How is the Swedish manager perceived in an international perspective?

A dissertation from a cultural point of view

Tutor:
Leif Holmberg
Annika Fjelkner

Writers:
Emelie Isaksson
Martin Wikhall

Acknowledgements

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Emelie Isaksson   Martin Wikhall

Abstract

There is a lack of literature in management and cross cultural theories from a Swedish perspective. Therefore, the purpose of this study is to examine how the Swedish manager is perceived by employees in other cultures.

The dissertation describes existing cultural theories such as Hofstede's' and Trompenaars'. It also describes leadership theories which can be connected to the Swedish manager's characteristics.

The research data is collected by use of a web based questionnaire which were answered by employees in nine different countries, who have a Swedish manager.

The analysis describes an indication of how employees in different countries perceive the Swedish manager. Further, it describes specific characteristics of the Swedish manager.

The dissertation is concluded by a connection between our result and a modified version of "The cross cultural model of leadership", which explains the overall perception of the Swedish manager. The employees' perception of the Swedish manager does not differ significantly between the examined cultures. Still, the appreciation of the Swedish manager varies between the examined cultures. Further, we found the Swedish manager's attitude towards the prevalent culture to be more essential for the employees' perception than education and language skills.

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Chapter 1 – Introduction

In the first chapter we will describe the background of the dissertation. We will also describe the research problem together with the purpose and the limitations. Further, the research questions will be presented. And finally, we will present an outline of the dissertation.

1.1 Background

Due to the emerging internationalization which is reality today, there are no longer any obstacles for Swedish managers going abroad. More and more Swedish companies face difficulties involved with mergers, acquisitions and outsourcing. For this reason there is a rising demand for managers who are willing to work abroad. Thus, to be a manger abroad demands different skills and characteristics compared to what is necessary at a domestic workplace.

When we studied literature about cross-cultural leadership we noticed that almost all literature is written from an American perspective. In addition, most leadership theories are based on American values and beliefs, which may not coincide with values and beliefs in Sweden. The lack of literature in both leadership and cross cultural management from a Swedish perspective led us to write our dissertation within these fields. Another reason for writing about cross-cultural leadership is due to its great importance in businesses today. Finally, both of us have a strong interest in international management and especially the cultural effect on management styles.

The large amount of cross-cultural management publications today indicates the great importance of the subject. However, existing literature about Swedish managers, often focus on their characteristics and how to act in certain cultures. These factors are relevant to know for a manager without international experience, in order to avoid obvious cultural misunderstandings.

Still, there is a lack of focus on how Swedish managers are perceived by employees in other countries and how this perception differs between countries and cultures. There is also a lack of examples which actually point out what employees think are the advantages and disadvantages of working for a Swedish

manager. We think it would be valuable for Swedish managers to know what employees consider to be their advantages and disadvantages.

1.2 Problem

Due to the increasing globalisation and internationalisation there is need for a greater cultural understanding in businesses today. Yet, we find a lack of literature in management and cross cultural theories from a Swedish perspective. We want to find out how the Swedish manager is perceived by employees in other cultures. And as a result be able to increase the awareness of cultural differences among Swedish managers when taking on an assignment abroad.

1.3 Purpose

The purpose with the dissertation is to find how employees abroad perceive their Swedish manager. In addition, we want to examine if there are any differences or similarities in how employees from different countries with divergent cultures perceive their Swedish manager. Further, we want to see if there is a management style which can be used in a global perspective by a Swedish manager. Finally, we intend to see how Swedish managers are prepared to attain an executive employment abroad.

1.4 Limitations

Our first limitation is that the survey can only be conducted within one enterprise, where we have been given access to managers and employees. Secondly, we were limited to certain countries, due to the fact that our chosen company does not have Swedish managers situated in all countries, and our time was limited. We decided to conduct the research in the following countries: Chile, China, Italy, Japan, Norway, Pakistan, Saudi Arabia and The United States. The third limitation is due to the divergent number of subordinates which are direct reporting to the Swedish managers in every country. Due to the fact that we did not receive as many answers as planned, we will not be able to carry out statistical analysis.

1.5 Research Questions

+ What differences and similarities can be found in how employees in different countries perceive the Swedish manager, according to the dimensions of Hofstede and Trompenaars?

+ Which characteristics of a Swedish manager are applicable and useable in a global perspective?

+ How well prepared are the Swedish managers before taking on an assignment in a foreign country, with regards to language and cultural issues?

1.6 Outline

This dissertation has the following outline:

Chapter 2:

This chapter describes the methodology. We start by describing the research approach and research philosophy. Secondly, our data collection is described followed by an explanation on how the survey was performed. Finally, sources are criticised and the chapter is completed with a summary.

Chapter 3:

This chapter presents the theoretical framework. Theories describing cultural differences are presented followed by theories in management and leadership styles. This chapter also contains a description of cultural characteristics in the countries included in our research.

Chapter 4:

This chapter contains an overview of the questionnaire that was sent to the respondents. It also describes how the questions are related to our literary framework. Finally, the collected data will be presented as mean values.

Chapter 5:

This chapter presents the analysis of our research. First there will be an analysis of each country followed by a comparison between three countries perception of the same manager. Further, the analysis of leadership styles will be presented and finally, the cross cultural model of leadership will be analysed according to our findings. After the analysis we will also present the validity, reliability and generalisability of the dissertation.

Chapter 6:

This chapter contains the conclusions of the dissertations. In addition, our own opinions will be discussed. Further, there will be a discussion about potential future research subject, followed by possible practical implications.

Chapter 2 - Method

This chapter begins with an explanation and a discussion of the choice of methodology. Secondly, the research approach and the research philosophy is presented and described. In addition, the data collection is presented, containing both secondary and primary data. Finally, the chapter gives an overview of possible criticism of sources, followed by a summary.

2.1 Introduction

We started by getting overview of the literature and theories that have been published in the field of cross-cultural management and cultural differences. However, existing literature in the field is mostly written by American authors, and from an American perspective (Hampden-Turner & Trompenaars, 2000). In addition, most management theories have not been tested on Swedish managers. Still, management theories are frequently used as guidelines for Swedish managers. However, we hope our study can give a contribution within the field of cross-cultural management from a Swedish perspective and create an interest for further studies.

Studies in Cross-cultural management often focus on how managers understand certain situations and material is usually collected through questionnaires or interviews. Further, researches and theories are often conducted in order to be applicable world wide, which results in a lack of focus on specific cultures.

We decided that an Internet based questionnaire was the best way to collect data since our respondents are situated abroad.

Based on this background, during a discussion with our tutor, Leif Holmberg, an interesting idea was developed. We discussed whether there could be any coherence between the Swedish managers' background and the employees' perception.

2.2 Research approach

There are two approaches to choose from when performing a research, namely the inductive and deductive approach. These are used depending on how the research is conducted and on the methodology used. The inductive approach is frequently used when the purpose of the research is to develop a theory based on the collected material. A creation of a theory describing the Swedish leader in an international perspective would be useful in order to facilitate adaptation for both employees and managers in the future. However, our intention was not to build a new theory but to examine whether existing literature is applicable on the Swedish manager. As a result we hope to be able to give an overall picture of the Swedish manager by modifying the cross-cultural model of leadership based on our findings. In addition, we feel that the creation of a theory should be based on more samples than we will collect in order to give an accurate picture of the Swedish manager.

The deductive approach was more suitable for our purpose since we base our research on existing theories and assumptions. The deductive approach is applicable when theories and hypothesis are designed especially for the purpose of its testing (Saunders, Lewis & Thornhill, 2006). Since our purpose is to examine how the Swedish leader is perceived in an international perspective, we decided to use the deductive approach. In addition, existing models and researches will be used in our dissertation in order to create suitable questions to examine the characteristics of Swedish managers. Further, we will apply our findings on the models described in our literary framework. We will also discuss if there are certain characteristics which are typical for a Swedish manager when working abroad, and how employees perceive these characteristics.

2.3 Research philosophy

Research philosophy contains assumptions of how authors view the world, which will affect the result of the research. In addition, the research philosophy describes the relationship between knowledge and how it is conducted (Saunders et al, 2006). There are three common philosophies: *positivism, realism and interpretivism.* In a *positivistic approach* the world is described from an objective point of view and the author assumes that there are common laws which control the social systems. Using this approach it will be possible to draw law-like

generalisations. When conducting a survey with this approach it is assumed that the research is undertaken with exceptions from own values as far as possible.

The second approach that can be used is realism, which to a certain extent has the same characteristics as the positivistic approach. The main belief of the realistic approach is that reality exists but there are forces which, in one way or the other, can affect people's perception and interpretation. Since cross-cultural management studies are strongly affected by personal values, neither the positivistic approach nor the realistic approach was suitable for our dissertation.

The last approach and the most suitable for our dissertation is interpretivism. In contrast to the positivistic approach it considers the social world of business and management too complex to make law-like conclusions. This means that generalisability is not seen as an important factor when conducting research. Since we have a limited amount of respondents within one organization, it is self-evident that our result will not be generalisable. However, we think that the result can be used as an indication of how the Swedish manager is perceived.

We also feel that culture is a field of study where every situation depend on the participant and have to be seen in its own context. Conducted researches should therefore, be used as guidelines and not as law-like results. Our hope is that our research can be used as a guideline, and create awareness about the Swedish managers' strengths and weaknesses. In addition, we hope that our research will attract attention for the need of further research within cross-cultural management from a Swedish perspective.

2.4 Data collection

In this dissertation both secondary and primary data have been used. In this part of the chapter we will explain how data is collected and processed

2.4.1 Secondary data

Within cross-cultural management the most well known researchers are Geert Hofstede and Fons Trompenaars. These authors are frequently used as a base when creating and analysing surveys within cross-cultural management. We have used Hofstede's and Trompenaars' findings as a starting point for our dissertation. In order to connect cultural aspects with management models we have used management literature which has a cross cultural perspective. The most suitable models to our dissertation was the Path goal theory, SLII

"leadership dependent of the situation" and the Cross cultural model of leadership which will be described in the literary framework.

2.4.2 Primary data

In our research we decided to use employees at a Swedish industrial company as our survey group. October the questionnaire was sent to eight managers within this company in eight different countries; Chile, China, Italy, Norway, Japan, Pakistan, Saudi Arabia and the United States. We chose these countries to be able to compare results between countries both geographically and culturally in order to find differences and similarities in how employees perceive the Swedish manager. We asked the managers to send the questionnaire to employees who are direct reporting to them, since these employees are most suitable to answer the questionnaire.

2.5 Performing the survey

Below you will find an explanation of how the questionnaire was developed and why we decided to do the survey at the chosen company. Moreover, we will explain why we chose the specific countries.

2.5.1 The Questionnaire

When we started to discuss the design of the questionnaire we looked for inspiration in previous dissertations and conducted researches. As a result, we found examples on questionnaires, which had been performed through a homepage on the Internet. We created a questionnaire in a word document and asked for response from Anders Isaksson (*manager at the chosen company*) and our tutor Leif Holmberg. The questions were approved, but we needed to make them more specific. We developed the questions and contacted Martin Karlsson who designs WebPages. He helped us create a suitable questionnaire on the Internet for a small amount of money. When the webpage was finished we bought a domain, called www.swedishmanager.com, which we found suitable to our dissertation. The reason we choose .com is because employees abroad recognize it. When the webpage was registered we received an e-mail from the domain company. The e-mail contained explanations in how to find the collected data. The questionnaire is attached as Appendix 2.

2.5.2 Choice of company

The choice of company was easy to make because of existing contacts. One of the authors, Emelie Isaksson and her father Anders Isaksson are both employees at the chosen company. Together they have contacts with Swedish managers situated around the world within the chosen company. Existing contacts created opportunities for a valuable starting point. We find the chosen company to be a suitable choice because it is a multinational company, represented all over the world.

2.5.3 Choice of respondents

To begin with, Anders Isaksson gave us a list of countries where there are Swedish managers situated. The countries on the list were Chile, China, Italy, Norway, Japan, Pakistan and Saudi Arabia and The United States. Our aim was to get in contact with these managers and ask them to help us with our research. We asked Anders Isaksson to help us find the correct e-mail addresses. Anders collected the addresses to us from the internal mail system.

2.5.4 Flow of responds

When we received the addresses we decided to send an e-mail with a description of our research (see attachment 1) together with a link to the web page. We sent an e-mail to the chosen managers Friday October 20 with a request to receive answers from respondents before November 1. Surprisingly, we received answers from four of the managers the same day and all four were very interested to help us. The manager situated in Chile even suggested that he could send the questionnaire to his former employees in Greece and Vietnam. We quickly decided it was a good idea and asked or webmaster to add the variables Greece and Vietnam to the questionnaire. The following Monday we received answers from two more managers, and on Tuesday from the seventh. The only manager left, working in Saudi Arabia, was on vacation and was not expected back until the next Monday. (Later we got to know that he was absent from work because of Ramadan). We decided to give him and his employees additional time and perhaps send a reminder if we did not receive any answer.

Our aim was to have a clear view in how many employees who answered our questionnaire. To be able to follow the amount or respondents we created a table where we easily could find which country we had received answers from. In order to keep the anonymity we decided not to publish the table in the dissertation but to use it as our own reminder.

The first of November which was our deadline, we had received fewer answers than expected. Therefore, we sent a reminder to the participating managers. In the reminder we explained the importance of a higher respondent frequency in order to get a higher validity in our research. It turned out to be a good idea to send reminders because on Friday November 3 we had already received ten new answers. We also received an answer which explained why the employees in Pakistan had not answered yet. It was the time of Ramadan and many of the employees had taken days off from work because of that.

We decided to have some patience before starting to work on the analysis since we hoped to receive a few more answers. Later, we received a few answers from Pakistan from the employees who were back at work after their time off. When the deadline for the dissertation started to get closer we decided to analyse the answers we had already received. However, we decided to accept answers until the week after the deadline in hope to receive more valuable answers. Just before we started creating our analysis, we still had not received any answer from Saudi Arabia. Therefore, we chose to exclude Saudi Arabia from our research.

2.6 Ethical description

At first, when we asked the managers if they and their employees wanted to participate in our research, we guaranteed the employees' anonymity. We explained to the managers that employees only would have to fill in which country they work in and would therefore be anonymous.

Further, we asked the managers to explain to their employees that the questions would be handled anonymously. In addition, we described the procedure of the analysis in an attached e-mail, which the managers were asked to send forward to the respondents. The e-mail described that the analysis will be performed and described as country specific characteristics. We have also decided not to mention how many respondents that have participated in our research, in order too keep it as anonymous as possible. Finally, we have chosen not to publish the name of the company, in order to keep the anonymity. Further, our research

focus on the perception of the Swedish manager, therefore we consider the name of the company to be irrelevant.

2.7 Criticism of sources

The first critique in our data is due to the fact that we cannot control the people who answer the questionnaire. Therefore, we have to trust the employees to answer in a proper and reliable way. Another problem is that anyone can visit our homepage and fill in the questions. However, we diminished this by excluding our homepage from search functions like Google. We believe that this protection is enough to ensure that the questionnaire will only be answered by from our chosen respondents.

2.8 Summary

The most important part in this chapter is how we performed the survey. By using a web based questionnaire we think the respondent frequency will become higher than if we would have sent a word document by e-mail, or even worse by normal mail. By using a web based questionnaire it is more convenient for the respondents to participate and it does not take so much of their time. The managers have been surprisingly cooperative which we find surprising. We did not expect all of them to have time or interest to participate. However, the managers seemed to be interested and were very co-operative, and they have been a valuable help for us when collecting the data.

Chapter 3 - Literature framework

In this chapter we will review the literature necessary as a background for our analysis. Firstly, we will describe the dimensions of Hofstede and Trompenaars followed by an overview of our research countries. After that different leadership styles will be described, as will some aspects of Swedish culture and the Swedish management style.

3.1 The five dimensions of Hofstede

In 1980, Geert Hofstede published *Culture's Consequences*, a research conducted among IBM employees in more than 70 countries. It contained how values in a workplace were affected by culture and the results identified four dimensions named *Power distance, Collectivism versus Individualism, Feminity versus Masculinity* and *Uncertainty avoidance.* When conducting another international study a fifth dimension was added and named *Long term versus Short term orientation (Hofstede & Hofstede, 2005).*

The dimensions of Hofstede's research are measured on a scale between one and hundred where one is the lowest score and hundred is the highest. The reason for this rank is to facilitate the comparison between countries within Hofstede's research.

There are two countries (in this dissertation) which have scores above 100. These countries are Greece with 112 on Uncertainty avoidance and China with 118 on Long term orientation. The reason for this is because these scores where not originally a part of Hofstede's research. These two scores were conducted on separate occasions and the scales where not possible to adjust to the original scales of Hofstede.

The first three dimensions describe the relations between employee and manager, the group and the opposite gender. In other words these dimensions describe the social environment (Källström, 1995). The fourth dimension, *Uncertainty avoidance* describes the tolerance of the individual in parts he or she

cannot predict. This dimension describes how threatened people feel in situations which are uncertain and unknown.

An important aspect in Hofstede's research is cultural relativism (Källström, 1995). The characteristics of a certain culture are possible to find only when comparing with other cultures, called reference cultures. When you look at different cultures in this way you often find differences between cultures rather than similarities. When you study cultures it is important to be as objective as possible because you always have your own cultural inheritance that affects the way you look at other cultures.

3.1.1 Power distance (PDI)

Power distance describes how the equality differs within different social groups compared to each other. (Hofstede et al, 2005). It explains how less powerful members of organizations perceive, expect and handle inequalities. *Power distance* is divided into two categories; small and large power distance. In cultures labelled with a small power distance there is a prevalent perception that inequalities should be minimized and democracy in decision making should be applied if possible. In addition, subordinates prefer a decentralized organization and are willing to express disagreements with their manager. On the contrary in cultures having large power distance, inequalities are accepted and subordinates are expected to be told what to do. Employees also prefer a centralized organization and are afraid of expressing disagreements with their manager.

3.1.2 Individualism versus Collectivism (IDV)

The second dimension *Individualism versus Collectivism* separates people according to how they define themselves and how relations with others in the group are valued (Ibid). In *Individualistic* cultures ties are loose and focus is based on oneself and the immediate family. People are seen as separate individuals and act according to their own interests. Therefore, company goals should coincide with employees' goals as much as possible. On the other hand, in *Collectivistic* cultures ties are strong and life long loyalty is expected towards the extended family. A strong sense of group belonging exists. Therefore, group success is valued higher than individual success.

3.1.3 Masculinity versus Femininity (MAS)

Masculinity versus Femininity describes how gender roles are perceived and how people value quality of life compared to material success (Ibid). People in *Masculine* societies have a clear opinion that family roles are dependent on gender. Competitiveness is valued high in order to be able to achieve material success. For this reason conflicts are common and are usually solved by letting the strongest win. However, in *Feminine* societies family roles are more equal are less dependent on gender. The ability to reach a higher quality of life such as interpersonal relationship and vacations are valued higher than material success. In contrast to masculine societies, conflicts are solved through discussions and compromises, and everyone is able to participate.

3.1.4 Uncertainty avoidance (UAI)

Uncertainty avoidance describes how people's attitudes toward ambiguity and unknown situations vary between cultures (Ibid). The dimension is divided in two categories: *Weak* and *strong uncertainty avoidance*. In cultures labelled as having weak *Uncertainty avoidance* uncertainty is accepted and unknown situations are seen as interesting. On the other hand, in cultures having strong *Uncertainty avoidance,* uncertainty is not accepted and unknown situations are seen as dangerous.

3.1.5 Long term versus short term orientation (LTO)

Long term versus Short term orientation describes cultures dependent on how time is perceived and if focus is concentrated on the present or the future (Ibid). In cultures that are labelled as *long term oriented* the efforts that are made in a company today are supposed to show results in the future and there is a minor pressure on this year's profit. However, in cultures labelled as *short term oriented* efforts made today are expected to show immediate results and this year's result is the top priority. As a result, focus on future success is often ignored. The Long term versus short term dimension is missing in some of our country descriptions since the survey of Long term orientation was not carried out in all of the countries (only 23 of the 50 original countries participated).

3.2 Swedish work culture attached to the dimensions of Hofstede

According to Hofstede's research (diagram 3.1.) Sweden scores low on power distance, high on individualism, low on masculinity and low on uncertainty avoidance.
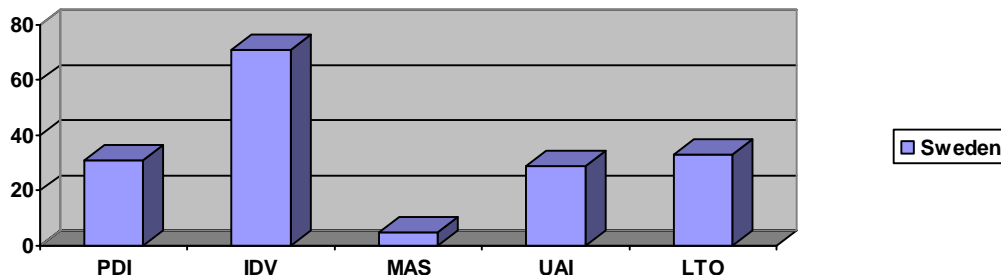
Diagram 1 Ranking of Sweden in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_sweden.shtm)

Of the 53 studied countries in Hofstede's research, Sweden has the 6.th lowest rank in the dimension power distance (Källström, 1995). From this perspective there are several characteristics to be found in Swedish organizations. Employees are dependent on their managers to some degree. The relation between employee and manager appears consultative rather than strict demanding. It is rather easy for an employee to express disagreement with his manager because the emotional distance is very low. In addition, Swedish organizations are often decentralized and employees are given responsibilities. Sweden is ranked as the 10:th most individualistic country according to Hofstede's research. For a Swede it is important to be seen as an individual and to have freedom to perform tasks in their own way. In addition, it is vital for employees that tasks are satisfactory both for themselves and for their manager. Moreover, tasks at work are more important than relations with colleagues. The manager also deals with individuals rather than a group. In the research of Hofstede there is coherence between countries that are individualistic and have a low power distance such as The United States, Sweden and Norway.

The most feministic country in Hofstede's research is Sweden. Characteristics in the Swedish society which are seen as feministic are the fact that Swedes solves conflicts by negotiation and compromises, and managers are less visible than managers in countries characterized as masculine cultures.

Sweden also has a low level of uncertainty avoidance, and is, therefore, ranked 49/53. As a result, Swedish organizations have few needs for laws and

regulations, and employees do not expect specific instructions in their day-today work. In addition, there is a tendency in workplaces to take one day at the time and it is acceptable to have divergent ideas and behaviour. Other Swedish characteristics are the ability to handle ambiguous situations and to deal with uncertain risks.

On Hofstede's last dimension named *Long term versus short term Orientation* Sweden is ranked in the middle together with most other European countries (Hofstede et al, 2005). This dimension describes how Swedes handles problems and opportunities both in a long term and a short term perspective. Factors like freedom, rights, achievement and own opinions, are specifics in short term orientated cultures. These are mixed with factors such as honesty, responsibility and self discipline which are specifics for a long term orientated cultures.

3.3 Descriptions of the culture in responding countries

Below you will find a short explanation of the culture in the different countries involved in our research. The description will be taken from the research of Hofstede. Additional information from other writers and researches will also be described. The table attached to each country contains Hofstede's ranking of the dimensions for both the examined country and Sweden.

3.3.1 Chile

Chile is ranked very high on the dimension of uncertainty avoidance (Http:/…/ 1). Therefore, uncertainty is diminished by having strict rules and regulations. In addition, changes are seen to have a negative impact on the organization. As a result Chileans try to avoid it since it involves risks. The Chilean culture is characterized by a demand for everyone to act responsibly and to have a strong relationship towards their family (diagram 3.2.)

Diagram 2 Ranking of Chile in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_chile.shtml)

In addition, Eric J Romero (2004) describes Chilean leaders as autocratic and having a social distance to subordinates. In addition, Chilean subordinates dislike participative leadership, and rather prefer guidance. Moreover, leaders seldom delegate work nor use teamwork in order to solve tasks. Eric J Romero explains the opposition of being a collectivistic country according to Hofstede and the absence of teamwork with the fact that Chileans´ loyalty to the family differs from their loyalty to groups. Finally, in order to achieve results punishment is used more frequently in Chilean organizations than rewards (Romero 2004).

3.3.2 China

The long term orientation dimension of Hofstede is very high ranked in China (Http:/…/2). "This Dimension indicates a society's time perspective and an attitude of persevering; that is to overcome obstacles with time, if not with will and strength." In comparison with other Asian countries China has a very low rank of individualism (Diagram 3.3.). This implies that Chinese employees consider group thinking to be important. This also shows in Trompenaars' research, where Chinese prefer to be judged on a collectivistic base instead of an individual (Trompenaars & Hampden-turner, 1997). According to Hofstede's research (Bjerke, 1998) the power distance dimension is quite high ranked. Power is a fundamental part of the society, and employees are most often dependent on the people on higher levels. There are large differences regarding salaries and white-collar workers are valued higher than blue-collar workers. In comparison to Japan which also is a country in East Asia, the uncertainty dimension in China is very low. This indicates a society that tolerates different views on aspects and also to some extent they tolerate chaos. As an opposite from countries with high uncertainty avoidance, less rules and regulations are used in China. In addition,

Chinese employees feel rather uncomfortable to show feelings at work, compared to Swedes. (Trompenaars et all, 1997)
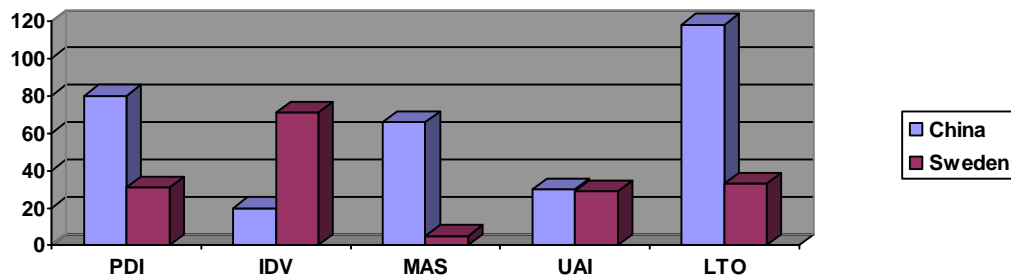
Diagram 3 Ranking of China in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_china.shtml)

In the Chinese society faith and philosophy is of great importance and part of life (Bjerke, 1998). In order to be able to understand business in China it is necessary to know about the principals which affect the life of the employees. In the Chinese business society, hierarchy plays a key role, which implies that they have vertical organisations and high degree of centralisation. In order to describe Chinese organisations and management style it can be described as impersonate bureaucracy.

There is a high control within an organisation and the manager decides what will happen and which changes that will be carried out. According to Hofstede (Bjerke 1998) a typical main task of a Chinese manager is to supervise the employees. The employees in the Chinese business world are used to be controlled and they put a positive value on managers who find supervising important. Chinese are not afraid of changes since it can lead to further success within the company. They are therefore willing to adjust directly and are happy to attain new knowledge in order to be successful. Further, in the Chinese culture respect for seniors is more important than respect of knowledge in a company. Employees are therefore judged dependent on age and not because of their skills. As a result seniors are admired and highly valued within an organization. Finally, an important part of the body within the Chinese culture is the face. Chinese people often talk about the importance of "not loosing one's face." The face of a Chinese person describe two things, first the reputation and prestige and secondly moral and honour. The part of the reputation and prestige belongs to your work experience and the second part containing moral and honour belongs to your social life more than your work life.

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3.3.3 Greece

Uncertainty avoidance is the highest ranked dimension in Greece, which implies that Greeks are afraid of uncertainty. (Http:/.../3). Organizations in Greece are characterized by rules and regulations in order to make employees feel comfortable with their daily work. Greece has a relatively low rank on the individualistic dimension, which implies that group thinking is important among employees. The power distance index and the masculinity index are around average which implies that Greece is characterized by rules and regulations to some extent and both feministic and masculine ethics are valuable in business life (Diagram 3.4.).
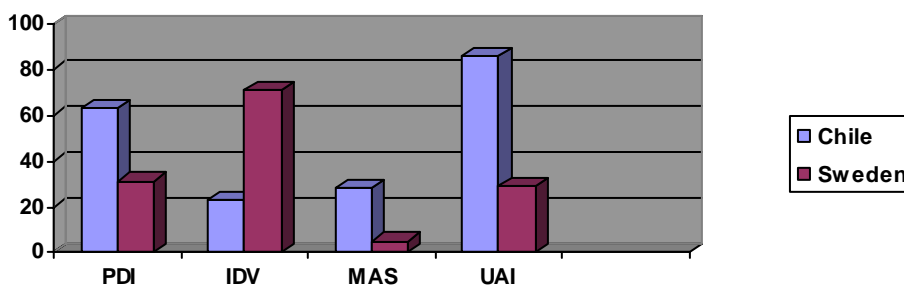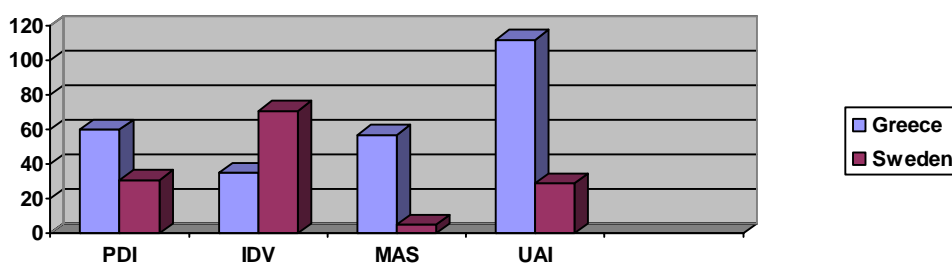

Diagram 4 Ranking of Greece in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_greece.shtml)

In addition, Greek organizational culture tends to emphasize that managers are more important than employees. Therefore, most resources are spent on the managers since they are considered to be the key to success. A manager's job is to make sure that the employees perform and little emphasis is spent on the employees' satisfaction and participation. Moreover, a manager is considered to be an expert in his field and is not questioned (Ekoutsidis & Röing, 2006).

Finally, another very important fact in the Greece business culture is trust. Greeks only want to do business with people they know and trust. Therefore, it is very common in Greece that relatives and family work within the same company.

3.3.4 Italy

Italy is according to Hofstede's dimension very high ranked on three of four dimensions (Http:/.../4). Italy has a quite high rank in Uncertainty avoidance which means they have a very low tolerance for ambiguity. Italian culture is therefore signified by rules, regulations and laws in order to reduce uncertainty (Diagram 2.5.).
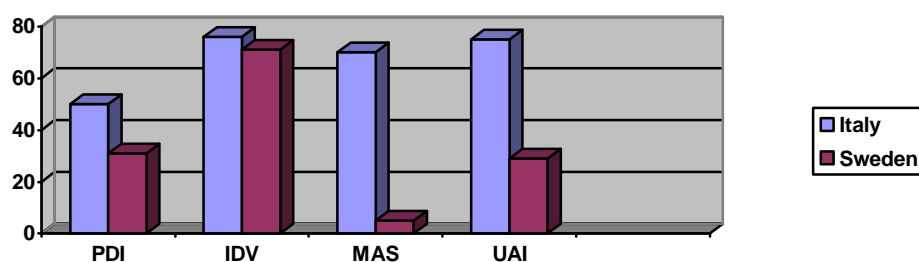
Diagram 5 Ranking of Italy in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_italy.shtml)

In order to explain the work culture in Italy it is important to be aware of the differences between the northern part and the southern part of the country (Tollgerdt-Andersson, 1996). (*In this paper we only explain the northern part*). According to Tollegerdt's research, the northern part of Italy is characterized by a democratic way of working with clarified goals for employees. It is important to a manager in Italy to be clear and definite when he or she gives instructions. Further, managers in Italy find the relations between managers and employees as positivistic and open. The hierarchic management style in Italy is according to the managers necessary, since it is expected in countries with Latin culture. In addition, an important characteristic of a manager in Italy is to be able to change behaviour dependent on the situation. And in addition, is very important to an Italian manager to be sharp and listen to things that occur both within and outside the organisation Lastly, Italians consider it acceptable to show emotions at work and see it as evidently. (Trompenaars et all, 1997)

3.3.5 Japan

Japan is a very masculine country according to Hofstede index, which imply that roles in society very much depend on gender (Http:/…/5). Japan also scores high on uncertainty avoidance, therefore rules and regulations are important in the day-to-day work. In addition, companies rather emphasize long-term goals than short-term. Compared to China, another Asian country, Japan is ranked quite low on the Power distance dimension. However, unlike China, Japanese is more individualistic than collectivistic (Diagram 3.6.). In addition, Japanese employees do not like to express emotions or feelings at work (Trompenaars, et al 1997).
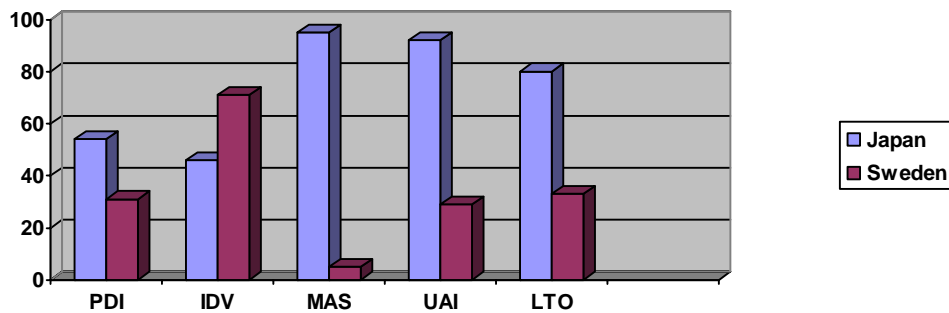
Diagram 6 Ranking of Japan in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_japan.shtml)

Vesa Peltokorpi (2006) describes some characteristics of Japanese organizations. He mentions lifetime employment, group decision making, collectivism, and the hierarchical structure. Japanese organizations tend to value age over skills when promoting subordinates to higher positions, which are unusual in most western countries, including Sweden. Decisions are taken first after long consideration, where employees are encouraged to contribute as long as they give proposals to their immediate manager. There is a common respect not to skip one step in the hierarchy, in order to avoid loss of face for the immediate manager. Owing to this, Japanese employees are not used to the Western management style where employees are encouraged to express feelings and own ideas (Peltokorpi, 2006).

3.3.6 Norway

In the first three dimensions of Hofstede Norway has almost the same rank as Sweden (Http:/.../6). Norway is a country which has a very small power distance, a quite high individualistic society and is also one of the most feminine countries (Diagram 3.7.). Norwegians avoids uncertainty on a relatively higher degree than Swedes, and they work towards short term goals rather than long term goals.
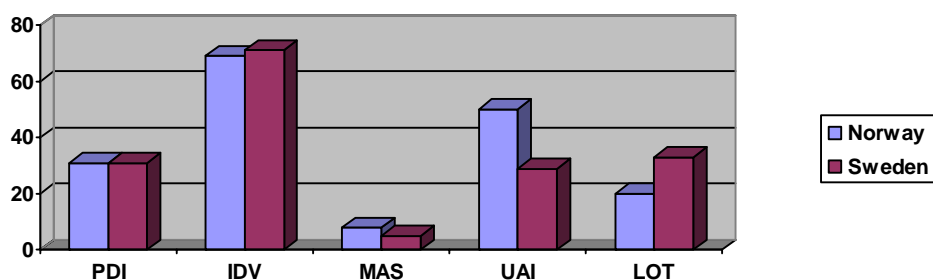
Diagram 7 Ranking of Norway in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_norway.shtml)

In Norway it is important to a manager to set clear goals and to make the employees progress towards the same purpose (Tollgerdt-Andersson, 1996). The environment in a Norwegian company is similar to the one in a Swedish company. The relations between managers and employees can be described by openness and trust together with honesty. If there is trust within the organisation, the manager delegates important tasks to the employees. However, if there is a lack of trust delegation is avoided. The relation between manager and employee in a Norwegian company is often based on mutual respect.

3.3.7 Pakistan

Pakistan and other Muslim countries are in general quite high ranked on the power distance and uncertainty avoidance dimensions (Diagram 3.8.) (Http:/…/7). These high ranks create a society filled with rules, regulations and laws. In addition, inequalities of power and wealth have been growing within the society. This generates a situation which gives leaders the ultimate power and the ability to decide rules, regulations and laws. The dimension describing short versus long term orientation was not examined in Pakistan.
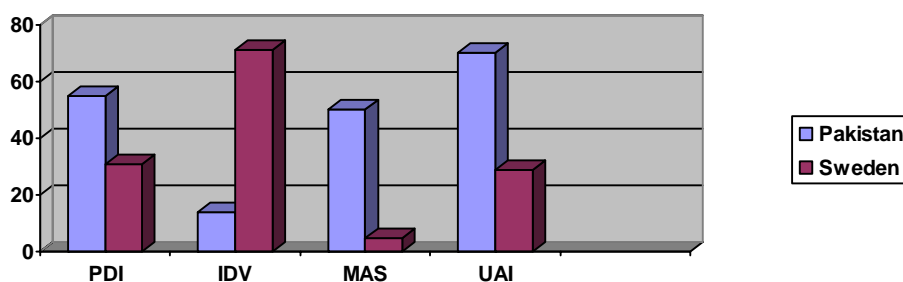

Diagram 8 Ranking of Pakistan in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_pakistan.shtml)

For a Pakistani employee, trust is very important and a lot of time is spent on building relationship and to be familiar with the characteristics of your business partners and colleagues (Http:/…/8). Pakistani employees are hospitable and appreciate visitors from foreign countries, but still, relationships take time to develop and must continuously be cherished.

Further, Pakistani employees are seen as indirect communicators. In addition, direct statements are not common among Pakistanis, unless they know each other personally. Pakistani employees do not like to admit that they cannot perform a task. As a result, they sometimes accept tasks and try to solve them even though they are not capable of doing it. Because of this answers are usually vague, and to avoid this problem it is important to ask the same question from many different angles.

3.3.8 The United States

The United States is one of the seven countries of Hofstede's research which have Individualism as their highest rank. This indicates that the society has an individualistic attitude and focuses more on the individual rather than the group (Http:/…/9). It is important to look out for yourself and your closest family members. However, there is an opposition in American workplaces since it exist a pressure to be a good team player as well. The ambition to be a good team player sometimes opposes one's individual goals. As a result, situations can arise where one of these two characteristics have to be set aside (Hall & Hall 1990).The next dimension, masculinity explains The United States being a masculine country rather than feminine. Further, there is a male dominance when it comes to the society and the power structure. The Long term orientation dimension is quite low which implies that result is seen in a short term perspective. In addition, the dimension describing Power distance is also rather low, which indicates a society of equality between social levels and creates stable cultural environment. The dimension of uncertainty avoidance is also quite low, this means less rules and regulations in the workplace (Diagram 3.9.).
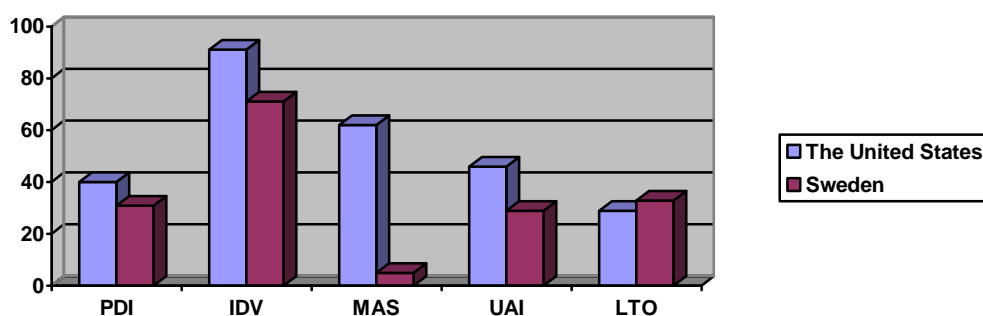
Diagram 9 Ranking of the United States in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_united_states.shtml)

It is very important to separate work and pleasure in the American business life (Bjerke, 1998). Day-to-day work is performed to be able to live a good and wealthy life while enjoyment is seen as relaxing from work. In other words Americans find their work very important and there is a strict line between working life and private life. The American work culture is specific in laying emphasis on activity in direct connection to work. It is very important to an American to "get things done" (Bjerke, 1998 p107 own translation). The Americans also think that it is possible to influence the force of the nature by hard work and the phrase "where there is a will there is a way" (Bjerke, 1998 p108 own translation) is a common phrase used by Americans.

Further, informality and equality are important factors in the American society. The United States is an informal nation and people find informality as a basic condition to find out whether a person is trustworthy and honest.

Finally, some characteristics of the American manager are; the importance of progress and growth, and the appreciation of the latest techniques in order to be able to measure progresses in a materialistic manner. As mention earlier the power distance in The United States is pretty low, this corresponds to the flat organisations which are common. The American managers also support individual initiatives and are seen as an advising leader.

3.3.9 Vietnam

Vietnam is ranked as one of the top six highest countries on the dimension describing Long term orientation, together with five other East Asian countries. (Hofstede et al, 2005). A high rank on long term orientation implies that Vietnamese businesses people focus on revenues ten years ahead instead of the revenues in the near future. In addition, it is important to invest in lifelong

friendship and personal networks at the workplace. Further, the dimension describing Power distance is also very high, which imply that hierarchic organisations are preferred in Vietnam (Diagram 3.10.). Further, Vietnam is low ranked on the uncertainty avoidance dimension. Therefore, rules and regulations are not seen as essential for Vietnamese employees.
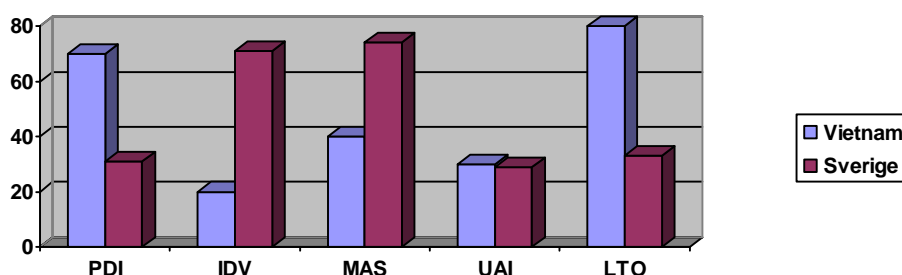
Diagram 10 Ranking of China in Hofstede's cultural dimensions
(Based on: http://www.geert-hofstede.com/hofstede_china.shtm)

Vietnam is a collectivistic country where the need of the group is more essential than individual needs (Http:/…/ 10). The group which contains the family and co-workers are highly valued. Therefore, there are strict rules and guidelines to follow for social interaction in order to avoid lose of face. Further, Vietnamese employees have following characteristics: They are very punctual expect others to be as well. Moreover, the most senior person in an organization is the most important, for example it is important that he enters a room first. The importance of face is very strong, if a Vietnamese do not agree in a meeting he or she rather stays quiet than be the reason for somebody's lose of face. In addition, if a Vietnamese make promises he or she cannot keep it will also lead to loos of face. Finally, hierarchy in Vietnamese companies is primary based upon age and status.

3.4 Trompenaars cultural parameters

The cultural parameters are the foundation of the book, *Riding the waves of culture* (Trompenaars et al, 1997) which was first published in 1993 with the purpose to explain how cultural differences influence and affect the process of managing. The parameters share several characteristics with the dimensions of Hofstede but they are more developed, and focus on relations between people. The parameters are labelled Universalism versus Particularism, Individualism versus Communitarianism, Neutral versus Emotional, Specific versus Diffuse and

Achievement versus Ascription. Trompenaars research was not conducted in all our examined countries and will not be used consequently in the analysis.

3.4.1 Universalism versus Particularism

The Universalism versus Particularism parameter differs dependent on how rules are valued and respected (Ibid). In a universalistic culture rules and regulations are highly valued and respected by everyone. Therefore, rules are not stretched under any circumstances. However in a particularistic culture rules are not absolute and are only followed as long as they do not interfere with obligations to family or friends.

3.4.2 Individualism versus communitarianism

The Individualism versus Communitarianism parameter describes whether people prefer to be seen as individuals or as a member of a group (Ibid). In an individualistic culture personal freedom is highly valued and considered to be the only way to self-development. In addition, credit and criticism should be given dependent on individual performance and not as a group. However, in communitaristic cultures criticism and credit should be given to the group as a whole, in order to avoid losing ones face. The ability to develop oneself and reach a higher quality of life is based on how people help and take care of each other.

3.4.3 Neutral versus emotional

The Neutral versus Emotional parameter differentiate cultures depending on the range of feelings people express (Ibid). Neutral cultures are characterized by their inconvenience and unwillingness to express feelings. On the contrary, in emotional cultures feelings are expected to be shown openly and behaviour such as raising the voice and gesticulating is common.

3.4.4 Specific versus diffuse

The Specific versus Diffuse parameter describes to what extent people in different cultures allow people to enter their public and private space (Ibid). People living in specific cultures are willing to allow people to enter their public space in an early stage. In contrast it is difficult to reach their small private space, which is reserved for close friends. In diffuse countries the public space is rather small compared to specific cultures. But when people successfully entered the public space it is often seen as a path towards the private space.

3.4.5 Achievement versus Ascription

The last parameter separate cultures dependent on which factors that determine how status is viewed and appreciated (Ibid). In an Achievement oriented culture, status is based on resent achievements and personal skills. On the other hand in an Ascription oriented culture, status depends on family background, age and gender.

3.5 Characteristics of the Swedish manager

According to Åke Daun (Källström, 1996) there is certain characteristics you can find in the behaviour of a Swede, for example conflict avoidance and common sense. According to Daun, Swedes are afraid of taking conflicts with people who have a different meaning. When a conflict arises a Swede chooses to change the subject or try to give an avoiding answer. When Swedes do not agree in a discussions it can be the end of the discussion because Swedes do not see any relevance in discussing if they cannot come to an agreement. Swedes find it easier to discuss subjects which they agree on. Trompenaars research also indicates that Swedes feel rather uncomfortable to express feelings at work compared to other Western countries (Trompenaars et al, 1997). Further, Daun mention another characteristic which Swedes calls "common sense", where the Swedish behaviour most often is practical. Further, functionality is also a very important aspect in the Swedish culture (Källström, 1996).

In the research by Ingrid Tollgerdt-Andersson, which she performed on sixteen Swedish managers, the majority of the managers find it important to be able to formulate goals and manage the operation through the goals in order to achieve successful leadership (Tollgerdt-Andersson, 1996). Other important characteristics in her research are the manager's willingness to listen to the employees and to care about them. Honesty and a good climate at the workplace are also important together with trust between employees and managers. Several of the Swedish managers find it important to give responsibility to the employees and involve them in decision making. It is also an important characteristic to be open minded. To sum up the Swedish managers way of acting you can say it is important to prioritise a strong personal- and relation oriented leadership where you put the individual and the group in the centre. The most onerous task for a Swedish manager, according to the investigation, is to dismiss employees. They also find it difficult to give employees negative critics. There is also a tendency of

problem in decision making especially when it comes to big changes like reorganizations.

Further, in order to have a good climate at the workplace the Swedish managers find it important with openness within the relations between employees and manager. It is also important to have fun at work now and then and to some extent be able to talk about personal subjects, not only work related subjects.

In Tollgerd-Andersson's research there is a question on how a good manager is supposed to supervise his organization? The answers received on this question described the importance to leave space and to give freedom to employees in order to motivate and give them the ability to participate when discussing goals versus visions. When it comes to delegating the Swedish managers find it important to divide the responsibility and let go of the control now and then. In addition, to delegate is a way of showing faith in your employees.

The last part is Tollgerd-Andersson's research was how a successful manager should act. The answers from the Swedish managers contained the following characteristics; honesty, cooperative, supportive, have the ability to motivate and take active interest in employees, and finally, to be attentive against your employees. Some of the respondents in the research also find it important to be creative, open minded and have a high level of energy.

3.6 SLII (leadership depending of the situation)

SLII describes which leadership style that is preferred by subordinates in certain situations (Neuman, 2004). According to SLII, there are four different styles describing how to act as a leader dependent on situation.

The first is the "*instructive style*" which is used most frequently when subordinates are newly hired. In this situation employees need a concrete and instructive leadership in order to feel comfortable. In addition, employees need a leader who guides them with instructions in order to diminish the feeling of uncertainty.

The second is "*coaching style*", which describe how leaders should act in situations where employees feel frustrated at work. Instead of employees throwing the computer in anger, the leader is supposed to be there as a support in order to solve problems and help employees to overcome frustration.

Moreover, it is important that employees feel that the manager show concern for them.

Thirdly, we talk about the "*advising style*", which is preferable when employees are able to work independently. Still, there are situations when employees need advice from their leader. Therefore, it is important that the leader is a good listener in order to help employees with their problems. In addition it is important that the leader shows interest for employees' ideas and have an open dialogue regarding decision making.

The last leadership style is the "*delegating style*"; which is used when a leader feel comfortable enough with employees in order to delegate tasks without supervision. In addition, this level is characterized by mutual trust between the manager and employees, as a result employees are able to perform task usually designed for the leader.

3.7 The Path-goal theory

"The path-goal theory of leadership was developed to explain how the behaviour of a leader influences the satisfaction and performance of subordinates" (Yukl, 2002 p212). The theory explains which style a manager is supposed to use towards employees in order to achieve a correct way towards the goal. The theory is based on the assumption that employees are motivated by rewards. The model describes the need for performance and action in different leadership styles in order to motivate employees.

There are four different leadership behaviours; Supportive leadership, Directive leadership, Participative leadership and Achievement-oriented leadership. Beneath you can find explanations of the leadership styles.

- *Supportive leadership* – The leader is taking the needs of the employees into consideration. He also shows an interest for their welfare and makes sure that the workplace has a friendly atmosphere.
- *Directive leadership* – In this style rules are important in scheduling and coordinating the everyday jobs. The leader gives specific guidelines and let employees be familiar with his precise expectations.
- *Participative leadership* – In this style the leader encourage employees to express ideas, since discussions are seen as vital. In addition the leaders take employees belief and suggestions into account.

+ *Achievement*-Oriented Leadership – In this situation the manager shows a great confidence towards his employees and expects them to attain high standards. He gives them challenging goals to work towards and is continuously seeking for improvement in the performance of the employees.

3.8 Cross-cultural model of leadership

The Cross-cultural model of leadership is an adaptation of models created by Dorfman (1996), Erez and Earley (1993), and Yukl (1989). The model is based on the assumption that every part of the model is affected by cultural differences in various degrees dependent on situations (Yukl, 2002).
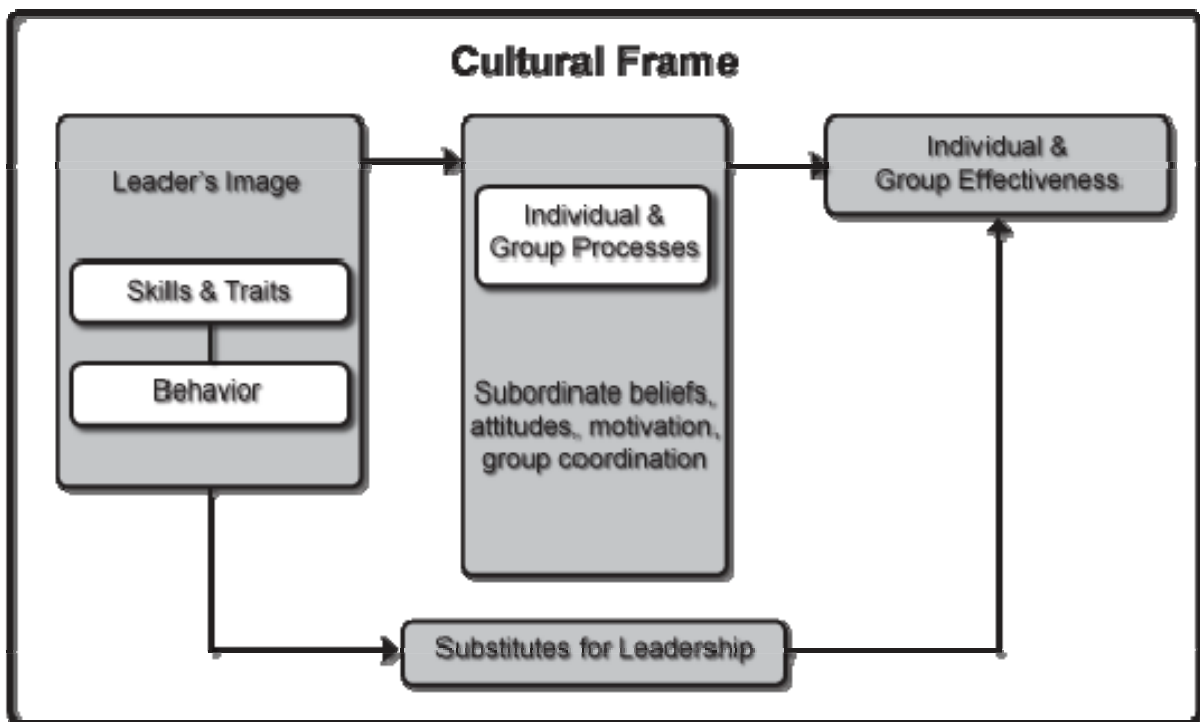
Figure 1 Cross-Cultural Model of Leadership
(From David C. Thomas "Essentials of International Management A cross-cultural perspective", 2002)

As described earlier in Hofstede's dimensions a leader's characteristics, skills, traits and behaviour is heavily dependent on cultural origin. In addition subordinates conception of an ideal leader also differs between cultures. Therefore it is essential for the leader to fulfil subordinates expectations in order to attain group effectiveness.

Naturally, a cross-cultural group is not guaranteed success even if a leader corresponds to subordinate's expectations, which is explained under the name

substitutes for leadership. Substitutes for leadership includes the fact that subordinates have different level of education and experiences which may affect how they prefer to be lead. In addition, reward system, company strategy and organizational policies affect group performance.

Finally, there are situational factors which are difficult to affect, such as if a leader is appointed in a positive or negative trend for the company. All factors mentioned in the model affect individual and group effectiveness and should therefore not be undervalued.

3.9 Overview

In the literary framework we decided to use Hofstede's and Trompenaars' researches as our base. The reason was because we consider these researches to describe cultural behaviours from relevant perspectives. Another reason for using Hofstede's and Trompenaars' researches is that these are conducted in large scale and in numerous of different countries. Further, we decided to create a country specific part to give the reader a short, but precise introduction of the behaviours in the different countries. This will make it easier to understand why the Swedish manager is perceived in a certain way by employees from other cultures.

Attached to the cultural literature we have used leadership theories, such as The Path-Goal theory and SLII, in order to enable the connection between leadership and culture

To be able to summarize our findings we will use the Cross cultural model of leadership which emphasise on cultural behaviour, leadership, situational behaviour and the cultural frame. Therefore, we find this model useful to conclude our findings within the dissertation.

Chapter 4 – Research

This chapter contains an overview of the questionnaire we have used in our research together with an explanation of the questions and a connection to the literary framework. Further, the data from the research will be stated together with a short explanation of the received answers.

4.1 Research method

To describe the method chosen for our research we give an explanation of why we specifically choose these 32 specific questions. We also explain how the questions are related to the literary framework. Further, there will be an explanation of the questions asked to the managers which will be further explained in the analysis.

4.1.1 Questionnaire

The main purpose with the questionnaire was to examine how Swedish managers are perceived in the participating countries. Further, questions were designed to investigate whether the chosen literature is suitable to explain Swedish managers' characteristics or not. In addition, we wanted to examine which of the Swedish manager's characteristics are useable abroad.

We choose to use different types of questions, ranking questions, open questions and, yes and no questions. Further, we used a scale from 1-6 in order to force the respondents to take a stand. The first question is only used to distinguish the countries from each other (appendix 2). Question number two to five are designed to find of Swedish managers' characteristics. These questions are also designed to see how Swedish managers are perceived based on the Cross-cultural model of leadership, the Path-goal theory of leadership and SLII (see chapter 3).

Number six-ten are designed to examine how Swedish managers act regarding power distance and how they have been able to adjust to the prevalent power distance in the new country. It will also be possible to see if there are some

Swedish characteristics that fade away when interacting with another culture. In addition, it will be possible to see if respondents prefer the prevalent power distance in their country or not.
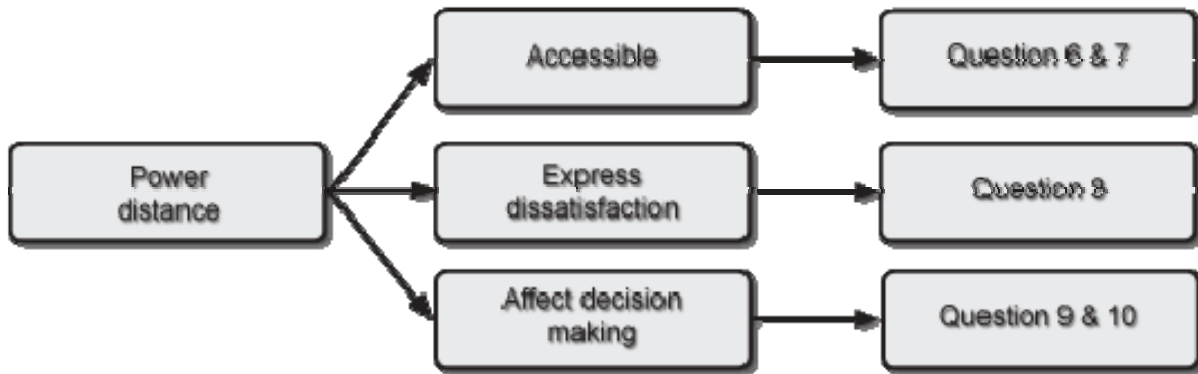
Figure 2 Questions 6,7,8,9 and 10 - Power Distance

The purpose of question number 11-14 is to examine if Hofstede's and Trompenaars' findings regarding individualism and collectivism are applicable when Swedish managers interact with foreign subordinates. The questions will also explore if employees in cultures labelled as individualistic or collectivistic according to Hofstede, actually perceive Swedish managers differently. In addition, it will be possible to compare the answers from the different cultures and see if there are some general characteristics which can describe Swedish leaders.
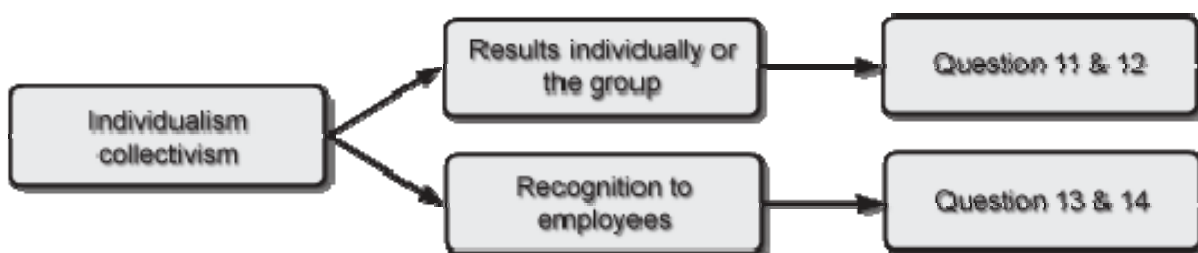
Figure 3 Questions 11, 12, 13 and 14 – Individualism and Collectivism

Finally, it will most likely be possible to see if the leadership models in our dissertation are applicable when examining Swedish managers.

Questions 15-19 are supposed to examine how roles are divided in different cultures and if those roles affect the perception of the Swedish manager. The questions refer to Hofstede's dimension of Masculinity versus Femininity.

Figure 4 Questions 15, 16, 17, 18 and 19 - Masculinity and Femininity

In addition, it will be possible to see if subordinates in the responding countries prefer clear roles or not. Most likely it will also be possible to use the answers in order to confirm or oppose the picture of the Swedish leader, as described in the literary framework.

Question 20 and 21 are asked to see how different cultures apply rules dependent on how they perceive uncertainty. In addition, we hope too see if Swedish managers adjust to the acceptance of rules in the new culture or not. According to Hofstede, Swedes accept uncertainty to a rather high degree (see chapter 3). As a result we want to see if the Swedish attitude towards uncertainty is accepted by cultures which are used to strict rules in order to avoid uncertainty.
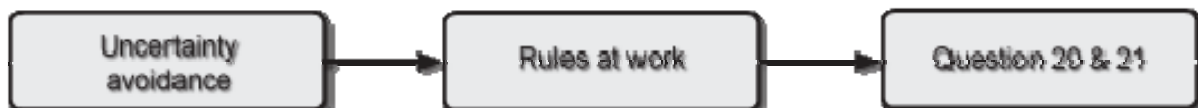
Figure 5 Questions 20 and 21 - Uncertainty avoidance

Question 22 covers cultures' apprehension of time. Western cultures are usually rather short-term oriented, including Sweden. On the other hand, Asian and Arabian countries are more long-term oriented. Therefore, we want to see if Swedish managers affect subordinates perception of time orientation.
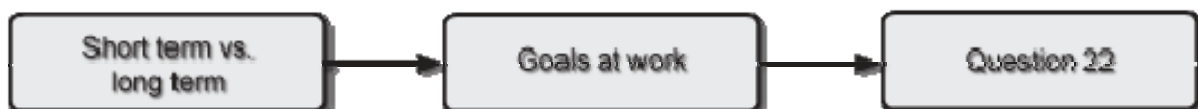
Figure 6 Question 22 - Short term versus Long term

Questions 23 and 24 examine how feelings are expressed at work. Swedes are considered to express less feelings at work compared to other nationalities

(Philips-Martinsson, 1991) For example, Greeks and Chileans are especially characterized by the fact that they expect colleagues to express feelings. Therefore, we want to see if the Swedish management style with fewer feelings expressed is appreciated or disliked by employees in other cultures.
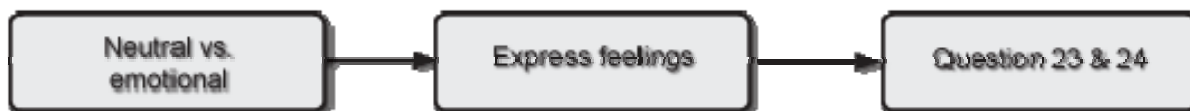
Figure 7 Questions 23 and 24 - Neutral versus emotional

Questions 25-27 are connected to our chosen leadership theories. We want to see if subordinates prefer a certain leadership style and how the Swedish leadership style is perceived. In addition, we wanted to see how Swedish managers are able to communicate with subordinates despite existing cultural differences.

Figure 8 Question 25 - Culture framework

Figure 9 Questions 26 and 27 - SLII model

Questions 28-30 are designed to see how specific Swedish managers are when instructing subordinates and how the atmosphere at the workplace is perceived by subordinates. How specific a manager is expected to be differs enormously between cultures. Therefore, we want to see how Swedish managers are seen depending on which culture they are interacting with. In addition, we have focused on how Swedish managers prefer to delegate work tasks and how subordinates perceive it.
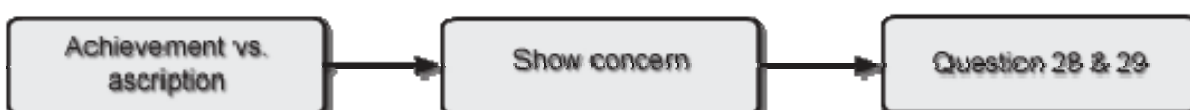
Figure 10 Questions 28 and 29 - Achievement versus Ascription

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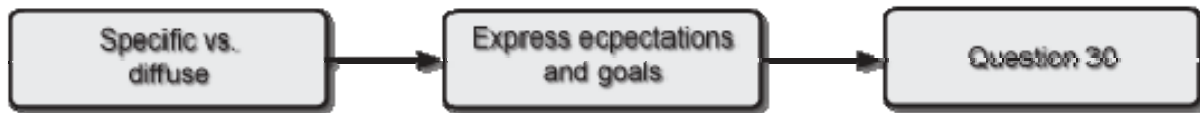
Figure 11 Question 30 - Specific versus diffuse

Lastly, questions 31 and 32 are asked to examine how employees value stimulating work tasks. We also wanted to find out if Swedish managers can fulfil employees' expectations.

Figure 12 Questions 31 and 32 - Achievement versus Ascription

Finally, the questions have been asked for more than one reason, which means that they are connected to more than Hofstede's and Trompenaars' dimensions. Since the leadership styles are overlapping, almost all questions can be used when analysing leadership styles in SLII and in the Path-goal theory. The questions are constructed in a way that the answers can be used to analyse the Cross cultural model of leadership from a Swedish perspective.

4.1.2 Questions to the managers

As a complement to the questionnaire, which we used to examine employees perception of their manager we asked the Swedish managers a few questions. The questions to the managers were adjusted depending on what we considered to be interesting in each country. Still, we used the same base of questions to all managers, these questions are described below.

The first questions examined how long the managers have worked in the specific country. The reason was to be able to examine whether the managers have had the opportunity to adapt to the prevalent culture or not.

The second questions examined whether the managers had been working abroad before. In addition, we asked the amount of time the managers had been working abroad. Our aim was to examine whether managers' degree of international experience affects employees' perception of them.

In addition, we asked if and how the managers had been prepared by the company for their employment abroad. This question was followed by a question

which examined if the manager had participated in any education during their time abroad.

Next question examined the managers' knowledge in the local language and was asked to all managers. Finally, we asked the managers in Pakistan and Japan if the cultural differences caused any problems. In addition, we asked them to give examples of cultural problems and misunderstandings. The last question was asked to see if there was any coherence between employees' and managers' perception regarding cultural problems.

4.2 Collected Data – A summary of the results

4.2.1 Introduction

The data collected in our research is presented below. The numbers presented are an average of all collected answers. Because of the promised anonymity to the employees the result is presented as an average of the collected answers. However, we received fewer answers than expected from each country. Due to this, the presented data should only be seen as an indication of the perception of the Swedish manager. The presented data describes several different Swedish managers and is therefore affected by both personal characteristics and environmental aspects, which should be taken into consideration.

Some questions have been excluded from this chapter because of different reasons. The answers between question number 2 and 5 will only be stated as quotes in the analysis because of the anonymity. Question number 16 is excluded from the research because we have seen indications that employees have misunderstood this question. Further, questions 26 and 27 have indicated very divergent results and are therefore not stated below. In the countries where we have been able to see a pattern, the result has been stated in the analysis.

Finally, there will be a panel attached with the average perception of the Swedish manager collected from all participating countries, named WA (world average). This will give an indication of how the Swedish manager is perceived in general. The panel which shows the average perception of the Swedish manager will be stated in bold.

4.2.2 Data

The questionnaire contains various types of questions, there are therefore different alternatives in how to answer. Because of this we will explain how to interpret the data. If the panel only contains "Yes" or "No", everyone has agreed. Further, if the panel contains "Yes/No" the majority answered yes and finally if the panel contains "No/Yes" the majority answered no. If half of the respondents have answered yes and half of them no it will be stated as "Yes&No." The ranking 1-6 will be explained beneath every table.

Question 6: To what extent do you consider your manger to be accessible when problems occur?

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
6	5,33	5	5,8	4	5	5,66	5	5	**5,2**

Table 1 Question 6

On this question, 1 means "not accessible" and 6 means "very accessible." The Chilean employees where most satisfied with the accessibility of the Swedish manager and the Chinese, Italian and Pakistani employees also scored quite high. The Greek, Japanese, Norwegian, American and Vietnamese employees were also satisfied despite a bit lower result.

Question 7 To what extent do you find it important that your manger is accessible when problems occur?

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
6	4,66	5,75	5,8	5	5,33	5,33	5,25	5	**5,35**

Table 2 Question 7

On this question, 1 means "not accessible" and 6 means "very accessible." The Chilean employees also had the highest score on this question, closely followed by the rest of the countries who all find it very important to have a manager who is accessible.

Question 8 *To what extent do you feel comfortable expressing dissatisfaction regarding your day-to-day work with your manager?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5,33	5	4,66	4,6	4	4	5	5,25	4,5	**4,7**

Table 3 Question 8

On this question, 1 means "not accessible" and 6 means "Very accessible." The employees who felt most comfortable with expressing dissatisfaction were the Chilean employees and the employees from the United States. However, the rest of the employees were also rather satisfied.

Question 9 *Do you have the possibility to affect the decision making in questions related to your work?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes	Yes	Yes/No	Yes	Yes	Yes/No	Yes	Yes	**Yes**

Table 4 Question 9

All employees except for one in Italy and one in Pakistani felt that they have the possibility to affect decision making.

Question 10 *Do you think it is important to be able to affect the decision making?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes	Yes	Yes	Yes	Yes	Yes/No	Yes	Yes	**Yes**

Table 5 Question 10

All employees expect for one in Pakistani find it important to be able to affect decision making.

Question 11 *Does your manager emphasize the result of individual employees rather than the result of the group?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
No/yes	No	No/Yes	No/Yes	Yes/No	No	No/Yes	Yes/No	No	**Differs**

Table 6 Question 11

There were only three countries, China, Norway and Vietnam where the employees emphasised the group result over individual result. In the rest of the countries the employees answered contradictory to each other.

Question 12 *Do you emphasize your result rather than the result of the group?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
No/Yes	No/Yes	No/Yes	No/Yes	No/Yes	No/Yes	No	No/Yes	Yes/No	**Differs**

Table 7 Question 12

It was only in Pakistani where all employees emphasized the result of the group. In addition, in all other countries, except Vietnam, the majority of the employees emphasised the result of the group.

Question 13 *Does your manager give recognition to employees when they deserve it?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes/No	Yes	Yes	Yes/No	No/Yes	Yes	Yes	Yes	**Yes**

Table 8 Question13

Most of the employees are satisfied with the recognition they are given from the Swedish manager. In China and Japan some employees were dissatisfied and in Norway most of the employees were dissatisfied.

Question 14 *Do you think it is important that employees get recognition when they deserve it?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes/No	Yes	Yes	Yes	Yes	Yes/No	Yes	Yes	**Yes**

Table 9 Question 14

All employees except some in China and some in Pakistani find it important to get recognition from their manager.

Question 15 *To what extent do you find your manager handling conflicts necessary for a well functioning day-to-day work?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
4,66	3,66	2,75	4,4	4,25	3,66	3,33	4,75	4	**3,94**

Table 10 Question 15

On this question, 1 means "seldom" and 6 means "very often." The Chilean, Italian, Japan, American and the Vietnamese employees were rather satisfied with how their manager is handling conflicts. On the contrary, the Chinese, Pakistani and Norwegian employees where less satisfied and the Greek employees find their manager handling conflicts very seldom.

Question 17 *Does your manager have a positivistic attitude towards new ideas?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes	Yes	Yes	Yes/No	Yes	Yes	Yes	Yes	**Yes**

Table 11 Question 17

All employees perceive their manager to have a positive attitude towards new ideas except for one employee in Japan.

Question 18 *Does your manager make quick decisions compared to a domestic manager?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	No/Yes	Yes/No	Yes/No	Yes	No/Yes	Yes	No	Yes	**Yes**

Table 12 Question 18

All Chilean, Japanese, Pakistani and Vietnamese together with the majority of the Greek and Italian employees find the Swedish manager quicker in decision making than a domestic manager. On the other hand, all the American employees find a domestic manager quicker in decision making together with the majority of the Chinese and the Norwegian employees.

Question 19 *Do you think it is an important characteristic to be able to make quick decisions?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
No	Yes	Yes/No	Yes	Yes/No	Yes	Yes	Yes	Yes	**Yes**

Table 13 Question 19

Chilean employees do not find it important to be able to make quick decisions and there are also some employees in Greece and Japan who agree with the

Chilean employees. However, all other employees find it important to be able to make quick decisions.

Question 20 *To what extent do you find rules important when carrying out tasks in your day-to-day work?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5	5,33	5,25	5	4	4	5	4,5	5,5	**4,8**

Table 14 Question 20

On this question, 1 means "not important" and 6 means "very important." The employees from Chile, China, Greece, Italy, Pakistani and Vietnam found it very important with rules. Further, employees from Japan, Norway and America found it little less important with rules.

Question 21 *To what extent does your manager apply rules to make sure that employees carry out work tasks according to policies?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
4,66	4,66	4,75	5	5	4,66	4,66	5	5,5	**4,9**

Table 15 Question 21

On this question 1 means "not so much" and 6 means "very much." The managers in Italy, Japan, the United States and Vietnam use, according to their employees, a high degree of rules at the workplace. The rest of the managers use fewer rules.

Question 22 *Do you consider working towards short term goal is more important than long term goal?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	No/Yes	No	No/Yes	Yes&No	No/Yes	No	No	Yes&No	**No**

Table 16 Question 22

All the employees from Chile together with the majority of the employees from Japan and Vietnam prefer working towards short term goals. On the other hand, all the employees from Pakistani and the United states, together with the majority from China, Italy and Norway rather work towards long term goals.

Question 23 *To what extent does your manager shows emotions and express feelings in the day-to-day work?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
4,33	4,33	4,25	3,6	4	3,33	3,5	3,5	5	**4,0**

Table 17 Question 23

On this question, 1 means "not so much" and 6 means "very much." The employees in Vietnam perceive their manager to show emotions and express feelings to a high extent. Further, the Chilean, Chinese, Greek and Japanese employees also perceive their manager to show emotions and express feelings to a rather high extent. The Italian, Norwegian, Pakistani and American employees perceive their manager to express less emotions and feelings.

Question 24 *To what extent do you find it as an important characteristic for a manager to show emotions and express feelings at work?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
4,66	5	4,25	3,8	3,5	3,33	3	3,25	6	**4,1**

Table 18 Question 24

On this question, 1 means "not important" and 6 means "very important." Chinese and Vietnamese employees find it very important to show emotions and express feelings. Further, Chilean and Greek employees find it rather important. Contradictory, Italian, Japanese, Norwegian, Pakistani and American employees find it less important to show emotions and express feelings.

Question 25 *To what extent do you see problems in the communication because your manager comes from Sweden?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
3,33	2	1,75	1,2	4,75	2,66	3	1,75	1	**2.4**

Table 19 Question 25

On this question 1 means "no problems" and 6 means "many problems". Japanese employees perceive most problems having a Swedish manager. Further, Chilean, Norwegian and Pakistani employees also perceive some problems. Employees in Italy and Vietnam do not perceive any problems having a Swedish manager, followed by China, Greece and the United states.

Question 28 *To what extent do you think it is important that a manager shows concern for the welfare and the atmosphere at the workplace?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5,66	5	4,75	5	4,5	5,33	4,66	5	4,5	**4,9**

Table 20 Question 28

On this question, 1 means "not important" and 6 means "very important." All countries perceive it to be rather important to have a manager who shows concern for the welfare and the atmosphere at the workplace.

Question 29 *To what extent does your manager shows concern for the welfare and the atmosphere at the workplace?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5	4,66	5,25	4,4	4,25	4,33	5	5,5	5	**4,8**

Table 21 Question 29

On this question, 1 means "not much" and 6 means "very much." All employees perceive their manager to show concern for the welfare and the atmosphere at the workplace.

Question 30 *To what extent do you find your manager expressing expectations and goals of the day-to-day work towards the employees?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5	5,33	4,25	3,6	3,5	4	3	4,5	5	**4,2**

Table 22 Question 30

On this question, 1 means "not much" and 6 means "very much." Employees in Chile, China and Vietnam are very satisfied with the Swedish manager's way of expressing expectations and goals at the workplace. Further, Greek, Norwegian and American employees are also rather satisfied. Contradictory, the Italian, Japanese and Pakistani employees want their Swedish manager to express expectations and goals to a higher extent.

Question 31 *Do you find it important to have challenging work-tasks?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	**Yes**

Table 23 Question 31

All employees agree on the importance to have challenging work tasks.

Question 32 *To what extent do you find your manager giving the group and individuals challenging work-task?*

Chile	China	Greece	Italy	Japan	Norway	Pakistani	USA	Vietnam	**WA**
5	4,33	4,25	5	3,5	3,66	5	5	5	**4,5**

Table 24 Question 32

Chilean, Italian, Pakistani, American and Vietnamese employees appreciate that Swedish managers give them challenging work tasks. Further, Chinese and Greek employees are rather satisfied. However, Japanese and Norwegian employees express a need for more challenging work tasks.

Chapter 5 – Analysis

In this chapter the analysis of the research will be presented. It begins with a country specific part followed by a comparison of how the Swedish manager is perceived in three different countries. Further, there will be an analysis of the Swedish manager's leadership style. The chapter also contains a description of the Swedish managers' background and a summary of the analysis. In the end of this chapter the validity, reliability and the generalisability of the research will be presented.

5.1 Introduction

The analysis will describe the connection between the collected data and the literary framework. Further, the analysis should be seen as an indication of how the Swedish manager is perceived by employees from different countries. However, employees' perception of the Swedish manager is affected by individual and environmental aspects. Therefore, the findings which are presented in the analysis should be seen as indications only.

The analysis is divided into a country specific part which will give a clear overview of the perceptions of the Swedish manager from all examined countries' point of view. Moreover, we decided to analyse and compare answers from three different countries, namely Chile, Greece and Vietnam. We choose these countries since the same Swedish manager has been working in all countries. As a result, it will be possible to examine how the perception differs depending on where a Swedish manager works. In addition, the chosen countries have different cultural behaviour and, therefore, suit the purpose of this part of the analysis. We will also examine which leadership style Swedish managers use abroad, according to the Path-goal theory and SLII (Situational Leadership). Finally, the background of the Swedish managers will be analysed in order to examine how it affects the employees' perception of their manager.

5.2 Country specific analysis

5.2.1 Chilean employees' perception of their Swedish manager

Chilean and Swedish culture differ in several characteristics according to Hofstede and Trompenaars. According to Hofstede Chilean organizations are characterized by rather high power distance. However, the Chilean respondents perceived the Swedish manager to be very accessible, which was highly appreciated by the employees. Contrary to the literature, we found that Chilean employees felt that they could express dissatisfaction to their Swedish manager. The Chilean employees also valued the fact that the Swedish manager allowed them to participate in the decision making. Further, group result is seen as more important than individual result. Employees answered that the Swedish manager emphasized group result as well, which is contrary to Hofstede's findings. They described the Swedish manager's group focus as a "partnership" with "commitments." Moreover, employees described that the Swedish manager gives employees recognition when they deserve it, which was highly appreciated.

Moreover the Chilean employees considered the Swedish manager to have a positive attitude towards new ideas and to be quick in decision making. However, employees do not appreciate quickness in decision making and would prefer a slower pace. The employees consider rules to be of high importance, and the Swedish manager has complied with the wishes and use strict rules in the daily work, which is unusual in Swedish organizations according to Hofstede.

Chile was not examined in Hofstede's research on the dimension describing Long term versus short term orientation. However, the Chilean employees did not agree on if the long or short term perspective was preferable. The employees perceive that the Swedish manager expresses enough feelings, which is contradictory to the literature (Hofstede et al, 2005; Trompenaars et al, 1997; Phillips-Martinsson, 1991).

The Chilean employees seemed to have only minor problems with the Swedish manager according to the situations mentioned above. Still, employees answered that they perceive it to be a major issue to have a Swedish manager. Even though employees seemed to appreciate the Swedish manager's leadership style, the language barrier resulted in confusion and misunderstandings. The Chilean employees stated "difficult to understand" and "language problem" as the major disadvantages with their Swedish manager.

We also found that Chilean employees appreciated the Swedish leadership style, which gave them more responsibility than what is normal for Chilean employees. They also preferred the Swedish leadership style which is more open than the Chilean leadership style. Employees described the Swedish manager as "open minded", "friendly" and "his office is always open."

The Swedish manager was also perceived to show concern for the atmosphere at the workplace, which was appreciated by employees. Moreover, the employees perceived the Swedish manager to be rather clear when expressing expectations and goals. In addition, they described him as "direct", "straight forward" and "demanding." Lastly, the employees answered that the Swedish manager gave them challenging work tasks, which they perceived to be an important factor at work.

5.2.2 Chinese employees' perception of their Swedish manager

We found that Chinese employees were satisfied with the Swedish manager on several points. To start with, the Swedish manager is perceived to be "open", "accessible", "fair minded" and "trustworthy" which is valued quite high by the employees. Further, the Chinese employees consider it to be acceptable to express dissatisfaction with their Swedish manager. They also consider it important to be able to affect decision-making and find that the Swedish manager encourages them to participate in decision making.

In Hofstede's and Trompenaars' research, China is described as a collectivistic country and Sweden as an individualistic country (Hofstede et al, 2005 & Trompenaars et al, 1997). However, the Chinese employees all agreed to the fact that the Swedish manager focuses more on group result than individual result, which is contradictory to Hofstede's findings. Further, the majority of the Chinese employees valued group result over individual result. The Chinese employees overall perceived the Swedish manager to give recognition to employees when they deserve it, which is seen as important by the majority of the employees. They also perceive the Swedish manager to avoid conflicts to a certain extent and this finding corresponds to the research conducted by Phillips-Martinsson (1991). Further, the Swedish manager is perceived to have a positive attitude towards new ideas.

The employees also consider it to be important to make quick decisions, however the majority of the employees perceive domestic managers to be quicker than the

Swedish manager in decision making. Further, the Chinese employees find it important to have rules and regulations at the work place. The employees would prefer more rules and regulations than the Swedish manager find sufficient. This finding differs from the research of Hofstede, which states that the Chinese culture perceives too many rules as redundant.

The Chinese employees perceive long-term orientation as more important than short-term orientation, which Hofstede also states in his research. Moreover, the Chinese are overall satisfied with the amount of feelings the Swedish manager expresses at work. However, they would prefer if the Swedish manager expressed more feelings, since employees consider it an important characteristic for a manager. This is contradictory to Trompenaars' findings where Swedes are considered to express more feelings than Chinese (Trompenaars et al, 1997).

The Chinese employees find it slightly inconvenient to have a manager from Sweden. Still, the Swedish manager's management style seems to be appreciated. The Chinese employees state that "new way of working", "cultural differences" and "communication" cause problems and misunderstandings. Lastly, the Chinese employees find it important that a manager shows concern for the welfare and atmosphere at the workplace and they perceive that the Swedish manager to fulfil these expectations. The Chinese employees are also very satisfied with how the Swedish manager expresses goals and expectations at the workplace. They describe their manager as a "coordinator" and "communicator." Finally, the employees find it very important to have challenging work tasks, and they would appreciate if their manager gave them more challenging work tasks.

5.2.3 Greek employees' perception of their Swedish manager

According to Hofstede and Trompenaars, there are several differences in comparison between Sweden and Greece. The Swedish manager is perceived to be accessible when problems occur, which is seen as very important by the Greek employees. Employees also state that the Swedish manager shows a great "internal acceptance." Unlike the literature, we found that employees feel quite comfortable when expressing their dissatisfaction to their manager (Ekoutsidis & Röing, 2006). According to Greek culture it is not common for employees to criticize their manager or his management style. Moreover, the

employees feel that they can affect the decision making in the daily work, which is appreciated.

According to Hofstede, Greece is a collectivistic country, which is also confirmed in our research. The majority of the Greek employees show concern for the group rather then the individual. They also feel that the Swedish manager focus on the group rather than the individual. Even though Swedes are individualistic according to Hofstede, we found that the Swedish manager in Greece has adopted a collectivistic approach and focuses on the group. We also found the Greek employees satisfied with how the Swedish manager gives recognition to employees.

The Greek employees seem to be dissatisfied with how the Swedish manager handles conflicts. They perceive him to occasionally avoiding conflicts. Greek employees need to be disciplined when conflicts appear and a manager is not supposed to be questioned. Further, the Swedish manager is perceived to have a positive attitude towards new ideas.

The majority of the Greek employees find it important to be able to make quick decisions. We found that, in contrast to a domestic manager, the Swedish manager is quick in decision making. Moreover, according to Hofstede, Greek employees avoid uncertainty to a high degree, which implies that Greek employees prefer to have strict rules and regulations at their workplace. In contrast to Hofstede's findings, the Greek employees' pay little attention to rules and regulations. A question where the Greek employees agree with each other is their emphasis on the long-term perspective.

The Greek employees considered the Swedish manager to express enough feelings, and they considered it to be rather important. The Greek employees also appreciate the Swedish manager's open leadership style. They especially value that he is "calm", "fair" and "human", and his "global experience." The Greek employees do not perceive it to be a problem to have a Swedish manager. Moreover, employees value the fact that the Swedish manager focuses on the welfare and atmosphere at the workplace.

According to respondents' answers, they would prefer the Swedish manager to express more precise expectations regarding the goals they are supposed to achieve. In addition, the employees would prefer more challenging work tasks. However, overall, the employees seemed to be rather satisfied with their

manager and do not perceive any specific problems due to the fact that their manager is from Sweden.

5.2.4 Italian employees' perception of their Swedish manager

In Italy, the relation between the different levels of a hierarchy is open and comfortable (Tollgerdt-Andersson, 1996). The answers in our research confirm this, since employees considered it to be very important to have an accessible manager when problems occur. In addition, employees considered the Swedish manager to be "open-minded", "available" and "showing empathy." Employees are also very pleased with the accessibility of the Swedish manager, which shows in the open relation between the manager and the employees. However, the employees did not agree whether it was acceptable to express dissatisfaction with the manager. One employee describes the manager as a "conflict-handler", but some claimed that he avoids conflicts. Moreover, the Italian employees find it very important to be able to affect decision making and the Swedish manager has a constructive attitude towards employees' participation.

According to Hofstede, both Sweden and Italy are very individualistic countries, which emphasize individual goals rather than group goals. However, the Italian employees' answers did not correspond with each other since some of them emphasized group results while some had a more individualistic view. Further, Italian employees considered the Swedish manager to have a positive attitude towards new ideas, which was highly appreciated by the employees. The Swedish manager was also perceived to give employees recognition when they deserve it, which they consider to be important. The Italian employees also consider the Swedish manager to avoid conflicts to a certain extent.

The Swedish manager is perceived to have a positive attitude towards new ideas. Further, the Swedish manager is also perceived to be quicker in decision making than a domestic manager which is highly appreciated by the majority of the employees. The dimension called uncertainty avoidance is according to Hofstede very high in Italy which is confirmed in our research by very high results on the importance of rules. The Swedish manager has adapted to the Italian employees need for rules and regulations and the employees are satisfied with the strict rules. The research of Long term versus short term by Hofstede was not conducted in Italy. However, the employees answered that they emphasize long term goals more than short term goals.

Italians are known to be emotional and the employees all agreed that it is important to show emotions at work which is found within Trompenaars' research (Trompenaars et al, 1997). However, the employees answered that they were satisfied with the Swedish manager's ability to show emotions even though Swedes are known to be frigid (Phillips-Martinsson, 1991).

The Italian employees answered that they do not perceive it to be a problem to have a Swedish manager. In addition, they considered it very important that a manager shows concern for the atmosphere at the workplace. The Italian employees value the fact that the Swedish manager comes from a different culture and sees him as a manager with a "world wide view." As we have stated earlier, clarified goals and clear definitions are very important to Italian employees. This is confirmed within our research by a slight dissatisfaction from the employees in how the Swedish manager expresses expectations and goals. Further, the employees found it to be important with challenging work tasks and would prefer more challenging work tasks.

In general, the Swedish manager is accepted by the Italian employees. However, the most significant differences are the employees' need for clear definitions, goals and regulations.

Finally, Italian employees prefer the delegating leadership style, which is applicable when employees and manager have a good relation to each other (Neuman, 2004). In addition, the Italian employees described the Swedish manager as "more positive than domestic managers" and to "be more ready to listen."

5.2.5 Japanese employees' perception of their Swedish manager

As described in our literary framework the Japanese culture is characterised by procedures and perceptions, which do not exist in the Western World. The Japanese employees considered the Swedish leader to be accessible, which is highly valued. The employees described the Swedish manager as "flexible", "trustful" and "responsible." Further, the Japanese employees answered that the Swedish manager allowed them to participate in decision making, which was highly valued. However, Japanese employees did not feel comfortable with expressing dissatisfactions with their manager.

Moreover, the majority of the Japanese employees perceived the Swedish manager to emphasize group result more than individual result, which is

contradictory to the literature (Hofstede et al, 2005). According to Hofstede's findings Sweden is an individualistic country, and Japan is described as a collectivistic country. Further, the majority of the Japanese employees answered that they value individual result over group result. All the Japanese employees perceived it to be important that a manager give recognition to employees. The majority also answered that the Swedish manager gives them recognition when they deserve it.

The Japanese employees' answers showed a slight dissatisfaction towards how the Swedish manager handles conflicts. The majority of the employees perceived the Swedish manager to have a positive attitude towards new ideas. The Japanese employees also consider the Swedish manager to be quick in decision making compared to domestic managers. However, the employees did not like the quick decision making which the Swedish manager used. As described in the literary framework, Japanese organizational culture is usually flat and decision making is very slow (Peltokorpi, 2006).

Moreover, the Japanese employees consider rules to be an important factor in the daily work, and the Swedish manager uses enough rules according to the employees. Further, the majority of the Japanese employees answered that they emphasize more on long term goals than short term goals, which contradicts to Hofstede's findings. According to both Hofstede's and Peltakorpi's findings, Japanese employees prefer not to express emotions at the work. The Japanese employees also answered that they do not perceive it to be too important that a manager show emotions. In addition, they were satisfied with the amount of feeling the Swedish manager expressed.

The Japanese employees perceive it to be a major problem to have a manager from Sweden. Most problems arise because of problems in communication, usually dependent on language and unclearness from the manager. Further, some employees answered that the Swedish manager was too "complex in discussions" and has a "lack of local knowledge."

However, the employees appreciated the Swedish manager's concern for the welfare of the organization. On the other hand, the employees perceived the Swedish manager to be unclear when expressing expectations and goals, and they consider it to be a problem. Finally, all the employees perceived it to be important to have challenging work tasks. However, they answered that the Swedish manager does not give them enough challenging work tasks.

5.2.6 Norwegian employees' perception of their Swedish manager

The Norwegian employees are satisfied with the availability of the manager and they also find it rather acceptable to discuss their dissatisfaction with him. The employees find their manager "open", "fair" and "a good listener." In addition, they find it very important to be able to affect decision making which is encouraged by the Swedish manager. The Norwegian employees also perceive the Swedish manager to have a positive attitude towards the employees' participation in decision making. Moreover, they consider it to be important to be able to affect the decision making.

According to Hofstede's research, Norway is a very individualistic country. In contrast to the literature the employees within our research answered that they emphasis group result more than individual result. The employees also find their manager focus more on group result than individual result. Moreover, the majority of the Norwegian employees do not feel that they are given recognition when they deserve it and perceive it to be a problem. They also consider their Swedish manager to avoid conflicts to some degree.

The Norwegian employees perceive the Swedish manager to show concern for the atmosphere at the workplace, which is highly appreciated. They also appreciate the Swedish manager positive attitude towards new ideas. Moreover, the employees find domestic managers to be quicker in decision compared to their Swedish manager, which they consider to be a negative characteristic with the Swedish manager. However, Norwegian and Swedish employees are according to the literature (Hofstede et al, 2005, Tollgerdt-Andersson, 1996) very similar to each other. Still, the Norwegian employees find problems with having a Swedish manager. The Norwegian employees see the Swedish manager as "a perfectionist", "focused on details" and "serious."

Further, the Norwegian employees would prefer the Swedish manager to be more precise when expressing expectations and goals in the day-to-day work. This coincides with Phillips-Martinsson's description of Swedes as unclear and frigid. Further, the employees consider challenging work tasks to be an important factor at work. However, they are not satisfied with the degree of challenging work tasks they are given by the Swedish manager. Finally, the Norwegian employees answered that the Swedish manager uses a combination of coaching and delegating leadership style. However, the delegating leadership style is most appreciated by the employees.

5.2.7 Pakistani employees' perception of their Swedish manager

The Pakistani employees consider the Swedish manager to be accessible and "easy to talk to", which is highly appreciated. Moreover, the employees feel comfortable expressing dissatisfaction to their manager. In addition, respondents appreciated the fact that they "do not have to rely on the word sir while cooperating." The majority of the Pakistani employees perceive it to be important to be able to affect decision making. The majority also feel that the Swedish manager include them in the decision making. According to our research Pakistani employees value the group rather than the individual, which is consistent with literature (Hofstede et al, 2005). In addition, the employees are satisfied with the fact that the Swedish manager also focuses more on the group than the individual.

The Pakistani employees are satisfied with how the Swedish manager gives them recognition. The majority also consider it to be important to have a manager who emphasizes on employees achievements. Further, the Pakistani employees are not satisfied with how the Swedish manager handles conflicts, which is consistent for Swedes according to literature (Källström, 1995). In addition, the employees perceive it to a problem in the day-to-day work.

Further, the employees consider the Swedish manager to have a positive attitude towards new ideas, which is appreciated. Pakistani employees also appreciate the Swedish manager's ability to make quick decisions in contrast to Pakistani managers. This is especially highlighted by the employees who answered that the Swedish manager is "result oriented" and "do not delay decisions." In addition, the employees appreciate the fact that the Swedish manager uses strict rules in the day-to-day work. Pakistani employees consider long-term goals more important than short-term. The employees' long-term perspective can also be seen in their attitude towards relations and trust, which also takes a long time to develop. Moreover, they feel that the Swedish manager's openness is very positive and perceive him to be a "good communicator." They also appreciate the Swedish manager's support and care for employees and atmosphere at the workplace. The employees see the Swedish manager as a "working environment provider."

The amount of feelings expressed at work is not seen as an important factor by the employees. Further, the Swedish manager is not perceived to express feelings at work, however it is not considered to be a problem among the

employees. The employees also perceive it to be rather difficult to have a Swedish manager. The employees especially mention the language and the cultural differences to cause problems. However, the employees appreciate the fact that the Swedish manager has focused on the factors that are most important to Pakistani organizational culture, open and honest relations.

The Pakistani employees would prefer the Swedish manager to be more precise when expressing goals and expectations in order to avoid unnecessary problems. Further, the Swedish manager is perceived to delegate challenging work tasks, which is highly valued by the employees. Finally, there are several positive answers describing the Swedish manager, even though it is perceived to be a problem to have a Swedish manager. For example, the Pakistani employees find the Swedish manager as, "more friendly" and "better understanding" than a domestic manager.

5.2.8 American employees' perception of their Swedish manager

American and Swedish cultures are rather similar since both cultures origin from Northern Europe (Hall et al, 1990). Still, there are several differences in leaderships and organizational culture mentioned both by Hofstede and Trompenaars. We found that the Swedish manager have a coaching leadership style towards American employees. However, the employees' preference regarding what they consider to be the optimal leadership style varies. Still, respondents' answers corresponded regarding the dislike of an instructive leadership styles.

The American employees consider the Swedish manager to be accessible when problems occur, which they perceive as important. We also found that the American employees did not perceive it to be uncomfortable to discuss disagreements with the Swedish manager. Moreover, all the American employees valued the Swedish manager's positive attitude towards employees' participation in decision making.

The Swedish manager is considered to focus more on individual result than group result by the majority of the employees. On the contrary, respondents consider themselves to value group result over individual results. The United States scores among the ten highest countries on Trompenaars' questions regarding individuality and is seen as the most individualistic country in Hofstede's research. However, the difference between our research and

Trompenaars' and Hofstede's is that we focused on how Americans perceive themselves and their researches have focused on how they actually act.

The American employees answered that they are given recognition by the Swedish manager, which they see as important. They are also satisfied with the Swedish managers' attitude towards new ideas, and how conflicts are handled by the Swedish manager. Moreover, rules and regulation are considered to be rather important by the American employees, and they are satisfied with the degree of rules the Swedish manager use.

One of the American characteristics according to Hofstede (2005) and Hall (1990) is their ability to make quick decisions. The employees confirmed these findings, since their answers indicated the ability to make quick decisions as an important factor. However, the employees consider American managers more suitable to take quick decisions than Swedish managers.

Both Sweden and United States are characterized by short term orientation according to Hofstede's dimension. Contrary to Hofstede, respondents answered that they value long term orientation higher than short term. An explanation, for Americans short-term orientation is because of the pressure from shareholders which is common in American companies (Hall et al, 1990). However, our chosen company is not listed on the stock exchange. The American employees also answered that the Swedish manager does not express too much feelings or emotions at work. However, they perceive it to be rather unimportant for a manager to express feelings.

The American employees see little or no problem due to the fact that their manager is from Sweden. They mention the following advantages with having a Swedish manager compared to a domestic manager: "exposure of other cultures", "balanced" and "diverse working experiences." The employees also describe the Swedish manager with the following characteristics "understanding needs", "considerate" and as a "good listener."

We also found that the Swedish manager concentrates on the well-being of employees and on how to create a well functioned workplace, which was appreciated by the employees. In addition, the employees were rather satisfied with how the Swedish manager was expressing goals and expectation, still it could be improved. Finally, the American employees considered challenging work

tasks to be an important factor at work, and they perceived the Swedish manager to delegate challenging work tasks.

5.2.9 Vietnamese employees' perception of their Swedish manager

The Vietnamese employees perceive the Swedish manager to be very accessible when problems occur, and they consider it to be an important characteristic for a manager. We also found that the Vietnamese employees feel rather comfortable when expressing dissatisfactions with the Swedish manager. According to the literature Vietnamese employees usually do not feel comfortable expressing negative critic since it involves a risk of loosing ones face (Http:/…/10). Further, Vietnamese employees considered it to be important to be able to affect decision making, and they perceived the Swedish manager to be open for suggestions regarding decision making.

According to Hofstede, Vietnam is a very collectivistic society. However, the majority of the Vietnamese employees answered that the value individual results over group results. Still, all the employees perceived the Swedish manager to emphasize group results. Further, we found that the employees appreciated the fact that the Swedish manager recognized the employees' accomplishments at work. The Vietnamese employees answered that they were rather satisfied with how the Swedish manager solved conflicts.

Further, the Swedish manager was perceived to have a positive attitude towards new ideas. The employees also described the Swedish manager as a "good decision maker." The employees valued the fact that the Swedish manager was quicker than domestic managers in decision making. Moreover, we found that the employees perceived it to be very important with strict rules at the workplace. In addition, the employees were satisfied with the degree of rules the Swedish manager used in the daily work. Vietnam was not examined in Hofstede's research on the dimension describing short versus long term orientation. The Vietnamese employees' answers varied, and it was not possible to see whether short or long term perspective was preferred.

We found that the Vietnamese employees perceived it as very important to be able to show emotions and express feelings at work. And they perceived the Swedish manager to express emotions it to a high extent. Further, the employees were very satisfied with the concern and emphasis the Swedish manager put in the daily work. In addition, the Vietnamese employees find the Swedish manager

good in expressing goals and expectations and they were also pleased with the challenging work tasks they are given.

Finally, according to our research the Vietnamese employees are very pleased to have a Swedish manager but as in many of the other countries language barriers can be a problem.

5.3 Comparison in perception of a Swedish manager between three cultures

This part of the analysis will examine the differences and similarities in perception of a Swedish manager between the employees in Greece, Vietnam and Chile. Since one of the managers which participated in our research has been working in three different countries we decided to examine the differences in perception between the countries.

Firstly, the Swedish manager was perceived to be accessible to employees and it was seen as an important characteristic by respondents in all three cultures. Further, the employees in all countries appreciated the fact the manager allowed them to participate in decision making. The employees in all countries perceived the Swedish manager to focus more on group result than on individual result. However it was only the Greek employees which valued the group over the individual. Both among the Chilean and the Vietnamese employees, opinions about group versus individual results differed.

The employees in all countries answered that appreciation from their manager was important, and they were all satisfied with how the manager handled it. In addition, they all perceived the Swedish manager to have a positive attitude towards new ideas. The Swedish manager was also perceived to be quick in decision making compared to domestic managers. However, the Chilean employees did not appreciate quick decision making. On the other hand, Greek and Vietnamese employees considered the ability to make quick decisions as a strength for a manager.

The employees in all three countries indicated that they feel slightly uncomfortable with expressing disagreements with the Swedish manager, even though it was most obvious in Greece and Vietnam. Further, the employees in all countries appreciated the amount of rules that the manager use, and mentioned it to be important with rules. The employees' answers in the three countries differed regarding whether they see short-term or long-term goals as most important. The Greek employees focused on long-term goals, while Vietnamese employees'

answers did not coincide with each other. It seems to be the personal perception which decides whether Vietnamese employees focus on long-term or short term-goals. Lastly, the Chileans employees rather focus on short-term goals than long-term goals.

The Swedish manager usually avoids expressing and showing feelings according to literature (Phillips-Martinsson, 1991). The employees in both Greece and Chile confirmed this, both answered that the Swedish manager did not show feelings. However, the Greek employees did not consider it to be too important to express feelings, while Chileans considered it to be rather important. However, the Vietnamese employees were satisfied with the amount of feelings that the Swedish manager expressed. In addition, they considered it to be very important that a manager express feelings.

Moreover, the employees in all countries appreciated the Swedish managers' concern for the atmosphere and welfare at the workplace. In addition, they all claimed that challenging work tasks were important. The Chilean and Vietnamese employees perceived their work tasks as challenging enough. However, the Greek employees were dissatisfied and did not consider the Swedish manager to give them work tasks challenging enough. In addition, all respondents answered that the Swedish manager could be clearer when expressing expectations and goals, and considered it to be a problem.

Lastly, the employees in Vietnam were very satisfied with the Swedish manager and did not perceive it to be a problem that he was from Sweden. Also the employees in Greece were satisfied even though they considered it to be a minor problem to have a Swedish manager.

In contrast to the Vietnamese and Greeks, the Chileans perceived it to be a major problem to have a Swedish manager.

5.4 Analysis on the Swedish manager's leadership style

The SL II (situational leadership) model and the Path-Goal theory both describe leadership styles dependent on the characteristics and behaviour of the leader. SL II describes which leadership style that is suitable in certain situations from the employees' point of view. On the other hand, the Path-goal theory describes

the leadership style from the manager's point of view. Therefore, we considered it to be suitable to combine these two theories when analysing the answers from the employees. In addition, this part will describe how the Swedish manager leadership style is perceived in general and not from a country specific point of view.

Our research showed that it is very unusual for Swedish managers to use the *instructive leadership style.* Very few respondents have described the Swedish as instructive, irrespective of origin. According to the employees, Swedish managers' instructions are rather unclear, which does not correspond to the instructive leadership style. Instead, Swedish managers are perceived to have a leadership style which is characterised by a combination of the delegating, the coaching, and the advising leadership style.

The delegating style is used when managers feel comfortable enough to delegate tasks which are usually designed for the manager. The employees answered that they have the possibility to affect decision making and tasks are often delegated. The delegating leadership style usually develops when manager and employees have worked together for a couple of years. And, the majority of the Swedish managers have worked in the same country more than four years.

Further, the employees answered that their Swedish manager was; "open minded", "coaching", "fair", "available", "positive" and "be a good communicator." The Swedish manager was also seen as a "good leader" and "coordinator." These descriptions correspond to both the coaching and the advising leadership style, which are used when employees are able to work individual, without major supervision and instructions by their manager.

The descriptions of Swedish managers mentioned above, indicates that the Swedish managers are not *directive* or *achievement oriented*. An achievement oriented leader delegate challenging work tasks, however the lack of challenging work tasks were one of the main problems perceived by the employees. In addition, none of the respondents mention continuously improvements or attaining high standards as characteristics of their manager. This further indicates that the Swedish manager do not use the achievement oriented leadership style.

The employees consider Swedish managers to value rules to a high degree, which correspond to the *directive leadership style*. Still, the Swedish managers were perceived as rather unclear when expressing expectations. In addition, they

were considered to give unspecific guidelines and instructions to the employees, which do not correspond to the directive leadership style.

The employees' answers indicated that Swedish managers use a combination of the *supportive* and the *participative leadership style*. The Swedish managers scored very high on the questions related to employees needs and the care for atmosphere at the workplace. In addition, the employees described the Swedish managers as "fair minded", "open for even discussions" and "considerate." Further, the employees perceived the manager to value their ideas and that he encouraged them to express ideas. In addition, the Swedish leaders scored high on the question which described whether employees could affect decision making or not.

5.5 The background of the managers participating

The amount of time the Swedish managers have worked in the current countries differs quite a lot. The managers situated in Pakistan and Chile was recently assigned and has only worked there about six months. However, the manager situated in Chile has also worked in Vietnam for two and a half years and in Greece for three and a half years. Further, the manager situated in the United States has worked there four and a half years and the manager in Italy for thirteen years. Lastly, the managers situated in Norway and Japan has been there for eight and respectively six years.

All the managers, except two have been situated in foreign countries before taking on their current assignment. The manager in Pakistan has worked in Canada, The United States, South Korea, Italy and Poland, which has "helped him to understand different cultures in a better way."

The managers answered that the chosen company offers general information about the country before taking on an assignment. In addition, language education is sometimes offered. Further, one manager answered that journeys abroad has taken place throughout his twelve years as a service engineer, which he consider to be a great preparation. The manager situated in Japan, answered that he has been responsible for the contacts with Japan before he was situated there. And he considered it to be a good way to be accustomed with the culture. The manager situated in the United States accomplished his high school studies in the United States.

Further, we examined whether the managers had participated in any in-service training, which they consider to be relevant for their assignment. The manager in Chile had participated in a course called "Cultural consequences", and the managers in Japan and United States have studied "Inter cultural Management." The manager in Chile had taken a course called "Cultural consequences" and the managers in Japan and the United States have studied "Intercultural Management." In addition, the managers situated in the United States and Norway has participated in local management courses.

In general the employees in the participating countries have considered the Swedish managers' lack of knowledge in the local language to be a major problem. Therefore, we asked the managers to describe whether they perceived the local language to cause problems. The manager situated in United States answered "I have never seen the language as a problem because English is the business language at the company." The manager in Chile answered that he studies Spanish since he consider it to be necessary in the daily work. In addition, he considered English to be enough when he worked in Greece. However, when working in Vietnam he perceived his lack of knowledge in Vietnamese to be a problem.

Moreover, the manager in Pakistan perceived the English language to be accepted by the employees in Pakistan. Therefore, he does not consider it to be necessary to know the local language. However, the manager situated in Japan does not perceive English knowledge to be enough in Japan, but he states "in my case, my employees speak English, though it is not so common."

The manager situated in Norway is facing a language similar to Swedish, he explains the used language as follows, and it usually "becomes a mix of everything." He also answered that Norwegian employees do understand the Swedish language very well. In addition, he answered; "there are some words and expressions which mean quite the opposite, so now and then it can lead to misunderstandings, but you learn in both directions." The manager with the best skills in the local language (next to the one in the United States) is the manager in Italy who can speak and understand the Italian language to an extent of 90 percent according to himself.

The last question was asked to the managers in Japan and Pakistan, which we assumed to be the cultures with most diversities compared to the Swedish. We asked them if they experienced any specific problems related to culture. The

manager from Pakistan found "social way of acting and religion" as major cultural problems. In addition, he considered it hard "to get to know what your colleague really expect from you and how he or she is feeling." He also explains "in my position as a manager there are great hierarchal barriers and walls which are hard to come up against." Lastly, he explains that "foreign managers come to a country for a couple of years do their best, and then they disappear and leave their decisions behind for the others to live with or to be changed by the next manager." According to him this is not always appreciated by the employees.

Finally, the manager in Japan perceives the employees' view of the hierarchy as a major problem. In addition, he described an example of a cultural difference; "the Japanese employees answers yes due to the fact that they have heard what you said, not yes to the question."

5.6 Summary

To begin with, the Swedish manager is seen as very accessible and open in his relations towards employees. The employees consider the manager to be trustworthy and they feel involved in decision-making. In addition, the Swedish manager is considered to have a positivistic attitude towards new ideas. Moreover, the Swedish manager is perceived to show great concern for the welfare and atmosphere at the workplace.

The Swedish manager is considered to recognise and praise employees' achievement. Further, the Swedish manager does not generally express emotions which are perceived as a problem by the employees. In addition, the Swedish manager is considered to avoid conflicts to a certain extent.

In general, the Swedish manager is perceived to be quick in decision-making which is appreciated by most employees. Another part, which is overall appreciated, is the Swedish manager's usage of rules and regulations in the daily work.

A dissatisfaction which is mentioned overall is the Swedish managers' unclearness regarding expressing goals and expectations to the employees. Further, the employees would prefer more challenging work tasks. This is an aspect which the Swedish manager has not been able to fulfil.

The Swedish manager use a combination of different leadership styles, however the leadership styles are characterised by confidence and trust in the employees.

Finally, the Swedish managers are in general aware of the cultural consequence that complies with an employment abroad. Therefore, they continuously try to adapt to the new cultural environment and in some cases also learn the language.

5.7 Reliability and Validity of the Research

This part will describe the validity, the reliability and the generalisability within our dissertation.

5.7.1 Validity

Validity refers to the extent to which the research result actually corresponds with the reality (Saunders 2007). The problem within our research is due to the fact that the respondents might not have answered truthfully. Further, questions can be perceived in different ways which affect the validity in the answers. Both the individual and the cultural background can most likely affect how the employees understand the questions. According to the answers received, we assume that most of the respondents have understood the questions correctly. Further, many of the questions have shown similar result as more extensive researchers such as Hofstede and Trompenaars. This indicates that the questions have been understood correctly.

5.7.2 Reliability

Since culture changes over time and is affected by various numbers of reasons, it is not guaranteed that the result in our research will be the same if it will be conducted at another point of time or by other researchers. Therefore, according to Saunders, the reliability in our research is not high. Moreover, the respondents can answer in a certain way to avoid criticising their manager. This might affect the answers and therefore the analysis.

To increase the reliability of our research we have discussed the findings with an independent manager who has international experiences. We consulted him in order to see if the findings where reliable or not.

5.7.3 Generalisability

Generalisability refers to which extent a research can be generalized to a larger population. Further, to be able to generalize a research the sample has to

represent the whole study population (Saunders et al, 2007). However, our sample is too small in order to be generalized. In addition, our respondents are affected by a number of cultural, environmental, and personal factors which all change over time. Therefore, it is neither possible nor essential to generalize our result on all Swedish managers. Still, our research can be used to increase the awareness of how the Swedish manager is perceived, and as a result facilitate the work abroad for Swedish managers and their foreign employees.

Chapter 6 – Conclusions

In this chapter we will describe the conclusion of our dissertation which contains the important parts of our findings together with our own points of view. Further, we will criticize our dissertation and suggest improvements. Finally, practical implications will be stated followed by further research.

6.1 Conclusions of the dissertation

In the conclusion the overall perception of the Swedish leader will be described based on our modified version of the Cross-cultural model of leadership. The Swedish managers' background and language skills will also be connected to how they are perceived by employees. Finally, our own opinions and conclusions will be described throughout this chapter.
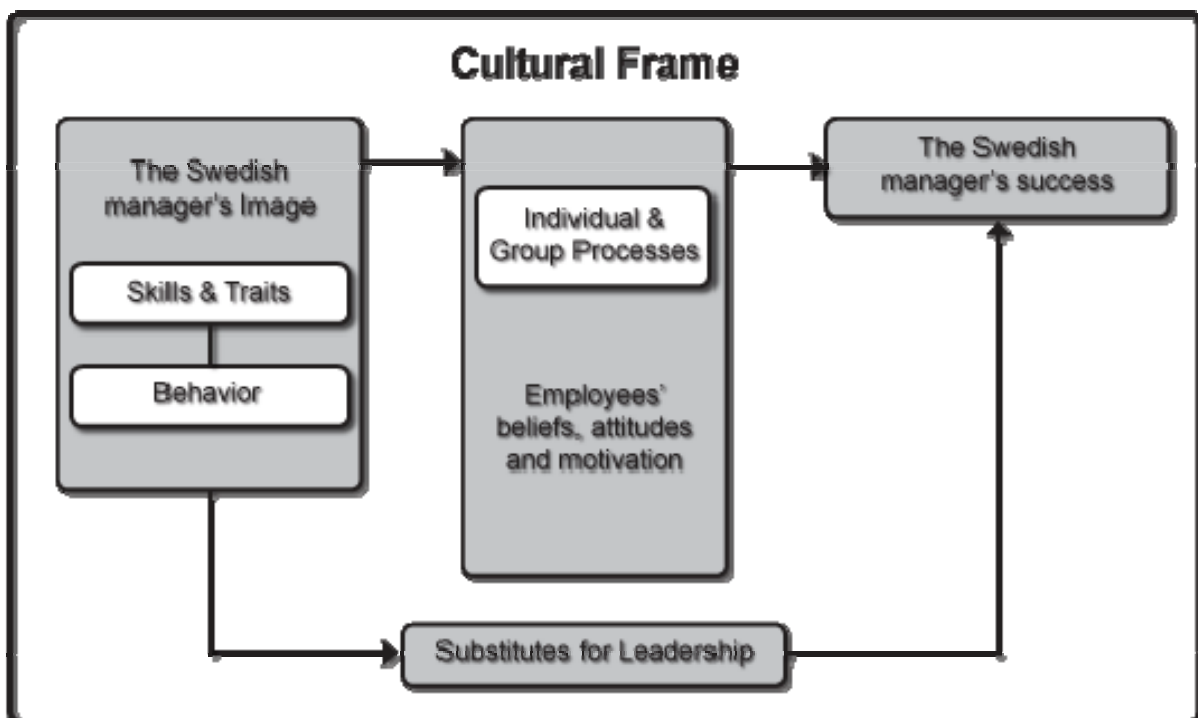

Figure 13 Cross-Cultural Model of Leadership

Based on David C. Thomas "Essentials of International Management A cross-cultural perspective", (2002). Modified by the authors.

We found that the Swedish manager's image is very much characterized by openness and equality between manager and employees. Employees described the Swedish manager as "open minded, fair, friendly and to be easy to talk to". The Swedish manager's behaviour, skills and traits are all connected to the open leadership style, which is used by the Swedish manager.

The Swedish manager is perceived to be very accessible and open towards employees, and it is highly valued by employees in all the participating countries. Further, the Swedish manager is perceived to have a very positive attitude towards employees' participation in decision making. Several of the examined cultures are characterized by hierarchal organizations, where it is not common to be able affect decision making. However, all the employees appreciated the fact that they could affect the decision making. We think that the organizational culture within the company has affected respondents appraisal to affect decision making. In addition, we think that respondents overall high level of education affect their attitude towards decision making compared to less educated employees. The fact that employees' attitudes towards decision making differed from Hofstede's findings indicates that substitutes for leadership, in this case level of education affect the employees' perception of the Swedish manager.

Moreover, we were not able to see any pattern regarding whether employees perceived the Swedish manager to focus on individual or group result. The employees' answers differed both within countries and between countries. Therefore, we think that the Swedish manager does not have any explicitly directions whether group or individual goals should be prioritized. We also think there is a conflict between group and individual result in many cultures. For example, the American and the Swedish culture are described as very individualistic according to Hofstede. However, even though individual results are the main priority for employees, co-workers are expected to act as team players and value the group's result highest. We also think that traditionally collectivistic cultures have been strongly affected by internationalisation. As a result it is no longer evident for employees to value the group's success over the individual. The conflict of interests between employees' beliefs and attitudes shows that these factors very much influence group effectiveness.

Further, we found that employees overall perceived it to be rather acceptable to express dissatisfactions with the Swedish manager. Even though several of the participating countries are characterized by a culture where it is not common to

express dissatisfactions, there were no such pattern to find. Therefore, it seems like the Swedish manager's openness and probably the company's organizational culture have affected the acceptance of expressing dissatisfactions. Moreover, the Swedish manager was perceived to give recognition when employees deserve it, which was appreciated by all employees.

The employees perceive the Swedish manager to be rather passive when conflicts arise, which correspond to both Trompenaars' and Phillips-Martinsson's research. Employees' opinions regarding how the Swedish manager solves conflicts differ very much, however none of the respondents are totally satisfied. We think that it is rather difficult if not impossible to combine the openness and friendly relationship that characterizes the Swedish manager with employees' perception of a conflict solver.

Moreover, all employees except the Americans perceived the Swedish manager to be quick in decision making compared to domestic managers. Further, the Swedish managers' ability to make quick decisions was seen as positive in all countries except Chile and Japan where employees disliked the quickness. However, both the Chilean and the Japanese culture are characterized by slow pace in decision making (Hofstede et al, 2005 & Peltokorpi, 2006). However, Phillips-Martinsson describes Swedes to be slow and inflexible in business negotiations. This indicates that Swedish managers' pace in decision making is dependent on whether the decision is made internally or if it involves a business partner.

The Swedish manager is perceived to emphasize quite a lot on rules at the workplace, which is contradictory to Hofstede's findings. Hofstede describes rules and regulations as redundant for Swedes. Further, there is no correspondence between the employees' answers and the literature regarding the degree of rules which is preferred in the different countries. The only pattern is that employees overall consider it to be rather important with rules and the Swedish manager adjust to employees wishes. We think that employees and managers attitudes towards rules are strongly affected by the organizational culture and less by people's cultural origin.

Moreover, the employees' perception of short versus long term orientation differs between countries. However, the most interesting answers were to be found among the American employees. According to Hofstede the United States is

characterized by short-term orientation. All the American employees considered long term goals more important than short term goals.

Since American companies are usually exposed to an extreme pressure from shareholders to achieve quick results we think this has affected Hofstede's research. The fact that the company where we performed our research is not listed on the stock exchange might have affected employees to focus more on long term orientation. This shows that managers and employees perception is very much affected by external forces, which are mentioned as substitutes in our model.

The Swedish manager is considered to show few emotions and feelings at work, which corresponds with the literature (Phillips-Martinsson 1991). Further, the literature describes the lack of emotions as a problem for the Swedish manager. However, the employees' answers showed that the amount of feelings the Swedish manager expresses was sufficient and not perceived as a problem. We think that both organizational culture and the fact that employees might expect Swedes to be rigid have affected the employees' perception. The Swedish manager is perceived to show a great concern for the welfare and atmosphere at the workplace, which is highly appreciated by employees. Some employees have even answered that the Swedish manager pays too much attention to the welfare at the workplace. These factors also correspond with the Swedish leader's image as open and considerate.

All employees answered that they consider challenging work tasks to be an important factor at work. Further, the employees are, overall, satisfied with the degree of challenging work task they were given by the Swedish manager. However, they would prefer even more challenging work tasks. We think that employees' valuation of challenging work tasks is affected more by attitudes and educational level than culture.

The Swedish manager's characteristics and leadership style is overall appreciated by employees in all participating countries. The examined Swedish managers have received rather high scores on most questions, which we find surprising. When comparing our participating cultures according to Hofstede's and Trompenaars' findings there are several different aspects that could cause problems. However, the problems mentioned by the employees are due to managers' lack of knowledge in the local language and also lack of cultural knowledge.

We found that the employees' perception of the Swedish manager is dependent on the manager's language skills. Further, the amount of time the Swedish manager has been working in the same country affected the perception to some extent, which is correlated with how the language skills. However, it was not surprising that language skills and amount of time effected the perception. Still, we found that the Swedish manager's attitude towards the local language and culture to be much more important than the actual knowledge. The Swedish manager's who answered that problems existed due to cultural differences and language problems were more appreciated than the managers who did not perceive it to be a problem, independent of language and cultural knowledge. Therefore, we think that managers' attitude when taking on an assignment abroad is far more important than their actual skills. The employees seemed to appreciate the Swedish managers who tried to adjust to the local culture or at least paid attention to the fact that cultural differences existed.

We also found that Swedish managers who are working in countries with cultures similar to the Swedish often underestimate the cultural differences which exist. Even though Swedish managers perceive cultures to be similar, there are underlying factors which should not to be ignored.

According to the cross-cultural model of leadership employees' perception of an ideal leader affects the manager's success. But, the Swedish manager does not correspond to most of the employees' picture of an ideal leader. Still, the Swedish management style is highly appreciated. We think that employees with higher education working in foreign companies, has been affected both by their education and the companies' organizational culture.

Moreover, we could not find any coherence between manager's internal or formal education and employees' perception. The fact that the Swedish managers most often did not stay for a longer period of time had a negative effect on their success, both according to the manager and employees. Finally, employees' attitude and motivation were not examined and can, therefore, not be analyzed in the model.

6.2 Criticism of the research

Within our questionnaire there are a few parts to criticise. Firstly, the amount of questions could have been higher in order to achieve a broader view of employees' perception of the Swedish manager. Further, we could have focused

more on questions related to cultural differences. However, further questions in the questionnaire could have decreased the willingness to participate in the research.

Some of the yes and no questions would have been more suitable as ranking questions because it would have enabled a distinction between the answers. Further, the questions describing how the manager handles conflicts could have been reduced to one question in order to avoid misunderstandings. Moreover, the questions regarding the leadership styles are redundant because respondents did not know the exact meaning of the different choices. Despite these mistakes we have been able to analyse the Swedish managers' leadership styles. We conducted the analysis on the basis of the employees' descriptions about characteristics of the Swedish manager.

6.3 Practical implications

We find our dissertation to be useful for Swedish managers who are already situated abroad or are going to take on employment abroad. Further, international companies can use this dissertation to increase knowledge and awareness in how foreign employees perceive Swedish managers.

The dissertation also highlights the importance of cultural knowledge and, in some countries the need for knowledge of the local language. This can give indications to companies if it is suitable to employ a Swedish manager, or if it is more suitable to employ a domestic one.

In contrast to Hofstede's and Trompenaars' researches which are conducted on Swedes in Sweden, our research examines foreigners' perception of Swedish managers. Within our research, we have shown that there are major differences between how Swedes act nationally and how they are perceived internationally, which is not to be ignored.

6.4 Further research

After conducting this survey we see possibilities for further research within several fields and from different angles. Further research, based on this survey, can be done in both the leadership and cross-cultural field with focus on the Swedish manager. However, we see a great need for further qualitative surveys since our survey has only given an overall picture of how the Swedish manager is

perceived. In addition, it would be valuable to focus more on the problems we have highlighted in order for Swedish managers to improve.

Further researches should contain more respondents from different companies in order to give a more accurate picture of the Swedish manager. In addition, we think that the perception of the Swedish manager might differ between different hierarchal levels. Therefore, it would be interesting to examine the perception on lower levels as well.

Moreover, it would be interesting to examine how successful Swedish managers working abroad are, compared to other nationalities and domestic managers. As a result, it would be easier for Swedish companies to evaluate whether to assign a Swedish manager or a domestic manager.

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Appendix 1

Hej!

Jag och min klasskamrat Martin Wikhall arbetar nu med vår kandidatuppsats inom programmet Internationell Ekonomi vid Högskolan Kristianstad. Ämnet vi valt att skriva om är hur en svensk chef uppfattas i olika länder och i olika kulturer. Vi kommer i vårt litteraturavsnitt att beskriva olika kulturella dimensioner från kända författare. Vi kommer även att behandla modeller ur ledarskaps synvinkel med ett kulturellt perspektiv.

För att sedan kunna undersöka hur det är i verkliga affärslivet ämnar vi göra en enkätundersökning utifrån ett frågeformulär och det är här vi behöver din hjälp. Vi undrar nu därför om du vill fråga dina anställda om de är villiga att delta i vår undersökning. Dessa frågor kommer att ligga till grund för vår utredning. Målet med vår undersökning är att få fram hur uppfattningen om den svenska ledaren skiljer sig mellan olika länder och kulturer.

Vi har valt att genomföra vår undersökning på detta företaget då det är ett stort multinationellt företag med flertalet svenska chefer stationerade ute i världen.

Vi kommer att göra samma undersökning i flera länder, vi kommer att kontakta Chile, Italien, Japan, Kina, Norge, Pakistan, Saudiarabien och USA. Valet av dessa länder har vi gjort med hänsyn till att vi vill ha med så många olika kulturer som möjligt.

Vi hoppas att dina anställda vill delta i vår undersökning som kommer att vara en mycket värdefull del i vår uppsats. Vi kommer att behandla svaren från dina anställda anonymt och det kommer endast att presentera som specifikt från landet i vårt examensarbete.

Frågeformuläret som vi önskar att dina anställda svarar på finns på följande hemsida:

www.swedishmanager.com

Vi ber därför dig att distribuera denna hemsida till dina anställda så att de kan svara på de 32 frågor som finns där. Självklart kan även du gå in på denna sida för att titta på frågorna. I slutet av detta e-mail finner du en text på engelska som du kan använda vid utskick till dina anställda. Vi önskar svar senast den 1: e november.

En upplysning vi behöver för att kunna bearbeta inkomna svar är hur många direkt underställda du har som har möjlighet att svara på våra frågor?

Då vi fått in alla svar undrar vi om vi kan återkomma med ett par frågor till dig?

Vi är tacksamma om du svarar så fort som möjligt om du och dina anställda är intresserad eller ej. Efter det väntar vi med spänning på svaren.

Vid frågor får du gärna höra av dig:

Tack på förhand!

Med vänlig hälsning

Emelie Isaksson

Mail for employees:

Emelie Isaksson and Martin Wikhall at Kristianstad University in Sweden would like you to participate in an investigation about how the Swedish manager is perceive in an international perspective. Please press the link below and it will take you to a questionnaire. When you have answered all the questions please press the "send" button and it will be sent direct to Emelie and Martin.

Questionnaire on: www.swedishmanager.com

Your answers will be handled confidently and will be presented in their essay only as specific characteristics from the country you work in.

Thank you very much for participating.

Appendix 2

KRISTIANSTAD
UNIVERSITY

Questionnaire for essay research
Bachelor of Science in International Economics

1. Which country do you work in? | - Choice - ▼ |

2. Describe three characteristics that you find
important with a manager in general?

3. Describe the characteristics of your manager in
three words:

4. Name three advantages working for a Swedish
manager compared to a domestic manager?

5. Name three disadvantages working for a
Swedish manager compared to a domestic
manager?

6. To what extent do you consider your manger
to be accessible when problems occur?

Not accessable   Very Accessible

7. To what extent do you find it important that
your manger is accessible when problems occur?

Not accessable   Very Accessible

8. To what extent do you feel comfortable

Not accessable   Very Accessible

expressing dissatisfaction regarding your day-to-day work with your manager?

☐ ☐ ☐ ☐ ☐ ☐

9. Do you have the possibility to affect the decision making in questions related to your work?

Yes	No
☐	☐

10. Do you think it is important to be able to affect the decision making?

Yes	No
☐	☐

11. Does your manager emphasize the result of individual employees rather than the result of the group?

Yes	No
☐	☐

12. Do you emphasize your result rather than the result of the group?

Yes	No
☐	☐

13. Does your manager give recognition to employees when they deserve it?

Yes	No
☐	☐

14. Do you think it is important that employees get recognition when they deserve it?

Yes	No
☐	☐

15. To what extent do you find your manager handling conflicts necessary for a well functioning day-to-day work?

Seldom   Very often

☐ ☐ ☐ ☐ ☐ ☐

16. To what extent do you find your manager avoiding conflicts?

Seldom   Very often

☐ ☐ ☐ ☐ ☐ ☐

17. Does your manager have a positivistic attitude towards new ideas?

Yes	No
☐	☐

18. Does your manager make quick decisions compare to a domestic manager?

Yes	No
☐	☐

19. Do you think it is an important characteristic to be able to make quick decisions?

Yes	No
☐	☐

20. To what extent do you find rules important when carrying out tasks in your day-to-day work?

Not important   Very important

☐ ☐ ☐ ☐ ☐ ☐

21. To what extent does your manager apply rules to make sure that employees carry out work

Not so much   Very much

☐ ☐ ☐ ☐ ☐ ☐

tasks according to policies?

	Yes	No
22. Do you consider working towards short term goal is more important than long term goal?	☐	☐

23. To what extent does your manager shows emotions and express feelings in the day-to-day work?

Not so much   ☐   ☐   ☐   ☐   ☐   ☐   Very much

24. To what extent do you find it as an important characteristic for a manager to show emotions and express feelings at work?

Not important   ☐   ☐   ☐   ☐   ☐   ☐   Very important

25. To what extent do you see problems in the communication because your manager comes from Sweden?

No problems   ☐   ☐   ☐   ☐   ☐   ☐   Many Problems

26. Which leadership style describes your manager best?

     [- Choice - ▼]

27. Which leadership style do you prefer?

     [- Choice - ▼]

28. To what extent do you think it is important that a manager shows concern for the welfare and the atmosphere at the workplace?

Not important   ☐   ☐   ☐   ☐   ☐   ☐   Very important

29. To what extent does your manager shows concern for the welfare and the atmosphere at the workplace?

Not important   ☐   ☐   ☐   ☐   ☐   ☐   Very important

30. To what extent do you find your manager expressing expectations and goals of the day-to-day work towards the employees?

Not so much   ☐   ☐   ☐   ☐   ☐   ☐   Very much

	Yes	No
31. Do you find it important to have challenging work-tasks?	☐	☐

32. To what extent do you find your manager giving the group and individuals challenging work-task?

Not so much   ☐   ☐   ☐   ☐   ☐   ☐   Very much

Thank you very much for participating in our research.

The essay "How the Swedish manager is perceived in an international perspective" will be distributed
to your manager as soon as it is completed in order to give you the opportunity to read it.

Best regards from

Emelie Isaksson and Martin Wikhall
Kristianstad University in Sweden