, or they feel uncomfortable at work, they can change job very easily. When one employee quit his job, in a short time there is no big difference, but in a long run, company will not know how much of the loss because no one can measure the invisible loss such as great ideas, creative thoughts. HRM(human resource management) emphasizes it’s contribution to the achievement of sustained competitive advantage(Barry 2000). So as a manager, first major responsibility is to know your employees, such as their own characteristics, background and assessing their potentials.

As employees, they work not for fun, they have different needs want to gain from their work according to content theories, “Content theories assume that all individuals possess the same set of needs.” (Robin and Peter, 2000). Hierarchy of needs was suggested by Maslow, which considered as the most influential content theory. Hierarchy of needs has five levels: Physiological needs, Security needs, social needs, self-esteem needs, and Self-actualization needs, first three needs belong to deficiency needs, last two needs belong to higher-order needs. Last two needs belong to higher-order needs(Maslow 1943). Once individuals satisfy a need at one level in the hierarchy, they will lost their motivation to fulfill the same needs, they are just motivated by the need of next level up the hierarchy. For example, when employees feel satisfied and supportive with others in their work, then they will have motivation to improve their work and try to fulfill their “Self-actualization needs”. Maslow give an important point is that people’s need of self-actualization become a key motivator in their work nowadays.

Alderfer improved Maslow’s content theory in 1972, his ERG theory divided individual needs into three groups: Existence needs, Relatedness needs and Growth
needs. The ERG theory allows for different levels of needs to be pursued at the same time.

Another important content theory is Herzberg’s two-factor theory (Herzberg 1987). Herzberg give a conclusion that “motivators” is differ from “hygienes”. Managers should first satisfied employees “hygienes” such as salary, work environment and so on. Because all these “hygienes” not related employees’ motivation but sources of dissatisfaction. In another words, hygienes represented the need to avoid pain while motivators reflected people’s need for self-actualization such as responsibility and achievement.

All content theories have a common conclusion that unassured needs is the most important impetus for motivating people. Since the core of HRM is to redeploy employees’ initiative and creativity, so managers has to do research on people’s activities, because people’s activities related to their needs, so it’s crucial for managers to catch their employees’ real needs and motivate them.

3.1.2 Job satisfaction, productivity and creativity

Depende on Herzberg’s two-factor theory, “hygienes factors” relate to employees’ satisfaction, “hygienes factors” including supervision, salary, work environment, company policies and relationship with colleagues. When people feel satisfied with their job, how can we define this satisfaction? Job satisfaction can be describe as the feelings and attitudes of employees towards consequences on the job (Bowen 1985). When employees feel satisfied about their job, they will improve themselves to perform better at work, as a result, their productivity will increase(Savery 2001).

Successfully encourage employees is a main task for all managers. First of all, they have to understand where does job satisfaction come from. Job characteristics model think the reason of job satisfaction can be found in the objective characteristic of a job (Fincham 1999). Hackman and Oldham suggest all kinds of jobs involve five core dimensions: Skill variety, Task identity, Task significance, Autonomy, Task feedback. If jobs are designed in a way that increases the presence of these core dimensions, for example, providing enough freedom and opening feedback channels. Employees will have three critical psychological states: Experienced meaningfulness of work, Experienced responsibility for work outcomes, Knowledge of results of work activities (R.J.Hackman 1976). When employees experienced these three critical psychological states, their work motivation and job satisfaction will be high.

If managers try to raise the innovation level of their employees and build core competitiveness within such dynamic market nowadays, managers should give employees positive affect to stimulate their creativity. “Creativity is generally defined as the production of novel, useful ideas or problem solutions. It refers to both the process of idea generation or problem solving and the actual idea or solution”(Amabile 2005). Positive affections can come from many stimuli, such as compliments, gifts. All these stimuli can produce positive mood and then leads to higher levels of performance on dimensions relating to creativity(AMabile 2005). All positive emotions, such as joy and love will broad people’s available ability of actions and intelligence(Frederickson 1998).
Managers first understand about the key characteristics of jobs and fulfill employees’ needs, this will lead to positive affect on employees and stimulate their productivity and creativity.

3.2 Human resource management

Review theories in human resource management and characteristics of knowledge workers, and which management style that knowledge workers prefer.

3.2.1 Manage knowledge workers

Since the global economic environment has change dynamically, human resource is not treated as working labour, it is more considered as potential competitiveness. Nowadays, HRM is not just about manage employees, HRM is more emphasize on its contribution to the achievement of sustained competitive advantage (Wilkinson A 1998). By improving the way of managing people to get better utilization of human resources can gain competitive advantage (Guest 1987). With development of education and society, human resource management experienced Taylor’s scientific management, Weber’s classical organizational theory, Mayo’s human relations theory and Maslow’s hierarchy of needs, now move to Peter’s new theory that try to build learning organization and learn systems thinking within organization in his book The Fifth Discipline: The art and practice of the learning organization. We can see the trend of HRM is try to help employees to build their ability to adjust dynamic competitive environment and then organization can gain benefit from employees’ knowledge resource.

Depend on Peter’s theory work force was divided into two parts, manual worker and knowledge worker. Peter Drucker coined this concept “knowledge workers” in his book The Age of Discontinuity in 1969. “knowledge workers” refers to employees who implement their knowledge and create new knowledge within their working activities. Nowadays knowledge-workers take a big proportion of workforce. In the 21st century, knowledge-worker productivity become the biggest management challenges. In the developed countries, knowledge-worker productivity is their first survival requirement (Drucker 1999). Nowadays, most of work not just repeat same task, workers need expand their knowledge and learn new knowledge during work process. Even some workers are regard as manual workers in Peter Drucker’s view, but almost no job is just needed employees’ physical strength, because with the development of society and division of labor, machine can replace much of pure physical work, so with the development of technology, knowledge workers almost cover all industries. According to Peter, firstly, knowledge workers always have high educated background and full of passion about their work. Secondly, they are more inclined to manage themselves independently, they don’t like be commanded by others. Thirdly, knowledge workers work with their intelligence instead of physical labour, so the process of their work almost invisible, their work has no fixed process or steps, so it’s hard for manager to supervise their work, as a result, their work output also hard to measure. Fourthly, the need of knowledge workers more emphasize on achieving their self-accomplishment, they strongly wish to get confirmation from their managers and society.
How to manage knowledge workers become a hot topic among human resource management domain in recent years. Knowledge-worker productivity related to six major factors (Drucker 1999):

- know what is the task
- Knowledge-workers have to have autonomy
- Continuing innovation has to be part of the work
- Knowledge-workers need continuous learning
- Quality is at least as important

A good manager should know the final aim is to stimulate knowledge workers become proficient engines of innovation. Because the ability to think creatively comes from a largely tacit and idiosyncratic process of individual development and knowledge workers can’t be forced to enhance their skills, so they have to be encouraged (David H. Henard 2008)

### 3.2.2 Management styles

Different managers have different way of conduct managerial activities. Management style can be described as the way that managers perform in their organization and in different situations. As we talked before, one of characteristics of good manager is that they can successfully motivate their employees. There are four basic management style: autocratic, paternalistic, democratic and passive (Bovay 2008). Under “autocratic style”, the manager makes all the decisions, control all the things, such as a dictator. The good side of such management style is that all decisions made very fast and effective while bad side is killed employees’ work motivation and creativity. Managers who perform paternalistic style also make all decision by themselves but meanwhile they care about their employees and try to benefit them. The benefit is the level of employees job satisfaction is high and normally loyal to their manager and company, but they tend to lost their independent thoughts and participet spirit because they can’t involve in decision making process. The main characteristic of democratic style is that manager let employees participet in decision-making process, listen employees’ opinions and empower them. Under this management style, employees usually easy to be motivated but meanwhile the decision process become very slow and inefficient. Passive style refers to manager totally empower employees. But this kind of management style almost as equal as give up power.

Beyond these four basic management styles there are also some specific management styles. The key point of choosing management style is that a good manager should try to avoid ineffective management styles commonly referred to as management by command and control or management by caucus, because under such management style, manager will not earn the trust and confidence of colleagues and subordinates (Stoman 1999). Since managerial activity conducted by human being, there is no absolutely effective management style. Different management styles contain different inefficiencies, those inefficiencies have been maintained for long time, and those inefficiencies will continue (Binny 2005). Outstanding manager should know the only way to decrease inefficiency is to learn virtues from different management styles and follow the requirements of social development. For instance, during the 80s of 20 century, japanese management style was the most popular model
among whole world, because it bring japan prosperous economy. But after 90s, since the global economic environment changed, the traditional japanese management model is not well suited to the reality. Many scholars already saw “the end” of japanese management style, so they suggest that the only way for Japan to recover is to learn from the currently best management style, as Western style or US style(Pudelko 2009). But even Western style or US style has to be proved has their own obstacles too. As an old Chinese old saying, learn from others and remedy own defects. There is no perfect management style, so managers should readjust their way of doing managerial way.

3.3 Organizational culture and management characteristics

Review culture theories and cultural influence on management style, give comparison on Chinese and Swedish culture and management style.

3.3.1 Culture and Organizational culture

Culture has been defined in many ways. Kluckhohn’s definition is a well-known consensus definition as follows “Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e. Historically derived and selected) ideas and especially their attached values.” Hofstede give the definition of culture as “the collective programming of the mind that distinguishes the members of on group or category of people from another”. Culture affect people’s thoughts and activities day after day by osmosis. Within one cultural environment, there are similar tradition will give people who live in the same culture background strong influence on many aspects, such as beliefs, attitude, customs. So culture is something hard to grasp but exist everywhere.

Understanding culture is of sovereign importance for understanding people. Language is an element of culture, everyone use their mother tone everyday without thinking about how to use it, you seems take every sentence for granted. What will happen if you have to move to a new country where don’t use the same language as your mother tone? You will be so frustrate at first beginning, even go to supermarket buy food become a tough task. The reason just because you can’t understand their language. According to Hofstede, there are different levels of manifestations of culture, as figure 3 follows.
Figure 3. The “Onion Diagram”: Manifestations of Culture at Different Levels of Depth.

Language is Symbols of culture, so it is just “the skin” of culture this big “onion”. If we try to find deep reason of one phenomenon, understanding it’s culture background is first thing we should do.

The reason behind organizational behaviors can be found in organizational culture. Many scholars have their own definition about organization culture. Edgar Schein think organizational culture is “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problem”. Even not everyone agree on one definition about organizational culture. But there are some characteristics of organizational culture construct as follows: holistic, historically determined, related to anthropological concepts, socially constructed, soft and difficult to change(Geert Hofstede 1990). A organization or company’s own culture will unconsciously give employees eminently influences. Because a company’s mainstream ideas, values, attitudes, and beliefs will lead their employees follow the similar way in thinking, feeling and acting (Tharp). So when we assessing the congruence of the organization goals, strategies and task organization, and resulting outcomes, organizational culture give us a perspective of looking into a organization(Marcoulides and Heck 1993). Symbolism act an important role of organizational culture, such as objects, acts, relationships can have different meanings to different people, and these symbolism will evoke employees emotions and lead them to certain action(Pettigrew 1979). Every coin has two sides. Bad organizational culture can’t bring any benefits to organization sometime even destroy the future of organization. But valuable organizational culture can be a source of sustainable competitive advantage and improve financial performance, and also a organizational’s culture can differentiate itself from others(Barney 1986). If we look at top successful companies among different area, such as IKEA, Coca-cola, Mckinsey. All of them has their own valuable organizational culture, and continuously development prove the power of organizational culture.
3.3.2 Chinese culture and Swedish culture

Culture is a phenomenon contain many different aspects, it’s hard to do research on it unless we can clarify the dimensions of culture. There are five dimensions of culture: Power distance, Uncertainty avoidance, Individualism versus Collectivism, Masculinity versus Femininity, Long-term versus Short term orientation (Hofstede 2003). Although these five dimensions are abstract, many subordinate aspects can give us a perspective for understand each dimension. As Hofstede said culture is a collective programming of the mind. So we can collect people’s opinions about specific question. People from different culture will show their differences in their answers. Asking respondents one question and give them two extreme way to think of a company, asking them which description they think is usually true, when we collect their answers which most people in their country would select for (Alfons Trompenaars 1998). Riding The waves of culture is a book about culture differences, the author do research among 55 countries and approximately 50000 samples, so this book is persuasive. I will do a summary about the differences between Chinese and Swedish culture in view of this book. As Figure 4. bellows :

<table>
<thead>
<tr>
<th>Questions</th>
<th>Chinese choice</th>
<th>Swedish choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considering company as a system or a social group</td>
<td>54% respondents think company is a social group</td>
<td>52% respondents consider company is a system</td>
</tr>
<tr>
<td>Society is a universalist system or particular social group</td>
<td>53% people choose particular social group</td>
<td>92% respondents consider society as a universalist system</td>
</tr>
<tr>
<td>Improve quality of life by individual have enough freedom or taking care of their fellow human beings</td>
<td>58% people think taking care of their fellow human beings can improve their life quality even sacrifices a little of their individual freedom</td>
<td>60% people think gain as much individual freedom as possible is they way to maximum the development of life quality</td>
</tr>
<tr>
<td>Individuals should take responsibility or community should take responsibility even it's individual’s fault</td>
<td>57% people think individual should take responsibility for their own activity</td>
<td>66% people also think individual should take responsibility</td>
</tr>
<tr>
<td>You should show your emotions openly at work or would not show it openly</td>
<td>55% people think it would not show your feelings openly at work</td>
<td>54% people think it’s good to show your true emotions about work openly</td>
</tr>
<tr>
<td>Questions</td>
<td>Chinese choice</td>
<td>Swedish choice</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>You should help your boss painting his house or not when you don't feel for it</td>
<td>68% people will help boss because he/she is the boss</td>
<td>91% people will not help boss because they think boss has little authority after work</td>
</tr>
<tr>
<td>Company should provide housing for employees or not</td>
<td>82% people think company should assist their employees in finding housing</td>
<td>89% people think this is not a company's responsibility</td>
</tr>
<tr>
<td>Acting as suits you even if nothing is achieved</td>
<td>72% people agree this opinion</td>
<td>54% people disagree on this opinion</td>
</tr>
<tr>
<td>Respect depends on family background</td>
<td>81% people disagree this opinion</td>
<td>87% people disagree this opinion</td>
</tr>
<tr>
<td>Controlling nature is worth trying or not</td>
<td>78% people think nature should take its course and we just accept it</td>
<td>79% people think it is not worth to try to control the nature</td>
</tr>
<tr>
<td>What happens to people depend on their own doing or fate</td>
<td>61% people fate is captain of life</td>
<td>71% people think what you are doing will give huge influence of your life</td>
</tr>
<tr>
<td>A good manager should empower to employees and left alone to get the job done</td>
<td>57% people agree it</td>
<td>73% people agree on this opinion</td>
</tr>
<tr>
<td>The reason for having organizational structure is allocate functions or authority reason</td>
<td>85% people think organizational structure is for function reason</td>
<td>89% people think organizational structure is for function reason</td>
</tr>
</tbody>
</table>

Figure 4. Culture differences between China and Sweden (Alfons Trompenaars 1998)

According to Figure 2 Behind all these answers is differences rooted in two different culture. We can analysis those answers and give a comparison about Chinese culture and Swedish culture characteristics. As Figure 5 bellows.
<table>
<thead>
<tr>
<th>China</th>
<th>Sweden</th>
</tr>
</thead>
</table>
| **Particularist culture:**  
  • More focus on relationships  
  • Different participant can have several opinions about reality  
  • Relationships evolved into deal | **Universalist culture:**  
  • More focus on rules  
  • There is only one truth that which has been agreed to  
  • A deal is a deal |
| **Communitarianism culture:**  
  • “We” form is common used  
  • People ideally achieve in groups  
  • The level of delegate to organisation is important to decision making | **Individualism:**  
  • “I” form is common used  
  • People ideally achieve alone  
  • Representatives is important part of decision making |
| **Affective culture:**  
  • Reveal thoughts and feelings  
  • Common to use gestures and strong facial expressions  
  • Warm, vital expressions admired  
  • Emotions can goes easily | **Neutral culture:**  
  • Tell the feeling and thinking openly  
  • Normally no physical contact  
  • Cool and self-possessed conduct is admired  
  • Emotions treated as bad thing |
| **Specificity culture:**  
  • Indirect, circuitous, “aimless” forms of relating  
  • Ambiguous, tactful | **Diffuseness culture:**  
  • Direct to the point and purposeful in relating  
  • Precise, blunt |
| **Ascription-oriented culture:**  
  • Extensive use of titles, especially when these clarify your status in the organisation  
  • Respect for superior in hierarchy is seen as a measure of your commitment to the organisation and its mission  
  • Most senior managers are male, middle-aged and qualified by their background | **Achievement-oriented:**  
  • Only use titles when it is necessary, for example when relevant to work  
  • Respect for superior in hierarchy according to how effectively his or her job is performed and how he or she qualified with this position  
  • Most senior managers are of varying age and gender |
| **Internal control culture:**  
  • Focus is on self, function, own group and own organisation  
  • Discomfort when environment seems out of control or changeable | **External control culture:**  
  • Focus is on “other”, that is customer, partner and colleague  
  • Fine with waves, shifts if these are “natural” |

Figure 5 Culture differences between China and Sweden (Alfons Trompenaars 1998)
3.3.3 Chinese management style and Swedish management style

China has over 5,000 years history, a hundred schools of thought contend during such long period of time. Such as Confucius, Chuang Tsz, Lao Tsz, all of such gurus build the foundation of Chinese philosophy although they belong to different school of thoughts. The most significate characteristic of Chinese philosophy is that “Man is an integral part of nature” (Tian ren he yi). It means all of men’s activities should go with the objective law, not just emphasis on temporary benefit but take an overall look at the situation and the future. Since Chinese culture as collectivist and hierarchical in its interpersonal orientation (Bond 1993), the relationship among people become a delicate issue. Because relationship is so special in Chinese culture, so we use the Chinese term “Guanxi” to distinguish it from ordinary relationship. Develop and maintaining guanxi is a typical feature of Chinese culture and Chinese management style. Guanxi is not just relationship but also mean a long-term orientation connection including friendship, win-win situation and trust (Mak 2011). No matter between boss and employees or between business partners, guanxi stay in both work life and private life all the time. It is hard to give a unified definition of Chinese management philosophy because of the long culture history and schools of thoughts. “C” theory is the most influential thought of Chinese management philosophy based on I Ching(Yi Jing) which is one of the oldest of the Chinese classic texts. “C” can refers to many key concepts of Chinese culture, such as Change, Creativity, Confucius and so on. The essence of “C” theory is that the most important 5 phases of management is Centrality, Control, Change, Creativity and Coordination (Cheng 1999). C theory focus on the integration of management function and Chinese traditional ethic and Chinese philosophy. Figure 6 framework of C theory as follows,

![Figure 6 Framework of C theory](Cheng, Z, 1999,p.489)

The most distinguish characteristic for Chinese management is divide work into unit. Everyone take their own responsibility. Managers should divide work and responsibility into unit. This is easy for manager to control the work process and result. Because of the hierarchical culture manager play a really an important role in Chinese corporation. Common rule for Chinese corporations is that without a tough manager can’t have competitive company. From management methods perspective Chinese managers focus on build Guanxi with their employees. “Qing” (feelings, friendship, trust, relationship) is the most important aspect to motivate your employees and keep good guanxi with them (Gensheng 2007). An old Chinese saying, who beloved and supported by the people, who will win the world. Compare with fixed rules, sometimes Qing even more important than that. So to sum up, main characteristic of Chinese management as follows,
• Clear about responsibility and work distribution
• Manager is the essential aspect of organization’s success
• Managers have to gain “Qing” from employees to get support for their job
• Confucius, I Ching such traditional culture deep rooted into Chinese management style

Sweden as a leading country in innovation and economic performance has it’s special management style rooted in swedish business model. In Sweden, it’s very common to see managers have “fika”(swedish verb for coffee break) with their employees together, they talk freely like friends. No doubt that power distance is really small in Swedish organizations. Because of lack of hierarchy, employees have no fear of their boss so they can express their thoughts directly. It seems Swedes have strong beliefs about equality. “Don’t think you’re anything special” rooted in Swedes’ heads. This sentence from Jante Law which give huge influence of Swedish thinking way. Jante Law has 10 rules which become consensus about how to behave among others in Scandinavian society. “Don’t think you’re smarter than us”, “Don’t think you are more important than us” such Jante Law rules rooted into Swedish society so long time(1998). Equality already is the strong work ethic in Sweden. Swedish managers more like a tutor for employees than a commander. Empowering and coaching is two basic elements in Swedish management style(Birkinshaw 2002). Swedish managers used to delegate responsibility to their employees, they will not make decision just by themselves. They let employees participate in decision making process which is a good way to motivate employees. As Örjan Sölvell, director of the Institute of International Business in Stockholm says “I want people to make smart decisions for themselves”. To be a manager with Swedish management style should use direct communication and without “hard sell” way. A good manager in Swedish perspective, is a person who can motivate his staff and takes advantage of the natural creativity. Sweden is called the “sovereigns of time”, if you are 1 minute late for a meeting shows that you are not professional. Time precise lead to needs for efficiency. Work efficiency is what Swedish manager want. IKEA’s management style usually be treated as sample of the Swedish management style. IKEA management style give key merits to it’s success. The father of IKEA Ingvar Kamprad as a model of Swedish manager, he show love and trust to his employees, he don’t consider himself as a boss, he don’t show off his fortune or status, he listen others opinions. Because he is so friendly and humble, he create a perfect atmosphere for everyone in IKEA to fully use their knowledge and talent at work and innovate new products. Make full use of everyone’s talent can make biggest competitiveness compare with others, Ingvar know this so he show his trust to everyone. Trust is key aspect for teamwork. Swedish companies usually have flat, non-hierarchical organizations that give employees chance to express their own opinions to their manager under informal situation. But this doesn’t mean that the Swedish process includes less planning or lack of control in Swedish companies. On the contrary(Wäsberg 2009). To sum up, characteristics of Swedish management styles as follows,
• Equality exist everywhere
• Flat, non-hierarchical organization structure
• Precise about time and emphasis on efficiency
• Manager in charge of empower and coaching
• Trust is the way to keep good teamwork

As comparison between Chinese management style and Swedish management style above, employees will have first-hand experience about those difference
4. Empirical Material

4.1 Overview

In this chapter, empirical material will be presented. The findings from individual interview will presented separately, every person’s experience and perspective about Swedish style.

4.2 Dong: Vice-professor

Personal Background
Dong was born in a Chinese aristocratic family, her family is famous for contributing to Chinese movie industry. She had very good home education. She went to one of the top 10 medical school in China and got bachelor degree on medical science. Then she went to USA continue her study in New York and Boston while work in the medical laboratory. Now she work as vice-professor in Karolinska Institution. When she was young she read a lot of books about Chinese traditional culture because of her parents’s job. She have international study background so she like to discuss topic about culture differences. During interview, she told me that she can feel that even internet and transportation develop dramatically but there still many misunderstanding or ignorance between different cultures.

Working experiences
Dong have already working at Sweden for 17 years.

Factors related to work efficiency
Condition of personal health condition and organizational atmosphere are two aspects which give influence on work efficiency.

Dong think emotion is really important for work. When people have a happy and relax feeling, they will devote all their energy into work, otherwise they will think about other stuff, they can’t fully concentrate in their work. She think organization atmosphere is much more important for woman than for man. Because as a woman, usually more sensitive about detail and feelings than man. This doesn’t mean woman is more weaker than man. But just say the differences between woman and man. Maybe because working woman take much more pressure than man, because she also has to take care of kids and other family issues.

Organizational atmosphere in Sweden is very different from China. Feel free and work relaxed is the main characteristic of Swedish organizational atmosphere while in China is more inflexible.

Because Dong work in university, so most of the working time is doing research in the laboratory or tutoring college student in medical science. Working in college or university is not as working in company as Dong said, the working environment is very simple. This maybe a common knowledge of everyone. Working in school doesn’t have so complicated relationship between colleges or strict rules.
Characteristics of Swedish manager

Swedish manager is people-oriented. When they do their job, they use human-based management style. Corruption is not exit in Swedish organization, everything is transparent. Here in Sweden, you don’t need give your boss presents particular for building personal relationship. Because you don’t need to ingratiate yourself with your boss. When you at work, he/she is your boss but when you both out of work, you can be friends or just acquaintance. Your boss’s power just valid during working hours, no more than this. So you don’t need afraid of your boss after work. Everyone is equal, no one can infect your private life after work.

Personal choice of management style

A famous Chinese philosopher Laozi give the definition of good management method is that “Achieve good management by no-action”. Swedish management style is kind of matching Laozi’s proposal. No one supervise me normally, my boss usually not ask me or control me. They give me enough freedom and space, let me decide the rhythm of my work process, so I am very free to decide, because I have the power, I can fully use my ability and creativity during work. But when I need my boss’s help, he will help me immediately.

For example, my boss don’t control my work process everyday, he let me decide the rate of woke progress. So I can follow my own pace, what he need is the good results. If I can’t finish in time, then he will use his power to supervise me.

Personal view on differences between Chinese and Swedish management style

Here in Sweden, manager and employees are equal, no managers think they are better than basic employees. You almost can’t feel hierarchy at the work. This doesn’t mean employees don’t show respect to their manager’s power but mean the manager’s power is limited. Swedish manager has power from his/her position description, so when out of work, such power lost it’s validity. So I don’t treat my boss as a boss afterwork, we can be friends. My boss is very humble, don’t put himself as an important person. When he want me do something, he will ask me for a fever instead of a commanding tone. Swedish management style is people-oriented, they put the employees’ benefit first. Because Swedish manager use “loose” management style, someone who bad at self-discipline will use this loose atmosphere to be indolent in duty. But if we view the situation as a whole we will know that employees free happy during working hours, most of them can do their work more efficient.

Compare with Swedish management style, Chinese management way is more strict, and has more rules or prescribed procedure, not that flexible. Boss or manager always have prestige. Employees used to keep distance to their managers because of the different position they have. And employees don’t want personal emotions between themselves and manager will infect their future promotion. But working under Chinese management style, everyone have clear thoughts about what should be done, responsibility is divided into basic unit and everyone take part of it. Things can get done in short time but employees work under pressure, it is hard to measure their feelings about work. Because Dong just had little work experience in China, so she said she can’t give a precise details about Chinese management.

Additional Questions
Q6: You are also a “boss”, because you select master students who work in the laboratory. When you manage your employees, how can you stimulate their work motivation and creativity?

Dong said, learn how to motivate my employees’ motivation and creativity is what I am working with, but it is really hard to do it right and good. Because most of my employees are youth, they have very good material life and they live in a comfortable environment both at home or at college. So normal material encourage is useless to them. The only way to let them working harder and put their energy at their job is to let them interested in the area which they are study at. From my own experience, I found four ways can arouse their motivation and creativity,

• Set an example by my own action. The action always much better than words. I am both their boss and also their tutor, I have to work hard and really devote myself into research work. If I become an successful example in my employee’s eyes, they will follow me.

• Empowerment. I will give them individual task, what I need is the good result, but I will let them decided how to achieve the goal, even the task is very small, but when they solve the problem by their own, their achievement need filled. After that, they got confidence. When I give them more harder task, they will have the motivation to achieve it.

• Give encouragement in time. I always give them compliment directly after they finish the work. Good timing is very important for giving compliment, if I wait, I will lost the validity time.

• Offer their chance to participet in international conference. This is a way to broad their academic view and gain more interest from the conference. Usually they work much harder after go to conference.

4.3 Mao: Marketing Assistant

Personal Background
Mao finished her bachelor study in China, and then she went to work in China, after two years she decided to go to Sweden for her master study, she got Master degree in marketing, after she graduate. She got a job in Huawei company as marketing assistant. She already stay in Sweden over six years.

Working experiences
Mao has already work in Sweden for nearly 4 years.

Factors related to work efficiency
Two main aspects give most influence on my work efficiency is that the inner organizational management process and tacit agreement between colleagues. Relationship between basic employees and managers will also give influence.

Some organization has very complicated stipulation about inner management. When management rules has many nitty-gritty details, then the whole process will take much longer time than it should be. Mao think it’s really inefficient and really destroy the motivation for working. She think the relationship between colleagues is very important to individuals work efficiency. Colleagues are the one you will face every working day, so there is no harmonious atmosphere among colleagues, no one can have good mood to concentrate in their work. Company kind of like “second home”
for everyone. Since everyone spend much more time at work than home. So good atmosphere in company is essential for employees. Managers usually have their own office, they don’t get so much influence by other employees. But basic employees work in a shared room, they are much easier to get bad feelings from others. First employees have to feel happy and relaxed, then they will have the motivation to work. When they are not happy, either they hide it or want to leave, neither of these feelings good for improving employees’ work efficiency. Meanwhile, the relationship between employees and managers will also effect employees’ mood. A common knowledge is that when people feel happy and comfortable, then they will have need and wish to work.

*Characteristics of Swedish manager*

Equality and people-oriented are the two basic characteristics of Swedish management. It is really hard for me to feel the differences between manager and employees. The differences between employees and manages just can be seen in their job descriptions, they are equal person but in charge of different job. There is no class difference between basic employees and manager. As an normal employees, if I meet my boss or other managers whom has higher position than me, I don’t need show extra respect to them. When my boss need me to do something, he is very gentle, always use discussion tone to talk to me, he never show me a ice face.

Swedish managers is very friendly to their subordinates, they don’t consider themselves as someone that important. We can have “Fika”(Swedish tea break) together, talking or discussing some thoughts. I am not afraid to tell him my thoughts about work while he encourage his subordinates to express their understanding about work.

*Personal choice of management style*

I prefer manager can show respect to his/her employees, and also can have discussion with his/her employees. Because normally, employees spend much more time on real task, so they have their first-hand experience, if their manager can let them express their new thoughts or suggestion, it will help the whole companies’ improvement. So it’s a win-win situation. What a manager need to do is show his/her welcome to employees, then manager just need to listen carefully and sum up those new ideas. Usually we put manager and employees into a antagonistic relations. But if manager treat himself/herself as the same as employees, they can make huge benefits more than they expected.

*Personal view on differences between Chinese and Swedish management style*

I both have work experience in China and Sweden. In Chinese organization, the management style is from top to the bottom, for example, they distribute task from the top manager till the basic employees. Managers usually play a controller role, they receive orders from their boss while they give orders to their subordinates. Working in Chinese company, hierarchy is obviously. You can know who is the boss and who is normal employee just by the way they are speaking. The good part of Chinese management is that, the rate of work efficiency is very high, everyone try to finish their part as soon as possible to give a good impression to their managers. But meanwhile, no one really think about how to innovate.
Swedish style is more emphasis on give encouragement to their employees, manager like to discuss the solutions with their employees, communication between manager and employees is very often, the whole organization structure is almost flat.

Additional Questions
Q6: Why you think is so difficult to communicate with Chinese managers?
This related to Chinese culture, Chinese is very indirect at communicate, when we want to express our opinions, we are not used to speak it frankly. So both Chinese manager and employees have such limitation for communication and meanwhile, our traditional culture really put hierarchy in a important position, so even employees have good thoughts, they don’t know and don’t dare to talk to their boss directly.

4.4 Xin: Management Trainee

Personal Background
Xin was graduate his bachelor degree in biology. Then he passed the national master exam and take his master study for one year in biology but didn’t finished. By a chance, he was recommended by a German economist to go to Germany study economics. He got master degree in economics in Germany. After he graduate, he go to Sweden work for a Swedish biology company within a management trainee program. Before He has experience working in CITIC bank and a Chinese plastic company.

Working experiences
Xin have been working in Sweden for nearly two years.

Factors related to work efficiency
In Xin’s eyes, manager’s management style is the first factor that infect employee’s work efficiency. Because as an employee, what should be focused is his/her own job and try his/her best to improve the job performance. But because organization has this need to regulate everyone’s action, so manager has to do his/her job. But employees involved in this management process, if manager use wrong management style, he/she will take away employees’ attention from their main job. This is very bad to the organizational improvement because employees can’t focus on their job.

For example, some managers like to put themselves into the center, so all employees has to put them in front. They don’t consider themselves as a person who has to support employees, instead of supporting, manager use complicate rule or countless meetings to take over employees’ time and energy. It is not hard to guess that no one want to devote themselves for such manager.

Characteristics of Swedish manager
The prominent characteristic of Swedish manager is that when they distribute work, they are very direct and clear about the responsibility. Swedish manager always give subordinates clear description about what they should do. And make sure they understand their work and responsibility. You can ask them any questions about your work, they always very patient to explain to you. When you clear understand what you should. Then your manager will not bother you during your work process only if you need help.
Xin was very impressive about how clear and definite his manager is. One time, Xin had to in charge of a program. His boss directly told him about what should be done at which date in a very polite way. During Xin’s work, he need to gain support by IT department, so he told his boss, within three hours, the boss send a announcement to the head of IT department, told them the situation and asked for support. After such experience, Xin think Swedish manager used to empower to their employees, but clearly about the responsibility. Normally if you work hard and finish your job on-time. Your boss will not take extra time from your working hours.

*Personal choice of management style*

Xin think a good manager should know what’s the important thing for a company, the most important thing is to achieve the company’s aim. So encourage their employees to work harder and creative is the way to measure a manager is good or not.

A good manager should be open-minded and has a democratic work-style. Because such management style can let employees feel comfortable and mentally relaxed. So they can focus on their specific job instead of spend energy on useless stuff. As a good manager, he/she should know, what they should do is to inspire employees fully use their potencial. Management is not just mean control, most important is how to organize human resource to fullfil organizational goals.

*Personal view on differences between Chinese and Swedish management style*

In Chinese organization, the manager always both in charge of human resource administrative work and professional work. So normally, manager is good at professional work but lack of training about how to manage employees. Because in China is the leader take full responsibility. This kind of system require the manager first has to be good at professional work to show his/her ability. But because of lack of human resource learning, Chinese manager sometime can’t catch the essence of management. In China, because the manager take most of the main responsibility, they have to make sure all work will goes well. That’s why hierarchy is very high in China. When manager can’t share his/her responsibility to their employees, it’s hard for them to give too much freedom to subordinates. Employees’ motivation lose while things goes to the expected ending.

In Swedish organization, everyone’s responsibility is very clear. It’s a system of separation of powers. So everyone in charge of particular area, they are professional in their own area. It’s for Swedish manager to focus on their area and try to improve it.

In Chinese organization has “labour union”, normally this union in charge of distribute presents to employees when it come to traditional Chinese festival such as Spring festival, mid-autumn day and so on. Presents such as traditional food, shopping card can give employees a nice feeling. “Let your employees treat company like their home” is a common slogan of many organizations. Because Chinese culture is kind of relation-oriented culture, family feeling can give people motivation. Compare with Chinese organization, Swedish company is lack of such tradition. They will never treat their work place as their home. This is the difference between different cultures.
Additional Questions
Q6: You have both experience in Chinese management and Swedish management. And it’s hard to find the perfect pattern of management style. Can you sum up the good sides of Chinese style and Swedish style, describe the perfect management style in your head?
In Xin’s eyes, Chinese manager is good at building long-lasting relationship between colleagues, it’s really common to see that even someone leave their old job, but they still be good friends with their old colleague. Friendship is a way to let good employees to stay. Swedish manager is very kind but it’s for you to build such long-lasting relationship with them. Because in their eyes, work is work. They can have a totally social group and life afterwork. So Chinese manager should learn to empower to their employees and give order in a direct way while Swedish manager can more focus on building relationship between his/her colleagues. Then employees’ motivation can expand to maximum.

4.5 Tuteng: Assistant and interpreter

Personal background
Tuteng was first group of college students after Chinese cultural revolution. Her bachelor major is history. After she graduate, she work for a few years in China and then she follow her family moving to Japan. She was working in Japan for five years. Then she follow her husband move to Sweden, working as assistant and interpreter of publisher organization till now. She have deep understanding about Chinese culture because of her academic background and also she already live in Sweden over fifteen years. She has first-hand experience about Swedish culture. She’s international life experience help her look deep into culture difference. And all of her life want to do something to promote the understanding between China and Sweden.

Working experiences
Tuteng have already work in Sweden over fourteen years.

Factors related to work efficiency
Tuteng think the relationship between manager and herself give the mostly infect on her work efficiency. Tuteng think no one can work very hard in a stressful environment. Normally between colleagues there is no pressure, because everyone has their own responsibility on one area. But relationship between your manager is totally different thing, because he/she is the one have official power to supervise your work. Manager have the right to use the power. But power lead to distance, if a manager always show his/her face to subordinate that “I am your boss”, then no one dare to share new thoughts or feeling with them.

Japanese manager is a good example of how relationship between manger and ordinary workers give infect on work outcome. Japanese culture is famous for it’s high hierarchy and politeness. For instance, if employees meet their boss in corridor, they have to make a deep bow, and waiting the boss pass first, then continue walking. And Japanese boss treat their subordinates is very strict, employees has to follow exactly what their boss’s words. Sometimes boss give very ridiculous order, but as a subordinate, you have to follow, you have no choose. The Japanese management system is inflexible but no one feel happy when they at work because of such huge
pressure from their boss. The same thing in China, but Chinese management style is much softer compare with Japanese way.

If manager treat employees as a machine, like Japanese way. Then employees will just finish their work as the order required, they have no wish to improve because their motivation got destroyed. So to be a good manager, to let your employees feel happy and well treated is part of the job.

**Characteristics of Swedish manager**

Swedish manager do his/her job in a democratic way. They give employees totally freedom and trust. No one tell you what to do today or tomorrow. You can arrange your work pace as you want. They think you have ability to manage your own work in a good way. They just need a good work outcome from you. That’s all. Because Tuteng was working in Japan for a period of time. When she start working in Sweden, at first she’s lost, she don’t know what to do without any order from her boss.

Freedom and equality are two keywords for Swedish management style. Because manager show his/her trust to you. So you can get the feeling that you want finish your work perfectly. No one care about your work style unless you can’t do your work properly. When you meet your Swedish manager in corridor, you can joke with him/her without worry. Everyone is equal, it’s hardly to feel the hierarchy is exit.

**Personal choice of management style**

Manager should give employees enough freedom and show their respect. Sometimes, manage process is what employees don’t want participate but has to involved. The final aim of manager is to make sure the work out come is perfect. And company can keep competitive advantage from other competitors. Manager should that employees is not “slaves” of their boss, but they are the must precise resource of the company. Manager should let them work under their way they liked.

A good manager should know three things: Empower, trust and equality. This three parts is very important for their employees.

**Personal view on differences between Chinese and Swedish management style**

Chinese management style is in the between of Japanese style and Swedish style. In Chinese organization, the manager play an very important role. Most time a good manager can rescue a dying company, by contrast, a bad manager can destroy a good company. So a charming and tough manager seems as a good sample. Because of this kind of business culture exits, soft management style seems not popular in China. But under Chinese style, things can be done within very short time.

Chinese manager will give food or other presents to award their employees among Chinese traditional festivals. Even the presents is very sample, but it can transfer the warm feeling to everyone, and encourage all workers under the organization.

Swedish management style give employees enough time and space to think and improve, maybe it take longer time, but as an old Chinese saying: Sharpening your ax will not delay your job of cutting wood. Time and space is the ground of innovation.

**Additional Questions**
Q6: As you said, Swedish manager give so much freedom to employees, so how can they use their power to supervise them, to make sure things going good? Swedish manager give freedom to employees doesn't mean they don’t do their job. He/she will check your work progress occasionally, if things not going good, he/she will warn you and try to offer you help if you needed. The fact behind such loose management is that they know empower and freedom will let employees work even better that just give order and force them to do it.

4.6 Nike: B2B Salesman

Personal background
Nike was study marketing when he was in China. And then he take his master degree in finance of Lund university in Sweden. He has working in several industries in Sweden. Now he works as B2B salesman. In his work, he has to communicate to many Swedish managers. Except his own job, he like to talk to other Swedish managers to know the culture difference between China and Sweden. Nike had read several books about psychology, this help him to understand the reason behind different management style.

Working experiences
Nike have already working in Sweden for over five years.

Factors related to work efficiency
Nike think manager’s attitude toward criticism is the top factor that will infect my work efficiency. Because if manager can’t handle reasonable criticism, he/she will destroy employees’ work motivation.

As an ordinary employee, I have my own principle and goal for my career, sometimes I am not satisfied with the existing state of work. As an ambitious employee always want to do his best to improve his work performance. But because he is just a ordinary employee sometimes he need his manager to implement his new thoughts and ideas. Nike obverse several managers during his different job experience. He find out some managers have too much pride to accept employees’ new thoughts and good suggestion. For example, if a manager over value his/her job position, he/she can hardly listen carefully about his/her employees’ words. Too much pride is harmful both for the manager and organization. In Chinese society, “face”(self-respect) is really important. When people try to keep his/her “face” all the time, he/she will not focus on the truth or reality. Because truth or reality sometimes will hurt your pride. A good manager should put his/her face down and try to listen to his/her employees. Because when employees give criticism about work, they just want to help the company improve it’s performance. Sometimes manager unconsciously take the criticism personally, he/she think employee try to criticize his/her work ability, but actually employee didn’t mean this at all. Misunderstandings and conflicts always appear between employees and manager when manager can’t handle the criticism.

Characteristics of Swedish manager
Swedish manager are humble and easy going. You hardly feel hierarchy in Swedish organization. Because hierarchy is really small so everyone is equal. Status is between manager and ordinary employee almost the same. Manager can communicate with
employees freely. This flat organizational structure let employees tell their thoughts and suggestion openly. Swedish manager can handle criticism properly and this lightened innovation atmosphere in Swedish organization.

When I saw problem during my work, I dare to tell my manager directly, sometimes I can find the solution, sometimes I can’t. But I will tell my manager without hesitation. Because I know my manager will not take it personally, he know I just want to help the company to improve.

Working in Swedish company, you can organize your work freely. Manager give employee enough freedom. As employee you can use your time efficiently and have enough time to think about your work.

**Personal choice of management style**
Manager can show respect and trust to his/her employees and take empowerment. As a manager, except his/her own administrative job, the most important work is to inspire employees work more creative. The most efficient way is to show your care and trust to your employees. Most people go to work not because they want but because they have to. So if they don’t enjoy their work, they can’t get motivation to improve their work performance. If managers get the code, what they should do is to give employees enough freedom, let them gain the successful feeling from work. When they work not just for living but also for self-accomplishment. Then they will try their best at work and manager can gain perfect work outcome from them.

**Personal view on differences between Chinese and Swedish management style**
Both Chinese management style and Swedish management style has it’s own advantage and disadvantage. Chinese organization has big hierarchy difference between manager and workers. Manager has power and has totally control whole work process and result. So employees can’t have too much freedom and has no time to think about their work. But things can be done in a short time. But Chinese manager show respect to employees who work in this organization for a long time, so if you work in one company for a long time, you will gain much more freedom than young employees.

Swedish manager treat everyone equally according to your work performance not because your academic background or age. This is good for young people to fullfill their ambition for their career. But no one treat their company colleagues as “family”, so when they find another good work, they will leave. This is bad for company keep their human resources.

### 4.7 Summary of Individual cases

Five interviewees share their first-hand experience working under Swedish manager. They have their own perspective about Swedish management style. Although their opinions not exact the same, we can find some consensus about Swedish management from their words.

- Swedish organization has flat structure that little status difference between manager and ordinary workers.
• Swedish manager give enough freedom to employees. They like achieve management goal by no-action although everything is under control.
• Empowerment and decentralization is main characteristic of Swedish management style.
• Good communication between manager and employee is essential for organizational improvement.
• Give your employee trust and show your respect is a good way to motivate your employees
5. Analysis and Conclusion

Factors related to work efficiency
Five interviewees give their own opinions about which factor mostly infect their work efficiency in their work environment. Dong think condition of personal health condition and organizational atmosphere are two main factors. Mao think inner organizational management process and tacit agreement between colleagues are main factors. Xin think manager’s management style is the first factor. Tuteng think relationship between manager and employees is main factor while Nike think manager’s attitude toward criticism is the top factor.

All of interviewees mentioned that manager’s behavior infect their work efficiency. Manager’s attitude and way of doing things will give influence on the organizational atmosphere. They are all very sensitive about how their managers doing their job.

Characteristics of Swedish manager
According to five interviewees own work experiences they give their personal impression about Swedish manage. Dong think Swedish managers are people-oriented, they separate their work life and private life very clear. Mao think equality and people-oriented are the two basic characteristics of Swedish manager. They usually very friendly to their employees, it’s hard to feel so much hierarchy between manager and employees. Xin think Swedish manager distribute work in a very direct and clear way. All responsibility is clearly divided. Tuteng think Swedish manager is democratic and empower their employees, really show their trust to subordinates. Nike think Swedish manager is humble and easy going, small hierarchy between manager and employees.

Small hierarchy, empower and people-oriented is common view on characteristics of Swedish manager. All interviewees feel happy to work under Swedish manager.

Personal choice of management style
Dong prefer “achieve good management by no-action”. Mao like manager can show respect to his/her subordinates and easy to communicate. Xin think manager should open-minded and has a democratic work-style. Tuteng prefer democratic management style that manager can give freedom to employees and show respect to them. Nike prefer manager can empower to his/her employees and show respect and trust to them.

Democratic management style is popular among interviewees, and all of them think a good manager should show their trust and respect to their employees.

Personal view on differences between Chinese & Swedish management style
Dong think Chinese management way is more strict and has more prescribed procedure. Swedish management style is more “loose” and more flexible. Mao think Chinese management style is from top to the bottom, manager always take responsibility and distribute task to subordinates. Under Swedish way, manager empower to their employees. Xin think Chinese manager both in charge of human resource administrative work and professional work, they can’t just focus on management work. When meets traditional festival Chinese managers usually give gifts to their employees while Swedish manager lack of such tradition. Swedish
manager can just focus on human resource managerial work. Tuteng think Chinese manager take more responsibility and play an unchangeable role. Chinese manager always give presents when it comes to traditional festivals. Nike think Chinese manager in good control of all work process and result and age and work experience is very important aspects.

Based on the answers of five interview, differences between Chinese management style and Swedish management style can be found. All these five Chinese interviewees give their own opinions about Swedish management.

As all interviewees have Chinese culture background, so deep in their mind they have typical Chinese cultural vestige, for instance, they focus on relations with their manager and colleagues or they are not used to have so many freedom at first beginning.

Chinese management style has it’s own advantage such as focus on long-lasting relationship between manager and employees and so on. But Chinese manager usually emphasis too much on personal pride, it lead to bad control of criticism from employees. The weakness of Chinese management style can be remedy by learning from Swedish management style. Just show your trust and empower to your employees, this is the most efficient way to motivate your subordinates. The most important thing of a manager is not to loss face but try your best to let your employees work better. When you treat your workers as in the same hierarchy as you. Then you can listen to their thoughts and suggestions carefully without defense. A good manager should give time and space to let employees to think and improve their work performance. Encouragement is a very efficient way to keep their loyalty and work motivation.
6. Future Research

Keep human resource inter strength and motive them is essential for all organizations. Cultural diversity is needed in order to cooperate globally. Chinese management style and Swedish management style are two samples of how to absorb strength from each other. Swedish management style and Chinese management style both have it’s own characteristic and has many successful examples. So do research on Swedish management style is a way of learning. In the future, if there is an opportunity, we can interview more Swedish managers and more Chinese employees who work in Sweden, to find more first-hand experience. This is benefit both Chinese employee and Swedish manager because they can have deeper understanding of another culture and people.
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The research in the school is well recognized and oriented towards professionalism as well as design and development. The overall research profile is Business-IT-Services which combine knowledge and skills in informatics as well as in business administration. The research is profession-oriented, which is reflected in the research, in many cases conducted on action research-based grounds, with businesses and government organizations at local, national and international arenas. The research design and professional orientation is manifested also in InnovationLab, which is the department's and university's unit for research-supporting system development.