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# What is the effective leadership style in the Chinese context?

An empirical study from Chinese managers and followers perspective

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# Master Thesis within Business Administration

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- An empirical study from Chinese managers and followers perspective

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## Abstract

With the trend of globalization, competition on the 21st century's global economy is complex and filled with challenges. More and more MNCs realize that effective leadership, as a foundation of competitive advantage, plays a crucial role in better performance of the organizations. Both practitioner and theorists thus pay numerous attention to the study of effective leadership in different countries. However, researchers still report noticeable absence of cross-cultural research in the field of the three major Western leaderships study, i.e. charismatic leadership, transformational leadership and transactional leadership. An urgent need raises to further investigate the major Western leadership styles in non-Western contexts.

The study aims to explore the most effective leadership style in MNCs Chinese Subsidiaries and to answer the question "why it differs from the Western world?" through applying the Western leadership theories into Chinese business practices. Eventually, the causes behind these differences have been disclosed and discussed.

By reviewing 18 peer-reviewed articles, the attributes of the three major Western leadership styles are identified. Subsequently, all dimensions of the three leadership styles are ranked in terms of effectiveness and activity. As a result of combining the rank and all the identified attributes, a theoretical model of the three leadership styles is proposed. Based on a multi-case study approach in the Chinese context, the empirical data is collected through semi-structured interviews with five Chinese managers and five Chinese followers. The result of qualitative data analysis suggests that the most effective Chinese leaders' behaviors belong to the transactional leadership style. With reference to the proposed theoretical model, this finding differs from the Western leadership theories. The study further reveals the major causes that lead to the differences between the Chinese practices and the Western theories. Seven implications were thus concluded.

The study contribute to better understanding the applicability and effectiveness of the Western leadership theory in non-Western contexts, particularly China, and further address the weakness of cross-culture research reported in existing literature. The implications of this study give advice to MNCs that are paying increasing attention to exploring effective leadership style in China.

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# 1. Background

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*In this chapter, I introduce the concept of Leadership and provide an overview about the state-of-the-art research regarding this topic within the Western world. Then I raise the question about how this topic is treated in different cultural contexts, particularly China. This background chapter starts with an general introduction to guide my research as a funnel approach and to present where a need for further research exists.*

---

## 1.1 Introduction to Leadership Theories

Competition on the 21st century's global economy is complex and filled with challenges as well as opportunities (Ireand & Hitt, 2005). With the aim of well preparing to compete and operate in a more unpredictable environment, companies have realized that the organizational performance is no longer solely dependent on the allocation of tangible resources, but rather on the human resources such as effective leaders (Masa'deh et al., 2014). Effective leadership is thus the foundation of competitive advantage for all kinds of organization (Avolio, 1999; Lado, Boyd, & Wright, 1992; Rowe, 2001). Riaz and Haider (2010) also state that effective leadership plays a crucial role in better performance of the enterprise, because a leader is the one who set up role models to his staff, provide guidance for employees when they face challenges or encounter difficulties, and build up organizational superiority for continuous development (Chu & Lai, 2011; Odumeru & Ifeanyi, 2013).

One of earliest studies of leadership may start with an unique concentration on the theory of "Great Man" (Zareen et al., 2015). This concept was emphasized by Galton (1869) in his book "Hereditary Genius" (Zaccaro, 2007). Proponents of the great man theory believe that leadership is a characteristic ability owned by outstanding individuals. Leaders are born and have certain innate traits that help them become influential. A conclusion that leaders cannot be made thus was reached. Initially, leaders were considered to be the persons who were successful in the field of military (Bolden, 2004). For example, the first President of the United States, George Washington, was considered to be an inherent leader. Existing literature on leadership theory further illustrated the common traits of leaders, such as adaptive, receptive, motivated, achievement-orientated, crucial, persistent, self-confident, etc., which distinguish them from subordinates. (Stogdill, 1974; McCall & Lombardo, 1983). Later on the leadership theories turns to lay emphasis on behaviors of extraordinary leaders presented with the aims of exploring methods to educate people become effective leaders (Robbins & Coulter, 2002). In conclusion, we can see a progressive pattern with regard to literature research on leadership. It initiates from concentrating on the characteristics of leaders (i.e. leaders cannot be made), then pays more attention to leaders' behaviors (i.e. people can be trained to become effective leaders) and afterwards emphasizes the contextualized nature of the leadership (Zareen et al., 2015).

Over the last two decades, researchers have paid immense attention to the notion of leadership. The leadership theory such as "charismatic" (Conger & Kanungo, 1998; Shamir, House, & Arthur, 1993), "situational" (Graeff, 1997; Grint, 2011), or "transformational" (Avolio, Bass, & Jung, 1999; Bass, 1985), has appeared. Among these, most scholars' attention is directed to the three types of leadership. First, transactional leadership focus on



the exchanges that happen between leaders and subordinates (Burns, 1978; Bass, 1999). Second, transformational leaders stimulate subordinates to achieve higher order needs such as self-esteem in terms of Maslow's hierarchy of needs, and motivate followers to reach organizational goals over personal goals (Bass, 1985, 1995). Third, charismatic leadership (Conger & Kanungo, 1998) elaborates why subordinates identify with their respective leader. The three major leadership styles, i.e. transformational, Charismatics and transactional leadership, have offered a paradigm for leadership research since 1990 (Wu, 2010) and will be further discussed and elaborated in section 4 "Frame of Reference".

## 1.2 Cultural Universality or Specificity in Leadership Theories

Due to the globalization, the contemporary working environment has become more and more culturally diverse. Leadership research thus needs to be performed in an international context (Scandura & Dorfman, 2004). Lord and Maher (1991) also hold that culture cannot be ignored in the content of leadership theory. As one of the most widely quoted studies, made by Gerstner and Day (1994), focusing on the comparisons of leadership styles cross-culturally, its result shows that the traits considered to be most, moderately, or least characteristic of leaders varied by participants country or original culture. This argument was supported by Smith, Peterson and Misumi (1994). The result from their "event-management and work team effectiveness" research shows that leaders in high power distance culture need to take strong decisive actions for the sake of governing their followers, while if leaders come from low power distance culture, a democratic approach could be better.

Therefore, following question emerged: Are the three major leadership styles (i.e. transaction leadership, transformational leadership, charismatic leadership) universally/cross-culturally endorsed? With the aim of answering the questions, Bass (1997) emphasised the universality of the transactional-transformational leadership paradigm by making reference to evidence collected from all continents except Antarctica. He further highlighted that "Transformational leadership and transactional leadership may be affected by contingencies, but most contingencies may be relatively small in effect. (P132)" Dorfman (1996) also pointed out that multiple researches, such as field studies, case histories, laboratory studies and management games, have been conducted to support the robustness of the effectiveness of transformation and charismatic leadership.

However, although Bass (1996) makes initial statement enhancing the universality in the full range leadership model which includes three leadership styles (i.e. Transformational leadership, Transactional leadership and Non-leadership), he still acknowledges the need to make adjustments to the paradigm in order to be applicable in a non-western context. Subsequently, Dorfman and associates (1997) made a comparison of leadership styles in Western and Asian countries. The result shows that leaders with supportive, contingent reward, and charismatic behaviors are culturally universal, whereas cultural specificity are revealed on the leaders with directive, participative and contingent punishment behaviors. Following this result, an investigation made by Den Hartog et al. (1999) found that several characteristics, e.g. risk taking, compassionate, enthusiastic, unique, cautious, sensitive, ambitious, self-sacrificial, wilful, for charismatic/transformational leaders with excellent performance are culturally contingent, "i.e. in some countries they are seen as contributing to outstanding leadership, whereas in others they are seen to impede such leadership" (p.

240). While some attributes including trustworthy, positive, intelligent, excellence oriented, foresight are universally applicable in all cultures.

### **1.3 Putting China into Perspective**

Since the Chinese economic reform in 1978, the Chinese government has facilitated foreign investment and opened multiple industries to foreign investors. Following Chinese preferential policies, major multinational corporations (MNCs) such as Volkswagen Group, General Motors Company, have either set up their own subsidiaries or established Sino-foreign joint ventures in China. In the past two decades, both China's economic development and the expansion of MNCs in China have been impressive (Cui, 1998). In 2001, China replaced the United States as the leading recipient of foreign investment (House, 2004). By the end of the year 2009, China's passenger vehicle market surpassed that of the United States as the world's largest auto market, and this advantage has been kept till recently. In January 2016, Headquartered in Beijing, The Asian Infrastructure Investment Bank (AIIB), initiated by China, commenced operation and have grown to 87 states members from around the world.

With the trend of globalization, China, as the biggest Big Emerging Market, is becoming an indispensable part of the global market. Research indicated that performance of MNCs in China is vitally affected by the interaction between the environment (e.g. Chinese business environment) and the MNCs (e.g. leadership competencies) (Osland & Cavusgil, 1996). Therefore, in order to have a substantial development in China, more and more MNCs pay increasing attention to fostering their managers' leadership competencies under Chinese business culture, particularly for expatriates (Wang, 2014). Both practitioner and theorists thus came up with the questions, such as "Are major Western leadership theories also valid and applicable for Chinese leadership practices?" "Are effective Chinese leadership behaviors different from effective Western leadership behaviors?".

## 2. Problem

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*In this section, I introduce the problem which I have identified according to the current state of research. I provide an explanation of my research topic and why it deserves to be studied.*

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As I have shown before in section 1.2, culture plays a key role in the development of leadership theory. Cultural universality was confirmed in the field of supportive, contingent reward, and charismatic leader behaviors, whereas cultural specificity was identified in directive, participative and contingent punishment leader behaviors when comparing leadership in Western and Asian countries (Dorfman & associates, 1997).

Although several researchers confirmed the universality of the transformational, charismatics and transactional leadership (Leong, 2011; Rowold & Rohmann, 2009), one of the outcomes from a network analysis of leadership theory performed by Meuser et al. (2016) still reported noticeable absence of cross-cultural research in the field of both charismatic leadership and transformational leadership study.

Bass (1997) asserts the universal application of the transformational– transactional leadership paradigm in transcending national borders. He claimed that “there is a hierarchy of correlation among the various leadership styles and outcomes in effectiveness, effort, and satisfaction.” Transformational leadership is the most effective one among diverse leadership styles. He illustrated several studies conducted in different countries to be in favour of the universality of his corollary. However, among the countries he listed, e.g. German, the United States, Canada, New Zealand, Belgium, Japan and Sweden, Japan is the only Asian/non-western country. Furthermore, no developing countries were mentioned in his “illustration” (Bass, 1997, p.134) which supports the argument made by Yukl (1998). Yukl (1998) emphasized that most of the leadership research during the past half century was implemented in the United States, Canada, and Western Europe.

In conclusion, the majority of research was conducted in developed countries while lack of understanding of the leadership concepts in non-western countries still remains. (Fein, Tziner, & Vasiliu, 2010; Shahin & Wright, 2004). Even though business studies in developing countries are increasing, western mind-set continues prevailing in the field of business theory and practice (Hopper et, al., 2009). Due to the demonstration from cross-cultural psychological, sociological, and anthropological research, that many cultures do not share western assumptions, an urgent need raises to further investigate the major leadership styles in different countries (Smith & Peterson, 1988), to “explain differential leader behavior and effectiveness across cultures” (House, 1995, p. 443–444).

In China, one unpublished studies is mentioned by Bass (1997) with the aim of accessing the availability of transformational leadership in a Chinese state-owned enterprise (SOE). Later on, Li and Shi (2003) also demonstrated that the construct validity of transformational leadership is acceptable in China. However, these researches are only focus on transformational leadership, relatively few studies examine all three major leadership styles (i.e. transformational, Charismatics and transactional leadership) which prevail in western leadership concept in China. More validation studies thus need to be performed, especially in China and other Confucian Asian countries (Wang, 2014).

### 3. Purpose and Research Questions

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*Following from the problem statement, my purpose narrows down my research scope as I illustrate which specific field of the topic is investigated in my study. The purpose is subsequently interpreted into three research questions in order to enhance the understanding of what I aim to achieve in this study.*

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Researchers continuously report weakness in the applicability and effectiveness of Western leadership theory in non-Western contexts across various organizational studies (Ardichvili & Gasparishvili, 2001; Ford & Ismail, 2006; Pillai et al., 1999). By applying the three major western leadership styles (i.e. transformational, charismatics and transactional leadership) into Chinese business culture, the purpose of my thesis is to explore the most effective leadership behaviors in Multinational Corporation Subsidiaries in China. I compare the Chinese leadership practices with major Western leadership theories in order to identify the distinct differences between each other. Supported by a multi-case analysis, I go further to reveal the causes that result in the differences.

My purpose interprets into the following research questions which I aim to answer through my thesis:

- RQ1: What is the most effective leadership style in Multinational Corporation Subsidiaries in China?
- RQ2: What are the major differences between Chinese leadership practices in Multinational Corporation Subsidiaries in China and Western leadership theories?
- RQ3: Why are these differences generated?

With this approach, the present study enhance understanding of the appropriateness and applicability of Western leadership concepts in non-western countries, particularly China, and further address the weakness reported in existing literature which has been illustrated in section 2. In addition, I believe my study can provide some implications to MNCs that are currently paying increasing attention to exploring effective leadership style in China.

## 4. Frame of Reference

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*In this chapter, I introduce my theoretical perspective that I use to answer my research questions. Firstly, the concept of the three major leadership styles is introduced and discussed based on an elaborated analysis of 18 peer-reviewed articles. Then I go deeper to find the Correlation between the three styles. By advancing the exist theoretical framework, as a result, a new theoretical model of the three leadership styles is proposed which assists me to analyse and make sense of my findings in the empirical chapter of my study.*

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### 4.1 Introduction of the Three Major Leadership

Burns (1978) first proposed the concepts of transformational and transactional leadership. According to Burns, transactional leadership is more commonplace than transformational leadership. Bass (1985) reinterpreted Burns' (1978) conceptualization of leadership by separating transactional and transformational leadership into two independent theories. He further argued that leaders with outstanding performance are both transformational and transactional.

In general, transactional leadership lay emphasis on bargaining exchange system between leaders and followers, which includes three dimensions i.e. contingent reward, management by exception – active, and management by exception – passive (Bass, 1985, 1997; Limsila & Ogunlana, 2008). The three dimensions will be discussed in section 4.2. Different from transactional leadership, transformational leadership motivate followers to achieve performance beyond leaders' expectations, which contains four dimensions, i.e. idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration (Burns, 1978; Bass, 1985, 1997). The four dimensions of transformational leadership will be elaborated in section 4.3.

Distinct from the central role in transformational leadership - idealized influence (charisma), charismatic leadership has been the basis of its own unique literature (Weber, 1947; House, 1977; Yukl, 1998; Shamir, Zakay, Breinin, & Popper, 1998). According to Meuser et al. (2016), charismatic leaders apply their unique characteristics to exert impact by challenging subordinates' minds through an inspirational vision combined with some dynamic behaviors that invoke strong interactions (House, 1977; House & Shamir, 1993). The concept of charismatic leadership will be further illustrated in section 4.4.

### 4.2 Transactional Leadership

#### 4.2.1 Introduction of Transactional Leadership

Burns (1978) considered transactional leadership as a relationship between leaders and their subordinates which involves a series of exchanges of satisfaction aiming to optimize organizational and individual acquisition (McCleskey, 2014). The root of Burns' (1978) concept of transactional leadership comes from social psychological social exchange theory (F. Vito et al., 2014). Under this perspective, transactional leadership is a type of leadership that relies on the prerequisite of reciprocal relationship between leaders and followers (Burns,

1978; Bass, 1985, 1997; Judge & Piccolo, 2004). Bass (1985) further elaborated the definition of transactional leader, based on Burns' (1978) concept, as "one who recognizes what followers want to get from their work; tries to see that followers get what they desire if their performance warrants it; exchanges (promises of) rewards for appropriate levels of effort; and responds to followers' self-interests as long as they are getting the job done." (Den Hartog et al., 1999, p. 224) Besides leader-follower exchanges, other notable characteristics of transactional leadership are identified by researchers, such as closely monitoring of followers' behaviors, prompting compliance activities, focusing on deviations and mistakes (Bass, Avolio, Jung, & Berson, 2003). Nikezić, Doljanica & Bataveljić (2013) draw a conclusion that transactional leadership is a traditional approach to leadership.

Although some empirical evidence supports positive contribution of transactional leadership to employees' performance and organizational outcomes (Epitropaki and Martin, 2005; Zhu, et al., 2011; Rowold & Heinitz, 2007), some negative relations between transactional leadership and organizational outcomes were identified. For example, Bono and Judge (2004) found out that transactional leaders hinder organizational creativity and innovation and put negative influence on employee job satisfaction. Burns (1978) also argued that transactional leadership focused on a day-to-day monitor and a short-term relationship of exchange between leaders and followers. This relationship tends toward temporary exchanges of satisfaction and usually result in resentments.

Research has proposed three dimensions of transactional leadership which are contingent rewards, management by exception - active and management by exception - passive.

1. *Contingent Rewards (CR)* --- Leaders clarify expectations and provide rewards for meeting these expectations (Erkutlu, 2008). According to Masa'deh, Obeidat & Tarhini (2016), "Contingent reward is based on a bargaining exchange system where the leader clarifies expectations to subordinates and they both agree on accomplishing organizational goals and the leader offers recognition and rewards to subordinates when goals are achieved (Limsila & Ogunlana, 2008) p. 685."
2. *Management by Exception – Active (MEB – A)* --- Leaders actively monitor subordinate behavior and take corrective actions before the behavior creates serious difficulties (Judge & Piccolo, 2004). In this dimension, specific standards are established, leaders may punish those who fail to comply with these standards (Limsila & Ogunlana, 2008).
3. *Management by Exception – Passive (MEB – P)* --- Leaders wait until the behavior has created problems before taking action (Judge & Piccolo, 2004). This style does not respond to issues systematically. Leaders always take necessary corrective actions after deviations become true (Limsila & Ogunlana, 2008).

#### 4.2.2 Transactional Leadership in Literature

In order to identify the most representative attributes for each of three dimensions of transactional leadership, I reviewed 18 peer-reviewed articles (See **Appendix 1**) and summarized the most common wordings which have been frequently mentioned in the literature with the purpose of describing and distinguishing each dimension of transactional leadership. The keywords and the frequency of reference are presented as follow (see **Table**

1), which can be utilized for further comparison with Chinese leadership practices in analysis part of the study.

Leadership Style	Keyword/Attribute	Frequency	Reference
Transactional Leadership (General)	Economic or political exchange	8	Zareen et al. (2015); Ryan & Tipu (2013); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Chang, Bai & Li (2015); Wu (2010); McCleskey (2014); Bass (1997)
	Compliance with established work standards/guidelines; Compliance behaviour	6	Masa'deh, Obeidat& Tarhini (2016); Zareen et al. (2015); Wang (2014); Chang, Bai & Li (2015); Wu (2010); Bass (1997)
	Short-term	5	Masa'deh, Obeidat& Tarhini (2016); Vito et al. (2014); Wu (2010), Chang, Bai & Li (2015); McCleskey (2014)
	Punishment avoidance	4	Masa'deh, Obeidat& Tarhini (2016); Zareen et al. (2015); Wang (2014); Nikezić, Doljanica & Bataveljić (2013)
Management by Exception – Passive (MEB-P)	Waiting	6	Masa'deh, Obeidat& Tarhini (2016); Judge & Piccolo (2004); Vito et al. (2014); Wang (2014); Rowold & Heinitz (2007); Bass (1997)
	Implementation of corrective actions afterwards	2	Masa'deh, Obeidat& Tarhini (2016), Bass (1997)
Management by Exception – Active (MEB-A)	Attention to deviations, Mistakes, Errors	10	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Judge & Piccolo (2004); Vito et al. (2014); Wang (2014); Rowold & Heinitz (2007); Wu (2010); Chang, Bai & Li (2015); McCleskey (2014); Bass (1997)
	Achievement of predetermined performance expectations	10	Masa'deh, Obeidat& Tarhini (2016); Zareen et al. (2015); Ryan & Tipu (2013); Judge & Piccolo (2004); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Wang (2014); Chang, Bai & Li (2015); Wu (2010); McCleskey (2014)
	Monitoring	9	Masa'deh, Obeidat& Tarhini (2016); Zareen et al. (2015); Judge & Piccolo (2004); Vito et al. (2014); Chang, Bai & Li (2015); Wang (2014); Nikezić, Doljanica & Bataveljić (2013); Wu (2010); Bass (1997)
	Implementation of corrective actions actively	7	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Vito et al. (2014); Wang (2014); Rowold & Heinitz (2007); Wu (2010); Chang, Bai & Li (2015); Bass (1997)
	Prevention of potential problems	4	Masa'deh, Obeidat& Tarhini (2016); Vito et al. (2014); McCleskey (2014); Bass (1997)
Contingent Rewards (CR)	Praise; Reword	10	Masa'deh, Obeidat& Tarhini (2016); Zareen et al. (2015); Ryan & Tipu (2013); Judge & Piccolo (2004); Nikezić, Doljanica & Bataveljić (2013); Chang, Bai & Li (2015); Wang (2014); Wu (2010); McCleskey (2014); Bass (1997)
	Bargaining exchange between leaders and followers	6	Masa'deh, Obeidat& Tarhini (2016); Judge & Piccolo (2004); Wang (2014); Rowold & Heinitz (2007); McCleskey (2014); Bass (1997)

**Table 1: Attribute of Transactional Leadership Identified among Literature**

## 4.3 Transformational Leadership

### 4.3.1 Introduction of Transformational Leadership

Transformational leadership, as a term, was first mentioned by J.V. Downton (1973) in his book "Commitment and charisma in the revolutionary process". Over the last three decades, transformational leadership has been "the single most studied and debated idea with the field of leadership" (Diaz-Saenz, 2011, p. 299). According to McCleskey (2014), published research link transformational leadership to CEO success (Jung, Wu, & Chow, 2008), middle manager effectiveness (Singh & Krishnan, 2008), military leadership (Eid, Johnsen, Bartone, & Nissestad, 2008), personality (Hautala, 2006).

Burns (1978) gave a definition to transformational leader as "one who raises the followers' level of consciousness about the importance and value of desired outcomes and the methods of reaching those outcomes" (p. 141). Bass (1985) developed Burns' conceptualization and proposed that the transformation of followers can be succeeded by moving followers to transcend their self-interests for the good of the organization and country. Fitzgerald and Schutte (2010) further elaborated the definition of transformational leadership as "a motivational leadership style which involves presenting a clear organizational vision and inspiring employees to work towards this vision through establishing connections with employees, understanding employees' needs, and helping employees reach their potential, contributes to good outcomes for an organisation" (p. 495).

Researches show that transformational leadership has a close linkage to some individual outcomes which vitally affects the functioning of organizations, such as task performance, creativity, satisfaction, work withdrawal, organizational commitment and absenteeism (Cheung & Wong, 2011; Omar & Hussin, 2013). The positive influences of transformational leadership to followers and organizational performances have also been revealed by several researchers (Jung, Wu, & Chow, 2008; Masi & Cooke, 2000; Diaz-Saenz, 2011).

Four major dimensions of transformational leadership are identified among numerous factor analysis in the studies of business executives, agency administrator, and U.S. Army colonel (Bass, 1985; Bass & Avolio, 1993). These interrelated factors or dimensions include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985, 1997). Yukl (1999) believed that specific dimensions of transformation leadership need to be considered when investigating contextual influences, because the effects of each dimension differ in various situations. Therefore, it is necessary to examine the four dimensions in detail which present as follows:

1. *Idealized Influence (II)* --- leaders emphasize trust, take stands on difficulties (Bass, 1997), show persistence and determination in the field of pursuing objectives, show higher standards of business ethics and moral maturity (Limsila & Ogunlana, 2008). According to Bass (1997), "Such leaders are admired as role models generating pride, loyalty, confidence, and alignment around a shared purpose" (p. 133). Additionally, A subjective component, charisma, was identified from idealized influence (Bass, 1997). Leaders who own the attribute of charisma are admired as role models and appeal to subordinates on an emotional level (Judge & Piccolo, 2004). Charismatic leadership will be elaborated in section 4.4.



2. *Inspirational Motivation (IM)* --- Enthusiasm and optimism are vital feature of inspirational motivation (Bass & Riggio, 2006). Leaders articulate “a clear, appealing vision and inspirational vision to the followers” (Judge & Bono, 2000, p. 751), and inspires followers to achieve higher goals, provide meaning for the tasks (Judge & Piccolo, 2004).
3. *Intellectual Stimulation (IS)* --- Leaders encourage creativity and innovation among followers (Erkutlu, 2008), stimulate new ways to accomplish tasks (Bass, 1985), question old assumptions and traditions (Bass, 1997).
4. *Individualized Consideration (IC)* --- Leaders consider followers’ abilities and their level of maturity in order to satisfy their needs for future development (Bi et al., 2012). Leaders in this dimension take care of individual’s growth, act as a coach or mentor, develop followers’ potential in a supportive context (Limsila & Ogunlana, 2008).

With the aim of achieving desired organization goals, transformational leaders exhibits each of above four dimensions to diverse degrees (Bass 1985; 2000; Bass & Riggio, 2006).

#### 4.3.2 Transformational Leadership in Literature

In order to identified the most common/representative attributes for each of four dimensions of transformational leadership, I reviewed 18 peer-reviewed articles (See **Appendix 1**) and summarized the most common wordings which have been frequently mentioned in literature with the purpose of describing and distinguishing each dimension of transformation leadership. The keywords and the frequency of reference are presented as follow (see **Table 2**), which can be utilized for comparison with Chinese leadership practices in the analysis part of the study later on.

Leadership Style	Keyword/ Attribute	Frequency	Reference
Transformational Leadership (General)	Emphasis on trust, values and ethics	7	Masa'deh, Obeidat& Tarhini (2016); Wang (2014); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Rowold & Heinitz (2007); Bass (1997)
	Achievement of long-term goals	5	Masa'deh, Obeidat& Tarhini (2016); Wang (2014); Chang, Bai & Li (2015); Wu (2010), McCleskey (2014)
	Communication with followers on an emotional level	4	Judge & Piccolo (2004); Vito et al. (2014); Chang, Bai & Li (2015); Levine, Muenchen & Brooks (2010)
Individualized Consideration (IC)	Individualized support; A mentor/coach	8	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Wang (2014); Vito et al. (2014); Judge & Piccolo (2004); Nikezić, Doljanica & Bataveljić (2013); McCleskey (2014); Bass (1997)
	Concern for subordinates' needs		
Intellectual Stimulation (IS)	Innovation; Creativity; Stimulation of new approaches/ways	12	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Wang (2014); Judge & Piccolo (2004); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Chang, Bai & Li (2015); Rowold & Heinitz (2007); Wu (2010); McCleskey (2014); Bass (1997)
Inspirational Motivation (IM)	Articulating a vision and mission	10	Masa'deh, Obeidat& Tarhini (2016); Wang (2014); Judge & Piccolo (2004); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen &

			Brooks (2010); Chang, Bai & Li (2015); Rowold & Heinitz (2007); Wu (2010); Bass (1997)
	Ability to motive followers to accomplish goals beyond expectation	9	Masa'deh, Obeidat& Tarhini (2016); Judge & Piccolo (2004); Vito et al. (2014); Nikezić, Doljanica & Bataveljić (2013); Wang (2014); Levine, Muenchen & Brooks (2010); Chang, Bai & Li (2015); Wu (2010); McCleskey (2014)
	Care for followers' high order needs in terms of Maslow's hierarchy of need (e.g. self-esteem, self-actualization, self-confidence)	9	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Wang (2014); Judge & Piccolo (2004); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Wu (2010); Chang, Bai & Li (2015); McCleskey (2014)
	Ability to provide meaning for tasks, goals	4	Masa'deh, Obeidat& Tarhini (2016); Wang (2014); Judge & Piccolo (2004); Bass (1997)
Idealized Influence (II)	Charismatic role model	6	Masa'deh, Obeidat& Tarhini (2016); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Rowold & Heinitz (2007); Wu (2010); Bass (1997)
	Care for followers' needs	5	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Wu (2010)
	A sense of power and confidence;	4	Masa'deh, Obeidat& Tarhini (2016); Vito et al. (2014); Wu (2010); Bass (1997)
	Persistence and determination	4	Masa'deh, Obeidat& Tarhini (2016); Judge & Piccolo (2004); Wang (2014); Bass (1997)
	Risk-taking	3	Masa'deh, Obeidat& Tarhini (2016); Ryan & Tipu (2013); Levine, Muenchen & Brooks (2010)
	Sacrifice of self-gain	2	Masa'deh, Obeidat& Tarhini (2016); Levine, Muenchen & Brooks (2010)

**Table 2: Attribute of Transformational Leadership Identified among Literature**

## 4.4 Charismatic Leadership

### 4.4.1 Introduction of Charismatic Leadership

Charismatic leadership draws its name from the Greek word charisma, meaning “the gift of grace,” or “gifts presented by the gods” (Conger, 1989; Weber, 1947). Weber (1947) was the first one who discussed the implications of charismatic leadership for companies (Judge & Piccolo, 2004). He pointed out that political leaders’ power was a result of political chaos from which charismatic leaders appear with a new vision that would resolve the crisis (Barbuto, 1997). House’s (1977) charismatic leadership theory was the first to utilize the concept in contemporary organizational study (Judge & Piccolo, 2004).

While there is no universal agreement on the definition of charisma (Avolio & Yammarino, 1990; Halpert, 1990), the idea of charismatic leadership overall is one of the most popular researched leadership theories (Dinh et al., 2014). Numerous studies have been conducted in the field of charismatic leadership (e.g., House, 1977; Shamir, House, & Arthur, 1993; Yukl, 1999; Shamir, Zakay, Breinin, & Popper, 1998).

As an attempt to define charismatic leadership, four attributes (i.e. extraordinary gifts; presence in a crisis; ability to present radical solutions; and transcendent powers) that an individual should possess in order to become a charismatic leader were identified by Trice and Beyer (1993). Nikezic (2013) also pointed out a set of attributes of charismatic leader, such as confidence, ability to express a vision, unusual behavior, sense of the environment. Other attributes e.g. high intelligence, a high level of interpersonal communication skills have also been identified by Shamir (1995). The advantages of charismatic leadership include raising awareness and fostering acceptance among followers of the organizations' vision and mission, stimulating subordinates to transcend their self-interest in the cause of organizations (Bass, 1985; 1997). According to Nandal and Krishnan (2000), a review of charismatic leadership literatures found a strong correlation between charismatic leadership and staff satisfaction.

In addition, charisma, as a core of Charismatic Leadership, also plays a central role in transformational leadership theory, particularly in Idealized Influence (II), which was mentioned in section 4.3.1. According to McCleskey (2014), researches frequently reported that charisma is an element of transformational leadership (Bass, 1985; 2000; 2008; Bass & Riggio, 2006; Conger, 1999; Diaz-Saenz, 2011). Therefore, transformational leadership and charismatic leadership have much in common (Judge & Piccolo, 2004). The relationship between these two leadership styles will be demonstrated in section 4.5.2.

#### 4.4.2 Charismatic Leadership in Literature

In order to identify the most common/representative attributes for charismatic leadership, I reviewed 18 peer-reviewed articles (See **Appendix 1**) and summarized the most common wordings which have been frequently mentioned in the literatures with the purpose of describing and defining charismatic leadership. The keywords and the frequency of reference are presented as follow (see **Table 3**), which can be utilized for further comparison with Chinese leadership practices in the analysis part of the study.

Leadership Style	Keyword/ Attribute	Frequency	Reference
Charismatic Leadership (CL)	Ability to express a vision / articulate a vision	4	Nikezić, Doljanica & Bataveljić (2013); Chang, Bai & Li (2015); Levine, Muenchen & Brooks (2010); Rowold & Heinitz (2007)
	Determination and self-confidence	4	Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Rowold & Heinitz (2007); Bass (1997)
	Presence in a crisis or change	3	Nikezić, Doljanica & Bataveljić (2013); Levine, Muenchen & Brooks (2010); Rowold & Heinitz (2007)
	Powerful leader; Enthusiasm	3	Chang, Bai & Li (2015); Den Hartog et al. (1999); Levine, Muenchen & Brooks (2010)
	Unconventional behaviour (outside the existing rules & norms)	2	Nikezić, Doljanica & Bataveljić (2013); Rowold & Heinitz (2007)
	A Sense of the environment	2	Nikezić, Doljanica & Bataveljić (2013), Rowold & Heinitz (2007)

**Table 3: Attribute of Charismatic Leadership Identified among Literature**

## 4.5 Correlationship of Transactional, Transformational and Charismatic Leadership

### 4.5.1 Comparison between Transactional and Transformational Leadership

In general, transformational leaders aim to foster an inspirational vision, to stimulate followers achieving higher objectives beyond the expectations as well as to give followers a sense of self-confidence (Bass & Avolio, 1993). On the contrary, transactional leaders pay attention to managing deviations and are not interested in empowerment to their subordinates (Masi & Cooke, 2000). Transformational leadership encourages followers to actively identify the needs of the leaders, while the transactional leader directly provides followers something they desire in exchange for the things leader wants (Kuhnert & Lewis, 1987).

Bass (1990) illustrated the differences between the transformational and transactional leadership styles in the third edition of Handbook of Leadership. He argued that “transactional leaders approach followers with an eye to exchanging one thing for another: jobs for votes, or subsidies for campaign contributions. Such transactions comprise the bulk of the relationships among leaders and followers” (p. 23). while “the transformational leader also recognizes the need for a potential follower, but he or she goes further, seeking to satisfy higher needs, in terms of Maslow’s (1954) hierarchy of needs, to engage the full person of the follower” (p. 23). According to Abraham Maslow who proposed the Maslow’s hierarchy of needs theory, five hierarchically arranged human needs (from the lower level to higher level) exist: physiological, safety, belonging and love, self-esteem, and self-actualization. Lower level needs must be met before the individual strongly desire higher level needs (Hackman & Johnson, 2004). With reference to Maslow’s hierarchy of needs theory, Hackman and Johnson (2004) supported Bass’s (1990) illustration with the following statement:

*“The transactional leader is most concerned with the satisfaction of physiological, safety, and belonging needs...Transformational leaders also attempt to satisfy the basic needs of followers, but they go beyond mere exchange by engaging the total person in an attempt to satisfy the higher-level needs of self-esteem and self-actualization” (p. 89).*

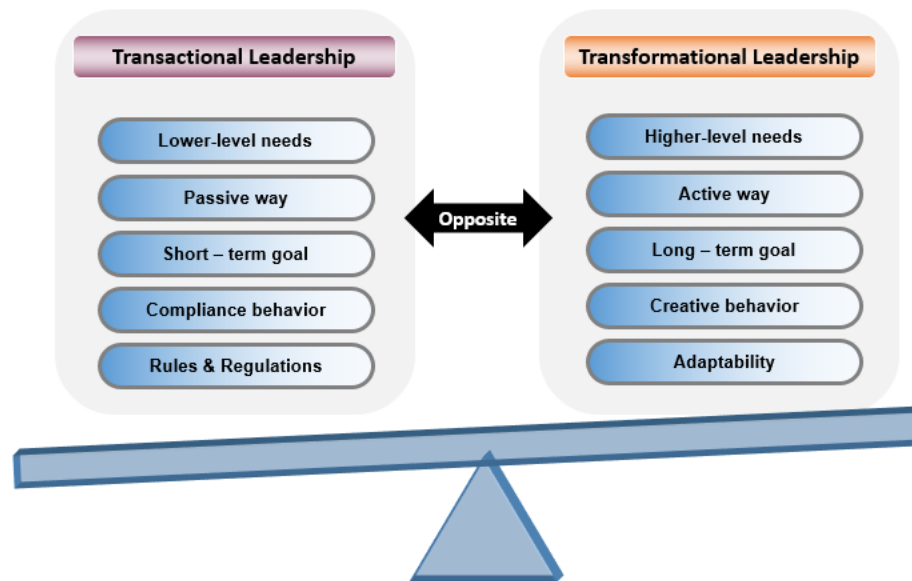
Hackman and Johnson (2004) further argued that transactional leaders interact with their subordinates in a more passive way by rewarding or punishing them. While transformational leaders communicate with their followers in a more active way. This argument was supported by Obiwuru et al. (2011) who noticed the characteristic of passiveness in transactional leadership, due to the fact that transactional leaders monitor deviations, mistakes, and take corrective actions after issues happen (Obiwuru et al., 2011).

Burns (1978) is the first scholar who argued that transactional leadership can result in followers to short-term relationships of exchange with their leaders, because employees who work under a reward - punishment system tend to pursue short-term goals while overlooking the long-term benefits (Jansen, Vera,& Crossan, 2009). Wu (2010) made it more clear that transformational leaders desire to help subordinates accomplish long-term mission while transactional leaders focus on achieving short-term goals.

Differences have also been identified regarding the attitude towards innovation. Transformational leaders seek to change old or traditional approaches of working and desire

to create new ones to encourage greater commitment of followers. These activities facilitate followers' creative behaviors. In contrary, transactional leaders like their subordinates to keep following existing rules, values, beliefs, to comply with current standards, policies, which restricts the innovation and foster followers' compliance behaviors (Nikezić, Doljanica, & Bataveljić, 2013).

Another noticeable difference refers to the characteristic of adaptability. According to Bass (1997), "Rules and regulations dominate the transactional organization; adaptability is a characteristic of the transformational organization" (p. 131). **Figure 1** visualizes the major differences between transactional leadership and transformational leadership.



**Figure 1: Summary of Differences between Transactional and Transformational Leadership**

#### 4.5.2 Comparison between Transformation and Charismatic Leadership

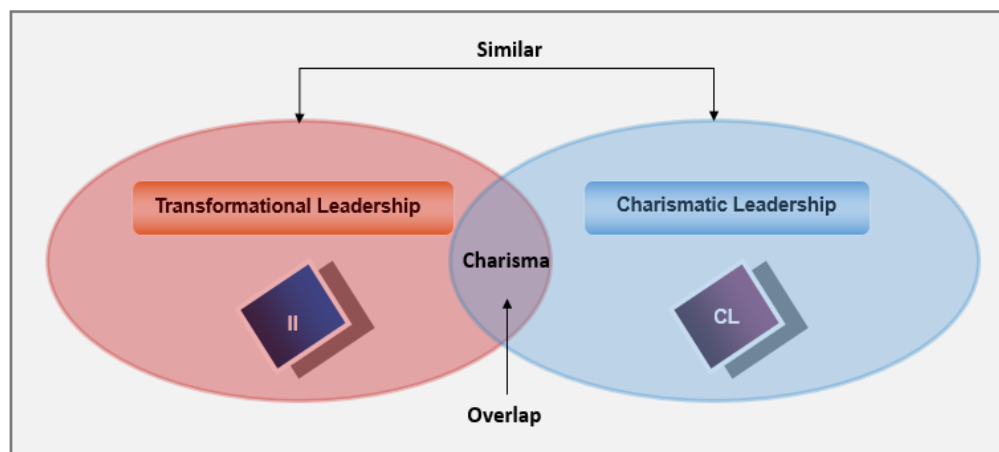
Unlike transactional leadership opposite to transformation (Burns, 1978; Zareen et al., 2015, Rowold & Heinitz, 2007), charismatic leadership has many similarities with transformational leadership due to the fact that both of the two leaderships focus on the topics of vision, risk-taking, enthusiasm and confidence (Hoyt & Ciulla, 2004) and both have the positive effects on organizational outcomes (Dumdum, Lowe, & Avolio, 2002; Lowe, Kroeck, & Sivasubramaniam, 1996).

Bass (1985) argued that charisma is part of transformational leadership, but it is insufficient to "account for the transformational process" (p. 31). Thus, Bass (1997) considered transformational theory as subsuming charismatic theory, while Yukl (1999) believed that the two leadership theories overlap, as each represented unique and crucial aspects of the leadership process. Several scholars claimed that the fundamental field of research in terms of the constructs of transformational and charismatic leadership still needs to be further studied (Avolio & Yammarino, 2002; Hunt & Conger, 1999). Yukl (1999) summarized the issue:

*“One of the most important conceptual issues for transformational and charismatic leadership is the extent to which they are similar and compatible. [...] The assumption of equivalence has been challenged by leadership scholars [...] who view transformational and charismatic leadership as distinct but partially overlapping processes” (p. 298).*

The conclusion thus was reached that there is no unanimous agreement among scholars regarding whether transformational and charismatic leadership are functional equivalents for one another (Judge & Piccolo, 2004).

However, there is no doubt that the concepts of both transformational and charismatic leadership emphasise the importance of communication to charisma (Bass, 2008; Shamir & Howell, 1999; Levine, Muenchen, & Brooks, 2010). Furthermore, the charisma dimension of transformational leadership, i.e. Idealized Influence (II), is “clearly the most influential” of the four transformational dimensions. Idealized Influence (II) shows the strongest relationship with organizational outcomes (Conger & Kanungo, 1998, p. 15) (see **Figure 2**).



**Figure 2: Correlation between Transformational and Charismatic Leadership**

#### 4.5.3 Rank of the Three Leadership Styles in Effectiveness and Activity

##### 4.5.3.1 Transactional and Transformational Leadership

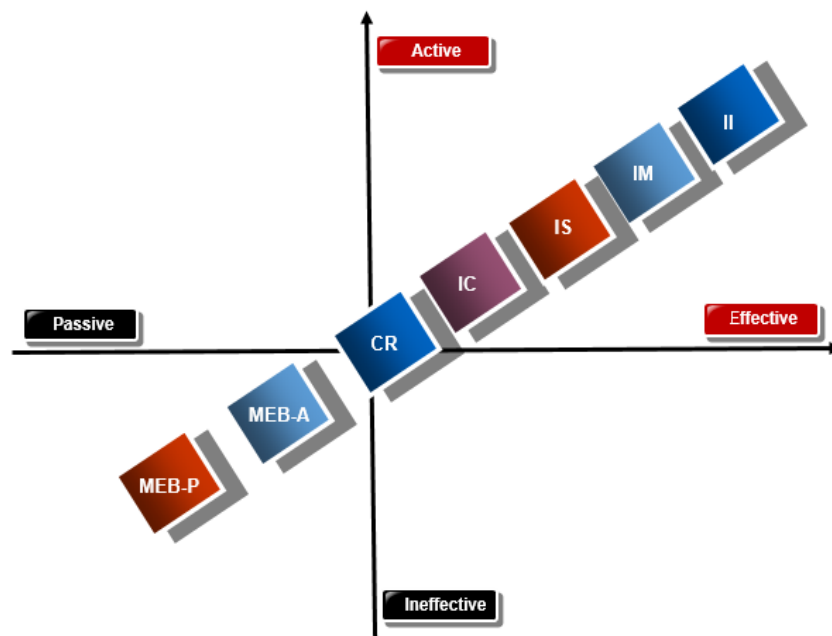
Of the transactional leadership dimensions, contingent reward is the most effective (Judge & Piccolo, 2004). A meta-analysis conducted by Lowe et al. (1996) confirmed that the validity of contingent reward (CR) was distinguishable from zero, while the validity of management by exception (i.e. MBE-A & MBE-P) was not. Avolio (1999) also argued that contingent reward (CR) is “reasonably effective” because clarifying specific expectations and rewarding followers for the attainment could stimulate followers. However, even if contingent reward is the most effective dimension within transactional leadership theories, it is still less valid compared with all dimensions of transformational leadership (Judge & Piccolo, 2004).

Much research evidence supports the viewpoint that transformational leadership is more effective than transactional leadership. For example, Rowold & Heinitz (2007) reached a conclusion, in their study of assessing the validity of the MLQ and the CKS, that transactional leadership shows weaker correlations than transformational and charismatic leadership with

the performance criteria; According to Judge & Piccolo (2004), transformational leadership generates higher performance at the group (Sosik, Avolio, & Kahai, 1997) and organization or business unit (Howell & Avolio, 1993) levels. Bass & Avolio (1989) believed that transformational leadership is closer to the viewpoint of “perfect leadership” than transactional leadership. Jansen, Vera, & Crossan (2009) further argued that transformational leadership is more effective than transactional leadership in the field of facilitating innovation. Similarly, Bass (2008) and Yukl (2010) pointed out that transformational leadership is superior to transactional leadership because it more focuses on followers’ personality, attitude and beliefs, resulting in “augmentation effect”. In addition, Obiwuru et al. (2011) stated that transactional leadership is a more passive style of leadership compared with transformational leadership.

In summary, Bass (1997), in his article “Does the transaction – Transformational leadership paradigm transcend organizational and national boundaries”, ranked different components/dimensions of transaction and transformational leadership style in terms of activity and effectiveness with following statements (see **Figure 3**):

*“According to a higher order factor analysis, the factors can be ordered from highest to lowest in activity as follows: Transformational Leadership, Contingent Reward, Active Management by Exceptions Passive Management by Exception (Bass, 1985). Correspondingly, ... the components can also be ordered on a second dimension—effectiveness... Transformational leaders are more effective than those leaders practicing contingent reward; contingent reward is somewhat more effective than active management by exception, which in turn is more effective than passive management by exception. (p 134)”*



**Figure 3: The Evolution of Transactional Leadership into Transformational**  
 ---Adapted from Bass (1997)



#### 4.5.3.2 Transformational and Charismatic Leadership

As mentioned in section 4.5.2, transformational and charismatic leadership are significantly redundant due to some common attributes, particularly “charisma”, and these two leadership styles present a divergent validity to transactional leadership (Rowold & Heinitz, 2007). So I first propose that charismatic leadership should locate near the Idealized Influence/Charisma (II) dimension.

In addition, Conger & Kanungo (1998) urged that the Idealized Influence/Charisma (II) dimension is “clearly the most influential” of the four transformational dimensions. It shows the strongest relationship with organizational outcomes. This statement was supported by Levine, Muenchen, & Brooks (2010). According to Levine, Muenchen, & Brooks (2010), the self-efficacy hypothesis was tested by Shea and Howell (1999) and revealed that the performance of the staff who had a charismatic leader is better than the performance of those were exposed to a non-charismatic leader. Similarly, Flynn and Staw (2004) noted that organizations led by charismatic leaders are more likely to outperform similar organizations in the same industry led by non-charismatic leaders. I thus proposed that charismatic leadership, considered to be the most effective and active, should be placed on the right side of Idealized Influence/Charisma (II) dimension in the Figure 3.

#### 4.5.3.3 Rank of the Three Leadership Styles in terms of Effectiveness and Activity

Based on the comparison and summary of the three leadership styles as well as my assumption in section 4.5.3.2, I then rank each dimension of the three leadership styles, i.e. transactional leadership, transformational leadership and charismatic leadership, in terms of effectiveness and activity. The outcome is visualized in **Figure 4**.



Figure 4: Rank of the Three Leadership Styles in Effectiveness and Activity

#### 4.6 Theoretical Model of the Three Leadership styles

By combining the attributes of the three types of leadership identified by me among literature which have been summarized in section 4.2.2, 4.3.2, 4.4.2, together with the rank visualized in Figure 4, I propose a model of the three leaderships defined by western leadership theories (see **Figure 5**).



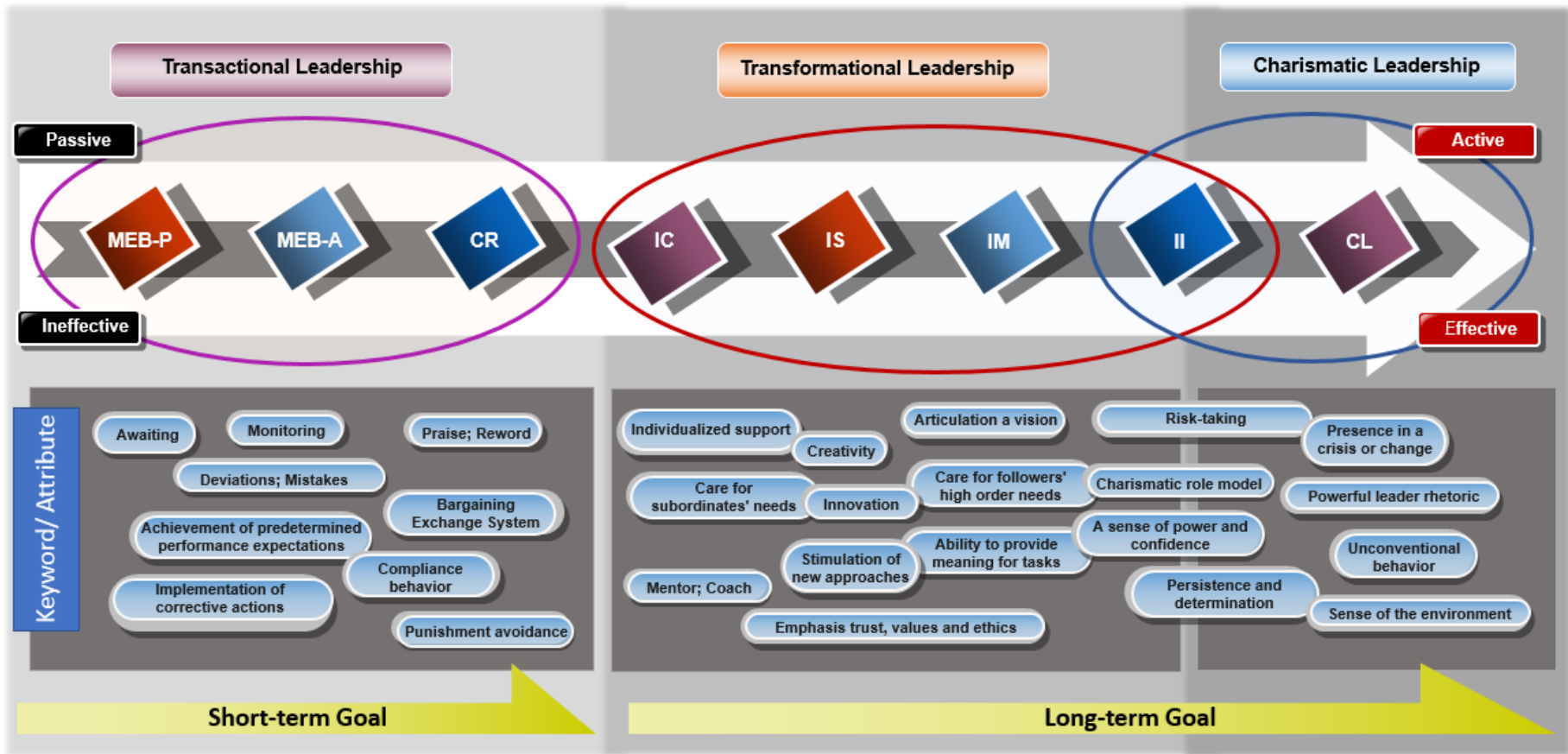


Figure 5: Theoretical Model of the Three Leadership Styles

#### 4.7 Introduction of Chinese Business Culture

Chinese Business climate is largely influenced by Confucianism which plays a key role in Chinese culture. Under the Confucian values that prompt kindness, benevolence, employees feel sick to the leaders who make impassioned speeches without engagement of specific actions (Fu, 1999). Therefore, Fu (1999), the Chinese GLOBE Co-Country Investigator, argued that a vision in China is normally articulated in a non-aggressive behavior.

Another major indicator of influence on Chinese working culture is Daoism, a well-known philosophy (Wang, 2014). According to Xing and Sims (2012), research on Chinese managers' leadership behavior reported that Chinese managers follow Daoist views (Cheung & Chan, 2005).

In addition, some scholars explicitly named the Chinese leadership as “headship” (Fu et al., 2007), due to the large power distance in Chinese working culture.

#### 4.8 Application chart of the Theory Mode

No specific leadership style is the best fit for all situations in all kinds of working cultures. I thus apply the proposed theoretical model (see **Figure 5**) into Chinese working culture with the aim of a better understanding of effective leadership style in China. (see **Figure 6**).

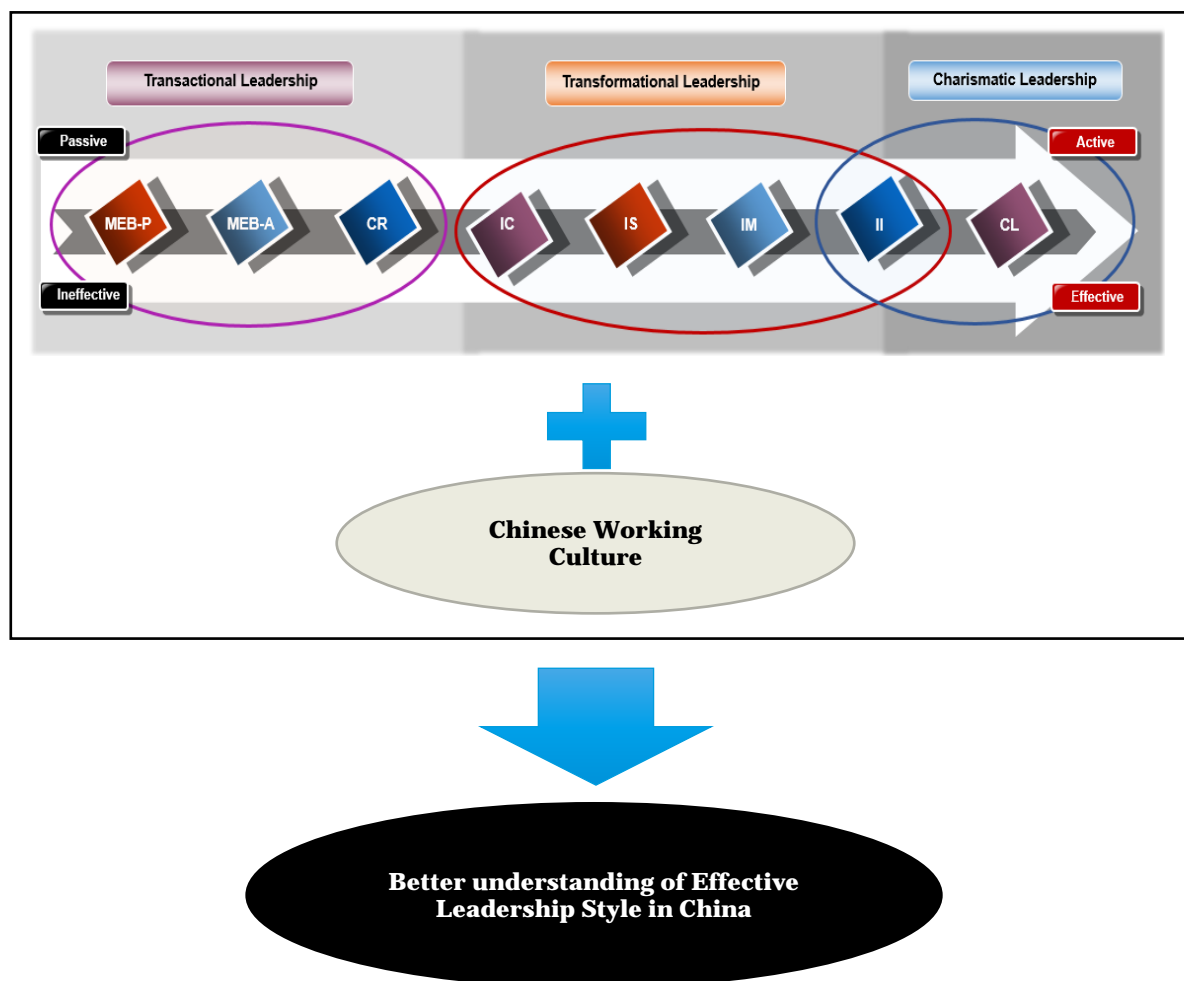


Figure 6: Application Chart of the Theory Model to Obtain my Desired Outcome

## 5. Methodology

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*This chapter explains the methodological approach as well as provides readers with a precise and exhaustive explanation of each step in the thesis implementation process. Descriptions of procedures, samples and used methods are revealed. It also examines the quality of this paper, which is of great importance for this research.*

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### 5.1 Research Paradigm, Philosophy and Approach

Since the propose of my study is to explore the most effective leaders' behaviors in Multinational Corporation Subsidiaries in China and find out why it differs from Western leadership theories, I argue that an interpretivist philosophy best suits this propose and appropriately answers my research questions. An interpretivist research represents the conclusive explanation of human behavior by establishing causal relationships between variables in the social sciences (Leitch, Hill & Harrison, 2010). It relates to the understanding of human behavior which requires "capturing the actual meanings and interpretations that actors subjectively ascribe to phenomena in order to describe and explain their behaviour" (Johnson, Buehring, Cassell, & Symon, 2006, p. 132). People's concept of effective leadership are highly influenced by the social context, which means the interpretation of effective leaders' behavior might subjectively differ from individual to individual due to the complicated quality of the social world. The interpretivist approach thus prepare me to understand the complex interaction between individuals and circumstances by getting closer to participants, entering their realities and appropriately interpreting their viewpoints (Shaw, 1999). Rather, by implementing an interpretivist philosophy, I can not only identified the differences of effective leadership between Chinese practices and Western theories, but also better understand why these differences are generated through acquiring an internal perspective on the reactions and explanations from the participants.

Dubois & Gadde (2002) introduced the "systematic combining" method, an abductive approach to case research, which is a combination of both inductive and deductive approach. The abductive approach is the best suitable method for my study because it endorse a frequent shift between empirical word and theories. My research starts with a pre-understanding and screening of relevant literature in order to build up a fundamental comprehension of leadership theories and the following procedures of data collection and data analysis are all based on the theories. This is relatively matched with the deductive approach (Van Maanen, Sørensen, & Mitchell, 2007). While by summarizing and analysing the collected empirical data, a new phenomenon appear and has been focused on which indicates an inductive approach (Dubois & Gadde, 2002). According to Dubois and Gadde (2002), theory can only be understood with support from empirical observation and vice versa. Therefore, by examining and evaluating existing literature, a theoretical model of the three major leadership styles in the Western context has been established by me. During the process of data collection and data analysis, I go continuously back to the literature, and apply empirical observation to the proposed theoretical model in order to gain a profound understanding of empirical data.

There are four categories of research purpose including exploratory, descriptive, analytical and predictive. Concerning the fact that relatively few studies examine the three major

leadership styles (i.e. transformational, Charismatics and transactional leadership) in Chinese context (Wang, 2014), and even fewer studies exist to evaluate these three leadership styles from a pure Chinese people’s perspective, my research is more based on an exploratory purpose. In general, exploratory analysis is applied under the condition that few or no earlier studies could be referred to answer the research questions (Collis & Hussey, 2014). Researchers thus analyse a phenomenon from a new point of view and provide new thoughts on this phenomenon.

Aligning with the interpretivist paradigm of my research, under the exploratory purpose, a rich set of data is extremely desired. Qualitative research is therefore applied to this study. The qualitative study differs from quantitative one since it provides proximity to the sources and subjective interpretation of significance (Grønmo, 2006), which is highly matched with my interpretivist philosophy. Qualitative research, as a less structured approach generated unexpected information from participants (Blumberg, Cooper & Schindler, 2011), offers me opportunity to be closer to my subjects of interest (Bansal & Corley, 2011), obtain a deeper insight of Chinese effective leadership.

## 5.2 Overview of the Research Process

In qualitative researches, five phases, i.e. pre-study, literature review, interviews, data analysis and conclusion, consist of the whole qualitative research process (Patel & Davidson, 2011). These five phases provide an outline of how my study purpose are decided, how literature are reviewed and classified, how interviews are designed and implemented (equal attention was paid to both managers and follows by conducting interviews with identical number of managers and followers), how the data are analysed and the conclusion are reached. **Figure 7** presents an overview of every phase. The major steps are further elaborated in section 5.3 Pre-study, 5.4 literature review, 5.5 interview and 5.6 data analysis.

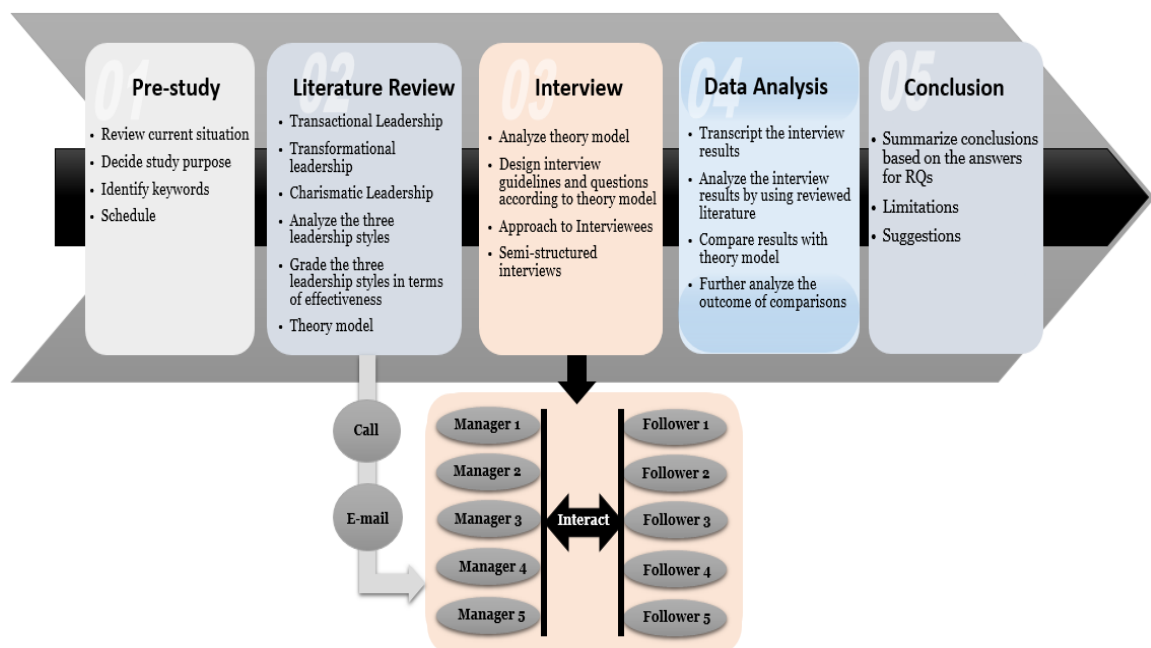


Figure 7: An Overview of Research Process

### 5.3 Pre-study

In the pre-study phase, a general knowledge of the leadership status quo is given, and the direction of my entire study is navigated. My previous boss, who worked in U.S. companies (e.g. Ford Motor Company's headquarters) and lived in U.S. more than ten years, currently as the Deputy General Manager in GITI Tire (China) Investment Co, Ltd., encouraged me to study this topic, because based on her personal experiences, the understanding of effective leadership largely differs in the Western context and the Chinese context. While there is few study to explore this topic result in lack of appropriate and sufficient methods to help expatriates, who originally came from Western countries and currently work as managers in Chinese Subsidiaries, behave effectively in China. Based on her encouragement, I further had a deep conversation with a professor who has been working in the field of leadership study for years in Shanghai University of Finance and Economics by skype. Combining both of their opinions, the direction of my entire study emerged. Simultaneously, a glance of the peer-reviewed articles stimulated me to explore the effective leadership model in the Chinese context by utilizing Western leadership theories.

### 5.4 Literature Review

The approach of the literature review proceeded in three steps. Firstly, the most popular topics in the field of leadership style and management behaviors were analysed. Among them, the three most well-known leadership styles were identified and compared: Transformational leadership, Transactional leadership and Charismatic leadership. Secondly, with the aim of seeking leadership study articles that related to the Asian context or specifically the Chinese context, a gap/absence of research in this area was revealed. The third step was the study through extensive literature about the effective leadership in Chinese and Western context. A culture differences which might influence my study result were subsequently recognized.

With the purpose of ensuring the research quality, the article searching principle is applied before the literature review phase started. The research is based on the peer-reviewed journal articles written in English within the business administration field. The information in the literature review was collected from several databases such us Jönköping University Library, Scopus, ScienceDirect and Google scholar. Wssith the combination of identified keywords below (see **Table 4**), 18 articles were filtered after a double check from the research partner to promise the quality.

Leadership
Effective leadership
Transformational leadership/ Transactional leadership/ Charismatic leadership
Transformational leadership And China/Asia
Transactional leadership And China/Asia
Charismatic leadership And China/Asia
Chinese Business culture
Western Business culture

**Table 4: Search Strings Used for Keywords Search**

## 5.5 Interview

### 5.5.1 Research Strategy

As I stated in section 5.1, the interpretivist paradigm with the exploratory purpose was adopted in this study. A rich set of data is therefore desired in order to gain in-depth comprehension of the research topic and to better prepare for answering the research questions. Based on this reason, I apply a multi-case study strategy in my thesis. This strategy is usually applied for exploratory purposes because it can offer data to answer ‘why’ questions (Baxter & Jack, 2008). Comparing to one case study, multi-case study strategy can discover the differences and similarities between the researched cases, to verify my findings across the single case and to eventually disclose emergent patterns (Yin, 2013). Furthermore, qualitative research, particularly case study strategy, support me to give more attractive and interesting stories (Dyer & Wilkins, 1991).

Ritchie et al. (2003) urged that the number of samples for the study is extremely related to the thesis nature rather than purely pursuing a large number of samples. Patton (2002) also stated that under the qualitative inquiry, sample size seems to be comparatively small. Instead of focusing solely on the sample size, more attentions should be paid to the richness of data and the observational or analytical feasibility of the paper, in consideration of validity, meaningfulness and generated insights. As a result, in comparison with other studies and personal experiences, the sample size between six and twelve is valid in the context.

### 5.5.2 Research Methods

Firstly, semi-structured interviews are implemented in order to collected sufficient data during my case studies phase. Flick (2014) stated that an in-depth interviews stimulate the interviewer to discover subjective viewpoints from the interviewees. Semi-structured interviews normally contains guidelines which provide a clear set of instructions for interviewers as well as offer reliable, comparable qualitative data (Cohen & Crabtree, 2006). Based on these guidelines, predefined open-questions are developed before interview and guide the interviewer during the whole interview. These open questions allow the interviewer to explore deeper information due to the flexibility of adding or changing questions during the interview (Cohen & Crabtree, 2006, Hesse-Biber & Leavy, 2010). The guidelines and corresponding open-questions in my study are elaborated and presented in section 5.5.2.1.

Secondly, secondary data were collected from Internet sources and relevant literature. According to Hanson (2010), secondary data refers to the information that has not been directly collected from my study, but still served the study purpose. The data such as relevant companies’ introductions and background information, published news, participants’ personal statements and resumes are gathered throughout the whole research process. Generally, the qualitative method enables me to gain a deeper knowledge through both primary data and secondary data collecting.

#### 5.5.2.1 Design and Interview Procedure

Overall, the design of guidelines as well as the questions under the guidelines for my semi-structured interviews carefully took into account the study topic: effective leadership style in the Chinese context. I did not go directly to some general questions such as what is the most effective leadership, because answers from participants about general questions might

involve too much subjective emotions result in failure to reflect the authenticity of Chinese practices. Furthermore, too generic questions can confuse the participants lead to a deviation from desired outcomes.

Therefore, I developed three guidelines for the interviews by following a task achievement progress from assignment stage to completion stage (Detail descriptions of each guideline please refer to below section: Guideline for “Assignment of a Task”; Guideline for “Implementation of Task”; Guideline for “Completion of Task”). The proposed questions in each guideline has been considered to be as practical as possible and relatively specific which must oftentimes occur during the working time. Participants can thus answer the questions based on their personal experiences. With the support of practical samples provided by participants, the answer itself became more objective, authentic and valid. Furthermore, the questions were designed to be simple and short without complicated terms and expressions, which is recommended by Trost (2010). In order to adapt the guide to every respondent, the questions did not contain many variations.

Additionally, with the aim of conducting a more comprehensive and objective study, the equal attention was paid to both managers and follows. To be more specific, my study was not only limited to focus on Chinese mangers’ perspectives in terms of effective leadership or effective leader’s behaviors, but also interested in, from followers’ point of view, what Chinese subordinates actually desire or expect from their managers. Therefore, the questions in each guideline has been designed from the two different perspectives (i.e. Chinese managers’ and Chinese followers’). Most importantly, in order to obtain desired outcome as much as possible, the “theoretical model of the three Leadership styles” developed in sections 4.6 have been carefully and seriously taken into account during the entire design process. The specific interview guidelines and questions can be found in the **Appendix 4, 5, 6 & 7**, for managers and followers respectively.

During the interview phase, the fundamental step is building trust with participants in the beginning of each interview (Hesse-Biber & Leavy, 2010). Without trust, it is hard for me to absorb interviewees’ true emotions and reactions. The topic-related and sensitive questions can be followed only when trust relationship established.

1. Guideline for “Assignment of a Task”

- Interview with managers --- I was interested in how/in which they assign a task to their followers (their attitudes, their methods); How much information they would like to deliver to their followers during the assignment phase, and their reactions when their followers are not satisfied with the assignment.
- Interview with followers --- I was interested in what the followers exactly expect from their managers; What factors can affect them to decide whether they are willing to accept the assignment or not; What is the most common attitudes when they receive a task that they are not satisfied with.

2. Guideline for “Implementation of Task”

- Interview with managers --- I asked about how they follow the task after it assigned to their followers (their attitudes, their methods), and their attitudes towards innovation, creation and followers’ personal needs etc.

- Interview with followers --- I asked about their opinions and attitudes regarding the task follow-up process; what kind of support they desire to receive from their managers during the implementation phase.
3. Guideline for “Completion of Task”
- Interview with managers --- I cared about what is the most popular/common method they use to encourage their followers to achieve a task, their reactions when their followers fail to complete the task or make mistakes, and the common measures they use to fix the issues.
  - Interview with followers --- I cared about what kind of assists they desire to receive from their managers when they encounter failures or difficulties (emotional and practical level). What factors followers really matter and can stimulate them to accomplish a task.

Figure 8 presents an outline of the designed semi-structured interviews process including major questions to managers and followers in section 6 “Empirical Findings”.

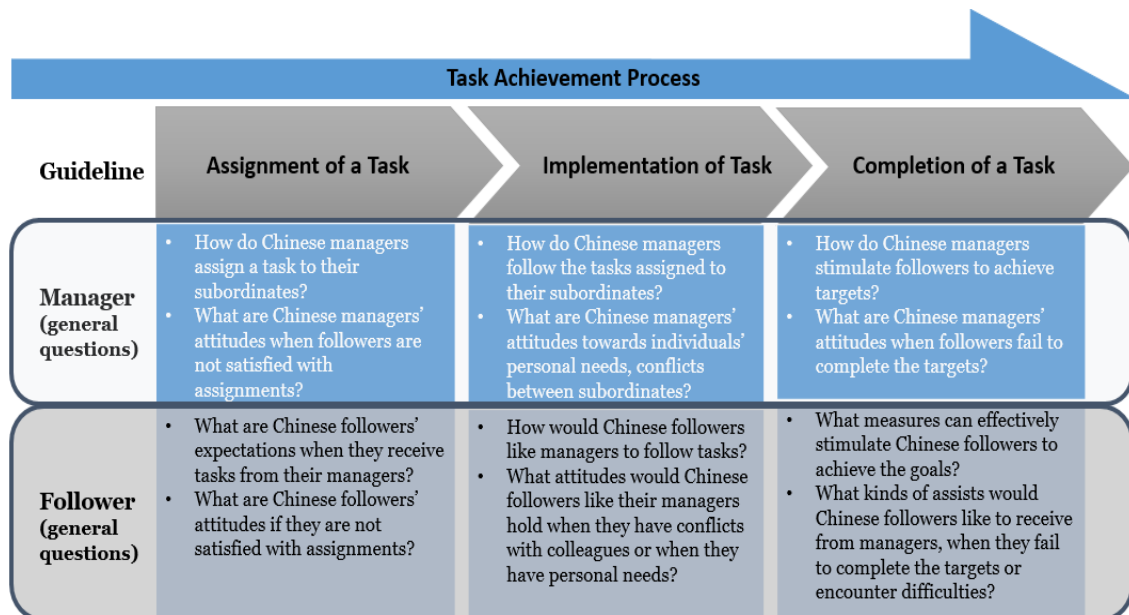


Figure 8: Outline for Designed Semi-structured Interviews

#### 5.5.2.2 Approach to Interviewees (Managers and Follows)

As I already stated, my study aims to explore the effective leadership practices in Multinational Corporation Subsidiaries in China. The selection of the considered interviewees was based on following criteria:

- Working Experience: The selected managers need to have at least 4- year experience in a leader position to ensure that their perception of leadership is mature and representative; For the selected followers, the working experience must be no less than 4 years to ensure that they have a comprehensive understanding of Chinese business culture;
- Living Experience: All participants are native Chinese who were born and are living within China to ensure obtaining a pure Chinese viewpoint on my study topic.



- *Company Size and Structure the person works for:* The working culture in MNCs relatively differs from other type of companies such as private enterprise, state-owned companies in China. Aligning with my study purpose and research questions, I sole selected the persons who worked or are working for well-known Multinational Corporation Subsidiaries with headquarter outside China (preferably in Western countries) or Sino-foreign joint ventures in China.
- *Geographical Location of the company:* All participants I selected need to work in MNCs Subsidiaries that are strictly located within China.

In order to find the most fitting individuals in an efficient manner, with reference to above criteria, I performed a quick screening on “liepin website (liepin.com)” which is the largest and most professional high-end talent community-based recruitment site in China and already joined the Hong Kong Stock Exchange in July 2018. As a result, around 40 persons was selected. After sending an email with a description of my research purpose to each of them, 9 out of 40 persons replied my mail. One of them just informed me that he is not able to join my interview. I gave a call to the rest of 8 persons with more detail information about my study purpose, background, the research questions and interview guidelines. Two out eight did not answer my phone and no long replied my mails. In order to acquire sufficient data base, another 4 people have been reached and accepted my interviews through my personal social network in China. An overview of my case interviewees (managers and followers) can be found in **Table 5** and **Table 6**. The detail information about the interviewees and the companies they worked or are working for is elaborated in section 6.1.

No.	Name	Year to work in a manager position	Company Name	Type of Company	Headquarter	Location	Introduction to the company
1	Manager 1	9+ years	Volvo Car	Foreign-funded	Sweden	China	approximately 2,300 local dealers from around 100 national sales companies worldwide;
			Mars Wrigley Candy (MARS)	Foreign-funded	U.S.A	China	the world's leading manufacturer of chocolate, chewing gum, mints, and fruity confections; employs over 34,000;
2	Manager 2	5+ years	Ernst & Young (E&Y)	Foreign-funded	UK	China	one of the largest professional services organizations in the world, 231,000 employees in over 700 offices around 150 countries;
			Binder Dijker Otte (BDO)	Foreign-funded	Belgium	China	an international network of public accounting, tax and advisory firms; global network across 162 countries with 73,854 people
3	Manager 3	5+ years	SAIC Volkswagen	Joint-Venture	China/Germany	China	the champion of annual sales volume in China passenger car market; in 2016, a vehicle sales volume of over 2 million units;
4	Manager 4	4+ years	PricewaterhouseCoopers (PWC)	Foreign-funded	UK	China	a leading professional services networks worldwide; offices in 158 countries with 236,000 people;
5	Manager 5	4+ years	SAIC General Motors	Joint-Venture	China/U.S.A	China	a multi-brand car company with more than 20 product lines, including the world-renowned Buick, Chevrolet, and Cadillac brands;

**Table 5: An Overview of Selected Managers to be Interviewed for Case Study**

No.	Name	Year to work	Company Name	Type of Company	Headquarter	Location	Introduction to the company
6	Follower 1	6+ years	Honeywell	Foreign-funded	U.S.A	China	a Fortune 100 company with \$40.5B in sales in 2017;
			Deloitte	Foreign-funded	UK	China	largest professional services organizations in the world; 245,000 employees in 150 countries;
7	Follower 2	6+ years	Adidas	Foreign-funded	Germany	China	the largest sportswear manufacturer in Europe, and the second largest in the world;
			LACOSTE	Foreign-funded	France	China	a French clothing company, a turnover of 2 billion EUR in 2017; 10,000 employees in 120 countries;
8	Follower 3	5+ years	C&A	Foreign-funded	Belgium	China	an international chain of fashion retail clothing stores founded in 1841;
9	Follower 4	5+ years	Moët Hennessy Louis Vuitton (LVMH)	Foreign-funded	France	China	a French multinational luxury goods conglomerate founded in 1987; 145,000 employees with 2,400 stores worldwide;
10	Follower 5	4+ years	Costa Coffee	Foreign-funded	UK	China	a multinational coffeehouse company founded in 1971; 3,401 stores across 31 countries;

**Table 6: An Overview of Selected Followers to be interviewed for Case Study**

### 5.5.3 Data Collection

Before interviews, I gave a call to each of participants with detail explanation of my study purpose, interview guidelines and confirmed the time for the interview. I asked them not to prepare a lot before interview, just to answer all questions by heart based on the reality during interviews, because the purpose for these interviews is to explore the most authentic viewpoints from them. The open-questions are designed based on the most common situation in Chinese working environment that they must have already encountered during their daily work. I would like to access their first and true reaction and emotion for these questions in order to ensure the reliability of the study.

My data sample consists of 10 interview's data accomplished in the period of 1st to 6th of Feb, 2018. Interviews lasted between 43 to 57 minutes (see **Table 7** and **Table 8**) and was subsequently transcribed. All interviews are hold in Chinese, because this is the mother tongue of all interviews as well as me, which facilitated the possibility to identify more detailed and complete information.

The physical long distance created difficulties to reach interviewees. I thus adopt skype interviews. The remote interviewing method offers more flexibility for the respondents (Easterby-Smith et al., 2013). Some argued that remote interviewing may lack nonverbal communication or immediate contextualization compared to the face-to-face interview method (Easterby-Smith et al., 2013). In order to minimize this risk, all interviews were recorded after getting the consent from the interviewees which benefits the information accuracy (Patton, 2002), and transcriptions were completed within the same day. Furthermore, some interviewees are contacted several times after the interviews to reassure their ideas, avoiding misunderstanding. All of above ensure the high quality and trustworthy.

No.	Name	Company	Position	Interview		
				Type	Date	Length
1	Manager 1	MARS/Volvo Car	Business Control Manager	skype	3 of Feb, 2018	47 min
2	Manager 2	BDO/E&Y	Manager in Advisory Dept.	skype	3 of Feb, 2018	43 min
3	Manager 3	SAIC Volkswagen	Internal Audit Manager	Skype	4 of Feb, 2018	45 min
4	Manager 4	PWC	Manager in Risk Assurance Dept.	Skype	3 of Feb, 2018	44 min
5	Manager 5	SAIC General Motors	HR Business Partner	Skype	2 of Feb, 2018	57 min

**Table 7: An Overview of Interviews with Selected Managers**

No.	Name	Company	Position	Interview		
				Type	Date	Length
6	Follower 1	Honeywell/Deloitte	Financial Analyst	Skype	3 of Feb, 2018	40 min
7	Follower 2	Adidas/Lacoste	Financial Planning & Analysis (FP&A)	Skype	4 of Feb, 2018	42 min
8	Follower 3	C&A	Buyer	Skype	5 of Feb, 2018	44 min
9	Follower 4	Louis Vuitton	Credit Analyst	Skype	3 of Feb, 2018	41 min
10	Follower 5	Costa	Marketing Specialist	Skype	2 of Feb, 2018	50 min

**Table 8: An Overview of Interviews with Selected Followers**

## 5.6 Date Analysis

According to Bryman & Bell (2011), “Qualitative data deriving from interviews or participant observation typically take the form of a large corpus of unstructured textual material, they are not straightforward to analyse”. Therefore, the multi-case study strategy requires a well-structured analysis followed.

The analysis of my study first follows the structure of the empirical finding chapter to identify the most common answers from both managers and followers interviewed through a cross-case analysis. By associating the classified answers from the interviews with the literature, I am able to answer my first research questions. Then, following a logical path, the theoretical framework support me to go further conducting deeper analysis on gathered data and to answer my second and third research questions. The final conclusions are generated based on my elaborated answers of the three research questions, the theoretical framework and the cross-case analysis.

## 5.7 Research Quality

Eisner (1991) stated that an high quality qualitative study helps the audience understand a situation by transferring presented study findings to their own context. Therefore, there are two elements: validity and reliability, that any qualitative researcher should focus on during the phases of designing the study, analysing the data and evaluating the quality of the research (Patton, 2002). With reference to the statement from Healy and Perry (2000), that each paradigm should be evaluated by its own paradigm's terms, I examine the validity and reliability from four aspects: credibility, confirmability, dependability and transferability in my qualitative research (Lincoln & Guba, 1985).

### 5.7.1 Reliability

#### Credibility

Patton (2002) stated that three indicators test the credibility of a qualitative inquiry. Firstly, from the pre-study to the conclusion section, my research of each stage is seriously selected and well-structured based on the context. Secondly, I hold the pure scientific study attitude and strictly apply the ethical rules. Thirdly, I seriously believe the value of the qualitative inquiry which is one of the factors encouraging me to conduct qualitative method.

#### Confirmability

Confirmability can be achieved by demonstrating how my conclusions are clearly rooted in my research data (Jensen, 2008a). The conclusion of my study is driven by the research propose rather than my own interests. The triangulation of data from multi-case study increases the variety of data resources and further acquires the confirmability for the paper. Additionally, theoretical triangulation is another contribution to the triangulation strategy. During our literature review period, the theoretical model of the three leadership styles was proposed based on objective opinions from different scholars.

#### Dependability

In order to achieve dependability, I need to ensure all findings in my research are consistent and others can follow the steps of my study and possibly repeat it (Jensen, 2008b). Therefore, I improve the accuracy and quality of the data by adopting multi-case study instead of simple case study. Furthermore, with the aim of clearly demonstrating how I finally reach my conclusions, a transparent research process from pre-study phase to conclusion phase has been well-designed and applied throughout the whole period of my study.

#### Transferability

According to Krefling (1991), it is the authors' obligations to provide solid background information about the case companies and individuals as well as the research context and design, which empowers the audience measure the transferability of the study conclusions. By offering "dense description" about the characteristics of our selected case companies and individuals and specifying what criteria were applied in the selection stage, I can achieve the transferability.

### 5.7.2 Validity

According to Easterby-Smith et al., (2013), validity is the accuracy of the measures. If a measurement instrument is not valid for the designed purpose, then it fails interpret findings in a useful way (Bui, 2009). Riege (2003) argued that validity and reliability are tested

altogether by four different aspects: credibility, confirmability, dependability and transferability, which have been elaborated in detail in section 5.6.1.

## **5.8 Research Ethics**

I strictly adhere to the ethical rules throughout the whole research process and keep no harm on my interview participants. Firstly, in the first time when I contacted the potential interview candidates, they have been informed the background of my study and my research purpose, supported by an interview request letter (see **Appendix 2 & 3**). After consents were granted from them, I further gave each of them a call to detailedly explain the interview process and particularly the interview guidelines. They thus can make a final decision of whether to participate based on a better understanding of what I actually expected from them. A transparent and voluntary process with the interviewees has thus been secured. Furthermore, I also anonymized the interviewees by assigning them a number instead of using their true name. By doing so, they can feel safe, trustful and express their feeling and situation in a more sincere manner, which helps me to get an authentic and insightful viewpoints from them. Secondly, the research is not interest-related, which secures me to stick with a pure academic angle to investigate the study topic. Thirdly, I adhere to the principles of data access. All data with backup would be archived throughout the whole study process. Corresponding research would only be applied to the individuals who related to the study topic and meet the selection criteria (Easterby-Smith et al., 2013).

## 6. Empirical Findings

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*The empirical findings of 10 cases are presented in this section. The background of each interviewees and the companies they worked or are working for is introduced. The interview questions are designed based on theoretical framework which is presented in chapter 4. The empirical data collected from interviewees is further classified according to the Task Achievement process with the aim of better supporting me to arrive at the following analysis chapter.*

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### 6.1 Background of Interviewed Managers and Followers

In this section, it is presented a summary of every respondent interviewed, from different MNCs Chinese Subsidiaries with headquarter outside China or Sino-foreign joint ventures in China. An introduction, including a detail description of interviewees' work experiences and a background of the enterprises they worked or are working for, provides a better comprehension of the outcomes from interviews. All information is extracted from the interviews and completed with reports and articles about the enterprises, scoured mainly from companies' official website and Wikipedia.

#### 6.1.1 Background of Managers Interviewed

**Interviewee No. 1** has nearly 20 years of work experience in the fields of Business control and audit with 9-year experience on a manager role in China. As an internal control manager, She worked in GITI Tire (China) Investment Company Ltd., Mars Wrigley Candy (China) Co., Ltd. Her current job position is internal audit manager in Volvo Cars.

All of the companies she has worked for are well-known multinational corporates. For instance, Mars Wrigley Confectionery is the world's leading manufacturer of chocolate, chewing gum, mints, and fruity confections. Headquartered in Chicago, U.S.A, Mars Wrigley Confectionery employs over 34,000 Associates globally and have operations in approximately 70 countries, as well as distributes its world-famous brands including M&M's®, Snickers®, Twix® in more than 180 countries<sup>1</sup>. Volvo Cars, for which she is currently working, manufactures and markets sport utility vehicles, station wagons, sedans and compact executive sedans. With approximately 2,300 local dealers from around 100 national sales companies worldwide, Volvo Cars' largest markets are China, the United States, Sweden, and the other countries in the European Union. Its headquarters locates in Gothenburg, Sweden<sup>2</sup>.

With an excellent performance in annual KPI, she led different sizes of internal control team to identify and mitigate risk exposure for organizations. Recommendations for improvements regarding companies' operational processes need to be constantly monitored and assessed by her team with aim of ensuring adherence to companies' policies and all applicable legislations. She also led several global internal control programs for FCPA (i.e. Foreign Corrupt Practices Act) anti-corruption compliance. Furthermore, in order to raise the internal control awareness within the whole organization, to better communicate and

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<sup>1</sup> Sourced from MARS Wrigley Confectionery official website: <https://www.mars.com/global/brands/confectionery>

<sup>2</sup> Sourced from Wikipedia website: [https://en.wikipedia.org/wiki/Volvo\\_Cars](https://en.wikipedia.org/wiki/Volvo_Cars)

train staff from different departments, a cross-functional team was initiated by her. A very good collaboration was thus established between her and her followers.

**Interviewee No. 2** has over 13 years of work experience in the field of assets appraisal with 5-year experience on a manager role in China.

She, a Certified Public Accountant (CPA), has been working in Binder Dijker Otte (BDO) China - an international network of public accounting, tax and advisory firms which perform professional services. Headquartered in Zaventem, Belgium, BDO's global network extends across 162 countries and territories, with 73,854 people working out of 1,500 offices<sup>3</sup>. Her current job position is a manager in Ernst & Young Advisory department in China. Headquartered in London, England, Ernst & Young is one of the largest professional services organizations in the world. It has 231,000 employees in over 700 offices around 150 countries in the world<sup>4</sup>.

Depending on clients' requirements, She led different sizes of team to perform inspections on used commercial equipment such as trucks, heavy construction equipment, agriculture equipment, machine tools, etc. By following her instruction, her team constantly helps clients to make confident business decisions for lease returns, repossessions, pre-funding, legal requirements and private sales. Her remarkable leadership skills contribute to an excellent relationship between her and her subordinates, which indicates an outstanding annual performance of her team.

**Interviewee No. 3** has nearly 10 years of work experience in the field of internal audit with 5-year experience on a manager role in SAIC Volkswagen Automotive Co., Ltd. (SAIC Volkswagen) in China.

SAIC Volkswagen is a Sino-German joint venture, in which SAIC Motor and Volkswagen Group hold a stake of 50 percent each (i.e. 50% by SAIC, 40% by Volkswagen Group and 10% by Volkswagen China Investment Co., Ltd.). Headquartered in Shanghai, China, SAIC Volkswagen has also built up 5 production centres throughout China. The brand VW models produced and sold by SAIC Volkswagen include Skoda, Passat, Tiguan, Lavalida, etc. In 2016, SAIC Volkswagen has achieved a vehicle sales volume of over 2 million units by virtue of its various products, targeted marketing and high-quality service. It also continues to be the champion of annual sales volume in China passenger car market<sup>5</sup>.

As an internal audit manager in SAIC Volkswagen, she is acting as a key team leader, managing various types of audit related projects. Her responsibilities includes implementing on-site audits, reviewing staff's working paper, monitoring and optimizing audit schedule, delivering audit reports. The topics of audit projects cover Anti-corruption, Business Ethics, Merge and Acquisition, Finance, credit control, etc. After on-site audits, she is also a key contact to coach auditees from all relevant departments correcting the deviations identified during audits. She has been awarded as an outstanding cross-functional leader within the whole company.

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<sup>3</sup> Sourced from Binder Dijker Otte (BDO) official website: <https://www.bdo.global/en-gb/about/our-global-network>

<sup>4</sup> Sourced from Ernst & Young company official website: [https://www.ey.com/gl/en/about-us/2020-vision\\_about-us](https://www.ey.com/gl/en/about-us/2020-vision_about-us)

<sup>5</sup> Sourced from SAIC Volkswagen Annual Report 2016.



**Interviewee No. 4** has over 12 years of work experience in the field of risk assessment and management with 4-year experience on a manager role in PricewaterhouseCoopers (PwC) Risk Assurance Department in China.

With offices in 158 countries, 743 locations, and more than 236,000 people, PwC, headquartered in London, UK, is among the leading professional services networks in the world. The company helps organisations and individuals create the value they're looking for, by delivering quality in assurance, tax and advisory services. In 2017, PwC firms provided services to 419 companies in the Fortune Global 500 and more than 100,000 entrepreneurial and private businesses<sup>6</sup>.

As a manager in PwC Risk Assurance function, she supervises her team to provides services across regulatory, compliance and internal controls by examining beneath the surface to evaluate and mitigate risk across entire business processes and operations. The responsibilities for her team would focus on helping clients to design, build and optimize their core business processes. The higher employee turnover in PwC firm requires her having excellent leadership skills to deal with various staff who hold multifarious personalities.

**Interviewee No. 5** has over 8 years of work experience in the field of Human Resource with 4-year experience on a manager role in China.

She is currently working for SAIC General Motors Corporation Limited (SAIC General Motors), acting as a senior HR business partner. SAIC General Motors - headquartered in Shanghai, China, is a joint venture between SAIC MOTOR and General Motors. SGM, a multi-brand company with more than twenty product lines, including the world-renowned Buick, Chevrolet, and Cadillac brands, covering the luxury, compact and SUV segments, as well as hybrid and electric vehicles, has 4 major manufacturing bases, 9 vehicle plants and 4 powertrain plants throughout China<sup>7</sup>.

Working in HR function, her department maintains company staff by establishing a recruiting, testing, and interviewing program as well as counsels managers from different departments (e.g. sales dept., purchasing dept. marketing dept.) on candidate selection process. Another major task for her team is to provide various leadership trainings to company management regarding the topic of how to coach, discipline and stimulate their subordinates. She thus has a very close connection with companies' management team and take this advantage to get insight of Chinese leadership. During our interview, she provided her opinions of the most popular leadership style in both SAIC General Motors and SAIC Volkswagen.

#### *6.1.2 Background of Followers Interviewed*

**Interviewee No. 6** had 2 years of work experience in Deloitte China internal audit department. After that she got an opportunities to be a financial analysis in Honeywell (China) Co., Ltd. (Honeywell China). In total, she has above 6 years of work experience in Multinational Corporation Subsidiaries in China.

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<sup>6</sup> Sourced from PwC company official website: <https://www.pwc.com/gx/en/about.html>

<sup>7</sup> Sourced from SAIC General Motors company official website: <http://www.saic-gm.com/www/web/saic-gm/about-company>



Headquartered in London, UK, Deloitte – one of the largest professional services networks in the world, has approximately 245,000 employees in 150 countries<sup>8</sup>, providing audit & assurance, tax, legal, risk and financial advisory and consulting services. Headquartered in United States, Honeywell, as one of the MNCs she worked for, invents and manufactures technologies that address some of the world’s most critical challenges around energy, safety, security, productivity and global urbanization. It is a Fortune 100 company with \$40.5B in sales in 2017<sup>9</sup>.

**Interviewee N0. 7** was recruited by Adidas China after she graduated from Shanghai Jiao Tong University. As a financial analysis, she has been working in Adidas China for nearly 3 years. Her current job is senior financial analysis in LACOSTE China.

Founded and headquartered in Herzogenaurach, Germany, Adidas is a multinational corporation designs and manufactures shoes, clothing and accessories. It is the largest sportswear manufacturer in Europe, and the second largest in the world<sup>10</sup>. Headquartered in France, LACOSTE, as a French clothing company, achieved a turnover of 2 billion euros in 2017 with 10 000 employees across 120 countries<sup>11</sup>.

**Interviewee N0. 8** as a buyer for more than five years, was working for several multinational enterprises such as C&A in China in the field of Purchasing. Headquartered in Vilvoorde, Belgium, C&A, as an international chain of fashion retail clothing stores, has successfully led the way in offering more affordable clothes in the latest styles and fashion<sup>12</sup>.

**Interviewee No. 9** was working in Moët Hennessy Louis Vuitton (LVMH) Finance department in China for more than five years, as an AP accountant, AR accountant and ended up as a credit controller in LVMH Perfumes & Cosmetics company in China.

Headquartered in Paris, France, LVMH, as a French multinational luxury goods conglomerate, achieved 42.6 billion euros in revenues in 2017 . The company, formed in 1987, currently has 145,000 employees with 2,400 stores worldwide<sup>13</sup>.

**Interviewee N0. 10** was working in Costa Coffee in China in the field of marketing for more than four years. She was responsible for marketing related project such as marketing research, Brand planning within Costa Coffee China market.

Headquartered in Dunstable, United Kingdom, Costa Coffee is a British multinational coffeehouse company. It is the second largest coffeehouse chain in the world, and the largest in the UK with 3,401 stores across 31 countries<sup>14</sup>.

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<sup>8</sup> Sourced from Deloitte company official website: <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/about-deloitte.html>

<sup>9</sup> Sourced from Honeywell company official website: <https://www.honeywell.com/who-we-are/overview>

<sup>10</sup> Sourced from Wikipedia website: <https://en.wikipedia.org/wiki/Adidas>

<sup>11</sup> Sourced from LACOSTE company official website: <https://www.lacoste.com/se/corporate-group.html>

<sup>12</sup> Sourced from C&A company official website: <https://www.c-and-a.com/uk/en/corporate/company/about-ca/story/>

<sup>13</sup> Sourced from LVMH company official website: <https://www.lvmh.com/group>

<sup>14</sup> Sourced from Wikipedia website: [https://en.wikipedia.org/wiki/Costa\\_Coffee](https://en.wikipedia.org/wiki/Costa_Coffee)

## 6.2 Common Thoughts and Behaviors among Chinese Managers

### 6.2.1 *How do Chinese managers assign a task to their followers?*

All of managers interviewed (respondents 1, 2, 3, 4, 5) stated that when they assign a task to their staff, the most important thing is to ensure that their staff can correctly understand their requirements and expectation of the task. Roles and responsibilities thus have been clearly defined and delivered to the staff.

Three managers out of five interviewed (respondents 2, 3, 4) also admitted that they always tell junior staff what exactly need to be followed and what exactly need to be done without further explanations (e.g. some explanations of the assignment's background, etc.). They believe that it is useless for junior staff to obtain a lot of task-related information. One interviewed manager (respondent 2) further confirmed that "based on my experiences, giving junior staff the entire background of the task does not stimulate them to achieve the assignment. On the contrary, most of time this even hinder them completing the task, since overwhelming information could confuse them. The real objective of the task thus become vague for them." While, for the senior staff, managers (respondents 1, 3, 5) usually pay more attention on how to help them capture the integrated information of the assignment. Some of them (respondents 1, 5) consider to develop the assignment plan together with senior staff, and are willing to take staff's opinion into account. "ensuring my senior staff fully catch up the purpose of the task is my priority when I give an assignment to them, because this will directly affect the result of the task. If they misunderstand the objective of the task, how can I expect a satisfied and valuable outcome from them." according to respondent 5.

However, most of the managers (respondents 1, 2, 3, 4) clarified that they see no needs to present an appealing vision to their staff whatever senior staff or junior. Furthermore, they do not believe that putting value on a task is crucial to stimulate their staff achieving the goal. "Because what matters me is whether my followers can complete the assignment that has been given to them or not. A vision cannot assist my staff with that. (respondent 2)" Only respondent 5 mentioned that "I emphasize on followers' senses of self-worth during assignments. For instance, instead of directing my staff to build a wall, it will be different when my staff realize they are building one of the biggest churches in the world. However, I am not sure to what extent will this motivate my staff. As a HR manager in SAIC General Motors, I got the feeling that many managers in my company do not take the topic of staff's self-actualization seriously."

### 6.2.2 *What are Chinese managers' attitudes when followers are not satisfied with assignments?*

All of managers interviewed (respondents 1, 2, 3, 4, 5) preferred to implement and complete the task first even though they notice that their followers are not satisfied or not willing to accept the assignment. They questioned professional ethics of the followers who refuse to perform assignments.

Two out of five managers interviewed (Respondents 2, 4) committed that they usually insist or even force their followers to implement the assignment when their staff is unsatisfied with the assignment, due to the time pressure. "Time is limited for the task. I do not have plenty of time to consider my staff's emotion and to listen my staff's arguments (respondent 2)." "I am working for a consulting firm. Every project I led is urgent based on client's requirement.

If one of my team member strongly refuses to conduct the project, I have to ask him/her leaving my team. This definitely affects his/her annual performance. In the worst case, he/she might be fired. (respondent 4)”

Comparing to respondents 2 and 4, the attitudes of respondents 1, 3, 5 are a bit mitigating. When they receive the hit that their followers are reluctant to perform the assignment, they take the first step to find out the reason. “One of the reasons could be that my staff thought the task I assigned to him was not in line with or even had a contradiction with his career development. In this case, I persuaded him to continue conducting the task. If this staff is senior and experienced, the next assignment I assign to him might be an opportunity for him to develop his career path. (respondent 1).” “If my staff is worried about lack of competence to achieve the task, I will then encourage them to implement it. Most of time, they are just lack of confidence. As a manager, I know my staff’s ability (respondent 3).” However, all of them confirmed that, for whatever the reasons, they expect their staff to achieve the task that they assigned to them rather than changing the task to another person. “I am willing to take care of my staff’s emotion, while completing the assignment is always the priority (respondent 5).” “If my staff do something against the task, I will then doubt about the staff’s professional ethics. And this will ultimately affects his/her annual performance review (respondents 1, 2, 3, 4, 5).”

### *6.2.3 How do Chinese managers follow the tasks assigned to their followers?*

All of managers interviewed (respondents 1, 2, 3, 4, 5) stated that fully empowering their staff to perform the task they assigned is not their usual practices. They highly value a follow-up and monitor system. Most of them (respondents 1, 3, 4, 5) implement a weekly follow-up meeting. Respondent 4 even prefers a daily meeting. Respondent 3 said “I never authorize my employees to complete a task without my supervision”. All of them want to ensure the assignment going towards to a right direction and make every step correct during the journey of task’s implementation. According to respondent 1, “I like the followers who frequently report the status of assignment to me, who put me into copy for every crucial mail.” “Any deviation or accident eventually results in the delay of the assignment. Extra workload is thus required (respondent 2).” In fact, the sense of trustworthiness between managers and their followers is relatively weak.

Four out of five managers interviewed (respondents 1, 2, 3, 4) claimed that their staff should follow the existing work instruction to complete the task instead of creating new methods. Both respondent 2 and 4 committed that the schedules for the projects they led are extremely tight. The standard procedures are thus required to be followed. They are not in favour of creative methods from their followers. “I believe that the standard operating procedure (SOP) formulated based on many people’s experience is the most efficient and effective way to fulfil the assignment. So I do not endorse creative activities from my staff (respondent 4).” “Sometimes innovations mean troubles, which causes delays to deliver the task (respondent 2).” Respondent 3 further confirmed that “I am quite worried about the failure of the task due to my staff’s lack of experience and competence in terms of creation. I do not fully trust their creativity.” If followers want to make innovations during the work, respondent 5 requires two scheme from the followers (i.e. one scheme following the normal procedure, one scheme created by the followers). “Then I will measure the feasibility of implementation of the new methodology my staff proposed (respondent 5).” In conclusion,

all managers (respondents 1, 2, 3, 4, 5) held a negative attitude towards innovation and creation.

#### *6.2.4 What are Chinese managers' attitudes towards individuals' personal needs, conflicts between followers and employees' private life?*

Individuals' personal needs is not a priority for all of the managers interviewed (respondents 1, 2, 3, 4, 5). Two managers interviewed out of five (respondents 1, 2) do not pay any attention to their followers personal needs. "I do not have enough time to concern my followers' personal needs. Maintaining the whole team functionally operating is the most important part of my work." respondent 1 said. The rest of three managers (respondents 3, 4, 5) take their followers' personal needs into account when they have time. They thought taking care of subordinates' personal needs is good but not crucial. "It does not contribute a lot to help my staff achieve the task (respondent 3)."

All of managers interviewed (respondents 1, 2, 3, 4, 5) do not intervene in conflicts between their subordinates. Respondents 2, 3, 5 consider to arrange a meeting with the employees who have conflicts only when quarrels between them affect severely daily work.

#### *6.2.5 How do Chinese managers stimulate followers to achieve targets?*

According to respondent 5, "SAIC General Motors has a well-defined rewards and punishment mechanism. Key performance indicator (i.e. KPI), as a type of performance measurement, is thus highly valued by all level management teams with the aim of stimulating followers to fulfil their assignments. Additionally, my department (i.e. Human Resource department) is implementing the OKR (i.e. Objectives and key results) framework, which is another method applied to measure employees' contributions on the objectives of the tasks and receive the rewards accordingly. Besides that, some soft leadership skills, such as considering followers' needs, encouraging followers, helping followers build up their confidences, are advocated by my department (i.e. Human Resource department). While obviously, management teams endorse rewards and punishment system much more than soft skills. Most managers in SAIC General Motors believe in this system." The feedbacks from other interviewees also supported respondent 5. Respondent 2, 3, 4 offer recognitions and rewards to their followers when the agreed goals are achieved. "Besides KPI, my company has some additional rewards such as supermarket Coupons for the employees who have excellent performances (respondent 4)." "I score the performance for my subordinates after they accomplish one goal. This is a common and helpful method in my company (respondent 2)."

Only respondent 1 considered that the rewards and punishment system and mental encouragement might be mutually important. "A strict KPI might destroy my subordinates' enthusiasm of work. The staff's motivation of achieving the goal might not only come from KPI. Paying attention on their personal needs, appropriate compliments on what they have fulfilled etc. can become the incentives (respondent 1)."

#### *6.2.6 What are Chinese managers' attitudes when followers fail to complete targets?*

All of managers interviewed (respondents 1, 2, 3, 4, 5) stated that the first step is taking actions to correct issues. Completing targets is priority. They fix the problem themselves rather than giving subordinates another chance due to tight schedules of projects. Three out

of five managers (respondents 2, 4, 5) confirmed that similar tasks will not be given to this subordinates next time. They question the staff's credibility.

All of managers interviewed (respondents 1, 2, 3, 4, 5) assist followers to discover and analysis reasons behind failures. If it relates to personal misconducts such as followers' attitudes, business ethics, the punishment will be more severe. "Any issue related to staff's business ethic is zero tolerance." respondent 1 stated. Four managers interviewed out of five (respondents 1, 2, 4, 5) believed that failures affect employees' performances and their promotions. This statement once again confirmed the fact that managers emphasize on the rewards and punishment mechanism.

Four out of five managers interviewed (respondents 2, 3, 4, 5) stated that they do not pay close attention to followers' emotions when the targets assigned to the followers fail, unless this has seriously affected their work performances. "It is normal when staff feel frustrated after failures. They can recover themselves (respondent 2)." "To be professional, my employees should be able to control their emotions and behave appropriately (respondent 4)." Respondent 5 pointed out that "I am too busy to take care of every subordinate's emotion. Only if the employee is experienced and valuable for my team, I might consider to have a conversation with him/her." Respondent 2 noticed that her company recently is educating management teams to lay emphasis on followers' emotions, development of career path and personal needs. However she claimed that "these kinds of requirements do not fit into Chinese culture and it will not be successful. Other managers in my company have the same feeling with me." Only respondent 1 emphasized on the spiritual communications with her employees. She usually arranges meetings with her subordinates when they feel frustrated due to the failure of one task.

### **6.3 Common Thoughts and Behaviors among Chinese Followers**

#### *6.3.1 What are Chinese followers' expectations when they receive tasks from managers?*

All of followers interviewed (respondents 6, 7, 8, 9, 10) expected their role and responsibilities can be clearly defined by their managers prior to the implementation of the tasks. Their managers need to clarify the requirements and the deadline for the assignment. "To be more precise, I would like to understand what my manager exactly want me to deliver and how much recourse he can offer me (respondent 7)." "In order to deliver a satisfying result, I need to master the background information and the purpose of the assignment (respondent 8)." "Prior to the implementation of assignment, the most important thing matters me is to ensure that the resource and information I received from my manager is sufficient enough to assist me accomplishing the assignment (respondent 10)."

All of followers interviewed (respondents 6, 7, 8, 9, 10) did not show interests in the topic of an organizational vision or a mission of their departments/companies. "I neither ask for nor interested in any information which cannot assist me to fulfil the specific assignment. I do not expect my manager help me to achieve my self-realization, because in Chinese enterprise culture, managers do not care about subordinates' senses of achievement. The only thing matters them is how much followers can contribute to their work performance. So I do not feel unsatisfied, even though I am not able to gain a sense of self-worth from my

daily work. I desire an excellent work performance which can lead an salary increase or an opportunity of promotion (respondent 6).” The feedback from the rest interviewees confirmed the respondent 6’s opinion. The only difference from respondents 9, 10 is that both of them value self-actualization while they do not expect helps from their managers in terms of this topic. The reason they provided is accidentally same as respondent 6.

### *6.3.2 What are Chinese followers’ attitudes if they are not satisfied with assignments?*

Four followers out of five interviewed (respondents 6, 7, 8, 9) decided to perform and complete the assignments even though they feel allergic to it. “I do not want to annoy my manager. From my boss point of view, he expects me to fulfil the task. My rejection makes trouble to him which might affect the result of my annual performance review. I am not willing to take this risk (respondent 6).” “To be more professional, I try my best to achieve the task my boss assigned to me (respondent 8).” However, all of them (respondents 6, 7, 8, 9) consider to have a conversation with their managers if they constantly receive the assignments that they are unsatisfied with. “For example, if I have been continuously assigned to perform some tasks which do not align my career development during last six months, I believe it is necessary to communicate my opinions with my boss. I cannot live with a job which have a contradiction with my own career path for a long time (respondent 6).” Respondent 7 also confirmed that “if I always been given some repetitive or low-value job, I prefer to have a chat with my manager with the aim of demanding more challenging assignments.”

Respondent 10 is the only interviewee preferred to communicate with her manager immediately when she receives a task that she is not willing to implement. “But my bosses always persuade me to proceed with the task. Based on my experience, under no circumstance, they change their mind to adjust my work.”

### *6.3.3 How would Chinese followers like managers to follow tasks?*

Respondents 6, 8, 9, 10 pointed out that after the task has been assigned to them, a well-defined monitoring program is necessary. “I appreciate if my manager can tightly follow up the status of assignment implementation. If some deviations occur, he can timely take corrective actions (respondent 9).” “Weekly follow-up meeting is a must (respondent 6)” “During the implementation, I actively report the status of the task to my manager. And I got the feeling that he likes this work methodology. A weekly update is required (respondent 8).” Respondent 7 is the only interviewee who delivers the results of the tasks to her manager without follow up. “It will be good, if my manager can apply a monitoring process on my performance in case some problems happen and become serious. (respondent 7).”

All of the followers interviewed (respondents 6, 7, 8, 9, 10) held negative attitudes towards innovation. They expect a clear Standard operating procedure (SOP) or some guidelines when they have been assigned a task. “In the best case, my manager can provide me with a detail instruction of the assignment and can coach me to achieve it step by step (respondent 6).” In other words, if work instructions exist, they rather follow the existing guidelines than create new method to complete the assignment. “Most of leaders do not encourage creative activities, because an innovation contains a risk of failure. They are reluctant to taking the risk and do not like followers making such troubles to them (respondent 8)” Respondents 9, 10 further confirmed the comments from respondent 8. “I am willing to communicate my

new idea with my boss, but most of the time they ask me to follow the SOP. Their attitudes towards creation are quite conservative (respondents 9, 10).”

#### *6.3.4 What attitudes would Chinese followers like managers to hold when they have conflicts with colleagues or when they have personal needs?*

All of the followers interviewed (respondents 6, 7, 8, 9, 10) actually do not desire their managers pay attention to their personal needs. They considered their bosses are too busy to take care of the topic of followers’ personal needs. Furthermore, most of them (respondents 6, 7, 8, 9) doubt that the management team really concern subordinates’ special needs. “It seems that the only thing management values is the outcome of my job which affects their performance”. On the other hand, most of them (respondents 6, 7, 8, 10) do not want to communicate their personal needs with their managers. “My personal needs are not part of work. It is more related to my personal life. I do not want to mix them.”

All of the followers interviewed (respondents 6, 7, 8, 9, 10) stated that managers better do not intervene in subordinates’ conflicts. All of them believe they can manager all conflicts. According to respondent 6, “I do not want to create troubles to my bosses.”

#### *6.3.5 What measures can effectively stimulate Chinese followers to achieve the goals?*

All of the followers interviewed (respondents 6, 7, 8, 9, 10) consider the performance appraisal, such as KPI review, as a valuable method to incentivize them accomplishing tasks. They generally agreed that Annual Key Performance Indicator evaluation is a relative fair process. “by measuring my annual KPI, I am clearly aware of what are the most important missions I need to accomplish during the year. All awards and punishments linked up with my performance makes me feel comfortable (respondent 6).” “My manager together with me to formulate my annual KPI. The difficulty of requirements he put on me is gradually increasing which also stimulate me to improve myself (respondent 8).” Respondent 9 drew a conclusion that “performance evaluation is the most significant motivation for me to constantly contribute to my department.”

Four followers out of five interviewed (respondents 6, 7, 8, 9) show less interests in other soft incentives such as moral encouragement, a sense of self-actualization. “Although a sense of achievement makes me happy, salary increases and promotion is still a key motivation for me to accomplish my mission (respondents 7, 9)” “I will not dedicate myself to achieve a challenge only because of moral encouragement. Salary incentives such as bonus is key (respondent 6).” While respondent 10 emphasized on achieving self-worth. “In the long run, self-development and self-actualization are more meaningful for me (respondent 10).”

#### *6.3.6 What kinds of assists would Chinese followers like to receive from managers, when they fail to complete targets or encounter difficulties?*

Three followers out of five interviewed (respondents 6, 7, 8) would like to receive supports from their bosses when they encounter some troubles during their work. “I update the issue immediately with my manager (respondent 7).” However, all of them confirmed that their bosses do not always timely give them advice or help them resolve problems. “But it is make sense. The management recruits me because they believe I can independently handle my job (respondent 8).” Respondent 9, 10 prefer resolve all issues by themselves. The reason is

almost same as the comments from respondent 8: “my company who is paying me salary expects my contributions (respondent 9, 10).”

All of the followers interviewed (respondents 6, 7, 8, 9, 10) confirmed that there are negative influences on their annual performance evaluation if they fail to complete an assignment. They deemed it is fair and acceptable. “I fail to achieve what I agreed with my manager, which results in a lower score in performance review. This is reasonable. (respondent 9)” However, the answers of the question “should their managers help them find out the reasons of failure” differed. Respondents 6, 7, 10 committed that they prefer self-reflection, while respondents 8, 9 would like to reflect on the failures together with their managers. According to respondent 7, “Conducting reflection process together with the management team helps me better understand what exactly my manager requires. The same mistakes can thus be avoided next time. However, my boss is not enough supportive in terms of reflection process.”

Four followers out of five interviewed (respondents 6, 7, 8, 10) do not care whether their managers pay attention to their emotions or not when they encounter some failures. “I feel frustrated, but I can recover myself. I am more interested in the analysis of failure in order to avoid next failure (respondent 10).” “To be professional, I am able to handle my emotion (respondent 7, 8).” Respondent 9 is the only interviewee needs some comfort from her manager. “I appreciate if I my manager can take care of my feeling, because I suffered after a failure. However, I have a feeling that Chinese leaders do not pay much attention on their subordinates’ emotion. And I can live with this.”

## **6.4 Classification of Common Thoughts and Behaviors among Chinese Managers and Followers**

### *6.4.1 Assignment of a task*

#### *6.4.1.1 Most Popular and Effective Ways of Task Assignment*

All of managers and followers interviewed (respondents 1, 2, 3, 4, 5, 6, 7, 8, 9, 10) are unanimous in the opinion of what is the most popular way managers assign a task to their subordinates. All of them agreed that (1) roles and responsibilities of assigned followers need to be clearly defined by managers. (2) requirements, due dates and expectations of the tasks need to be predetermined by managers.

Most of managers interviewed (respondents 2, 3, 4) further stated that they usually restrict or limit the information that provided to staff. They only tell staff what exactly need to be completed without further explanations (e.g. skip some explanations about the assignment’s background, propose, how many relevant persons and departments involved, etc.), because they believe that overwhelming information could confuse their staff and hinder them to achieve the assignment. However, managers are actively assisting some senior staff to obtain task related information, because they believe that they can only expect a valuable outcome, when senior staff master all information and obtain sufficient resources. These opinions also have been confirmed by all of followers interviewed (respondents 6, 7, 8, 9, 10).



Additionally, managers and followers hold uniformly negative attitude towards an organizational vision or their department mission. Most of managers interviewed (respondents 1, 2, 3, 4) believe that neither an appealing vision or mission nor providing meaning for a task can actually stimulate their subordinates to fulfil the assignment. This belief has been acknowledged by all followers interviewed (respondents 6, 7, 8, 9, 10).

Regarding the topic of followers' self-actualization and self-esteem during task assignment, only one manager (respondent 5) is willing to take this topic seriously. Followers commonly agreed that in Chinese enterprise culture, managers do not care about subordinates' senses of self-achievement and self-actualization that much, and what actually matters managers is how much followers can contribute to their work performance. Most followers interview (respondents 6, 7, 8) do not feel unsatisfied, even though they are not able to gain a sense of self-worth from their daily work. Instead, they more desire and value an excellent work performance which can lead an salary increase or an opportunity of promotion.

**Most common behavior identified from managers' and followers' interviews:**

- (1) **Clearly clarify predetermined expectations and requirements;**
- (2) **Clearly define roles and responsibilities;**
- (3) **Restrict the information and resource about the tasks delivered to followers;**
- (4) **Show no interests on an appealing vision or mission;**
- (5) **Pay less attention to individuals' self-actualization and self-esteem;**
- (6) **Pay more attention to an excellent work performance or an opportunity of promotion;**

*6.4.1.2 Most Common Attitudes towards Unsatisfied Assignments*

Nine out of ten managers and followers interviewed (respondents 1, 2, 3, 4, 5, 6, 7, 8, 9) preferred to implement and complete the task first when they face the situation that followers felt unsatisfied with the tasks their managers assigned. However the reasons for that differ from managers and followers.

Due to the time pressure, some managers insist or even force the followers to perform assignments. According to the opinions from managers interviewed (respondents 2, 4), in Chinese working culture, usually time is extremely limited for one task and the completion of the task is highly valued. They do not have sufficient time to take care of subordinates' emotion. All of managers interviewed (respondents 1, 2, 3, 4, 5) questioned professional ethics of the followers who refuse to perform assignments.

The reason for the followers interviewed (respondents 6, 7, 8, 9) who decided to implement unsatisfied assignments is that they do not want to make troubles to their managers which will ultimately affect their annually performance evaluations and salary increases. Only when they constantly receive the assignments that they do not want to conduct for a while, approximately six months, then they might consider to have a conversation with their managers.

**Most common behavior identified from managers' and followers' interviews:**

- (1) **Conduct tasks anyway even if individuals not satisfied with the tasks due to the time pressure (i.e. pay less attention to followers' emotion);**
- (2) **Question professional ethics of the followers who refuse to perform assignments;**
- (3) **Care about annually performance evaluations and salary increases;**

#### 6.4.2 Implementation of a task

##### 6.4.2.1 Most Popular and Effective ways of Task Follow-up

Managers and followers interviewed (respondents 1, 2, 3, 4, 5, 6, 7, 8, 9, 10) unanimously agreed that a well-defined monitoring process is essential during the task implementation phase. All of interviewed managers and followers believed that after a task has been assigned, a weekly follow-up meeting is preferable. Managers usually require their followers to report the status of task frequently, which is exactly what all of followers interviewed (respondents 6, 7, 8, 9, 10) desire, because any deviation eventually results in the delay of assignments delivery or extra workload. It is notable that the sense of trustworthiness between managers and their followers is relatively weak.

In addition, all of managers and followers interviewed hold uniformly cautious attitude towards innovation and creation. Most of managers (respondents 1, 2, 3, 4) stated that their subordinates should follow existing work instructions to complete the task instead of creating new methods. All of followers (respondents 6, 7, 8, 9, 10) also expect a clear Standard operating procedure (SOP). If work instructions exist, they rather follow the existing guidelines than create new method to complete the assignment. Followers has a common opinion that most leaders are reluctant to taking a risk of failure from an innovation and do not like followers making such troubles to them.

##### **Most common behavior identified from managers' and followers' interviews:**

- (1) **Highly value a well-defined monitoring system;**
- (2) **Prefer a weekly follow-up meeting;**
- (3) **Lack of a sense of trustworthiness between managers and followers;**
- (4) **Avoid deviations which would result in a delay of assignments delivery;**
- (5) **Hold cautious/negative attitude towards innovations and creations;**
- (6) **Comply with work instructions and obey standard operating procedure;**

##### 6.4.2.2 Most Common Attitudes towards Individuals' Personal Needs, Conflicts between Subordinates

Individuals' personal needs is not a priority for all of the managers interviewed (respondents 1, 2, 3, 4, 5). Correspondingly, all of the followers interviewed (respondents 6, 7, 8, 9, 10) actually do not desire managers pay attention to their personal needs. They do not considered their personal needs as part of daily work and they believed that their bosses are too busy to take care of followers' personal needs. This is exactly the reason managers interviewed (respondents 1, 2, 3, 4, 5) provided. Furthermore, some managers interviewed (respondents 2, 3) stated that paying attention on followers' personal needs does not contribute a lot on achievements the tasks.

Managers and followers interviewed (respondents 1, 2, 3, 4, 5, 6, 7, 8, 9, 10) hold uniformly opinion that managers better do not intervene in subordinates' conflicts unless quarrels between subordinates affect daily work.

##### **Most common behavior identified from managers' and followers' interviews:**

- (1) **Pay less attention to individuals' personal needs;**
- (2) **Be task-orientated;**
- (3) **Do not intervene in individuals' conflicts;**

### 6.4.3 Completion of a task

#### 6.4.3.1 Most Popular and Effective Ways of Stimulating a Task Achievement

Nine out of ten managers and followers interviewed (respondents 2, 3, 4, 5, 6, 7, 8, 9, 10) laid much more emphasize on rewards and punishment mechanism than soft incentives. For example, Key performance indicator (i.e. KPI), as a type of performance measurement, is high valued by all level management teams with the aim of stimulating followers to fulfil their assignments in SAIC General Motors, according to respondent 5. Besides that, OKR (i.e. Objectives and key results) framework, rewards of supermarket Coupons, high scores on performance have also been applied in order to affectively motivate followers to accomplish their tasks.

Followers interviewed (respondents 6, 7, 8, 9, 10) generally agreed that Annual Key Performance Indicator evaluation is a relative fair process. Rewards and punishments linked up with their performance makes them feel secure. By measuring annual KPI, they are clearly aware of what are the most important missions they need to accomplish during the year. A conclusion drew from most of followers is that performance evaluation is the most significant motivation for them to constantly contribute to their department.

Regarding soft incentives such as mental encouragement, considering followers' needs, gaining a sense of self-actualization, etc., both managers and followers show less interests on it. Most of managers interviewed (respondents 2, 3, 4, 5) do not believe soft incentives can actually motivate followers to achieve their assignments. Followers' answers (respondents 6, 7, 8, 9) confirmed that. "I will not dedicate myself to achieve a challenge only because of moral encouragement. Salary incentives such as bonus is key." according to respondent 6.

#### **Most common behavior identified from managers' and followers' interviews:**

- (1) **Highly value a well-defined rewards and punishment mechanism (e.g. Key performance indicator evaluation, Objectives and key results framework, rewards of supermarket Coupons);**
- (2) **Bargaining exchange system between managers and followers;**
- (3) **Pay less attention to soft incentives (e.g. mental encouragement, being a role model, considering individuals' needs, showing confidence);**

#### 6.4.3.2 Most Common Attitudes towards Followers' Failure

All of managers interviewed (respondents 1, 2, 3, 4, 5) stated that when followers encounter some problems to finish a task, the first step is taking actions to correct issues. Completing targets is priority. They fix the problem themselves rather than giving subordinates another chance due to tight schedules of projects. They question the staff's credibility (respondents 2, 4, 5). Four out of five managers interviewed (respondent 1, 2, 4, 5) further states that the subordinates' performance evaluation and promotion shall be affected if they fail to complete an assignment. If this failure relates to personal misconducts such as followers' attitudes, business ethics, the punishment will be more severe. Followers' answers confirmed the statement from managers. And all of followers interviewed (respondents 6, 7, 8, 9, 10) did not show any objection on this statement. They thought it is fair and acceptable. "I fail to achieve what I agreed with my manager, which results in a lower score in performance review. This is reasonable." according to respondent 9. These statements once again confirmed the

fact that both managers and subordinates emphasize on the rewards and punishment mechanism.

Most of managers (respondents 2, 3, 4, 5) and followers (respondents 6, 7, 8, 10) agreed that followers' emotion is not an important element that needs to be seriously taken into account when followers encounter some failures. Both managers and staff generally believe that to be professional, employees should be able to control their emotions and behave appropriately.

Regarding a reflection on failures, managers and followers hold slightly different attitude. All of managers interviewed (respondents 1, 2, 3, 4, 5) are willing to assist followers analyse problems and discover the reasons behind the problems. However, most of followers interviewed (respondents 6, 7, 10) prefer a self-reflection. Only respondent 8, 9 would like to receive help timely from their managers, while one of them mentioned that his managers are not always able to help him due to the tight working schedule.

There are two notable things. First of all, the speech from one follower (respondent 9), "I have a feeling that Chinese leaders do not pay much attention on their subordinates' emotion. And I can live with this." might reflect the majorities' thought. Secondly, one manager (respondent 2) noticed that her company recently is educating management teams to lay emphasis on followers' emotions, development of career path and personal needs. However she stated that "these kinds of requirements do not fit into Chinese culture and it will not be successful. Other managers in my company have the same feeling with me." Her statement might also reflect the majorities' thought.

**Most common behavior identified from managers' and followers' interviews:**

- (1) **Take actions to correct issues;**
- (2) **Question individuals' credibility/distrust individuals, if they fail to complete a task;**
- (3) **Put negative influence on individuals' performance and promotion, if they fail to complete a task;**
- (4) **Lay emphasis on rewards and punishment mechanism;**
- (5) **Pay less attention to individuals' emotion when they encounter some problems;**
- (6) **Implement a lesson-learned reflection process on failures;**

## 7. Analytical Framework

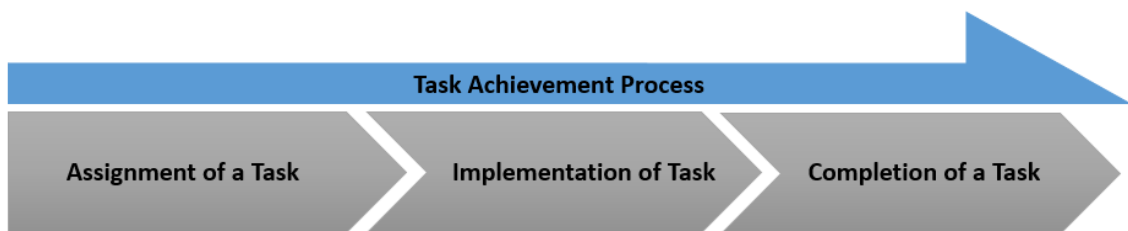
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*In this chapter, I combine my proposed theoretical model with my empirical data to explore deeper and more constructive insights. I approach my research findings from different perspectives in order to come up with a comprehensive understanding and sense making. My three research questions are answered in this chapter by conducting a cross-case analysis with further discussion.*

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### 7.1 Effective Chinese leadership style in Multinational Corporation Subsidiaries

In order to answer my first Research Question: What is the most effective leadership style in Multinational Corporation Subsidiaries in China? In this section, I summarize the most common and acceptable Chinese leaders' behavior identified during interviews and further interpret these common behavior/characteristics by using the Western leadership theories (i.e. Transactional Leadership, Transformational Leadership and Charismatic Leadership), across the whole Task Achievement process (see **Figure 9**), with the purpose of providing a comprehensive understanding of most common and effective leaders' behaviors in Chinese business culture, particularly in Multinational Corporation Subsidiaries.



**Figure 9: An Outline of the Task Achievement Process**

#### 7.1.1 Analysis of Chinese Leaders' Common Behaviors in the Phase of "Assignment of a Task"

In section 6.4.1, I have identified most common thoughts and behavior among managers and followers in the phase of task assignment. In this chapter, in order to get an in-depth understanding of my interviews results, I illustrate these findings through showing how many times they were mentioned by which managers or followers. **Table 9** shows that to what extent these behavior have been accepted by both Chinese managers and Chinese followers, in other words, how prevailing these behavior are among Chinese business environment.

No	Chinese Leaders' Common Behavior	Frequency	Interviewed Managers					Interviewed Followers					
			1	2	3	4	5	6	7	8	9	10	
1	Clearly clarify predetermined expectations and requirements	10	√	√	√	√	√	√	√	√	√	√	√
2	Clearly define roles and responsibilities	10	√	√	√	√	√	√	√	√	√	√	√
3	Pay more attention to an excellent work performance or an opportunity of promotion	10	√	√	√	√	√	√	√	√	√	√	√
4	Show no interests on an appealing vision or mission	9	√	√	√	√	X	√	√	√	√	√	√
5	Pay less attention to individuals' self-actualization and self-esteem	9	√	√	√	√	X	√	√	√	√	√	√
6	Conduct tasks anyway even if individuals not satisfied with the tasks due to the time pressure (i.e. pay less attention to followers' emotion)	9	√	√	√	√	√	√	√	√	√	√	X
7	Restrict the information and resource about the tasks delivered to staff	8	X	√	√	√	X	√	√	√	√	√	√
8	Question professional ethics of the followers who refuse to perform assignments (applicable for managers only)	5	√	√	√	√	√	-	-	-	-	-	-
9	Care about annually performance evaluations and salary increases (applicable for followers only)	4	-	-	-	-	-	√	√	√	√	√	X

**Table 9: An Overview of Chinese Leaders' Common Behaviors in Task Assignment**

Next step, with support from the interviewees' explanation, I further analyse and compare these behaviors with Western leadership theories which has been elaborated in section 4 "Frame of Reference". As a result, each of above mentioned behavior has been classified into the three major Western leadership styles (i.e. Transactional Leadership, Transformational Leadership and Charismatic Leadership). The analysis and comparison are listed as follow.

According to Sosik and Jung (2010), transactional leaders detect followers' performance based on their predetermined requirements and take actions to direct follower's to these requirements. The common behavior of **1** "Clearly clarify predetermined expectations and requirements" and **2** "Clearly define roles and responsibilities" thus belongs to transactional leadership style. Furthermore, with reference to the section 4.2.2, "Achievement of predetermined performance expectations", as an transactional attribute mentioned 10 times in 18 peer-reviewed articles, perfectly matches with the Chinese leader's common behavior **1** and **2**. Therefore, I classify the common behavior **1** and **2** specifically into transactional leadership "MEB-A". Additionally, all of managers interviewed emphases that they question professional ethics of the followers who refuse to perform assignments (the common behavior **8**). They commit that this situation normally affects the follow's performance and even possibly the follower would get fired. So I classify this Chinese leader's common behavior **8** into transactional leadership "MEB-A" as well, because leaders in this dimension (MEB-A) may punish the followers who fail to comply with their requirements (Erkutlu, 2008).

Contingent Rewards (CR), as one of the dimensions of transactional leadership, means that leaders provide recognition and rewards to subordinates when the followers who meet the predetermined expectations (Limsila and Ogunlana, 2008). This dimension fits the Chinese

leader’s common behavior **3** “Pay more attention to an excellent work performance or an opportunity of promotion” and **9** “Care about annually performance evaluations and salary increases”. During the interviews, both managers and followers valued salary increases and opportunities of promotion as the most effective measure to stimulate achievement of tasks.

Referring to the section 4.3.1 and 4.5.1, leaders in “IM” dimension of transformational leadership articulate an appealing vision for the further to the followers (Judge & Bono, 2000), inspires followers to achieve higher goals by providing meaning for the task (Judge & Piccolo, 2004), and seek to satisfy followers’ higher needs such as self-esteem, and self-actualization (Bass, 1990). Furthermore, charismatic leadership, overlapping with the transformational leadership “II” dimension (Yukl, 1999), shows the attributes of confidence, ability to express a vision. Therefore, the Chinese leaders’ common behavior **4** “Show no interests in an appealing vision or mission” and **5** “Pay less attention to individuals’ self-actualization and self-esteem” are exactly against the characteristics of transformational leadership “IM” as well as charismatic leadership. For example, most managers interviewed did not believe that an appealing vision can attract followers and can further encourage them to generate better performance. All of followers’ response confirmed this belief. Correspondingly, most of managers interviewed restrict the information and resource about the task when it is delivered to staff (common behavior **7**) with following explanation: staff only need to know what exactly they need to accomplish and complete it, which is also against transformational leadership “IM” dimension.

**Table 10** visualizes the matching process between most common behavior in Chinese leadership practices and the major Western leadership theories in the phase of task assignment.

NO	Chinese Leaders’ Common Behavior	Frequency	Leadership Style in Western leadership Theory
1	Clearly clarify predetermined expectations and requirements	10	Transactional Leadership (MEB-A)
2	Clearly define roles and responsibilities	10	Transactional Leadership (MEB-A)
3	Pay more attention to an excellent work performance or an opportunity of promotion	10	Transactional Leadership (CR)
4	Show no interests in an appealing vision or mission	9	<i>Against</i> Transformational Leadership (IM) and Charismatic Leadership
5	Pay less attention to individuals’ self-actualization and self-esteem	9	<i>Against</i> Transformational Leadership (IM)
6	Conduct tasks anyway even if individuals not satisfied with the tasks due to the time pressure (i.e. pay less attention to followers’ emotion)	9	Transactional Leadership
7	Restrict the information and resource about the tasks delivered to staff	8	<i>Against</i> Transformational Leadership (IM)
8	Question professional ethics of the followers who refuse to perform assignments (applicable for managers only)	5	Transactional Leadership (EMB-A)
9	Care about annually performance evaluations and salary increases (applicable for followers only)	4	Transactional Leadership (CR)

**Table 10: Chinese Leaders’ Common Behaviors in Western Leadership Theories – Task Assignment Phase**

### 7.1.2 Analysis of Chinese leaders' Common Behaviors in the Phase of "Implementation of a Task"

The most common thoughts and behavior among managers and followers in the phase of task assignment have been identified in section 6.4.2. In this chapter, in order to get an in-depth understanding of my interviews results, I elaborate these findings through showing how many times they were mentioned by which managers or followers. **Table 11** shows that to what extent these behavior have been accepted by both Chinese managers and Chinese followers, in other words, how prevailing these behavior are among Chinese business environment.

No	Chinese Leaders' Common Behavior	Frequency	Interviewed Managers					Interviewed Followers					
			1	2	3	4	5	6	7	8	9	10	
10	Highly value a well-defined monitoring system	10	√	√	√	√	√	√	√	√	√	√	√
11	Prefer a weekly follow-up meeting	10	√	√	√	√	√	√	√	√	√	√	√
12	Lack of a sense of trustworthiness between managers and followers	10	√	√	√	√	√	√	√	√	√	√	√
13	Avoid deviations which would result in a delay of assignments delivery	10	√	√	√	√	√	√	√	√	√	√	√
14	Comply with work instructions and obey standard operating procedure	10	√	√	√	√	√	√	√	√	√	√	√
15	Pay less attention to individuals' personal needs	10	√	√	√	√	√	√	√	√	√	√	√
16	Be task-orientated	10	√	√	√	√	√	√	√	√	√	√	√
17	Do not intervene in individuals' conflicts	10	√	√	√	√	√	√	√	√	√	√	√
18	Hold cautious/negative attitude towards innovations and creations	9	√	√	√	√	X	√	√	√	√	√	√

**Table 11: An Overview of Chinese Leaders' Common Behaviors in Task Implementation Phase**

With support from the interviewees' explanations, I further analyse and compare these behavior with Western leadership theories which has been elaborated in section 4 "Frame of Reference". As a result, each of above mentioned behavior has been classified into the three major Western leadership styles (i.e. Transactional, Transformational and Charismatic Leadership) (See **Table 12**). The analysis and comparison are listed as follow.

Leaders who specify standards for compliance and what is considered ineffective performance and then actively monitor subordinate behavior, take corrective actions before the behavior creates serious deviations, belongs transactional leadership's MEB-A dimension (Erkutlu, 2008; Limsila et, al., 2008). With reference to sections 4.2.2, "monitoring" and "attention to deviations", as two transactional attributes mentioned 9 times and 10 times respectively in 18 peer-reviewed articles, precisely match with the Chinese leader's common behavior **10** "highly value a well-defined monitoring system", **11** "prefer a weekly follow-up meeting" and **13** "avoid deviations which would result in a delay of assignments delivery". Additionally, "compliance with established work standards/guidelines", as an transactional attributes mentioned 6 times in 18 peer-reviewed articles, exactly matches with the Chinese leaders' common behavior **14** "comply with work instructions and obey standard operating procedure".

The Chinese leaders' common behavior **10**, **11**, **13** and **14** indicate the fact that both Chinese managers and followers are extremely task-orientated (common behavior **16**). The



explanation from interviewees (respondents 2, 4) is that in Chinese working culture, usually time is extremely limited for one task and the completion of the task is highly valued. Therefore, although both transactional and transformational leaders can be task-orientated, I still classify the common behavior **16**, a result of the common behavior **10, 11, 13** and **14**, into Transactional Leadership, based on the fact that the common behavior **10, 11, 13** and **14** all belong to transactional leadership.

Leaders in the dimension “IC” of transformational leadership generally take care of individual’s personal needs, act as a coach or mentor (Limsila and Ogunlana, 2008). Similarly, the characteristic of “sensitivity to members' needs (SMN)” has been identified in charismatic leadership by Conger & Kanungo (1998). The Chinese leaders’ common behavior **15** “pay less attention to individuals’ personal needs” and **17** “do not intervene in individuals’ conflicts” show opposite direction from “IC” as well as charismatic leadership. Additionally, the common behavior **18** “hold cautious/negative attitude towards innovations and creations” is also opposite to the dimension “IS” of transformational leadership which encourages innovation and creativity.

Another notable behavior is the sense of trustworthiness between manager and followers (Chinese leaders’ common behavior **8**). Interviewees unanimously value and highly appreciate the monitoring system, which give me a feeling that managers do not trust their followers. Interestingly, followers also desire their managers’ monitor in case of deviations created by themselves. This phenomenon, in one hand, is against transformational leadership theory which emphasize trust and ethics (Bass, 1985, 1997), on the other hand, it reflects several facts in Chinese business culture: a) followers do not always feel confidence and partly rely on their managers; b) managers have strong powers and usually take great responsibilities for the tasks; c) limited time for one task and fast-paced working style do not allow too much deviations or mistakes; I will elaborate this phenomenon later on.

**Table 12** visualizes the matching process between most common behavior in Chinese leadership practices and the major Western leadership theories in the phase of task implementation.

NO	Chinese Leaders’ Common Behavior	Frequency	Leadership Style in Western leadership Theory
10	Highly value a well-defined monitoring system	10	Transactional Leadership (MEB-A)
11	Prefer a weekly follow-up meeting	10	Transactional Leadership (MEB-A)
12	Lack of a sense of trustworthiness between managers and followers	10	Against Transformational Leadership
13	Avoid deviations which would result in a delay of assignments delivery	10	Transactional Leadership (MEB-A)
14	Comply with work instructions and obey standard operating procedure	10	Transactional Leadership
15	Pay less attention to individuals’ personal needs	10	Against Transformational Leadership (IC) and Charismatic Leadership
16	Be task-orientated	10	Transactional leadership
17	Do not intervene in individuals’ conflicts	10	Against Transformational Leadership (IC) and Charismatic Leadership
18	Hold cautious/negative attitude towards innovations and creations	9	Against Transformational Leadership (IS)

**Table 12: Chinese Leaders’ Common Behaviors in Western Leadership Theories – Task Implementation Phase**

### 7.1.3 Analysis of Chinese leaders' Common Behaviors in the Phase of "Completion of a Task"

The most common thoughts and behavior among managers and followers in the phase of task assignment have been identified in section 6.4.3. In this chapter, with the aim of gaining an comprehensive understanding of my interviews results, I illustrate these findings through showing how many times they were mentioned by which managers or followers. **Table 13** shows that to what extent these behavior have been accepted by both Chinese managers and Chinese followers, in other words, how prevailing these behavior are among Chinese business environment.

No	Chinese Leaders' Common Behavior	Frequency	Interviewed Managers					Interviewed Followers					
			1	2	3	4	5	6	7	8	9	10	
19	Take actions to correct issues	10	√	√	√	√	√	√	√	√	√	√	√
20	Highly value a well-defined rewards and punishment mechanism	9	X	√	√	√	√	√	√	√	√	√	√
21	Bargaining exchange system between managers and followers	9	X	√	√	√	√	√	√	√	√	√	√
22	Put negative influence on individuals' performance and promotion, if they fail to complete a task	9	√	√	X	√	√	√	√	√	√	√	√
23	Pay less attention to soft incentives (e.g. mental encouragement, being a role model, considering individuals' needs, showing confidence)	8	X	√	√	√	√	√	√	√	√	√	X
24	Pay less attention to individuals' emotion when they encounter some problems	8	X	√	√	√	√	√	√	√	√	√	X
25	Implement a lesson-learned reflection process on failures	7	√	√	√	√	√	X	X	√	√	√	X
26	Question individuals' credibility/distrust individuals, if they fail to complete a task (applicable for managers only)	3	X	√	√	√	X	-	-	-	-	-	-

**Table 13: An Overview of Chinese Leaders' Common Behaviors in Task Completion Phase**

With support from the interviewees' explanation, I further analyse and compare these behavior with Western leadership theories which has been elaborated in section 4 "Frame of Reference". As a result, I classify each of above mentioned behavior into the three major Western leadership styles (i.e. Transactional Leadership, Transformational Leadership and Charismatic Leadership) (See **Table 14**). The analysis and comparison are listed as follow.

Referring to section 4.2, Contingent reward, as one dimension of transactional leadership, is based on a bargaining exchange system where the leader clarifies expectations to followers and they both agree on achieving a task, the leader then in turns offers recognition and rewards to followers when the task is accomplished (Limsila and Ogunlana, 2008). The transactional attribute "Bargaining exchange" thus has been mentioned 6 times in 19 peer-reviewed articles, which precisely matches with the Chinese leaders' common behavior **20** "highly value a well-defined rewards and punishment mechanism" and **21** "bargaining exchange system between managers and followers". Furthermore, the common behavior **22** "put negative influence on individuals' performance and promotion, if they fail to complete a task" is considered to be a type of "CR", because this behavior involves rewards and punishment mechanism with more emphasis on the punishment.

Corrective actions can happen in both MEB-A and MEB-P dimensions of transactional leadership. The difference between the two dimensions lies in the timing of the leader’s intervention. Active leaders monitor follower behavior and actively perform corrective actions before the followers’ behavior creates deviations. While passive leaders wait until followers’ behavior created problems, then take corrective action to fix the problems (Howell and Avolio, 1993). That’s why I classify the Chinese Leaders’ Common Behavior 19 “take actions to correct issues” into both MEB-A and MEB-P dimensions.

As I have already illustrated in section 4.2.2 and 4.3.2, the soft incentives such as mental encouragement, being a role model, showing confidence are the attributes that belong to both “II” dimension of transformational leadership and charismatic leadership. Therefore, the common behavior 23 “pay less attention to soft incentives” is right opposite to the transformational and charismatic leadership style.

The Chinese leaders’ common behavior 25 “implement a reflection process on failures” is the only behavior I classify into transformational leadership’s “IC” dimension, because leaders in “IC” dimension take care of individual’s growth and act as a coach or mentor, which is relevantly related to the common behavior 25. Leaders behave as a coach by implementing a lesson-learned process to help followers make a reflection on failures.

**Table 14** visualizes the matching process between most common behavior in Chinese leadership practices and the major Western leadership theories in the phase of task completion.

NO	Chinese Leaders’ Common Behavior	Frequency	Leadership Style in Western leadership theory
19	Take actions to correct issues	10	Transactional Leadership (MEB-A & MEB-P)
20	Highly value a well-defined rewards and punishment mechanism	9	Transactional Leadership (CR)
21	Bargaining exchange system between managers and followers	9	Transactional Leadership (CR)
22	Put negative influence on individuals’ performance and promotion, if they fail to complete a task	9	Transactional Leadership (CR)
23	Pay less attention to soft incentives (e.g. mental encouragement, being a role model, considering individuals’ needs, showing confidence)	8	<i>Against</i> Transformational Leadership (II) and Charismatic Leadership
24	Pay less attention to individuals’ emotion when they encounter some problems	8	<i>Against</i> Transformational Leadership
25	Implement a lesson-learned reflection process on failures	7	Transformational Leadership (IC)
26	Question individuals’ credibility/distrust individuals, if they fail to complete a task (applicable for managers only)	3	<i>Against</i> Transformational Leadership

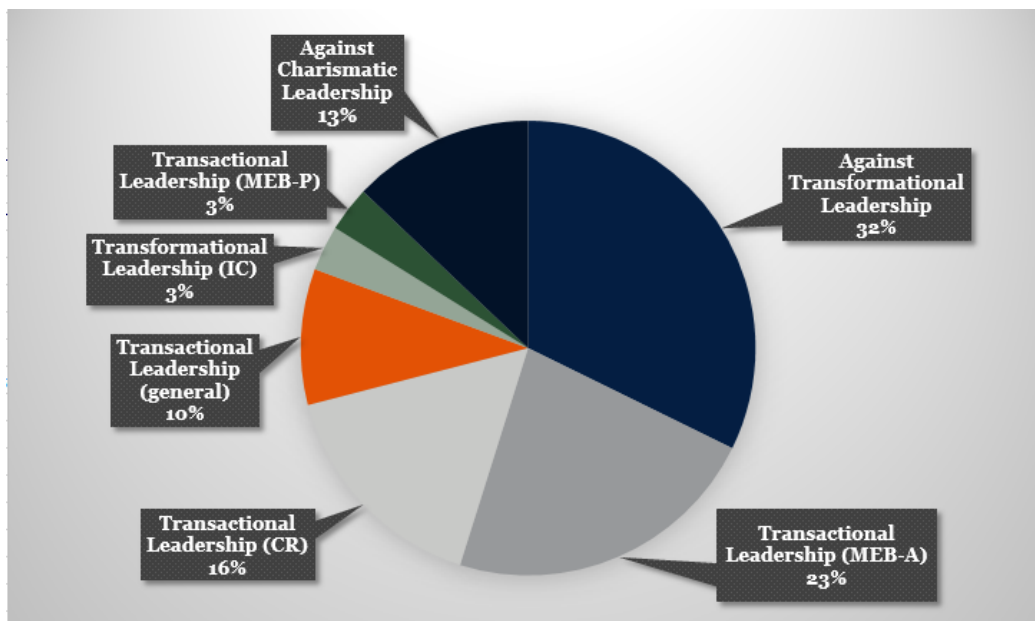
**Table 14: Chinese Leaders’ Common Behaviors in Western Leadership Theories – Task Completion Phase**

#### 7.1.4 RQ1: What is the most effective leadership style in MNCs Chinese Subsidiaries?

As I already stated in section 6.1.1, all managers interviewed have excellent work performances with extensive management experiences in multinational enterprises in China, the most common behavior identified from them thus can, to some extent, represent most effective Chinese leaders’ behavior. Furthermore, these identified common behavior across

the whole Task Achievement process are once again supported and confirmed by all followers during the interview, which leads to a conclusion that these common behaviors (26 in total) provide an outline of Chinese effective leadership practices in Multinational Corporation Subsidiaries in China.

With reference to section 7.1.1, 7.1.2 and 7.1.3, by classifying the 26 common behaviors into the three major Western leadership styles, I provide an overview of the Chinese effective leadership style (see **Figure 10**), which is interpreted by Western leadership theories. According to **Figure 10**, effective Chinese leaders' behavior largely belong to transactional leadership style (i.e. 49% of the whole common behavior portfolio), of where MEB-A (23%) and CR (16%) are most common and effective leadership style in multinational corporation subsidiaries in China. Additionally, 32% of Chinese effective leaders' behavior against transformational leadership style as well as 13% of Chinese effective leaders' behavior against charismatic leadership style reflect the fact that the effective Chinese leadership style is neither transformational nor charismatic. Further, referring to the section 4.5 "Correlationship of the three major Western leadership styles", charismatic leadership is relatively similar or partly overlap with transformational leadership (Yukl, 1999), while both of them is opposite to transactional leadership (Burns, 1978; Zareen et al., 2015; Rowold & Heinitz, 2007). Therefore, I provide my answer for the first research question that the most effective leadership style is transactional in Multinational Corporation Subsidiaries in China.



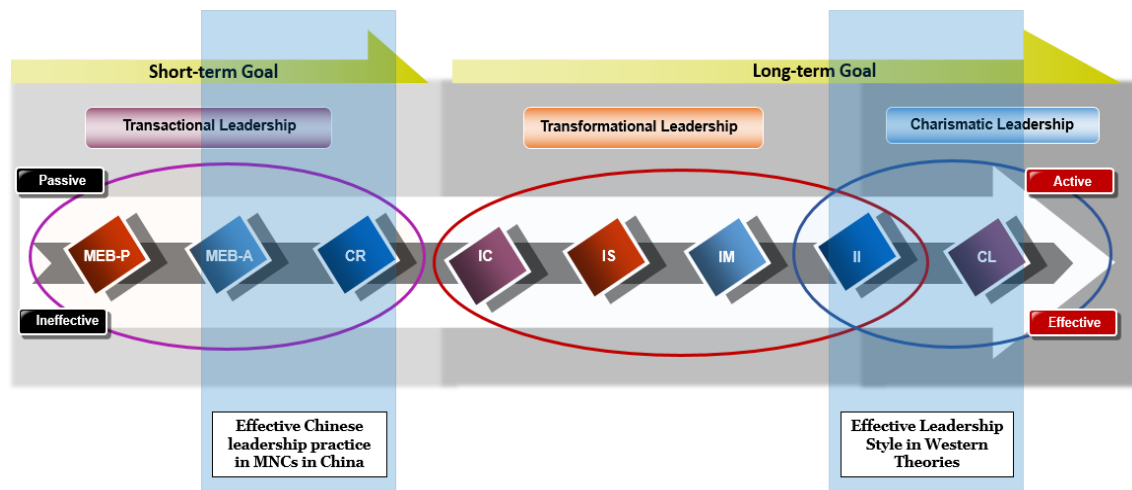
**Figure 10: An Overview of the Effective Chinese Leadership style  
--- Interpreted by Western Leadership Theories**

## 7.2 Differences between Chinese Leadership Practices and Western Leadership Theories

### 7.2.1 RQ2: What are the major differences between Chinese leadership practices in Multinational Corporation Subsidiaries in China and Western leadership theory?

In general, with reference to section 4.5.3.3, in Western leadership theory, the most effective leadership should be the “II” dimension of transformational leadership and the charismatic leadership, which shows the strongest relationship with outcome variables (Conger & Kanungo, 1998). The leadership dimension can be ordered from highest to lowest in effectiveness as follows: Idealized Influence (II)/Charismatic, Inspirational Motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC), Contingent Reward (CR), Active Management by Exceptions (MEB-A), Passive Management by Exception (MEB-P) (Bass, 1997).

However, according to the elaborated analysis from the result of my interviews, the most effective Chinese leaders' behaviors largely belong to the transactional leadership style (see **Figure 10**). To be more precise, most identified Chinese effective leaders' behaviors are located in Contingent Reward (CR) and Active Management by Exceptions (MEB-A) dimension of transactional leadership with the aim of achieving short-term goals. I put the Chinese effective leadership into my proposed theoretical model of the three major Western leadership styles in order to visualize the differences (see **Figure 11**).



**Figure 11: Differences between Chinese Leadership Practices and Western Leadership Theories**

### 7.2.2 Differences between Chinese effective leaders' behaviors and the most effective Western leadership styles

The Western leadership theories demonstrate that the transformational and charismatic leadership are more effective than transactional leadership (Bass, 1997). While Chinese leadership practices show that the effective Chinese leadership is transactional and present an opposite trend against transformational and charismatic leadership. Therefore, below I highlight the most outstanding differences between Chinese effective leadership practices in Multinational Corporation Subsidiaries and Western leadership theories --- transformational and charismatic leadership.

- (1) For the incentive system, interviewees both managers and followers highly value the substantial (economic) rewards, particularly salary increases and opportunities of promotion, while they show low interests to some soft incentives such as mental encouragement, considering individuals' needs etc. However, in Western leadership theories, these soft incentives are one of the distinct attributes in transformational leadership theories (Jung et al., 2008). Additionally, the concept of being a role model to stimulate followers in completion of tasks, which plays a key role in charismatic leadership theory as well as "II" dimension of transformational leadership theory, is not actually popular among Chinese managers interviewed. Most Chinese followers interviewed do not believe in this concept neither.
- (2) Task-orientation is highly appreciated in the Chinese working context, however individuals' emotion is not an important or major element to affect work status and results. This is opposite to transformational leadership theories (House, 1977). In some cases, managers convince or even force followers to complete some tasks that followers are not satisfied with and intentionally ignore follower's emotion. Responses from followers interviewed are interestingly corresponding to managers' answers. Most followers interviewed choose to keep silent and timely completes the tasks with good quality instead of communicating their discontent to the managers, because they already know managers' attitudes.
- (3) The sense of trustworthiness, an important attribute of transformational leaders ((Bass, 1985, 1997), between managers and followers is relevant weak in the Chinese working context. All managers interviewed particularly valued monitoring system and admire the followers who constantly update task status to them. Correspondingly, staff also acknowledge this monitoring system. They desire to have a weekly follow-up meeting after the task has been assigned to them in order to avoid deviations, mistakes.
- (4) The attitude of managers interviewed towards innovation and creativity, a remarkable attribute of transformational leadership "IS" dimension (Bass & Riggio, 2006), is generally negative. Both managers and followers interviewed prefer to comply with the existing standard and methods when conducting tasks. Managers accept some slight improvements of existing methods during the implementation phase but not expect an innovation.
- (5) Managers interviewed much more focus on short-term goals than long-term goals. Followers interviewed are not interested in vision or mission of tasks. This is another major difference between Chinese practices and Westerner theories.

### **7.3 Disclosure of the Causes behind the Differences**

#### *7.3.1 Justifications and Analyses for why transactional leaders' behaviors are more effective in Chinese Working Environment*

Before I answer the research questions 3: "Why are these differences generated?", it is important to understand why Chinese managers and followers consider that the identified 26 common behaviors which mostly belong to transactional leadership style, are most effective in Multinational Corporation Subsidiaries in China. Following the major five

differences presented in section 7.2.2, I further provide a detail analysis for each of the difference of why interviewees universally believe these behaviors are effective in Chinese context even though it differs from Western leadership theories.

- (1)** Both managers and followers interviewed committed that economic rewards such as salary increases and opportunities of promotion can stimulate them to achieve task as much as possible, while they show less attention to soft incentives such as mental encouragement, because they believe that by increasing salaries they can improve their quality of life and satisfied their personal needs, and by getting promotion they can raise their social status which leads to an ability of building a better social network. Their self-esteem and self-actualization, the higher-level need in Maslow's hierarchy of needs theory (Maslow, 1954), can thus be realized.
- (2)** The dominated reason for ignoring individuals' emotion under a task-orientated Chinese context is the time pressure for one specific task as well as the fast pace of Chinese working environment. More detail analysis regarding this topic will be elaborated in section 7.3.2.3.
- (3)** Both managers and followers interviewed appreciate a well-designed monitoring system during the implementation of task which create and enhance a weaker sense of trustworthiness. The reason behind that is fear of the high cost of mistakes. As mentioned, in Chinese working environment, time is extremely tight for one task, while mistakes require extra time in order to fix the issues, which possibly cause a delay on the task and the corresponding punishments for the delay are serious. This can affect individuals' work performance, salary increases and more severely an employee can be fired for one deviation or delay. Another reason is referred to Casimir & Waldman's (2007) statement that "in Chinese firm, ...leaders are more autocratic and powerful than business leaders in developed countries" (Chang, Bai, & Li, 2015, p. 18). Therefore, managers want to control the whole task as much as possible. Followers respect the Chinese convention and frequently update assignment status to their manages.
- (4)** Comparing to creating new methods during the implementation of tasks, managers and followers interviewed more prefer to comply with existing standards with gradual improvements. This is exactly a transactional behavior. According to Vera & Crossan (2004), transactional leaders are like to maintain existing measures/standards and are in favour of the refinement and maximization of existing practices. Although some researches show a negative relationship between transactional leadership and creativity (Jansen et al., 2009), Chang, Bai & Li (2015), in their innovation studies, found that "transactional leadership can actually facilitate both product and process innovation in China, with a much stronger positive effect on process innovation" (p. 26).
- (5)** Generally, Chinese managers in Multinational Corporation Subsidiaries focus on the short-term goals and pay less attention to long-term objectives. Although this typical transactional behavior is not considered effective in Western leadership theories, but Chinese leaders believe that by achieving each short-term goal, the long-term mission will be reached ultimately. Employees' high turnover rates in Chinese working environment is one of the main obstacles that hinders managers to focus on long-term goals. More detail analysis will be elaborated in section 7.3.2.3.



### 7.3.2 RQ3: Why are these differences generated?

#### 7.3.2.1 To What Extent the Western leadership Theories Influence the Chinese Managers' Behavior?

According to Tsui, Wang, Xin, Zhang, & Fu (2003), Chinese managers' behaviors have been shaped by several sources and forces. With reference to section 4.7, Chinese Confucian values is one of the crucial sources and forces influencing Chinese managers' behavior. Besides that, since 1978, Chinese economic reform provided opportunities to foreign investors to establish subsidiaries or Sino-foreign joint ventures in China. As a result of economic reform, Western leadership philosophies become another vital factor that affects Chinese Managers' Behavior (Tusi, Wang, Xin, Zhang, & Fu, 2003).

Chen and Lee (2008) further pointed out the Western influences on Chinese leadership practices as follows: "with increasing business globalization, the advancement of information and communication technologies, and the international expansion of Western business education, more and more Chinese business leaders have access to Western academic as well as practitioner-oriented writings and direct personal interactions with Western management academics and business leaders" (p. 16). This interactive relationship has been visualized in Figure 12.



Figure 12: Interaction Between Western Leadership Philosophies and Chinese Leadership Practices  
--- Adapted from Tsui, Wang, Xin, Zhang, & Fu (2003)

- **A question then emerged: if the Chinese managers' behavior are vitally influenced by Western leadership theories, why there are still many distinct differences between each other?**

According to Wang (2014), the answer might be found in Branine's (2005) study. Branine (2005) collected the data from "interviews with 45 senior Chinese managers and officials who had been involved in a United Nations Development Programme (UNDP) for the training of Chinese managers" and emphasized that (a) Chinese managers desire to become "modernized" but not "Westernized"; (b) Chinese managers believe that the Chinese management skill can be improved by absorbing Western leadership knowledge without any



influence on Chinese managers' ideology or culture. Many Chinese managers also felt dissatisfied with their Western leadership training program (Wang et al., 2009), because these trainings are developed in the Western social environment which does not suit Chinese working context.

In order to comprehensively understand the conception of improving Chinese management skill supported by Western leadership knowledge but not altering Chinese manager's ideology and culture, Wang (2014) separated the leadership knowledge into people-oriented leadership knowledge and business-related leadership knowledge. **Figure 13** is a summary of this concept.

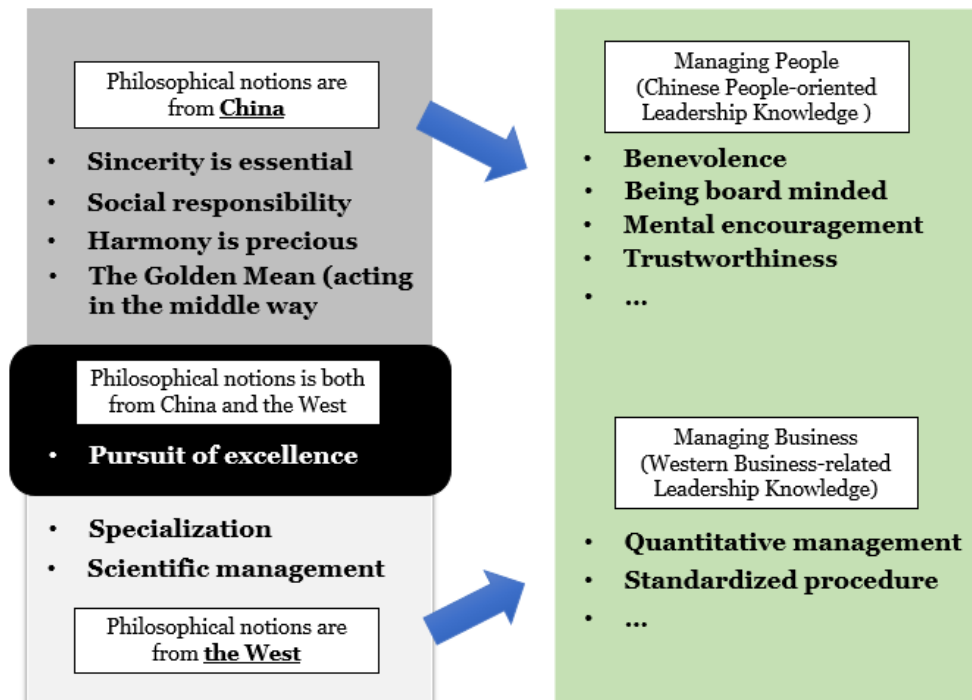


Figure 13: A Summary Model of Chinese Business Leaders' Management Philosophies according to Zhang et al., (2008) ---- Adapted from Wang (2014)

In conclusion, according to **Figure 13**, Chinese managers generally utilize Chinese philosophical notions to manage people (i.e. Chinese people-oriented leadership) while the Western philosophical notions have been applied to manage Chinese business (i.e. Western business-related leadership). The major differences identified in section 7.2 such as (1) mental encouragement, being a role model to influence followers, (2) paying attention to individuals' emotion, (3) a sense of trustworthiness all belong to the dimension of managing people, which have not actually been influenced by Western leadership theories, while rather affected by Chinese philosophical notions.

### 7.3.2.2 Culture Differences between Chinese Business Context and Western Business Context

After I understand the fact that even though Western leadership philosophies vitally affects Chinese managers' behavior, but this phenomenon is restricted within the dimension of managing business (i.e. Western business-related leadership). Most Chinese managers still use Chinese philosophy to manage people (i.e. Chinese people-oriented leadership).

- The following question then emerged: why Western people-oriented leadership knowledge, in other words, Western philosophical notions cannot be accepted by Chinese managers when they manage people in the Chinese practices?

According to Bass (1990) and Hofstede (1993), different leadership styles emerge naturally in the societies that have different cultural profiles. Lord and Maher (1991) also confirmed that culture plays a key role in the content of leadership prototypes. Therefore, in order to answer above question, it is important to examine and compare the culture differences between China and Western countries.

In 2007, Schwartz (2007) examined 76 nations' values based on Schwartz's culture-level value dimensions (seven culture values: Harmony, Egalitarianism, Intellectual Autonomy, Affective Autonomy, Mastery, Hierarchy and Embeddedness; See **Figure 14**) and reported the score for each nation presented in **Figure 14**. The samples of mainland China show high scores for Hierarchy and Mastery while receive low score for Egalitarianism. On the contrary, most of Western countries receive higher scores for Autonomy and Egalitarianism, which indicates an individualistic culture. Based on the result, Wang (2014) outlined that China has a higher score for self-enhancement, while Western countries such as Germany has a higher score for openness to change. This outline was supported by Casimir & Waldman (2007) who argued that in Chinese business context, leaders play a key role for organizations' success because they are more "autocratic and powerful" than leaders in developed countries.

In conclusion, because of the distinct culture differences between China and Western countries, it is problematic to transfer Western people-oriented leadership knowledge into Chinese context (Berrell et al., 2001). With reference to my interview results, the major differences identified in section 7.2 such as (1) strongly desiring a promotion and salary increases, (3) highly valuing a monitoring system (4) complying with standards and policies all reflect the Chinese culture values: Hierarchy and Mastery.

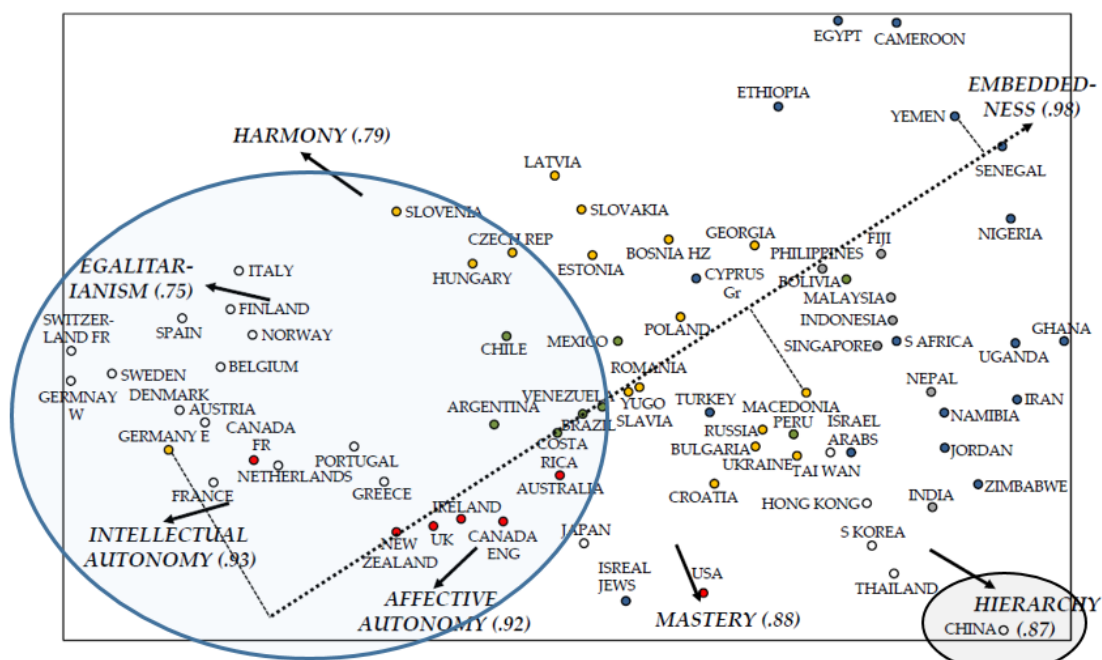


Figure 14: Culture-level Values of 76 Countries (Schwartz, 2007, p. 52)

### *7.3.2.3 Chinese Business Climate Differs from Western*

Since 1978, China published its policy of openness to attract foreign investment leading to a rapid economic expansion which has created a fierce competition environment. The severe competition influence Chinese business leaders' behaviors in at least following three ways.

Firstly, competitive business environment requires more knowledgeable talents, creates more opportunities to talented persons, which in turns causes high turnover rate within the Chinese organizations, including MNCs Chinese subsidiaries. Several researchers examined the executive turnover rate in China. The results indicated that the average annual CEO turnover rate substantially higher than those of the United States (Kato & Long, 2006; Chang & Wong, 2009). According to Guan et, al. (2014), a survey from 51job Corporation, a leading human resource solutions provider in China, shows the average turnover rate for companies in China was 18.9% in 2011, while 44% of the executives in Chinese enterprises consider the lack of talent as the biggest barrier in accomplishment of their organizational missions (Lane & Pollner, 2008). Obviously, under this competitive work environment, managers with excellent work performance and valuable knowledge can easily access a better position with higher salary in other Chinese firms. This phenomenon facilitates Chinese managers focus more on short-term goals rather than long-term goals, because the achievement of each specific task can substantially improve their job performance. High turnover rate thus becomes an obstacle that impedes Chinese firms focusing on their long-term goals.

Another outcome of the fierce competition environment, which is one of the major drivers behind the high turnover rate, is a large and increasing wealth gap which raise inequality in China. By analysing two national household surveys, Li and Zhao (2007) indicated that the wealth distribution in China has become much more unequal in 2002 than it was in 1995. Similar result was found by Sicular, Yue, Gustafsson & Li (2007). Chinese people thus become more desirable to get promotions which represents power as well as earn high salaries which represents fortune in order to eliminate the inequality.

Thirdly, competition requires companies to deliver better services based on customer requirements with shorter lead time, higher degree of customization and lower costs (Cao and Dowlatshahi 2005, Chiang and Feng 2007). In this uncertain and volatile environments with high-speed development, leaders unintentionally lay much emphasis on each specific customer requirements and pay less attention to their organizational long-term goals. Additionally, with reference to my interviews, Chinese managers interviewed emphasised that even though they do not pay much attention to organizations' long-term goals, by achieving each specific tasks, the long-term mission will eventually be achieved.

## 8. Conclusion

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*In this chapter, I summarize my major findings from my analysis and illustrate how I answer my research questions and hence achieve my research purpose. Additionally, I demonstrate how my research contributes both to theory development and practical implications. I conclude my research by stating the limitations and recommendations for further research.*

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### 8.1 Summary and Main Results

The objective of my research was to explore the effective leadership style in the Chinese context by applying the Western leadership theories into Chinese business practices and to identify the major causes that lead to the differences between the Chinese leadership practices and the Western leadership theories. The research is conducted to answer my three research questions.

The first research question aims to discover the most common characteristics of effective leadership style in Multinational Corporation Subsidiaries in China. The Western leadership theories were applied into Chinese business context in order to interpret Chinese leaders' behaviors from a Western theories' perspective and to better prepare for conducting a further comparison between Chinese leadership practices and Western leadership theories. RQ1 was formulated as follow: *What is the most effective leadership style in Multinational Corporation Subsidiaries in China?* The question was answered through following steps. Firstly, through a multi-case analysis, the 26 common and effective leaders' behaviors in MNCs Chinese subsidiaries were identified throughout the whole Task Achievement Process, including task assignment phase, task implementation phase and task completion phase (See **Figure 9**). Secondly, each of identified effective leaders' behavior was specifically examined and subsequently classified into the three major Western leadership style according to the theoretical model proposed in **Chapter 4.6, Figure 5**. The detail classification was summarized in **Table 10, 12 and 14**. Finally, a conclusion was reached: most effective leaders' behaviors in MNCs Chinese Subsidiaries belong to "Contingent Rewards (CR)" and "Management by Exception – Active (MEB-A)" dimensions of transactional leadership style. Additionally, they generally show an opposite direction against transformational and charismatic leadership style which was presented in **Figure 10**.

The second research question permits to recognize the major differences between the Chinese practices and the Western theories in the field of leadership effectiveness. Following the first research question, the Chinese effective leadership style has been defined and presented. Next step is to compare the defined Chinese effective leadership with the Western theories. RQ2 was formulated as follow: *What are the major differences between Chinese leadership practices in Multinational Corporation Subsidiaries and Western leadership theories?* In order to answer this question, by examining the 18 peer-reviewed articles, the attributes of the three major leadership styles in Western theories were analysed and summarized in **Table 1, 2 and 3**, then each dimension of the three styles has been ordered from highest to lowest in effectiveness and activity as follows: Idealized Influence (II)/Charismatic, Inspirational Motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC), Contingent Reward (CR), Active Management by Exceptions (MEB-A), Passive Management by

Exception (MEB-P) (Bass, 1997), which is visualized in **Chapter 4.5.3.3, Figure 4**. The answer for RQ2 was exhibited in **Figure 11** by placing the identified Chinese effective leadership into **Figure 4**. It shows that Chinese effective leadership falls in “CR” and “MEB-A” dimensions of transactional leadership while “II” dimension of transformational leadership and charismatic leadership are considered to be more effective than transactional leadership in the Western theories. In order to specify the answer for RQ2 in the topic of leadership effectiveness, I further highlighted the five distinct differences between Chinese practices and Western theories in terms of (1) incentive system, (2) individuals’ emotion, (3) a sense of trustworthiness, (4) attitude towards innovation and creativity and (5) viewpoints of short-term vs. long-term goals, which was elaborated in **Chapter 7.2.2**.

The third research question interests in disclosing the causes that lead to the differences. After reveal the distinct differences between Chinese effective leaders’ behaviors and Western leadership theories, the next mission is to explore the causes behind these differences. RQ3 was formulated as follow: *Why are these differences generated?* Prior to answering this question, the fact that managers’ behaviors in MNCs Chinese subsidiaries are not only affected by Chinese traditional culture but also vitally influenced by Western leadership philosophies due to the business globalization and Chinese economic reform, needs to be acknowledged. Based on the study conducted by Wang (2014), I introduced the concept of people-oriented leadership knowledge and business-related leadership knowledge, which consists of the whole leadership knowledge system and further identified that Chinese managers utilize Chinese philosophies to manage people (i.e. Chinese people-oriented leadership) while the Western philosophical notions have been applied to manage Chinese business (i.e. Western business-related leadership). In other words, in MNCs Chinese subsidiaries, people-oriented leadership skill are largely influenced by Chinese traditional culture, whereas business-related leadership skill are fostered by Western philosophies (See **Figure 13**). This is the first causes that result in the differences identified in the answer of RQ2. The second cause was considered to be the culture influence. Different leadership styles emerge naturally in the societies that have different cultural profiles (Hofstede, 1993). The research of examining 76 nations’ values, conducted by Schwartz (2007), demonstrated that China got a high score in Hierarchy and Mastery while receive low score for Egalitarianism. Contrary to China, most of Western countries have higher scores for Autonomy and Egalitarianism (**Figure 14**). The different culture values indicate different effective leadership styles in Chinese and Western context. The last cause identified to answer RQ3 was the specificity of Chinese business climate. The fiercely competitive business climate shaped by a rapid economic expansion since Chinese economic reform 1978 lead to following results: (1) the leaders’ turnover rate is significantly higher than Western countries such as U.S. (2) a huger and increasing wealth gap raises social inequality. Chinese people may thus more desire power and fortune (3) a higher degree of customization with shorter lead time pushes the Chinese leaders to focus more on short-term deliveries rather than long-term goals.

## 8.2 Theoretical and Empirical Contribution

According to a comparison of the three major leadership styles (i.e. transformational, charismatics and transactional leadership) in the Western theories, I analysed the

Correlationship among the three styles with following results: (1) five main differences between transactional and transformational leaders have been identified; (2) the similarity and overlap between transformational and charismatic leaders have been recognized. I then advanced Bass's (1997) evolution model of transactional - transformational leadership (**Figure 3**) by adding charismatic leadership into the model in order to rank all dimensions of the three leadership styles in terms of effectiveness and activity (**Figure 4**). By combining all identified attributes of each leadership style with **Figure 4**, I proposed a theoretical model (**Figure 5**) which provides a visualized and comprehensive understanding of the Western leadership theories. The study further contribute to better understanding the applicability and effectiveness of Western leadership theory in non-Western contexts, particularly China, through applying Western theories into Chinese business context, specially applying the proposed theoretical model (**Figure 5**) into Chinese business culture. The most effective leaders' behaviors, in MNCs Chinese subsidiaries have been disclosed and interpreted by the Western theories, which was "CR" and "MEB-A" dimensions of transactional leadership. This result does actually differ from Wester theories that consider the most effective leadership style should be "II" dimension of transformational leadership and charismatic leadership. The causes such as the specificity of Chinese business climate, culture differences, behind the differences have been revealed.

In the field of empirical contribution, my study provided several implications to MNCs that are currently paying increasing attention to exploring effective leadership style in China. Firstly, transactional leaders' behaviors are more popular and effective than transformational and charismatic leaders' in MNCs Chinese subsidiaries. Secondly, both managers and followers appreciate a well-designed monitoring system to tightly follow the status of task implementation because of the high cost of deviations or mistakes. Thirdly, the economic rewards, such as salary increases and opportunities of promotion, are particularly valuable and effective. The severe punishments in turns can be acceptable and its effectiveness has been confirmed by both managers and followers. Fourthly, most Chinese managers do not give priority to the individuals' personal needs and emotion in the Chinese working environment. Followers generally believe that their self-esteem and self-actualization, the higher-level need in Maslow's hierarchy of needs theory (Maslow, 1954), can be realized through salary increases and promotions, because this can raise their social status and improve their quality of life. Fifthly, as a typical characteristics of transactional leadership, both managers' and followers' attitudes towards innovation and creativity are negative. However, according to Chang, Bai & Li (2015), "transactional leadership can actually facilitate both product and process innovation in China, with a much stronger positive effect on process innovation. A manage with transactional behaviors is preferable for manufacturing firms that focus on production improvement" (p. 26). Sixthly, due to the culture differences, in Chinese business context, it is more effective to understand and use Chinese philosophical notions to manager people, while Western philosophies are more effective in terms of managing business activities. Seventhly, companies need to realize the specificity of Chinese business climate. Particular attention needs to be paid to the high turnover rate of valuable and knowledgeable managers and a high level demands of customization because of the fierce competition. These implications help MNCs better understand Chinese business culture as well as contribute to the development of appropriate and sufficient methods to train expatriates, who originally came from Western countries and currently work as managers in Chinese Subsidiaries, behaving effectively in Chinese context.

### **8.3 Limitations and Further Research**

The main limitation of this study is that the study did not divide or specify the different levels of management team in Multinational Corporation Subsidiaries in China. The middle management and executives may hold different perspectives towards companies' and departments' vision and mission. The executives usually concern more about companies' strategies and how external environment and international politics affect the companies, deal with managers rather than staff, whereas middle management might matter more about departments' mission and specific tasks, deal with both managers and staff. Their viewpoints of the leadership as well as their behaviors might thus be shaped differently.

Additionally, due to the time and access limit, this study was only conducted with 10 persons who worked or are working for 14 MNCs Chinese subsidiaries. Therefore, to generalize my research findings should have involved more persons and companies for investigation based on considering different enterprise scale and industrial background.

My recommendations for future research are as follows. The levels of management team within MNCs Chinese subsidiaries need to be specified (e.g. separate executive level and middle management level). Interview questions can be specifically designed for different levels of management in order to obtain the precise and exact answers for each level. After conducting a study with a broader sample of employees in different levels (i.e. staff, middle management, top management), the similarities and differences regarding their perspectives of leadership can be identified through a comparison of all received answers. By associating these identified similarities and differences with the Western leadership theories, the study is thus able to provide a more constructive pattern of the effective leadership style in MNCs Subsidiaries in China and go deeper to reveal the roots behind the similarities and differences.

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**Appendix 1: Selected articles for identifying main attributes of the three leaderships (i.e. Transactional, Transformational and Charismatic Leadership); 18 peer-reviewed articles;**

No.	Selected articles by authors	Research content
1	Masa'deh, Obeidat & Tarhini (2016)	The research revealed that both <b>transformational</b> and <b>transactional leadership</b> styles have vital impact on job performance, and the latter on firm performance <b>in Jordan</b> .
2	Zareen, Razzaq & Mujtaba (2015)	A sample of 100 employees from 5 different commercial banks <b>in Pakistan</b> was surveyed and the research showed that all three leadership styles (i.e. <b>Transactional, Transformational</b> and Laissez-Faire Leadership) have significant positive impact on employee motivation.
3	Ryan & Tipu (2013)	The research examines the leadership dimensions of <b>the full range leadership model in Pakistan</b> and the relation of leadership to innovation propensity for a sample of 548 participants.
4	Judge & Piccolo (2004)	This study provided a comprehensive examination of <b>the full range of transformational, transactional, and laissez-faire leadership</b> .
5	F.Vito, E. Higgins & S. Denney (2014)	The research revealed that leadership challenge model may capture both <b>transformational and transactional leadership</b> .
6	Nikezić, Doljanica & Bataveljić (2013)	The study show that <b>transactional leadership</b> is a necessary, evolutionary path to <b>transformational and charismatic leadership</b> of the time in a relatively stable business environment.
7	Wang (2014)	The author started the empirical research work on globalization of leadership development and made relevant reflections for this process. This research aimed to answer following questions: Does a global leadership development program from <b>Western countries</b> have as much impact on <b>Chinese managers</b> as on <b>Western managers</b> ? Are <b>transformational leadership behaviors</b> also <b>effective</b> when training <b>Chinese managerial leaders</b> ? Or should Chinese managers be trained differently?
8	Chang, Bai & Li (2015)	The research investigated the relative <b>effectiveness</b> of two types of leadership ( <b>transformational-charismatic leadership and transactional leadership</b> ) on product and process innovations <b>in China</b> .
9	Meuser, Gardner, Dinh, Hu, Liden & Lord (2016)	The authors investigated the <b>status of leadership theory</b> integration by reviewing 14 years of published research (2000 through 2013) in 10 top journals (864 articles).
10	Den Hartog, House, Hanges, Ruiz-Quintanilla, Dorfman, Abdalla ... & Akande (1999)	This study focuses on <b>culturally</b> endorsed implicit theories of leadership. The hypothesis: "attributes associated with <b>charismatic/transformational leadership</b> will be universally endorsed as contributing to <b>outstanding leadership</b> ." was tested in 62 cultures as part of the Global Leadership and Organizational Behavior Effectiveness Research Program.
11	Levine, Muenchen & Brooks (2010)	The study pointed out that the existing measurement scales ( <b>The Multidimensional Leadership Questionnaire, the Conger-Kanungo Charisma Scale, etc.</b> ) that are used to assess both the <b>Transformational and Charismatic Theories</b> fail to adequately address and measure the communication behaviors that are believed to be a part of <b>charisma</b> .
12	Wu (2010)	The study surveyed 104 public relations practitioners <b>in Taiwan</b> and indicated that Taiwanese participants prefer both <b>transformational and transactional leadership styles</b> . Furthermore, <b>Cultural</b> influences on the operationalization of transformational leadership are identified by the results of factor analysis.
13	Rowold & Heinitz (2007)	This study empirically clarified the similarities and differences between <b>transformational, transactional, and charismatic leadership</b> .
14	Bass (1997)	The research aimed to demonstrated that there is universality in the <b>transactional-transformational leadership</b> paradigm.

15	Bass, Avolio, Jung & Berson (2003)	The authors calculated the predictive relationships for the <b>transformational and transactional leadership</b> of 72 light infantry rifle platoon leaders for ratings of unit potency, cohesion, and performance for U.S. Army platoons participating in combat simulation exercises.
16	Baškarada, Watson & Cromarty (2017)	The research identified four organizational factors (human capital, performance, time orientation and risk appetite) and two environmental factors (risk and stability) that are considered to have an effect on leader's choice of <b>transactional versus transformational styles</b> .
17	Xenikou (2017)	The research was to investigate the effect of <b>transformational leadership and transactional contingent reward</b> as complementary, but distinct, forms of leadership on facets of organizational identification via the perception of innovation and goal organizational values.
18	McCleskey (2014)	The study described three seminal leadership theories (Situational Leadership, <b>Transactional Leadership, Transformational Leadership</b> ) and their development. The study also discussed the concept of leadership development in light of the three seminal theories.



## **Appendix 2: Interview request letter for managers**

Dear Mr/Mrs XXX,

I am a master student majoring in Managing in a Global Context from Jönköping International Business School (JIBS), Sweden. JIBS is a top-ranking business school in Europe with double accreditation by EQUIS and AACSB.

I am currently conducting my master thesis on the topic of what is the effective leadership style within Multinational Corporation Subsidiaries in China and why it differs from the Western world. Since you have several years of experiences in a manager position with an excellent performance in MNCs Chinese subsidiaries, I would therefore like to have an interview with you in order to gain your insights in this research topic. My thesis focus on studying the interactions between Chinese managers and followers during the Task Achievement process, including task assignment, task implementation and task completion. The interview will consist of roughly eight general questions which cover the whole Task Achievement process.

After the interview, I will collect the answers from all interviewees highlighting the most representative cases to make a detailed qualitative study in which I will (1) identify the most common and effective Chinese leaders' behaviors in MNCs subsidiaries in China, (2) make a comparison with Western leadership theories, (3) analyse the differences between each other and (4) eventually explore the cause behind these differences.

I sincerely hope that you are interested in this research topic and would like to help me with an interview. The interview will be conducted by skype around 30-60 minutes. If you are interested, please kindly come back to me with your cell phone number. Prior to the interview, I will give you a call to further provide you with detail distributions for my research topic, purpose and research questions.

Thank you very much for taking time reviewing. I am looking forward to hearing from you.

Best regards

Ju Ju

Jönköping International Business School (JIBS), Jönköping University

### **Appendix 3: Interview request letter for followers**

Dear Mr/Mrs XXX,

I am a master student majoring in Managing in a Global Context from Jönköping International Business School (JIBS), Sweden. JIBS is a top-ranking business school in Europe with double accreditation by EQUIS and AACSB.

I am currently conducting my master thesis on the topic of what is the effective leadership style within Multinational Corporation Subsidiaries in China and why it differs from the Western world. Since you have extensive work experiences with an outstanding performance in MNCs Chinese subsidiaries, I would therefore like to have an interview with you in order to gain your insights in this research topic from a subordinate's perspective. My thesis focus on studying the interactions between Chinese managers and followers during the Task Achievement process, including task assignment, task implementation and task completion. The interview will consist of roughly eight general questions which cover the whole Task Achievement process.

After the interview, I will collect the answers from all interviewees highlighting the most representative cases to make a detailed qualitative study in which I will (1) identify the most common and effective Chinese leaders' behaviors in MNCs subsidiaries in China, (2) make a comparison with Western leadership theories, (3) analyse the differences between each other and (4) eventually explore the cause behind these differences.

I sincerely hope that you are interested in this research topic and would like to help me with an interview. The interview will be conducted by skype around 30-60 minutes. If you are interested, please kindly come back to me with your cell phone number. Prior to the interview, I will give you a call to further provide you with detail distributions for my research topic, purpose and research questions.

Thank you very much for taking time reviewing. I am looking forward to hearing from you.

Best regards

Ju Ju

Jönköping International Business School (JIBS), Jönköping University

## **Appendix 4: Interview guide and questions for managers (English version)**

### **Prologue:**

1. Introduce the interviewer (myself)
2. State the thesis ethic: confidential paper; all info personalized or impersonalized; interview record; data used scope;
3. Clarify the thesis project, the research topic, purpose and research questions
4. Ask interviewee to introduce himself/herself: self-description, work experiences (position, companies), education, personal information, etc.

### **Interview:**

#### **Task Assignment Phase:**

1. As a leader, how do you assign a task to your staff?
  - offer followers a vision and believe that the vision itself, redirect follower actions and motivates them to greater efforts (provide meaning to the task), if not, why?
  - provide sufficient resources and clarify performance expectations, reward for meeting pre-defined standards or not. Why?
  - provide detail explanations of why this task need to be implemented and state the benefits/affection after accomplishment of this task, OR assign the task without explanation, staff just need to follow and comply with the standards and policies. Why?
  - believe in a rewards-and-punishment regime rather than any other motivation measures or not. Why?
  - Other comments/opinion for this question.
2. What is your attitude when followers are not satisfied with your assignment?
  - find out the reason in the first place OR convince followers to implement anyway. Why?
  - consider their opinion and understand their feelings OR question their business ethics and ask them to conduct the task. Why?
  - Other comments/opinion for this question.

#### **Task Implementation Phase**

3. After the task has been assigned, how do you follow the status of this task?
  - fully trust and empower followers OR appreciate a well-defined monitoring system to tightly follow the whole task implementation process. Why?
  - establishing work standards, provide clear guidelines that followers need to obey during the implementation phase OR lay emphasis on innovation, encourage followers' creativity, motive followers to think of new way to accomplish tasks. Why?
  - help followers to gain a sense of self-esteem, self-actualization. Why?
  - Other comments/opinion for this question.

4. If your followers encounter some problems, have some conflicts with other employees or feel frustrated during the task implementation phase, how do you treat this situation? Why?
  - understand the reason, share their feelings, provide some advice or even give some substantial help OR ignore, avoid, leave them alone. Why?
  - intervene the conflicts between followers OR let them resolve the conflicts without you. Why?
  - Other comments/opinion for this question.

Task Completion Phase

5. When your staff fail to reach the target or make some mistakes during their daily work, what is your attitude and How to communicate with your staff?
  - pay close attention to deviations, mistakes, and immediately take corrective actions OR encourage them, trust them and stimulate them to achieve the goal by creating a new way. Why?
  - help followers find out reasons, analyse the result and reset the goal together with followers OR distrust followers and fix the problems yourself OR ask other followers to continue the task. Why?
  - pay attention to the followers' emotion after he/she encounters difficulties or not. Why?
  - believe in the punishments, affect the result of follower's performance review, or not. Why?
  - Other comments/opinion for this question.
6. Would you pay attention to follower's personal life, e.g. family, healthy, personal needs?
  - If YES, how do you approach your followers with above topics. what kinds of support you usually give to your follower?
  - If Not, Why? because of no value or do not want to disturb follower's personal life?
  - Other comments/opinion for this question.

Generally questions:

7. In general, how do you influence your staff in order to achieve your department's annual KPI? What kind of communication skills you prefer to utilize?
  - value a rewards-and-punishment regime
  - help followers to achieve self-esteem and self-actualization
  - be a role model
  - understand and support follower's personal needs
8. Any other additional questions related to the research topic.
  - .....

## Appendix 5: Interview guide and questions for managers (Chinese version)

### 前言

1. 自我介绍
2. 明确论文的用途、保密性、研究范围等道德规范
3. 声明论文的研究方向、主题和意图
4. 请被访者简单介绍下自己，包括学历、工作年限、职位、所工作过的或者正在服务的公司等

### 访谈

#### 布置任务阶段

##### 1, 作为领导，你是如何给你的下属布置任务的？

- 布置任务时，你会告诉下属或者让下属明白这个任务的背景，为什么要完成这个任务，这个任务的意义在哪儿吗，以及他们在这个任务中扮演何种角色，重要性等。为什么？
- 下达任务时，你会考虑让下属明白他们的自身价值在哪儿？如果会，为什么？如果不会，而只是简单明了直接的下达任务，认为下属执行就可以了，又是为什么？
- 你会选择明确告诉下属你的要求、期望值、可以给予的资源，并要求他们按照既定准则完成任务吗？为什么？
- 在布置任务时，你会明确奖惩制度吗，或者你和下属都有一个奖惩制度的默契在心中？你会告诉你的下属做的好，他会得到什么奖励，做得不好，他将会受到什么惩罚吗？你相信并且习惯去用这样一套奖惩机制去布置任务吗？
- 其他相关意见或者建议

##### 2, 当下属对你布置的任务感到不满时，你如何对待？

- 找到他们不满意的原因（下属觉得太难或者太容易或者不感兴趣，不愿意做）并第一时间解决或者调整计划吗，还是先说服下属无论如何完成任务？为什么？
- 感同身受地找他们沟通还是会因为不想执行你布置的任务而质疑他们的职业道德？为什么？
- 其他相关意见或者建议

#### 执行任务阶段

##### 3, 当这个任务被布置了，你又是如何去跟踪下属的完成情况的？

- 当下达任务后，你会给下属一套完善的指引、政策、方案和要求，要求他们按照这些指引完成任务？还是会授权下属，让他们按照自己的方式完成这个任务，甚至你更希望或者鼓励他们能一种新的方式去完成这个任务？你更喜欢哪种方式，为什么？
- 关于跟踪任务的进展情况，是会放手让下属去做，授权于他们并信任他们？还是会持续跟踪检查他们任务的进展情况，如果发现苗头不对，立刻找下属谈，甚至亲自去做？
- 你会给予下属一种自我实现感并以此激励他们更好地完成任务吗？
- 其他相关意见或者建议

4. 当你的下属犯了错，比如违反了部门政策，或者工作上数据统计出错等，你会如何处理这种情况？如果下属之间有冲突，不和谐，你会如何处理？
- 你会根据问题的严重程度给予相应的惩罚措施吗（口头警告或者点名批评，绩效考核，奖金等）？还是会找他们聊天，理解背后的原因，信任他会改正，不施与任何惩罚措施，也不点名批评他？为什么？
  - 对于下属间的冲突问题，你会让他们自己去处理解决，回避不插手，还是会理解其中的原因，站在他们的角度去理解冲突，给他们解决冲突的意见？为什么？
  - 其他相关意见或者建议

### 完成任务阶段

5. 当下属没有成功的完成你布置的任务或者说他负责的任务失败了，你对此持何种态度？你将如何与下属沟通，如何解决问题？
- 你会很细致地去检查这个问题的严重程度，并根据问题的严重程度有相应的惩罚措施给到下属吗（口头警告或者点名批评，绩效考核，奖金）？还是会帮助他寻找原因，鼓励他，不施与任何惩罚措施，也不点名批评他？为什么？
  - 你还会信任他并让他感觉到你的信任，下次还会给他同等程度的任务吗？为什么？
  - 你会很在意他情绪上的波动或者变化吗？比如，他是不是沮丧，甚至抑郁。如果在意，你会有进一步的措施吗，比如有几次感性的交谈，鼓励他理解他，帮助他平复心情重建信心，还是选择默默观察，希望他自己恢复？为什么？如果不介意，为什么？
  - 这个任务失败了，你会（1）让其他人去做，（2）或者自己直接更正其中错误的地方，（3）还是会选择和他一起重新制定目标，激发他的潜能，发掘他的闪光点并帮助他完成？为什么？
  - 其他相关意见或者建议
6. 你会去适当地关心下属的私人生活状态吗？比如最近家庭、健康之类的变化影响到了工作，或者下属的个人需求等？
- 如果会，你是如何去关心的，比如理解他们变化原因，情绪上开导他们，提供必要的帮助，并给出有建设性的意见？
  - 如果不会，为什么？比如你觉得私人事情不应该成为影响工作的理由，若影响到，就是下属自己的问题，他们应该自己处理好等。
  - 其他相关意见或者建议

### 总体

7. 总体来说，你如何激励你的员工去和你一起完成团队指标，共创团队美好未来的？为什么？
- 奖惩措施，
  - 通过给到员工一个个任务去帮助员工去明白并实现他们的自我价值，通俗来说让他们觉得自己有存在感，工作有除了金钱以外的意义
  - 榜样的力量，把你自己作为他们的一个榜样
  - 理解下属真正的需求，帮助并不满足他们的需求
8. 其他和研究相关的问题
- .....

## **Appendix 6: Interview guide and questions for followers (English version)**

### **Prologue:**

1. Introduce the interviewer (myself)
2. State the thesis ethic: confidential paper; all info personalized or impersonalized; interview record; data used scope;
3. Clarify the thesis project, the research topic, purpose and research questions
4. Ask interviewee to introduce himself/herself: self-description, work experiences (position, companies), education, personal information, etc.

### **Interview:**

#### **Task Assignment Phase:**

1. As a subordinate, how would you like your leader assign a task to you?
  - clarify pre-defined expectations of the task, provide sufficient resources and clear instructions in order to accomplish the task OR other methods? If other methods, what is that and why?
  - interest in the background, meaning of the task even though these items do not affect the outcome of the task or not. Why?
  - appreciate a rewards-and-punishment regime rather than any other motivation measures or not. Why?
  - Other comments/opinion for this question.
2. What will you do when you are not satisfied with the task that your manager assigned to you?
  - communicate with your managers and express your dissatisfaction in the first place OR keep silent and conduct the task anyway. Why?
  - if you continuously receive unwanted tasks, will you still keep silent OR talk to your managers OR consider to change a job? why?
  - after your express your dissatisfaction to your managers, can you get enough support and understanding from him/her? If not, what will you do?
  - will you consider to change a job? Why?
  - Other comments/opinion for this question.

#### **Task Implementation Phase**

3. As a subordinate, how would you like your leader follow a task that assigned to you?
  - appreciate a well-designed monitoring system OR prefer an full authorization from your managers. Why?
  - prefer to comply with work standards, clear guidelines OR want to explore a new way to achieve the task. in other words, you value compliance or innovation? Why?
  - If you have new ideas or methods to implement the task, are you willing to report it to your manager and ask for a try? If not, why?
  - Other comments/opinion for this question.

4. When you encounter some problems, have some conflicts with other employees, what kind of support do you want to receive from your manager?
  - leave you alone/let you recover by yourself OR understand the reason, share their feelings with you as well as provide some advice or even give some substantial help to you. Why?
  - intervene the conflicts OR prefer to resolve the conflicts without managers. Why?
  - Other comments/opinion for this question.

Task Completion Phase

5. If you make a mistake or fail to fulfil the task, what kind of support you want to receive from your manager?
  - help you to find out reasons, analyse the result and reset the goal together with you OR give you time, let you fix the problem yourself. Why?
  - what is your manager's attitude when you fail to achieve the task? Is it acceptable for you? Why?
  - what is your feeling when your manager redirect the task to another employee after you made a mistake on this task?
  - what is your feeling or attitude when your annual performance is affected by this failure or mistake? Is it acceptable or not? Why?
  - Other comments/opinion for this question.
6. Would your managers pay attention to your personal life, e.g. family, healthy, personal needs? And what is your attitude towards this topic?
  - want your manager to focus on your personal needs and you appreciate it OR it does not matter a lot OR it is your own business, do not want manager to take care of it. Why?
  - Other comments/opinion for this question.

Generally questions:

7. In general, what kind of measures can maximally stimulate you to achieve the task your manager assign to you?
  - a rewards-and-punishment regime
  - help you to gain a sense of self-esteem and self-actualization
  - a role model
  - satisfy your personal needs
8. Any other additional questions related to the research topic.
  - .....



## Appendix 7: Interview guide and questions for followers (Chinese version)

### 前言

5. 自我介绍
6. 明确论文的用途、保密性、研究范围等道德规范
7. 声明论文的研究方向、主题和意图
8. 请被访者简单介绍下自己，包括学历、工作年限、职位、所工作过的或者正在服务的公司等

### 访谈

#### 布置任务阶段

##### 1, 作为下属，你希望你的领导如何给你布置一个任务？

- 非常明确地告诉你任务目标，明确你的职责角色，提供给你政策、方案、指引，并要求你按照这些政策和指引一步一步去完成任务，还是希望他给你更多的权利和空间，授权与你，让你按照自己的方法去完成任务，鼓励你，激发你的潜能？为什么？
- 明确奖惩机制，成功你会有哪些实质的奖励，失败你可能会受到哪些惩罚，还是更多的希望他能让你有一种自我实现，自我价值得到证明的感觉。
- 对项目的意义和背景感兴趣并能以此激励自己去完成任务，即使这些并不会直接影响任务的结果。为什么？
- 其他相关意见或者建议

##### 2, 当对这个任务不感兴趣，不愿意去执行的时候，你会怎么做？

- 你会和领导沟通，坦率说明原因吗？还是会无论如何就去执行，即使心里不愿意？还是会考虑换工作？为什么？
- 如果不愿意沟通是为什么，有什么顾虑？
- 当你向领导表达了你的意见，通常情况下，你能从领导那得到理解和支持吗？如果不能，为什么会发生这样的情况？
- 如果这样的情况长期持续，你会考虑换工作吗？为什么？
- 其他相关意见或者建议

#### 执行任务阶段

##### 3, 作为下属，你希望你的领导如何去跟踪并支持你的执行。

- 希望有一个良好的跟踪机制随时向领导汇报工作进度并得到他或她的指示，还是希望领导完全信任你，充分授权于你？为什么？
- 希望部门内有 SOP 可以指导你去完成任务还是希望能自己尝试新的方式方法去完成任务？为什么？
- 当你在执行任务时，有了全新的思路和方法，你愿意去告诉你的领导，并希望他支持你的创新吗？如果不愿意，为什么？
- 其他相关意见或者建议

##### 4, 作为下属，在工作中碰到困难、挫折（比如任务进展困难，和同事有冲突）时，你希望从领导那里得到什么样的帮助？

- 给你时间让你自己去恢复还是更愿意和你的领导坦率沟通你的难处和困惑，希望他们能够理解你并提供建议或者实质性的帮助给你。为什么？

- 希望领导能够干预并出面解决冲突还是更希望自己去解决和同事之间的矛盾，不要领导干预。为什么？
- 其他相关意见或者建议

### 完成任务阶段

#### 5, 当你没有成功完成领导布置的任务或者说你负责的任务失败了，你希望从你的上司处取得何种帮助和支持？

- 希望领导帮助自己找到失败原因，和领导一起重新制定目标并完成，或者更希望领导给你时间让你自己去发现原因更正错误，从而弥补失败。为什么？
- 当你负责的任务失败时，你的领导通常持何种态度？你一般能接受他的态度吗？为什么？
- 当你负责的任务失败时，如果你的领导因此将任务重新分配给另一位同事，你对此持何种态度？能接受吗？为什么？
- 你的年度绩效考核因为这次失误或者失败而受影响，对此你怎么看，会接受吗？为什么？
- 其他相关意见或者建议

#### 6, 你希望你的领导适当的关心你的私人生活状态吗？比如最近家庭、健康之类的变化影响到了工作或者个人需求等？

- 希望并且喜欢领导关注自己的个人需要及个人生活状态，或者认为这些无关紧要，你并不在乎领导关心或者不关心，或者你不希望领导去关系你的个人生活和个人需求。为什么？
- 其他相关意见或者建议

### 总体

#### 7, 总体来说，哪些方式会更激发你去高效地完成任务，完善你的部门表现？

- 奖惩措施，
- 通过给到员工一个个任务去帮助员工去明白并实现他们的自我价值，通俗来说让他们觉得自己有存在感，工作有除了金钱以外的意义
- 榜样的力量，把你自己作为他们的一个榜样
- 理解下属真正的需求，帮助并不满足他们的需求

#### 8, 其他和研究相关的问题

- .....