Master Thesis in Management

THE CULTURE HERITAGE ON OCB

-- A life case study between China and Sweden

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Abstract

The internationalization of the contemporary business environment provides not only a larger market and growth potential but also a higher challenge of localization of the oversee offices of companies. The clashes between national culture and corporate culture, and that between national cultures make the context of management even more complex. Studies have shown that mindset and behavior patterns of individuals may dramatically affect their attitudes and reactions towards incidents and issues in workplace. Therefore the awareness and consideration of such differences and potential clashes is vital to the efficiency and effectiveness of management. On the other hand, besides the performance evaluation methods of modern management such as PKI, 360 degree and Careersmart Balanced Score Card, OCB is also a concept raised to predict hence to increase working performance of the soft-side which are not covered by performance evaluation tools. While as the mindsets of each individual varies, the OCB may not remain constant universally.

Therefore, this research is devoted to study the interaction of national culture, which is believed to be an antecedent of individuals' mindset and incentive of behavior pattern, and OCB so as to identify whether national culture has impact on the performance predictor i.e. OCB and how does such impact affects employees attitude.

This qualitative study focused on the culture difference and OCB difference by delivering an in-depth interviews of ten employees from the same transnational company while locating in either China or Sweden. The two characters are examined simultaneously thus possible to reveal the hidden interactions.

It is proved by this study that 1). OCB is to some extent a good indicator of a good employee but some dimensions of OCB is more universal while others are more domestic. 2). OCB performance does vary from country to country. And the national culture affects the performance via shaping people's mindset and attitude on the expected behaviors. 3). Among the examined dimensions of national culture in China and Sweden, power distance, individualism and masculinity are the most different, which have effect on people's mindset and attitude on the perception of OCB and the corresponding behaviors.

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Introduction

"Why is it every time I ask for a pair of hands, they come with

a brain attached?" – Henry Ford

A century ago, the importance of people as a business capital was not recognized by entrepreneurs as well as scholars. Unlike today, workers were then perceived as instruments and indifferent labors rather than individuals with feelings and emotions. Currently, psychologists and academics in organization and management have discovered many psychological phenomena that potentially affect the behavior of individuals in workplace. Such phenomena strongly affects the perception and performance of individuals that no managers can neglect.

Psychological phenomena are formed via a vast range of feelings and emotions which inevitably complicate the context of daily management practice in workplaces. So knowing little of such psychological phenomena, few managers would predict hence managing behavior of people in workplace.

In order to understand and hence manage people better, lots of studies are carried out during the second half of 20th century. People shifted their perception of workers as labors into employees as resources, granting the benefit from employees' initiative. With the creation of human resources, more and more psychologists are devoted into the exploration of psychological phenomena taking place at work environments. Since the discovery of Hawthorne effect (Henry，1958.), more and more deliberately designed experiments and sophisticated researches have been carried out, leading to gradually revealing the complex mechanisms hiding in peoples mind.

As the internationalization tide sweeps across the globe, the inevitable trend is clearer that people are travelling around the world carrying along with them their national cultures, habits, preferences and traditions. And transnational companies open office overseas, it is unavoidable that the clashes happens because of the direct implantation of corporate culture (usually the culture of the headquarters) without regards of its differences to the inherent national culture of employees.

Professionalization used to be considered as a solution to this mixed-culture business environment that individuals are performed well as long as they fulfill the expectation of what is considered to be the duty of their occupation. Such narrow focus on so called in-role behavior is mitigates the clashes of preferences

and habits that are the superficial consequences of culture, but a deeper thinking of such solution would lead to disappointment because it is basically exact the same approach that Henry Ford wished a century ago. But can we do more?

In social psychology exists a term known as role expectation, which describes the expectations, from the major group members, of certain behavior patterns of a role which is played by a specific group member. Therefore all expected behaviors are considered as in-role behaviors and extra-role behaviors are those which are not normally expected.

Therefore, when specifically confining the group as an organization, we could easily realize that all in role behaviors are relatively limited and easy to write down while extra-role behaviors are enormous and in-enumerable. Nevertheless, such extra-role behaviors could be further classified into two categories: those are beneficial to the organization and those are harmful. So in the context of an organization or to be more specific a company, Organizational Citizenship Behavior (OCB) is introduced by Professor Organ in 1988, primarily focusing on the beneficial part of the extra-role behavior. Although OCB is not strictly overlapping with extra–role behavior, it is still a good way to take into consideration of behaviors that are not suitable to be made compulsory.

The introduction of OCB opens a window for researchers to look into peoples mind and therefore possible to create an environment in which habit and mindset of employees could be better leveraged while employees could also suffering less the clashes or the pressures from both outside and their inherent nature.

As covers the positive extra-role behaviors, OCB should then naturally be a factor that has a positive relation with performance of organization. Therefore, when the trend of internationalization meets the exploration of people's emotion, it is natural that a new question emerges in front of us that if the OCB is a universal good predictor of a good employee and if OCB is universally the same for employees grow up in whatever cultures?

Problems of today

Except the personal curiosity of the author of this paper, there are also many theoretical reasons and empirical incentives urge a study of this topic:
1. Organizational citizenship behavior are shown in many studies that in many cases it is a good indicator of good employee.
2. Many Antecedents of OCB are figured out to be psychological factors and social factors, which may vary from culture to culture.
3. Cultures do vary, and people from different cultures have strong tendency to

have different morals and values on the same issues and have trend to cooperate in different ways.

4. Many conclusion about OCB and about its antecedents are drawn from the study of given environment set, leaving the generalizability vulnerable to those conclusions.

5. The requirement of flexible system within an organization might be better fulfilled if understood the differences of each scenario with which the system cope.

Purpose of the study

The overarching objective of this study is to diagnose whether OCB as a predictor of expected behavior of an organization is generalizable in different culture. And if it is, then will the author explore the similarity of the understanding that different people have of OCB and individuals daily performance of OCB, therefore drawing a sketch of the differences induced by the difference of culture.

Research Question

The main question of this study is:
Are there differences in individual's mind on characteristics considered as a good employee between the employees from Sweden and China, the differences of these two national cultures which may attribute to the differences of the national cultures?

In order to better answer this question, the following three questions should be answered:
- Is OCB a feasible concept to evaluate a good employee?
- Are there any OCB differences in Sweden and China, if so, what are they?
- Does national culture has impact on OCB, if so, how is that.

Disposition of the thesis

This thesis is introduced by presenting that the internationalization is a general phenomenon that almost every organization is more or less impacted. With the intention to promote the interactions between employers and employees, the need of understanding the interaction within the given background of internationalization is obvious, hence attracting author to launch this study.

The following section is more theoretical oriented in which two theories and models, on which the theoretical framework of this thesis is built, will be reviewed, and the achievement in each field will be discussed. Theories and models on OCB

and Culture will in turn present. Following that the most important discoveries in each field will be reviewed.

The author will then exhibit a case study, in which the author delivered this empirical study and collected the empirical findings. Along with presenting the empirical feedback from field research, discussion will also be held in order to unveil the incentives and mechanism concealing behind, therefore trying to draw a more generalizable conclusion that may be tested on a broader scenario.

Theoretical Framework

The theoretical framework of the thesis is constructed on two sets of theories each in the field that my thesis will touch upon. In the OCB field, The author chose the original model that is suggested by Organ who is one of the early explores in OCB, while the modification of Farh who suggested a dimension shift in Chinese Scenario has also been considered in the formation of my framework. In order to measure, the national culture characteristics, Hofstede's national culture model is adopted. Meanwhile, the adjustment has also been made to keep the research concise while not losing the consideration of the most frequent critique, the bi-dimensional model in individualism versus collectivism, of the national culture model.

Organizational Citizenship behavior

Origin and the definition of OCB

Katz first touched upon the issue, now being named OCB, in his work *The motivational basis of organizational behavior* on Behavioral Science 1964 (Katz, 1964). In the work, he mentioned what is nowadays widely accepted in management that organizations need employees who are not only finishing the task as is assigned by the organization but also willing to exceeding their job requirement. Later, Bateman and Organ (1983) expanded Karts study and give such examples of this type of behaviors as helping co-workers out with job-related problems, automatically keeping working environment clean and ordered, initiatively promoting working atmosphere, mitigate the collision caused by interpersonal conflict etc. Such behaviors are positively affecting the tendency to decrease the psychological distance between self and others, and positively affecting tends to generalize from whatever caused it to other stimuli (notably persons) in the temporal and social context (Rosenhan et al., 1974, Bateman & Organ, 1983). Referring to activities that are beneficial or contributive to organizational effectiveness and performance while not formally required by job

description, Organ (1988) defines OCBs as *"individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the effective functioning of the organization"*. Being utilized by employees engaged in OCB, organizational resources are believed to be able to be freed up, letting managers focus their efforts on issues related to the technical core of the organization (Youssefnia, 2001).

Five dimensions in OCB

Smith, Organ and Near (1983) demonstrated that the structure of OCB are formed up by at least two factors: altruism and general compliance. In later study, Organ(1988) decomposed the proposed compliance and added other dimensions hence making it totally five dimensions in his OCB framework, i.e. Altruism, Conscientiousness, Courtesy, Sportsmanship and Civic Virtue.

Altruism
Altruism refers to citizenship toward individuals and compliance, a less personal factor, reflecting citizenship behavior toward organizations (Youssefnia 2001). Organ and Ryan (1995) give examples of altruism as helping co-workers, and sharing information. Smith, Organ and Near (1983) defined altruism as voluntary behavior that an employee provides assistance to an individual about a particular problem to complete his or her task under unusual circumstances (May-Chiun Lo, 2009). Such behavior are demonstrated significantly related to performance evaluations and correspondingly positive affectivity (Podsakoff et al. (2000).

Therefore, by the definition, we could sketch out the profile of behaviors under this item that altruistic behavior has the following traits:
1. Behaviors towards individuals
2. Less about personal factor
3. More about assistance and facilitation in the way of either physically or of skill and knowledge
4. Beneficial to the performance

Courtesy
Courtesy is defined as discretionary behavior that focus on preventing work-related problems and consequential conflicts with workmates as well as taking necessary behavior to learn from that for the future(Law et al., 2005). Lo(2009) explains Courtesy as behavior in the way that a member encourages the co-workers when they are demoralized and feel discouraged about their professional development. Podsakoff et al. (2000) found out that the fulfillment of such behavior is contributive to the time saving, efficiency, and effectiveness that may subjective to compromise by the internal conflicts and consequential effort of

coordinators to settle them down.

As described above, the Courtesy behavior could be sketched as follow:
1. Behavior towards individuals
2. Effort as to prevent negative emotions or behaviors
3. Beneficial to the performance in the indirect way such as efficiency and effectiveness

Sportsmanship
Organ (1988) has defined Sportsmanship as the tendency of employees to behave in a tolerant way when facing irritating circumstances with no complaint and even keeping optimistic and constructive. Further in the work in 2006, Organ et al. (2006) revised the definition as employee's *"ability to roll with punches"* even if they do not like or disagree with the changes that are occurring within the organization. By reducing the negative reflections in the organization, Sportsmanship is not only reduced extra-attention of managers to keep good atmosphere, but also increases morale and positive energy in the group hence reducing employee turnover(Podsakoff & Mackenzie1997).

It is clear to see that Sportsmanship is more of a personal character with which one could maintain high motivation in adversity. Therefore, the characters of Sportsmanship is as follow:
1. Behavior or mindset towards oneself
2. Effort as to prevent negative emotions or behaviors of oneself
3. Beneficial to the individual performance via keeping a good morale and positive energy.

Conscientiousness
Conscientiousness describes the behaviors that exceed the minimum requirement from the organization and the behaviors that helps individual to be self-organized accountable and hardworking (Organ, 1988). Organ (1988) elaborated such behavior as working longer time and voluntarily take extra jobs besides duties.

The concept of Conscientiousness is quite strait forward that it describes employees' voluntary behaviors and effort on tasks and duties which exceeds the requirement from the organization. Therefore such behaviors as working extra hours, taking over other voluntary duties as well as doing job better than required should all fall into this category.

Civic Virtue
Civic Virtue is a relatively complicated dimension, in comparison to previous four. This dimension is originally being described as feeling of employees about having

responsibility to participate in the life of the form (Organ, 1988). It is attached to Graham's finding (1991) that a member of an organization should have the responsibility of being a good citizen of the organization. This type of behaviors reflects the internal recognition of self being a part of the organization and the endorsement of the values and merits that the organization holds or encouraged (Graham, 1991). With the assistance of scholars exploring the behavior and impulsion behind, Civic Virtue is defined as behaviors that shows employees deep belief and positive involvement in the concern of the organization (Deluga, 1998, Law et al., 2005). Typical behaviors such as spontaneous protection of the reputation of the organization, active participation of organizational meetings and proactive contribution to the construction or optimization the operation of the organization are used to evaluate the extent of Civic Virtue (Farh, Earley, & Lin 1997). Walz and Niehoff (1996) argued that the performance of behaviors as such hence increasing the organizational performance via reducing the complaint from customers should also be seen as a representative behavior of Civic Virtue. Organ (1998) considered Civic Virtue as the most admirable behavior since such behaviors may not be appreciative by managers immediately, hence holding a potential personal cost.

Graham's study (1991) on Civic Virtue includes both in-role and extra-role behavior i.e. including all positive behaviors contributive to the organization of both affinitive and challenging behaviors. She gave examples as:

> *"keeping informed about issues relevant to the organization's ability to serve its stakeholders, and expressing sentiment about those issues, even if that means challenging he status quo, as long as it is done in a constructive way; coming to meetings ,and asking hard questions or supporting an unpopular view; serving on committees, and challenging groupthink tendencies; encouraging others to be more politically active, and even to engage in principled dissent, when serving true justice requires it."*(Graham, 2000)

Applied the political theory of the equity of privilege and obligation, Graham (1991) argued that both right and responsibility exist on civic citizenship as well. Borrowing the concept of Marshell's theory on three levels of rights, which are 1). Civil: the right of legal protection of life, liberty and property, 2). Political: the right of participation in decision making, and 3). Social: the rights to access the benefits of social economics, Graham extended the right of citizenship to an organization:

> *"Organizational civil rights would include fair treatment in routine personnel matters (hiring, assignment, evaluation, etc.), and also guarantees of due process when problems arise (e.g., grievance in*

investigation and disciplinary proceedings). Political rights would include the ability to participate in decision making both about current operational matters, and about broader organizational policies, objectives, and spending plans. Social rights would include economic benefits (regular salary/wage, bonuses, insurances, pensions, etc.), social status symbols, and training/ educational opportunities.)" (Graham, 2000, p253-254)

The obligatory part of the citizenship is synonymous with citizenship behavior (Graham, 1991). Later, Graham discovered three sub-categories of citizenship responsibility: obedience, loyalty, and participation. (Politically, obedience refers to the abidance by the laws and legislations; loyalty refers to the welfare function of individuals that includes the interest of other citizens, the states as a whole, and the values the integrality holds.) Graham extended this three dimensions of citizenship behavior in organizations by paraphrasing Inkeles's (1969) summary descriptions: 1). Organizational obedience typifies such behaviors and characteristics as respect for rules and instructions, punctuality in attendance and task completion, and stewardship of organizational resources. 2). Organizational loyalty is the identification with and allegiance to leadership and the organization. Some behaviors in this category include defending the organization against threats, contributing to its good reputation and cooperating with others to serve the interests of the whole. 3). Organizational participation falls into interest in organizational affairs guided by ideal standards of virtue, which is validated by keeping informed and expressed through full and responsible involvement in organizational governance. Organizational participation behavior include attending non-required meetings, sharing informed opinions and new ideas with others ,and being willing to deliver bad news or support and unpopular view to combat groupthink.

Therefore the core concept of Civic Virtue becomes clear that:
Obedience level:
1. Respect and obey the rules and regulations of an organization
2. Finish tasks on time with no compromise in quality
3. Value resource of an organization and economize the usage of that

Loyalty level
1. Agree to hence behave correspondently to the values of organization
2. Protect as well as contribute to the reputation
3. Cooperate actively with other citizens as to serve the interest of the whole

Participation level
1. Participate the non-compulsory meetings and events as to involve in the

organization actively
2. Share information, knowledge and other soft resource in the organization
3. Be critic with a constructive perspective about the circumstances and groupthink.

Re-adjustment of the concept

More recently, Organ (1997) re-examined his original definition of OCB under the modern working context and the recent discoveries in researches and highlighted some statements that are problematic in today's context.

Ambiguity of in-role/extra-role boundary
One conspicuous un-adaptation is induced by the revolution in management concept – Management By Objective (MBO) created by Drucker(1954), that according to MBO the in-role behaviors depend on whatever of necessity to achieve the objective, therefore indirectly extend the boundary of in-role behavior, hence depriving the nature of OCB which is built on the extra-role behavior.

Cascio (1995) explains that works are constantly redefined in order to catch up with the changing of the demands of customers, therefore the original tasks should no longer be considered as work objectives but tools which make some other tasks achievable, the tasks that are utilized to meet the expectation of customers. Under such perspective, the premise of OCB loses its ground that if task which is no long been seen as the ultimate goal, but only tools, then it is justifiable to consider whatever behaviors necessary to be in-role behaviors, since the role is expected to take actions which could ultimately satisfy customers. Therefore the disappearance of extra-role behavior take away the ground of OCB, which are largely extra-role behaviors by the definition of each categories.

While although such argument seems logical and well argued, it till not practically deprived the necessity of OCB. Simply because such argumentation is based on the assumption that the ultimate goal of an organization is to satisfy its customer, while the justification of such priority is discussible. Moreover, the meaning of behavior analysis is to classify various type of behavior hence much easier to identify the potential consequences of each type of behaviors. The analysis provides an efficient and effective solution for managers in practice while the logic of MBO is totally different. The delivery of MBO needs objective analysis case by case, therefore it is reasonable to say that MBO is more customized, but less persuasive to say that MBO is the only way. Therefore, it is still necessary to study hence understanding better OCB in a more general case, in that the behavioral patterns of individuals are, to some extent, the same even in different cases.

Flexibility of the role of employees

Another critique is about the field of application of the definition of Organ's definition of OCB (Organ, 1988). In Organ's original work, the definition is uniformed regardless the difference of occupation and position. Graen's study (Graen, 1976) shows that roles in an organization rarely stay static. The negotiation and re-arrangement of work task may also affect the perception of employees' understanding and awareness of their roles. Rousseau's study (1989) suggests that the perception from the side of employee on employment obligation is often dissimilar from that from the side of employer. Hence the continuous dynamics between employer and employee keep employee constantly adjusting his/her role in the organization. Therefore it is nearly impossible to draw a clear map which is universally applicable for people of different position and the same one at different time.

But if communication between employees and employers are smooth, then such differences would be minimized, granted that the preferences of individuals may still differ. And since OCB has a clear property as beneficial to the organization, it is much objective that whether a certain behavior is good for the organization as a whole or not.

Dimensional differences across cultures

Originally, when studied the concept of OCB, the five dimensions are developed under the culture of North America. With no cultural variables included in the definition, it has been taken for granted that cultural factor is not a variable but a constant. After studied, Organ et. al. (1990) developed a widely used scale in evaluating OCB following Organ's model. While, because of the overlook of the impact of culture, the application of such model and the derived scale faces compatibility issues.

Enveloped in the unique culture, people in Asian countries such as China and Japan have a rather vague perception on the separation of work and life, making it extra hard to clarify the role of certain occupation, therefore harder to depict in-role and extra-role behavior (Yutaka Ueda, 2011). Iwata (1978), found out that in comparison to other Asian countries, Japanese shows more obvious tendency overlooking the boundary between their jobs and extra-jobs, thus not necessarily view OCB and related concept as definitive and important. Yutaka(2011) explains the essence of such phenomenon in the way that the particular cultural heritage, to be specific collectivism, along with the corporate culture, typically the Toyota way(Jeffrey, 2004), as well as the widely adopted Career Long Employment, forms the Japanese society considering their organization more to be a "family". Thus the distinction between to which to belong and to which not to is more important than what to behave as a given role and what not. Therefore, it is more natural to

consider whatever needed to do for the organization as their obligation viz. in-role behavior (Yutaka, 2011). Similar conclusions are also found and reported in other researches. In the research studying managers in the U.S., Australia, Japan and HongKong, Lam et. al. (1999) discovered that managers in Japan and HongKong have strong tendency to categories sportsmanship and courtesy as implicit requirement by society, therefore this two dimensions are missing when experimenting OCB on these two regions. Non-accidentally, Blakely et.al. (2003), found similar phenomenon when studying 116 Chinese managers and 109 U.S managers in Shanghai and Tianjing.

The leading researcher of OCB in Chinese scenario, Farh et. al. (2004), discovered 10 independent dimensions based on his survey of 75 companies of different capital composition in 1998 in Beijing, Shanghai, Shenzhen and Hangzhou. In this work, five common OCB dimensions are examined in both cultural context of U.S. and China. Taking initiative, helping coworkers, voice (corresponding to dimensions, in Farh's study, of making constructive suggestion, speaking up to prohibit harmful behavior to the firm), group activity participation and promoting company image. Differing from other collectively sharing dimensions that are basically sharing the similar connotation across two cultures, the dimension of voice, contains not only direct contribution of making constructive behavior but also indirect actions of preventing potentially harmful behavior to the organization. Besides the common dimension, five endemic dimensions are founded in the Chinese scenario. Self-training, social welfare participation, protecting and saving company resources, keeping the work-place clean and inter-personal harmony are found prominent in the inductive test. The differences of the connotation of OCB are attributed to the different of the culture, economic system and capital structure. Moreover, such conspicuous dimensions as sportsmanship, courtesy and advocacy participation are not found noticeable. While this disappearance of dimensions are explained, by Farh et. al. (2004), as being considered as in-role rather than extra-role behavior and the advocacy participation inducing controversy thus problematic to inter-personal harmony.

Other different classification of dimensions of OCB

Podsakoff et al. (2000) found out 30 distinctive type of OCB. And scholars are trying different ways and different approaches to classify these typical behaviors. The most famous model is the five dimension model (Organ, 1988) as introduced before. In the several later verification studies, (Bell, & Menguc 2002; Hu, Lam & Law 2000; Lam, Hui & Law 1999), sportsmanship, civic virtue and conscientiousness are reported to be easier to distinguish by empirical managers than courtesy and altruism (Bachrach, Bendoly & Podsakoff 2001; MacKenzie, Podsakoff & Fetter 1991; Podsakoff & MacKenzie 1994). Podsakoff et al. supposed

that altruism and courtesy along with peacekeeping and cheerleading, two dimensions found by Organ (1990) after the establishment of the famous five dimension model, may belong to another category and they referred it as helping.
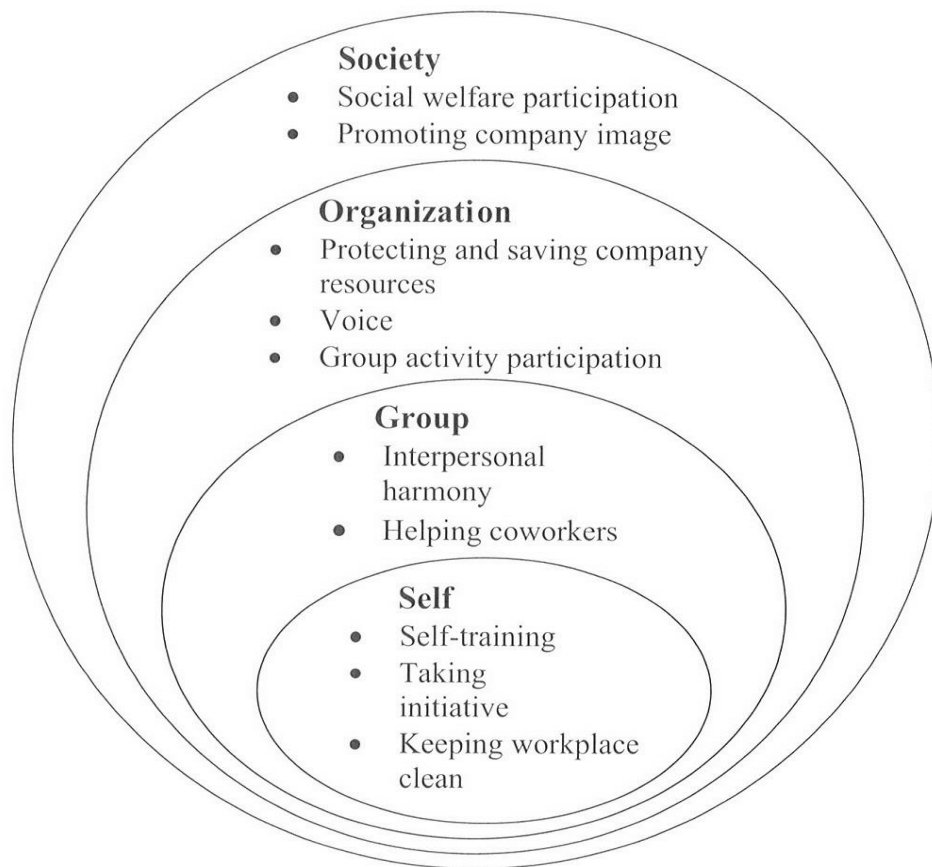
Another famous model in assortment of OCB, OCB-I OCB-O model, is developed by Williams and Anderson (William & Anderson, 1991). They differentiated the objects of behaviors and labeled OCB-I as describing behaviors that is directed towards other individuals and OCB-O as is directed towards organization. Under such classification approach, such dimensions as altruism and all kinds of peer-to-peer helping behavior are sub-categories of OCB-I (William & Anderson, 1991). On the other hand, OCB-O includes conscientiousness, civic virtue, sportsmanship (William & Anderson, 1991). The dichotomy also solves the problem of the categorization of other behaviors. OCB-I could be the father category of behaviors as interpersonal facilitation (Van Scotter, Motowidlo, & Cross, 2000), interpersonal harmony (Farh Earley & Lin, 1997) and interpersonal helping (Graham, 1989). Similarly OCB-O includes job dedication(Van Scotter & Motowidlo, 1996), voice behavior(LePine & Van Dyne, 1998), individual initiative or taking charge(Morrison & Phelps, 1999), organizational loyalty(Graham, 1991), endorsing, supporting, and defending the objectives of organizations(Borman & Motowidlo, 1993; Borman & Motowidlo, 1997) and promoting the image of a company(Farh, Zhong, & Organ, 2004).

Later, the studies exploring the antecedents and subsequents of OCB revealed the utility and advantage of such categorization that certain antecedents and consequences may related to certain group of behavior while not related to the other one(Graham, 2006; Halbesleben & Bowler, 2007; Ilies, Nahrgang & Morgeson, 2007; LePine & Van Dyne, 2001; Stamper & Van Dyne, 2001). Such findings support this type, OCB-I and OCB-O, of categorization.

This new categorization uses a new thought, classifying behavior not according to the type or the essence of the behaviors but according to the object that the behavior is affecting. But the drawback of this type of classification is also obvious that the only two types of objects are obviously not sufficient for including various OCB. Criticizing the existing models, such as OCB-I OCB-O model that are based on the beneficiary part, that classification of such behaviors as social welfare participation and self-training will be problematic, Farh et al. (2004, p250) proposed a new frame work, the concentric model. The model classified OCB into four groups based on the focus or context of actions: self, group, organization and society.

Figure 1

Figure 1   A Concentric Model of OCB Dimensions

Society
- Social welfare participation
- Promoting company image

Organization
- Protecting and saving company resources
- Voice
- Group activity participation

Group
- Interpersonal harmony
- Helping coworkers

Self
- Self-training
- Taking initiative
- Keeping workplace clean

>   *"The self domain includes contributions that in principle could be rendered anonymously, privately, and purely as a matter of one's own volition. The group domain includes those contributions that cannot be meaningfully or practically divorced from a context of interaction with peers. OCB with an organizational focus includes those contributions that must engage some organizationally relevant attribute, such as corporate resources, governance, workflow, or technology. These activities do not relate to specific people, yet they contribute to general organizational effectiveness. The society focus subsumes those contributions that can be enacted only across the boundary of the organization or in its external environment with outside stakeholders."* (Farh, Zhong, & Organ, 2004, p250)

In this concentric model, Farh uses the different level of the interaction objective to separate the dimensions. From the smallest, self, to the largest, society, the progressive expansion of the range clearly demonstrates the behaviors and the extinctions between categories. As being referred before, Farh identifies 5

common dimensions and 5 Chinese endemic dimensions. In the same research, Farh also presented a scale which I borrowed in my study. The scale will be introduced more elaborately in the methodology part.

Evaluation of OCB

OCB scales is widely adopted method to evaluate OCB. Because of asynchronization of dimensions of OCB in different national context, two major scales are established based on different studies of OCB composition with local features. Derived from Organ's original study, Niehoff and Moornan (1993), developed a scale in their study of totally 213 employees and managers in 11 theaters. In the scale, five dimensions – Altruism, Courtesy, Sportsmanship, Conscientiousness and Civic Virtue – are evaluated, with the reliability over .70. Farh, Earley and Lin (1997) developed a Chinese culture indigenous scale in the study of the OCB variation in different cultures and the study of the relation of organizational justice and OCB. Derived by the response from 109 MBA students and managers, and later tested on 227 supervisors, the endemic scale for Chinese culture and related regions are found by Farh and his colleagues, with Cronbach's alpha all greater than 0.8 (Farh and Lin, 1997, table 1).

Farh (1997) compares the OCB dimensions and then shows the differences of the concept of OCB in different terrain. According to his study, Western OCB scale include Civic Virtue, Altruism, Conscientiousness, Sportsmanship and Courtesy, while Chinese OCB scale includes Identification with company, Altruism toward colleagues, Conscientiousness, Interpersonal harmony and Protecting resources. He thought that, in definition, Civic Virtue is similar to Identification with company. But Civic Virtue is more about that employee is concerning the life of organization, while Identification with company is more about agreement to the organization. But, in his paper, Farh considers Civic Virtue in Western OCB as the same dimension as Identification with company in Chinese OCB. While Sportsmanship and Courtesy in Western OCB are absent in Chinese one and the interpersonal harmony and protecting company resources in Chinese OCB is also not seen in Western one.

The asynchronization of OCB dimensions in different countries makes the cross-culture comparison very difficult that if the study object is the non-overlapping part of OCB then it is impossible to compare the degree of performance simply because of the lack of similarity. Meanwhile, if this thesis is focused on the common three dimensions, it would be difficult to evaluate these dimensions by using only a part of a more comprehensive scale. Given the objective of this paper as a master thesis, and constricted by the accessibility of the empirical data, the author decided to borrow the scale that presented in Farh's work (Farh, Earley, & Lin,

1997). The adoption of Farh's scale secures the bias and the issues about reliability and validity that may introduced by the design of a new scale. Also, because Farh's remarkable research becomes a benchmark of OCB studies nowadays in Asian regions, a relatively big theoretical structure is gradually forming up and scholars uses the same scales to deliver their own study, making a the Farh's scale widely accepted in Asian OCB research field. Therefore the adaptation on one hand secures that the empirical result is less biased and on the other hand makes my research well based on the research of other scholars making the result comparable. Because of the goal of this thesis, a semi-structured interview is used rather than a questionnaire based survey. Therefore I modified Farh's scale into a structure of questionnaire. The skeleton my interview structure will be discussed into details in the methodology part.

The OCB framework in this thesis

Since Organ's five dimensional OCB model is the most well-known model, and because of its popularity, many researches are conducted based on the model making the model relatively well framed with a rather clear perspective of the definition of the core concept, the representative behaviors, the antecedents and consequences and the potential deficiencies. Knowing the drawback of Organ's model, it is enough to use the model along with the chosen modifications as the framework of this master thesis focusing of the exploration of the different of people's behaviors and perceptions.

But also as stated before, the classification of the dimensions in Organ's model is less systematic and since Farh has raised a better structure to classify these dimensions and presented in a much clearer way, it is worthy adopting the concentric structure to organize the dimensions.

Therefore, the theoretical framework of OCB of this thesis is as follow:

The dimension of OCB is largely based on Organ's five dimensional model with only one replacement of the original dimension, sportsmanship, by protecting company resources. Therefore the five dimensions are Civic Virtue, Protecting Company Resources, Altruism, Courtesy and Conscientiousness. Civic Virtue is of society level, Protecting Company Resources is of organizational level, Altruism and Courtesy is of group level and Conscientiousness is of self level (Figure 2).

Figure 2
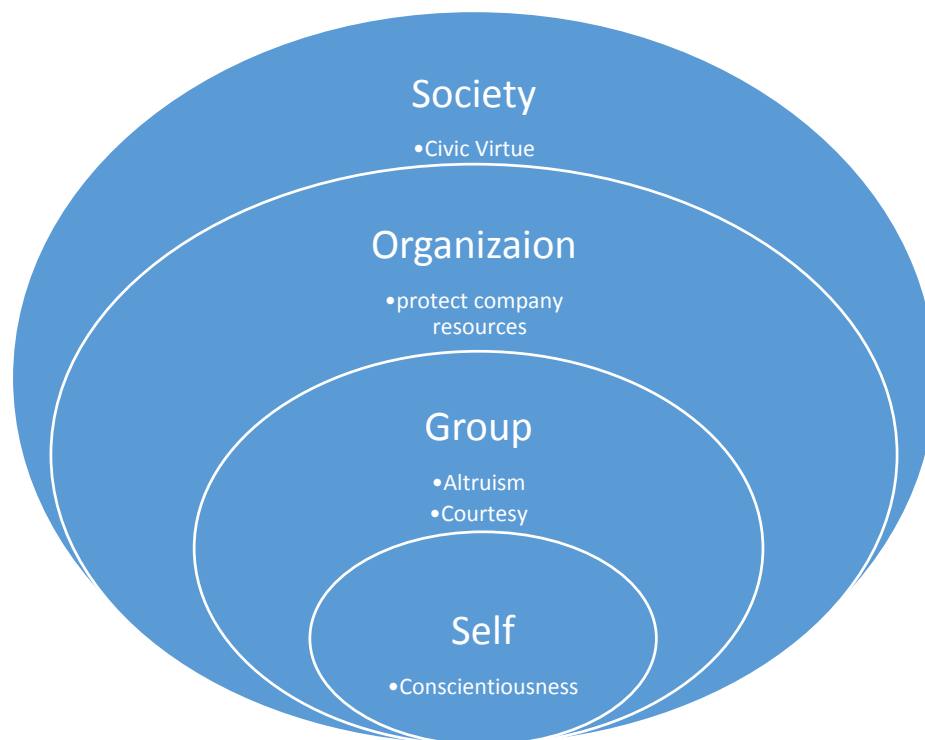
National culture

In order to understand better the complexity of the culture, a modified national culture model is also adopted. The model that applied in this thesis is based on the well-known culture model, Hofstede's National Culture Model. The model is used to structuralize the categories of the other premises of this thesis, the differences of cultures, hence knowing the differences of OCB along with the difference on cultural perspective.

Culture is very complicated concept. It is originated from the term that is used in classical antiquity by the Roman orator Cicero: "*cultura animi*". In Cicero's *Tusculan Disputations*, he used *cultura animi*, and agricultural metaphor, to describe the process and the development of the philosophical soul.

Today, sociologists have been investigating various aspect and characters of culture, hence giving more than 100 versions of definitions based on different emphasis. In the 20th century, "culture" emerged as a central concept in anthropology, encompassing the range of human phenomena that cannot be attributed to genetic inheritance. Specifically, the term "culture" in American anthropology had two meanings: 1). The evolved human capacity to classify and represent experiences with symbols, and to act imaginatively and creatively; and 2). The distinct ways that people living differently classified and represented their

experiences, and acted creatively. The first aspect emphasizes the hard materials, the physical artifacts created by the society, and the second includes basically everything else.

Since the topic of this cross-culture research is trying to understand more about not only what is the culture of two nation but also more about what is the differences of the cultures and what consequences it will leave in people's mind, it is necessary to juxtapose two culture's and compare the differences according to some categorization. Therefore the model of National Culture used in this study is majorly based on the Geert Hofstede's National Culture model with the modification so as to standardize the categories hence comparable.

Hofstede's National Culture model

Geert Hofstede is one of the most influential Dutch researcher specialized in organizational studies and culture related management. In his most notable book *Culture Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*, he published his culture dimensions theory, and using his national culture model to present his discoveries of the differences of cultures.

Origination and development

In 1970s, Geert Hofstede conducted a research in International Business Machine (IBM). By collecting survey data about the values of employees working in IBM in more than fifty countries around the world, he successfully proved that people from different countries are facing similar problems. And the four problems that Hofstede found out is consistent with the prediction made by the sociologist Alex Inkeles and the psychologist Daniel Levinson in 1954, corresponding to the predicted four issues that are common world widely (Hofstede, Hofstede, & Minkov, 2010):

1. relation to authority
2. Conception of oneself – in particular
   a) The relationship between individual and society
   b) The individual's concept of masculinity and femininity
3. Ways of dealing with conflicts, including the control of aggression and the expression of feelings

Hofsteds found out the following common problems in his research at IBM (Hofstede, Hofstede, & Minkov, 2010):

1. Social inequality, including the relationship with authority
2. The relationship between the individual and the group
3. Concepts of masculinity and femininity: the social and emotional implications of having been born as a boy or a girl

4. Ways of dealing with uncertainty and ambiguity, which turned out to be related to the control of aggression and the expression of emotions

These four dimensions are the earliest four facets that have been revealed in the early days, and are correspondingly named Power of Distance (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), and Uncertainty Avoidance (UAI).

As the research in culture goes deeper more dimensions are found. In the study of student samples to the Chinese Value Survey (CVS), from 23 countries around 1985, an instrument developed by Michael Harris Bond in Hong Kong from the value suggested by Chinese scholars, a new dimension, Long Term orientation (LTO), was found. And after a following study of measuring and validating national differences, LTO is added into the model making it the fifth dimension of Hofstede dimensions of national culture in 1991. Later in 2010 the number of countries scored for this dimension extended to 93 by the research of Michael Minkov using recent World Value Survey (WVS). In Michael Minkov's analysis of WVS published in 2007, three new dimensions are suggested. Until 2010, Hofstede added Indulgence versus Restraint (IVR) into his model, making the model as it is today. But the adding of the two dimensions, LTO and IVR, has been criticized a lot. Fang (2003) pointed out that the origin of LTO (also being called Confucian dynamism) itself is problematic that the Hofstede considers this as the contribution of Chinese philosophy to the dimensional theory of culture. But in fact the source of this dimension is an artificially given list with 40 Chinese traditional values, which has neither theoretical support nor statistical evidence. Furthermore, the Chinese culture itself is paradoxical that according to Hofstede, the opposite of long-term orientation, short-term orientation has a positive correlation with "face", while it is known to the world that Chinese values "face" extremely high.

Therefore when choosing culture model, the author avoided the disputed LTO dimension and the newest one, IVR, and merely borrowed the relatively well studied and better accepted four dimensions. As for the master thesis aimed at exploring the possible consequences of culture on OCB, it is important to base on more concrete and less disputed theory to make a much deeper but focused conclusion. I therefore made the selection of picking these four dimensions.

The four dimensions
Power distance
Power distance is derived from the inequality in society. Inequality exists is various areas, such as physical and mental characteristics, social status and prestige, wealth, power, laws, rule and so on.

Power distance (Mulder, 1976, 1977; Mulder, et. al., 1971) is a measure of the interpersonal power or influence between a boss and the subordinate as perceived by the less powerful of the two. Mulder (1977) defines power as *"The potential to determine or direct (to a certain extent) the behavior of another person or other persons more so than the other way round."* And he defines the power distance as: *"The degree of inequality in power between a less powerful individual (I) and a more powerful other (O), in which I and O belong to the same (loosely or tightly knit) social system".*

Borrowed from Mulder's definition, Hofstede uses the following definition of power distance: *"The power distance between a boss B and a subordinate S in a hierarchy is the difference between the extent to which B can determine the behavior of S and the extent to which S can determine the behavior of B."*(Hofstede, 2001)

In the study of measuring national differences in power distance in IBM, the three items that are used to composing the power distance index are as follow: (Hofstede et. al., 2010)
1. Answers by non-managerial employees to the question "How frequently, in your experience, does the following problem occur: employees being afraid to express disagreement with their managers?"
2. Subordinates' perception of the boss's actual decision-making style
3. Subordinates' preference for their boss's decision-making style

In summary, PDI scores inform us about dependence relationships in a country. Hofstede explains the difference in PDI as:

> *"In small-power-distance countries, there is limited dependence of subordinates on bosses, and there is a preference for consultation (that is, interdependence among boss and subordinate). The emotional distance between them is relatively small: subordinates will rather easily approach and contradict their bosses. In large-power-distance countries, there is considerable dependence of subordinates on bosses. Subordinates respond by either preferring such dependence (in the form of an autocratic or paternalistic boss) or rejecting it entirely, which in psychology is known as counter-dependence—that is, dependence but with a negative sign. Large power- distance countries thus show a pattern of polarization between dependence and counter-dependence. In these cases the emotional distance between subordinates and their bosses is large: subordinates are unlikely to approach and contradict their bosses directly."* (Hofstede et. al., 2010)

Individualism versus Collectivism (IDV)

In the IBM research, Hofstede found out that the vast majority of people in our world live in societies in which the interest of the group prevails over that of the individual. Such society is called collectivist. Collectivist here has no political connotation that implying the power of a state over the individual but the power of a group. People have mutually dependent relationships with each other on both practical and psychological. Meanwhile, a minority of people in our world live in societies in which the interest of the individual prevail over the interest of the group. Such societies with opposite character are called individualist. Extreme circumstances of collectivism and individualism can be considered as a pair opposite poles of a dimension of culture.

Hofstede defines (Hofstede et. al., 2010): *"Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him-or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive in-group, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty."*

While, different from the other dimensions that I will directly borrow the definition and measures from Hofstede's model, I used a modified sub-model instead.

The modified bi-dimensional model

In the early state, Parsons and Shills (Parsons & shills, 1951) defined individualism versus collectivism as a bipolar dimension. Hofstede (1980) holds the same belief that IDV is the collection of the perceptions and beliefs about the interactions of individual and the group around. Olcay, I, E, (1998) thought that individualism and collectivism are the two mutually exclusive and opposite poles, indicating that such dimension is not further dividable. However, in the middle of 1980s, researchers have been questioning the bipolar structure of the individualism versus collectivism dimension. Bhawuk and Brislin (1992) think that individualism and collectivism is not of a bipolar structure but two isolated dimension. Schwarz (1990) and Triandis (1995) found that tendency of individualism and collectivism could exist in the same culture at the same time. Attitudes and behaviors may various under condition in which people are of similar or different hierarchical status. After a series study, Triandis (1995) develops a more comprehensive and more authoritative definition：

Individualism:
1. individual goal is prior to collective goal
2. self-perception as freedom individual

3. individual attitude has more influences on the guidance of individual's behavior
4. individual benefit maintains various relations

Collectivism:
1. collective goal is prior to individual goal
2. self-perception as well connected to the collective
3. social expectation on roles has more influences on the guidance of individual's behavior
4. responsibility and social connections maintain various relation

Additionally, Triandis (1995) developed a two by two matrix each axis labeled horizontal-vertical and individual-collective to describe the four types. The additional horizontal-vertical dimension is used to describe the behaviors in the conditions in which hierarchical differences exists or not.

Knowing that the independent and interdependent as well as the seeing other people as the same or different from another one in a context, these four constructs are naturally formed.

If people in the certain culture have the tendency to see individuals as the same as other individuals then, then the culture falls in the horizontal end, but if people tend to see others differently as, maybe, the consequence of occupation, status, or fame, then the culture is typically vertical. Therefore the extreme case in each corner of the matrix is described as follow (Triandis, 1995)

Table 1

|	Individualism(I)	Collectivism(C)
Horizontal (H)	HI: the individualism in the environment with no hierarchical difference People considered to be equal and independent	HC: the collectivism in the environment with no hierarchical difference People considered to be equal and interdependent
Vertical(V)	VI: the individualism in the environment with hierarchical difference People considered to be unequal and independent	VC: the collectivism in the environment with hierarchical difference People considered to be unequal and interdependent

In the following studies, Triandis' model is widely accepted and used in various researches of cross culture studies.

Triandis (1995), explained the four constructs:

1). The definition of interdependent in collectivism and independent in individualism (Markus, & Kitayama, 1991) reflected in the extent to which individuals share resources with group and conform to the norm of the group.

2). Personal goals are group goals are closely aligned in collectivism and are not in individualism. Therefore the difference on the priority of individual goals and group ones reflects the individualism and collectivism. When personal goals are compatible with group goals, one is collectivism; if not then it is individualism. (Triandis, et. al., 1988; Schwartz, 1990)

3). Cognitions focusing on norms, obligations, and duties affects much on social behavior in collectivistic culture. Those focusing on attitudes, personal needs, rights, and contracts affects more on social behavior in individualistic cultures.

4). The emphasis on relationship is common in collectivistic culture even if the relationship is problematic while rational analysis on the advantage and disadvantage of a relationship is often seen in individualistic culture.

According to the definition and descriptions, it is easy to figure out the representative behaviors reflecting attitudes in each corner of the matrix.

Figure 3
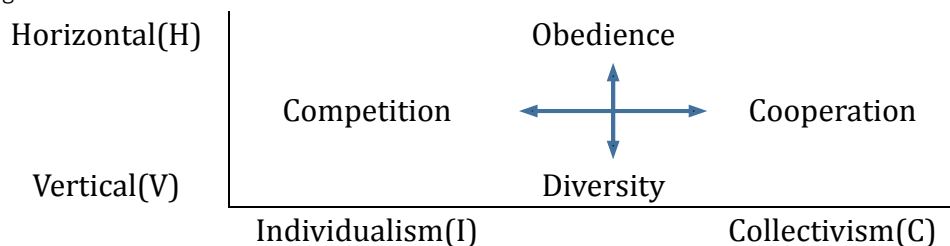
From the figure can we see that people from the culture that locates in the four corners should have the certain mindset associated with the behaviors in the daily interaction with others listing as follow:

HI: People believe that self is the same in the term of nature regardless the title and status in the society. And people should be independent, responsible for their all decision and life. Accordingly, in the daily interaction with others, people tend to stick to their thought and reasoning with less willingness to compromise unless being conveyed rationally.

HC: People believe that self is the same in the term of nature regardless the title and status in the society. And people are mutually interdependent in achieving group goals. Therefore individuals would be to some extend compromise with each other their insistence in order to seek a higher level of cooperation.

VI: People believe that self is not the same in the term of nature especially with different title and status in the society. And people should be independent, responsible for their all decision and life. The typical behavior of such mindset is that people compete much with each other reluctant to share information and resources in the group, inter-teammates cooperation are usually replaced by

interpersonal competition so as to be regarded important and indispensable.

VC: People believe that self is not the same in the term of nature especially with different title and status in the society. And people believe that the relationship is more important than individual will. So, individuals with such culture are impressionable. They would rather surrender to the difference between self and others or simply give up in order to maintain a harmonic atmosphere.

Masculinity versus Femininity (MAS)

Gender is one of the natural characteristics attached to sex, and the sex-role system is at the core of our cultural norms (Chetwynd & Hartnett, 1978). In Hofstede's IBM survey and other replicative survey such as European Culture Value (ECV), the perceived importance of social goals such as relationships, helping others, and the physical environment are almost universally attached to women, while ego goals such as careers and money are considered more important by men. And the analysis of IBM survey shows that the importance that respondents attached to "feminine" versus "masculine" varied across countries, making it a justifiable dimension.

In the strict sense, only behaviors that are directly connected with procreation are to be regarded as "feminine" or "masculine", yet it is recognizable in nearly every society that certain behaviors are more suitable to females than to males and vice versa. A common trend among the vast majority of societies of both traditional and modern ones as to the distribution of gender roles apart from procreation that men must be more concerned with economic and other achievements and women must on the other hand be more concerned with taking care of people in general and children in particular.

In summary, in the countries with higher-MAS scores, the values of men and women in the same jobs or under similar decisive circumstances differs less in average. Deborah Tannen (1992) has shown that female and male in the US has different talking styles as more "report talk" for men and more "rapport talk" for women. Further, a review of the literature of the 1950s to 1970s in the first edition of Culture's Consequences (Hofstede, 1980) shows that gender differences in work goal importance may easily be confounded with educational and/or occupational differences. Goals differed by gender and by occupation, but occupation differences outweighed gender differences.

> *"In samples from the United States, the Netherlands, and France (not from IBM), women compared with men tended to score interpersonal aspects, rendering service, and sometimes the physical environment as more important, and advancement, sometimes independence, responsibility, and earnings as less important. As far as job content was concerned, women scored no different from men, although they*

might value different detail aspects. There was no indication that it made sense to translate the gender differences in work goal importance in Herzbergian terms (one gender was not more intrinsically oriented than the other) or in Maslowian terms (one gender is not higher on a hierarchy of human needs, although there may be differences at the intermediate levels of social and esteem needs)." (Hofstede, 1980)

In IBM research, among more than 20 items the following 9 are found significantly correlative to gender difference (Hofstede, 2001, p281):

Table 2

More important for MEN	More important for WOMEN
Advancement	Friendly atmosphere
Earnings	Position security
Training	Physical conditions
Up-to-dateness	Manager
	Cooperation

The mental programing difference among societies related to this dimension are social but emotional as well. Social role can be imposed by external factors, but what people feel when playing them comes from internality. Therefore Hofstede defines the masculinity versus femininity dimension as follow:

> *"A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender and concerned with quality of life.*
> *A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender and concerned with the quality of life"* (Hofstede et. al., 2010)

Hofstede summarize, in a word, the characteristics of MAS as "social" if they are more important for women and "ego" for man. Thus the new dimension masculinity versus femininity is based on the index based on social/ego factor score.

Uncertainty Avoidance (UAI).
Different from the common understanding that many readers may perceived uncertainty avoidance as risk avoidance, uncertainty is the feeling that has no specific object. It is the situation in which anything can happen and one has no idea of what it will be, meanwhile all human being have to face the fact that we do not know what will happen tomorrow: the future is uncertain, but we have to live with

it anyway.

The term uncertainty avoidance derives from U.S organization theorists Richard M. Cyert and James G. March, who use it in their book *A behavioral theory of the firm* (1964). Hofstede proposed the definition of uncertainty avoidance as follow:*"the extent to which the members of a culture feel threatened by uncertain or unknown situation."* (Hofstede, 2001)

In the research Hofstede found that among all proposed items the following three are strongly correlated (Hofstede et. al., 2010):
1. Job stress, as just described.
2. Agreement with the statement "Company rules should not be broken—even when the employee thinks it is in the company's best interest". This question was labeled rule orientation.
3. The percentage of employees expressing their intent to stay with the company for a long-term career. The question was "How long do you think you will continue working for IBM?

The national culture model in this thesis

Based on Hofstede's national culture model and the modified bi-factor model of individualism-collectivism model, I hereby formulate and present the framework of national culture in this thesis:

Figure 4
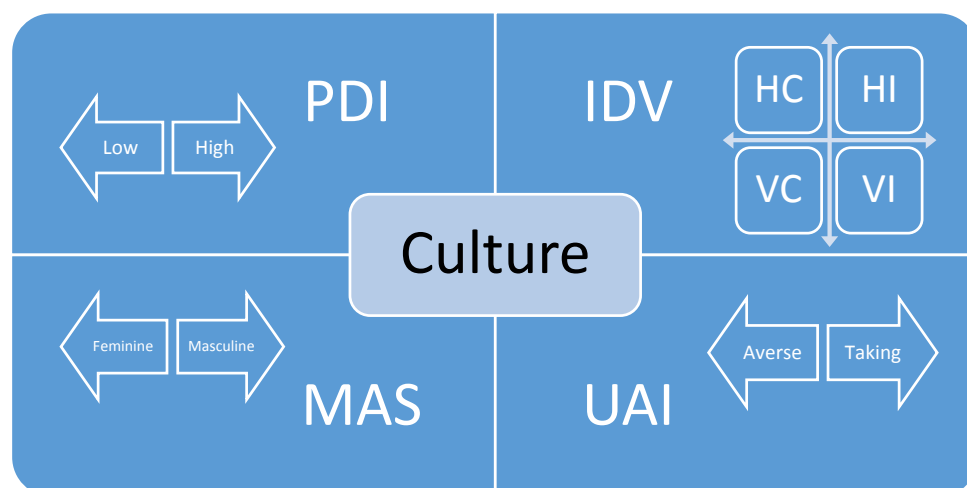
The dimensions of national culture that will be taken in to consideration in this thesis are four in total which are PDI, IDV, MAS and UAI.

PDI: One factor dimension, and on which the two extreme ends of this dimension

are High and Low.

IDV: Two factors dimension. The two factors are Horizontal/Vertical and Individual/collective. The data will be located in one quarter of the four, namely HI, HC, VI and VC.

MAS: One factor dimensions, and on which the two extreme ends of this dimension are Masculine and Feminine.

UAI: One factor dimension, and on which the two extreme ends of this dimension are Uncertainty Taking and Uncertainty Averse.

Methodology

In this section, I will elaborate the research design, the interview structure, the chosen of the empirical case, and the selection of interviewees from which the empirical data is gathered for this study. The process of the research material collection, in this case a set of in-depth interviews, the core resources of this empirical study, will also be discussed. Finally I will have a brief rethinking of the validity and reliability of this study.

Design and approach

Research method – a qualitative research

Corresponding to the aim of this thesis that I am intend to explore a new explanatory factor of OCB, a proper research method is decisive. After a comparison of qualitative and quantities method, I believe that a qualitative research method would serve the purpose of this study better.

Qualitative research, as is the main research approach in this study, is a widely used scientific research method that holds the advantage to its "contestant", quantitative research at examining the constraints of everyday life and securing rich descriptions (Becker, 1996). In comparison to quantitative, qualitative research approach serves better to a study with an exploratory purpose.

Bryman and Bell (2007) thought qualitative is more powerful in digging out in-depth information than quantitative one. Therefore the method is more suitable in that detailed information that may not be properly estimated hence included in the established models will not be omitted. Since the topic of this work is highly related to psychological activities and interaction or daily behaviors seen at workplaces, it is more important to explore the reasoning and incentives behind behaviors rather than merely knowing the type of behaviors. Because of sensitivity, people may not be willing to share their true mind, if simply sending out a copy of

homogeneous questionnaire, but with the ability to show the respect to corresponding culture value face to face, and let people talk about their own story in their own voice, ice might be broken much easier (Smith, 1999; Cram, 2001).

Research approach – Abductive approach

This study uses abductive approach to achieve the proposed aim, a mixed logic of induction and deduction. The adaptability and the structure of abductive logic will be discussed in the following paragraphs.

In general, the inductive and deductive approach are the most commonly used ones. Briefly, the major difference between inductive and deductive is whether researche is carried out before establishing and hence providing resource for the formation of a theory, which is induction, or that the established theories are adopted in a research for the explanation of phenomena reflected in the research. Gharui and Gronhyg (2005) pinpointed the spirit of this as "theory before research" or "research before theory".

Since the ultimate goal of this study is trying to explore a relatively new field, culture as the new factor of OCB, few general or comprehensive models are available. Therefore an inductive approach is needed to abstract such factor out of daily practice. Meanwhile, since the utility of the conclusion of previous researches in each field is fundamental as the starting point of my research, a deductive approach is also feasible in this situation. (Song & Gui, 2003). The utilization of previous works and models normalized my study, keeping the concept and terminology consistent and making my research share the same theoretical starting point hence comparable with other researches. Therefore a mixed approach, abductive approach, is adopted, which is the combination of inductive and deductive approach. By reviewing the established models and hence understood the common ground, the advantage of each theory and the limitation, I will then sketch out my theoretical framework of the study with the starting point solidly based on the definition and sub-dimensions of OCB and Hofstede's most famous national culture model. By adopting the OCB and National Culture models can I have a deeper look into differences on the sub-categories and thus possibly find some clues on the interaction between sub-categories in each model. Such is suggested as an advisable starting when execute a case study even with an exploratory purpose (Yin 2003). Yin (2003) also warned that the predetermination of mindset will introduce bias into the study especially into the procedure of the material collection and raw data interpretation if the interviewer has in advance studied theories related to the topic. Therefore, in order to mitigate the negative impact of predetermination and better utilization of theories established previously, I designed a semi-structured interview. The sub-categories

in the OCB and the National Culture theory has been tested as is discussed in literature review part, therefore indicating the existence of those dimensions. I therefore use the categories as the skeleton of my interview.

Selection of the study object

Corresponding to the purpose of exploration, a case study is chosen as it will provide us a better understanding of the nature and, of the most important, complexity of the subjects surrounded by its environmental settings (Yin, 2003). Furthermore, as an organizational behavior related topic, boundary is very vague separating organizational citizenship behaviors and other ones, therefore ambiguity may happen when defining the theoretical phenomena from its ultra-rich context. In such case, Yin (2003) recommends to adopt case study approach to avoid the difficulties as such. Further, Fisher (2007) argues for case study's advantage in sophisticated context that such approach can help researchers to focus on relations and interactions between factors.

In order to fulfill the methodology of this thesis, I have to find a case company which should fulfill the following characters:
1. Operating in more than two regions with relatively great differences on national culture,
2. having a clear and global corporate culture,
3. Possible to arrange a series of in-depth interview with employees working in different branches

It was happened to me that I had a guest lecture from a transnational company on my CSR course. So, from that lecture, I successfully had a contact with the company, which suits all the requirements for the case company. I talked to my contact person at the company and successfully launched this thesis project with them.

The case company

The case company is the leading company in paper, biomaterials, wood product and packaging industry. As devoting in a listed company, the managing board members as well as more than 30,000 employees all over the world are rethinking their old practice all the time and exerting their best effort to explore the new approaches to provide better solutions to their customers with environmentally friendly renewable materials.

Business areas

The business of my case company covers a vast range of wooden relatedly material

from paper to construction materials. The four major segment are Printing and Reading, Biomaterial, Building and Living, and Renewable Packaging. In all four major business segments, the company targets itself to be the top responsible supplier and trying to inspire the word with the concept of sustainability. Holding the deep belief of continuous improvement, the company works from the very beginning of the production procedure by using the most renewable and high-quality wood, finding new and innovative ways to utilize the raw material to the environmentally friendly processing procedure and method as well as the recycling technology for minimizing the footprint on the earth.

Corporate Value and business ethics

It is a company with a long history and running in an industry that is strongly rely on the forest and the entire production procedure has an inevitably impact of our nature. As the proceeding of human being on the way to the modernization, the sacrifices of our nature and over-exploration of natural resources have shown the horrible consequences as the deterioration of our living condition. Hold the belief of being a reasonable business, it gives the priority to the environmental protection, sustainability and corporate responsibility. In 2012, the company took a series of movement to promoting within the group is values, and corresponding strategies leading the evolution of the industry.

Purpose and Business value
Firstly, the company defined the new purpose for the company associated with its values. Setting up the seemingly simple purpose" Do good for the people and the planet", it tries its best to keep the purpose down to the ground and practical, and above all, easier to be perceived by not only customers but all its employees working in different offices and factories world widely.

Corresponding to the purpose of the company, it accentuates two core values: "Lead" and "Do What's Right". Not merely reflecting the ambition of constructing leadership in the business field, "Lead" also expresses the desire and willingness to make the world a better place for the further generation. At there, personal choices count, therefore the eagerness of cultivating a spontaneous thinking pattern of actively innovating and promoting hence changing the world is highlighted in the organization.

Bringing the ambiguous aspiration and best wishes as core value, people working there is guided as such on everyday work and decision making. Despite having the more detailed guidance – "code of conduct", employees are expected to perform more than merely following the rule but listening to all stakeholders and learning from what they think is right, giving the value a privilege over profit.

Code of conduct

Renewed in 2012, the code of conduct is the unique global standard goes beyond local laws and regulations. the clear conveyance of the code secures that wherever the employee is, he/she is abidance to the code hence congruous with the values set of the organization. As the practical guidance of the corporate value, the code of conduct specifies dos and don'ts for everyday work which is correlated to the values, transferring the values from a set of theoretical principles into executive rules. The zero tolerance of the breach of code of conduct reflects the importance of honesty, transparency and ethics in the corporate values system. Being the uniform regulation, code of conduct is applicable to all employees serving in the organization. Composed by responsible business, caring for people and caring for the environment, the code of conduct regulated all behaviors such as compliance with national and international laws and regulation, anti-corruption, communication engagement of stakeholders, respect and observance of international human and labor rights and conservation of natural and energy resources.

Business Ethics

Directed by the purpose and values, specified by the rules in the code of conduct, t pursues the high standard in business ethics related issues. In order to ensure the understanding and followership of every employees to the rules set out in the code of conduct, a training project is internally launched. With the assistance of international-based or face-to-face coaching, the majority has undergone such training; meanwhile the rest and the new comers are fast catching up, and a new cycle of training of the lately revised version of the code of conduct will launch this year. In addition to the code of conduct, a business practice policy as complementary to the code aiming at further strengthening ethical business practices are also published more detailed guidance such as anti-trust, corruption, gifts and entertainment, conflicts of interest and money laundering People in key positions have made a commitment to the abidance of the business practice policy and been give obligation of informing and train their subordinates about the policy. Furthermore, an anonymous grievance mechanism enables insiders to reveal the inner truth without worrying about any personal revenge. Such mechanism not only exposed the ongoing conspiracies but also avoiding the potential possibility of schemes, continuously keeping the organization healthy from internality.

It is easy to be seen that the company prioritize the responsibility to the society over all other aspect. Such values make the company spend much time and money on making strategies that are both friendly to the environment and the local communities.

Design of the interview

Design of the interview structure

In order to collect the data, I developed an interview structure that is based on the OCB scale that is designed by Farh (Farh, Earley, & Lin, 1997). As discussed in the theoretical framework part, the dimensions and the prominence of each dimension vary from culture to culture, the selection of tools measuring OCB is vital. Since I have borrowed the model of Farh, it is much safer use the scale presented along with the model so that the validity and reliability of the scale won't change much.

It is rational for him to have scale, since the methodology of Farh's research is quantitative with numerical answers. But considering the purpose of thesis and the chosen methodology as qualitative in-depth interview, it is not possible to use the exact same numerical scale as the structure of an in-depth interview, I therefore designed my interview based on the core of Farh's OCB scale.

Semi-structured in-depth Interview

On contrary to major forms of interview structure – structured, unstructured, and open ended interview (Norman and Yvonna 2005), this study uses a semi-structured interview. Semi-structured interview has the advantage of relative flexibility allowing interviewers to adjust questions interactively with the feedback from interviewees. While not losing the guideline for the entire set of interviews secures that the interviews are parallelly comparable (Keats, 2000). Moreover, the structure for the interview in this case study is derived from Farh's and Hofstede's models that have been tested widely in each field, therefore it could on one hand maximally keeps the study consistent with other theories and on the other hand works as an checklist making sure that no dimension in each topic will get overlooked. Meanwhile the flexibility keeps room for interviewees to talk stories in their ways and in their terms, giving freedom to interviewees sharing insights especially those that may be neglected in previous study and helping interviewers to keep the interviews in line with the theories. Corresponding with the exploratory purpose, the author thus have chosen a semi-structured in-depth interview to collect the raw material because of its prominent feasibility for a study devoted to seize a deeper understanding(Bryman & Bell, 2007).

To facilitate the interview, an interview guide is prepared (Appendix 1), in which a set of questions classified into categories, derived from the corresponding theories and scales, are listed. Having a unified interview guide, all interviews are therefore guaranteed to be carried out under same guideline. In avoiding

homogeneity and imprisonment of interviewees' reflection, the interview is specially manipulated as starting with a narrative inquiry. Narrative inquiry is good at advance social change (Norman and Yvonna 2005) and could avoid any moral and merit related embarrassment that might occur in value judgment. During the narration, many interest details may be touched upon, and the particulars may fall into categories, although not necessarily in order, therefore the unfolding and developing of the conversation could then follow the threats introduced by interviewee.

The structure of interview guild could be divided into two parts, each focusing on OCB and national culture. The interview is started with demographic question and then the occupations and work responsibilities. Following that, although all interviewees are given a brief instruction of the arrangement and topics that are to be covered by the interview, it is still hard to make sure that interviewees are knowledgeable about OCB, therefore the interviewer is to start the interview asking interviewees to describe in few words about the characteristics of an ideal good employees. After the opening question, people are introduced with the concept of OCB hence following the question lying in each dimension. Interviewees are asked to recall some typical scenarios in their workplace reflecting the concept hence gradually unfolding the OCB part. Hofstede (1980) has studied the dimensions of national culture and such categorization are perfected by the following researches (Hofstede, 1991; Hofstede, et. al., 2010). Because culture is more familiar by individuals and less complicated than managerial terminology, I therefore introduce this part by asking interviewees to depict the portrait of their own culture using three to five word. Such inquiry is corresponding to Implicit Association Test developed by Greenwald et. al. (1998) that could explore people's implicit attitude and is widely applied in psychological researches. Given the chosen words which may fall into one dimension of national cultures in Hofsteds' model. Therefore the dialogue could gradually expand, although not necessarily following the order on interview guideline.

Interview in practice

Bias and Halo effect (Thorndike, 1920) is an inevitable effect while may significantly misdirect the research and the consequent conclusion. Additional to halo effect, primacy effect and recency effect (Deese & Kaufman, 1957; Murdock, 1962) are also affected the objectivity of the interpretation and evaluation on the interpretation process in an interview based empirical study but the neutrality in such process is crucial to validity control. Therefore in order to control all these negative effect as much as possible, except for the background of the company revealed in company's annual report and corporate publications, no other material commenting on the company is read before the interviews take place. Such

questions as "How often do you perceive or observed such behavior?", "How important do you think it affects collective performance?" and "Do you think difference exists across cultures on such behaviors?" are asked to get the impression of the characteristics of a good employee because interviewees are expected to provide their impressions without the prejudgment of the more theoretical model. Since the same behavior that are observed may induced by different reasoning and psychological process, it will be vital if the isolated interpretation of behavior may tremendously distort the original intention. In avoidance of such misunderstanding, interviewees are not only asked behaviors but also the psychological motives or reasoning behind.

Selection of interviewee
The two things to be considered when selecting my interviewees are quantity and quality.

As being an exploratory research of in-depth interview, the data quantity don't need to be massive. Also because of the limitation of the time and workload, it is difficult to deliver many high quality interviews within given time, I subjectively arranges 5 interviews in each region. The chosen of five interview samples is of the consideration that an odd number of samples will be easier to see the tendency if trend exists but only with a slight leaning on one side. Three interview samples are too less to see the tendency while seven would make a total of fourteen interviews, not only too much for me to analysis but also possibly too much for my case company to arrange so much interviews.

Quality wise, the region, the gender, the position are the major issues to concern. Since the globalization make a strong tendency of cultural homogeneity nowadays, it is rational to expect a higher contrast if the two chosen regions are geologically far apart from each other. Gender should also be considered as in the culture model one dimension is named after gender. Although the naming has no direct relation to the biological sex, it still has some potential links. Therefore trying to keep the gender ratio could compensate the potential bias on the feedback. Position of my interviewees is also important because in the theoretical framework part have I mentioned that people from different position in an organization would perform OCB differently or to different extent. Also, in order to make the feedback of two regions comparable, the experience within the organization should be correspondent to each other. I planned to select employees who have been serving in the company for more than five years thus they already have sufficient time to merge themselves into the organization, and having picked up the traditions and habits from the corporate culture. Another advantage of the long time service in the organization is that having long term working in the same organization helps my interviewees to experience more typical scenarios thus possible to provide

richer context stories as raw material for further discussion. Additionally, I wished that all of them have title higher than manager so that they are not only the one who performs OCB but also the one to observe OCB interactions within their team, and the ones who have international leadership experience could also help to provide their personal reflections on the differences of their subordinates from different countries. Additional to the requirement above, I also want to have several director level or higher employees. The consideration is that being directors they may understand better of the overall performance and related antecedents of a team or a department and hence knowing better of how much contribution or impact OCB, which is not a part of the performance evaluation indices, have on the collective goal and productivity. Also, in order to make the selected interviewees more comprehensive hence getting the feedback better representing the overall corporate culture rather than some certain leadership style of one leader (Hersey, 1985), I ideally planned to choose my interviewees who are occupied in different business area and in different functional departments. Therefore, the arrangement could not only avoid the bias caused by reflections from people working in the same department hence of homogeneity caused by the department leader, which may, on contrary to the original design, not represent the corporate culture but out of the individual preference.

After the negotiation with the project contactor of the company, we finally decided to pick sub-branches in Stockholm, Sweden and Shanghai, China as the two regions where I can conduct my study. The chosen of this two sub-company is majorly based on the consideration of the expected high contrast of the national culture and the convenience that according to Hofstede et.al (2010), out of the four dimensions of National Culture, on three dimensions Sweden national culture is shown very different from that of China. On PDI, China has value of 80 in the contrast to Sweden's 31 (higher of value is higher on power distance). On IDV, China has value of 20 in the contrast to Sweden's 71(higher of value is more individualistic). On MAS, China has value of 66 in contrast to Sweden's 5(higher of value is more masculine). The geological distance of these two countries grammatically reduce the possibility of homogeneity of the cultures, and the result of Hofstede's study also implies that these two countries doesn't coincidentally have a similar culture. Therefore it is expected that the mindset and behavior patterns of the residents in these two countries are different hence easier to be identified. I was born in China therefore easy to communicate with Chinese local employees who doesn't speak English. And since I am doing my master thesis in Sweden, it is also convenient for me to cooperate with Swedish employees setting up interviews etc.

After communicating with my contactor about my ideal interviewees, I received a list of suggested employees. With the consideration of the criteria mentioned

above, I selected from each region five interviewees and negotiated with them about the possibility of making an interview. At the end, totally ten interviewees, five from each country with occupation of manager and above, located in different functional departments are finally chosen.

Table 3

Code Name	Base	Gender	Title	Interview method	Date
C1	China	F	Senior Manager	Telephone	13-04-15
C2	China	M	Manager	Telephone	13-04-16
C3	China	M	CEO	Telephone	13-04-17
C4	China	F	Director	Telephone	13-04-19
C5	China	F	Manager	Telephone	13-04-22
S1	Sweden	M	Manager	In person	13-04-04
S2	Sweden	M	VP	In person	13-04-18
S3	Sweden	F	Manager	In person	13-04-18
S4	Sweden	F	Manager	In person	13-04-10
S5	Sweden	F	Adviser	In person	13-07-01

Interview approaches

Because of the geological restrictions, two interviews contact methods are adopted in this study, presence interview and telephone interview. For all interviews of employees allocated in Sweden, I managed to have arranged a face-to-face interview for each individuals. For interviewees who were in China at the moment, a pre-scheduled telephone call is made individually to deliver the interview. In order to keep the retrievability of all interviews, all interviews are recorded for further references.

Time arrangement and deliverability

The interview is designed to be last about an hour. But in practice, the length of telephone interview is less secured because my interviewees may do the interview while they are traveling or may be interrupted by the incidents happening at their office. On contrary, the presence interview is taken place at meeting room so that less disturbance happened. It is very smooth contacting all my candidates settling up the interview, but when interviews are carried out, one interview from China was driving on the road because of the sudden change of the schedule, I therefore only have 25 minutes to finish the interview. Thus, not all prepared questions are talked and less deep as I expected. The interviewee could only answer the four questions of OCB: Civic Virtue, Altruism, Conscientiousness and Courtesy, and only one question of national culture, Power Distance. Also because of the time issue, one Swedish interviewee could not answer the questions about "the characteristics of a good employee".

In order to note down as much information with no missing of important comment, both present and telephone interviews are record by computer with notifying the interviewees about the recording and with the permission to do so. But under the restriction of the non-disclosure agreement between me and the company, the recorded audio material will only be used as the reference on the composing of the empirical material.

Presentation of Empirical Result
In the empirical result part, some extractions from the interview will be cited. Considering the language issue, all Chinese interview will be translated into English literally, and all English interviews will be directly cited. Something to be mentioned here is that because the interview is a dialogue, therefore the original sentences may not be well organized with many pauses in between. In order to improve the readability of the empirical result, I will therefore rephrase the sentence as little as possible with the priority of not changing the original meaning of the interviewees while providing better understanding for the readers.

In the empirical result chapter will be exhibited the empirical result of all the feedbacks from overall ten interviews. Regarding to the reality that distraction happens, questions are not answered merely when being asked, I therefore gathered all narrations that might be related to the questions, summarized and presented with concentration under each question. In order to provide a better grasp of the entire scenarios, I will use a little help of sortation and display the summarized answers from each interviewee in a classified structure corresponding to the layout of my semi-structured interview. In addition to the extractions that are directly answering the intended questions, such interesting or important comments will also be presented to provide a better and more comprehensive understanding of interviewees' mindset and the rich context will also facilitates the analysis of the potential inter-dynamics of OCB and national culture in the way that my interviewees may explain or excuse certain OCB by culture, habit or traditions. Because of the semi-structure of this interview, during the interview process, the topic of the dialogue drifts all the time. When talking about specific phenomenon or attitude to a certain behavior, I tried to have control over the topic. But in some other cases, such as interviewees were talking about an empirical case that was thought related to a topic, I tried to interrupt less as I could therefore get "answers" to other questions between the lines. I will then consider such narration as answering to the more related question and will also note down the response in the most fitted categories when exhibiting in the following paragraphs.

Structure of the analysis
In the analysis part, I will not follow the order as is used in my interview in order to provide a higher readability. The analysis chapter begins with the reminding of the concentric model. Followed is the comparison of the differences of OCB in two sample countries. After that, the more open end question, the characteristics of good employee will be studied so as to see the extent to which the theoretically structured OCB overlaps will the intuitive feedback of the characters. Following that, an analysis about the differences on national culture will be presented using the introduced moderated national culture model, and the attempt of explaining the OCB differences by the differences of national culture will be discussed.

Empirical Result

In this chapter, the empirical findings will be presented in term. First, the differences on each level of OCB will be looked at. At the beginning of each section, a small summarization will be placed in order to provide the major differences on each items of OCB. Following it the juxtaposition of the feedback from each countries in order to provide a more detailed information about how exactly do people say. At the part of the more open ended questions, a simple frequency statistics are presented showing into which the specific characteristics are we going to look. And after that the similar structure of presenting the summarization along with the more detailed juxtaposition will be used. At the national culture part, grids are used to better illustrate the differences across two countries.

How do people say about the OCB performances

All five Swedish interviewees have international working experience or have cooperation with employees positioned in countries other than Sweden, therefore they are not only give comments about the performance in Sweden but also have opinions on the perspective of cross culture comparison. Three of five Chinese interviewees have the similar international working experiences as their Swedish peers, so they also provided their comments of the differences of the two countries on some questions.

1. Civic Virtue
The responses from four Swedish interviews out of all five reflects their satisfaction with CV. But in the contrast, fewer Chinese counterpart are satisfactory about this dimension, only two of them think that they have seen or experienced a good CV behavior in their daily work among their peers. This difference on the ratio of satisfaction shows that Swedish do in general better than Chinese employees. Correspondingly, the direct comment proves this trend that for the rest five interviewees, one from Sweden and four from China are agreed

that Chinese employee could do better on CV behaviors in their daily work

CHINA: In all five responses, two interviewees without international experience considered the performance of Civic Virtue of themselves or among their colleagues based on their daily perception is good while the rest three interviewees with international experience show their less satisfaction on the performances of Civic Virtue of their Chinese colleagues and comment that their European colleagues are better in this point. C1 explained that *'as working in a company with a strong Nordic culture, which is emphasize the Corporate Social Responsibility (CSR), the European employees get used the culture much faster than their Chinese peers, therefore their behavior reflects more agreement and more direct'*. The tendency of higher agreement of individuals to the core value of the company may lead to the exertion of more CV. C2 otherwise comment that *'when enrolled into the organization, freshmen may learn from seniors about how to work, how to talk and to behave in the organization'.* Additionally, he said that *'freshmen will be asked to do so. Even though sometime the requirements are wrong, they will still requires the new comers to do so'*. Such transfer of the corporate's value from seniors to juniors are problematic, that *'when talking about the specific goal of the corporation, it is crystal clear, but when talking issue more abstract such as corporate value and citizenship behaviors, employee may feel distance between them and the company. The acquiring and understanding of those abstract issue is more based on the individual observation of seniors and colleagues, therefore possible of mistakes. In some extreme cases, the observed behaviors not reflects the value of the company but reflects that of the manager'*. The existence of the medium introduced the possibility of distortion of the company's value, and such mediation is more severe in Chinese society.

SWEDEN: All five Swedish interviewee showed their great satisfaction of the CV, such as S4's comment that people are normally highly committed to the company and often defending for the reputation of the organization. S2 and S3 said that there is no prominent difference in the CV in the two countries but S1 otherwise said that 'in my team (in European), people feel higher organizational identity', with the explanation that *'the business area that I am in charge is prosperous, so employees don't need to worry about their job security and career life. They have more energy to focus on the interaction with the organization and hence committed more to the occupation rather than worrying about personal profit'*.

2. Altruism

Even though individuals may have different opinions, people from both sides in general are rather satisfactory with altruism showing that there is no prominent different on Altruism behaviors in this two workplaces. But, something that needs attention is that based on the comments given by interviewees, it is not ignorable

that altruism is more of an individual behavior rather than one that may be the consequence of culture. Also the feedback shows that altruism is more affected by the atmosphere and sub-culture within the project group which is affected more by the team leader rather than by the national culture.

CHINA: Basically, all Chinese interviewees are satisfied with people's helping out each other in their workplace expect C2. He thought that people are less willing to help out and reluctant to take responsibilities as said *'I personally feel that it is bad, and of some reason, it seems that employees are passive and avoiding responsibilities'*. Also, he commented that *'I think that the company has impact of Chinese managers who used to be the subordinates of the same high level manager. Therefore the mindset and attitude may have already replace the original culture and value of the company'*. Interestingly, he, along with other two Chinese interviewees have mentioned that the performance of being altruistic needs encouragement from the environment depending on the sub-culture that is more decided or strongly affected by the style of the manager.

SWEDEN: The feedback from Swedish side is similar to that of Chinese that four people think altruism is not a problem at all in Swedish workplace. But S4 think otherwise. She thought although spontaneous helping out happens very often in mills, it is less frequently seen in office. She said that in the villages where mill often locates, people are living close and working close, but in downtown, the geographical separation of people making them having different social circles. Additional to that, people are expected to be independent in Swedish culture makes the distance between people greater than that in small villages. Expect her, the rest four Swedish interviewees think that there is no difference between countries and no reluctance in term of the willingness of offering a help. But S3 added that *'maybe some cultures are shy in the sense that they don't that easily with stranger while others are more eagerly to take contact'*. She explained *'it could be interpreted that we are not interested… swedes and Finns are quite often seen as very friendly or very helpful, while as the way we see it is as we don't want to be disturbed since it is a bit shy in our culture'*.

3. Conscientiousness

Conscientiousness is one of the dimensions with greatest differences between Chinese and Swedish. Feedbacks shows that such differences may be subject to the different standard of what could be considered as conscientiousness and how individual is expected to be conscientious. Such difference on the standard are not merely decided by culture but also by such as the leader style and educations. Yet the tendency of believing that Swedish employees are better than their Chinese peers could to some extant reflects the differences in performance.

CHINA: Different from previous two dimensions, people from china have quite divergent opinions. Two interviewees think that conscientiousness, in general, is well performed in among their colleagues, although object management assistance is often given by HR department to help employees with fulfillment of their tasks. Under continuous supervision, people are majorly showed their "diligence" and the comprehensive performance is quite satisfactory. On contrary to the satisfaction in general, the rest three interviewees yet expressed their worry about this. C1 said that *'the leader's mindset about the importance of self-initiative and self-responsible are important and the recruiter's insight about such issues is also crucial'*. She added *'the self-initiative and self-responsible was good until the change of the manager'* (the manager was ones changed and hence changed the performances of employees). She said that *'if the manager values other aspect more than initiative and self-responsible, the behaviors of employees will gradually change'*. Correspondingly, C2 commented that leaders of groups should be blame for the failure in motivating people's initiative and cultivating people's sense of responsibility. He said that *'theoretically, employees work for the company, but they are actually working for their direct manager. Therefore if the leader could drive their subordinates, they will then work committedly. But if the leader could not fulfill employees capacity, then they will otherwise work less involved. So, it is more depend on the direct leader'*. C3 otherwise gives the possibility of explanation from another point of view. He said that *'European employees are better. It is related to the characteristics of independence. The education in Europe emphasize more on the independence of individual, therefore people could do better'*. Furthermore, he added that *'Chinese employees cannot separate their job from their private life, and therefore could not show their fully initiative'*.

SWEDEN: In contrast to the general reflection of Chinese employees, Swedish ones are more satisfied with their colleagues' performance. Disagreed to her colleagues' high satisfaction on conscientious performance, S4 feels otherwise. She said only half people could be said as taking good initiative in daily work. But she added that good initiative needs soil to grow. Good mechanism, proper pressure and corresponding stimulation not necessarily finical but psychological ones such as recognition or commendation from superiors or colleagues could dramatically encourage initiative. Although few people compared Chinese and Swedish performance, some of them provide comments that are quite implicative. S1 said that *'although haven't studied, I always have the feeling that such difference are the consequence of education that Chinese higher education is less professional and problem-solving oriented, and for higher managers the assistant would take care of the detailed works therefore people becomes less active in finding solution. While in Sweden, people are expected to work on their own'*. S2 said that Swedish corporate culture expect high initiative and active thinking. S3 on the other hand said such initiative may get suppressed in the culture that adores obedience and

submissiveness.

4. Protecting company resources

The internal loss of corporate property would be one of the most problematic issues faced by basically all organizations. The happening of such loss is so problematic that it not only causes the loss of corporate estate physically but also the corruption in people mind corroding people's moral standard in a very clandestine way. But astonishingly, Swedish people have a very different opinions on this issue from that of Chinese interviewees. Although behaviors that is not protecting company resources well are reported in both countries, people have different attitude on such behaviors. Chinese people think that protecting company resource are very necessary and need high self-discipline, but Swedish interviewees holds a different view that is should not be over emphasized in the daily work. It is ok if somebody drink a few more cups of coffee or use company's internet to send private emails. As long as such behaviors are not very frequent and hence affect the normal operation nor break the rules, it is not a problem at all.

CHINA: Only four interviewees answered this question. Three interviewees think that Chinese employees around them are all good in protect company resources and take little advantage of collective property for private purpose. But C2 has different voice. He said *'the project has been postponed for a long time. The workload is lower because of the delay of the project will all staff as to work on time, therefore the workload is too little. So employees have more spare time on working time, thus enviable of such misusage of the company resources'*. And also, *'because of the type of business, may people has right to use the cars or motorcycles of the company, and the fee for fuel are covered by the company, it is hard to monitor each individual all the time as the workings are more field work out in the plantation'*.

SWEDEN: Feedbacks from Swedish interviewees are very agreed that all think it is very good. But additional to glad with the performance, two people commented that is could not be considered as a problem. S2 said that *'there are policies, there are guidelines on what you suppose to do with, you know, with internet and mobile phones. Of cause there are guideline. But I mean, people are here to do their jobs. They are here to perform according to their tasks and it is hard work, it is difficult. So most people are just focused on doing their jobs. They are not using company resources for other things... it is not why they are here... I don't see it as a problem. But I mean that definitely could be a part of culture, that it would be seen very strange to have that type of priority instead of focusing on their job'*. S4 admitted that *'it is very typical for our culture that people can perform better, actually work better if the environment is nice. It is the Swedish or Nordic culture that people work better if they feel better, happy, ease and they like it. And I do believe that it actually*

perform well if you have the right equipment and you brain works functionally'. Compensatory to the people's nature, greedy, the well-developed social welfare system enables people to worry less about their living conditions but more about self-realization. At last, S4 said that self-awareness of right from wrong plays very important role that *'now I am in the bar with my colleagues, because it is nice and we are socializing, then I'd prefer to pay by myself. So the extra drink, I have to pay myself. And I have also tried to teach younger colleague coming the company that this is the way that we do... there has been circumstances around me that I though they are overused or abused the company means. And I have taken the decision that I said no. so I will not participate that anymore... maybe not need to stating why but I don't what be part of it, because I don't think it is right'*.

5. Courtesy
Courtesy is obviously a very important element enables the efficient and harmonic cooperation in the daily work. In my study, it shows that courtesy is also very different in different countries. In Chinese workplace, courtesy is more of a behavior need external motivation. While Swedish employees is otherwise very good on be courteous and such mutual politeness is more from an internal recognition of the necessity of being so.

CHINA: The attitudes to this dimension diverge. Three interviewees out of five think that Chinese employees are good. While C1 said that such courtesy depends. *'It depends on the type of the decision. If the plan is related to customer, then it will be fully communicated and discussed. While if it is internal such as budget control, medical policy, then it is more as a notification rather than discussion'*. C2 has a very negative comment that colleague around him shows little courtesy in general and the private relation between individuals affects dramatically. Not only the relation between people affects their behavior, but also the relation between the leaders of two department or groups affects the behavior of group members that people will be more considerate and cooperate better if from the two department of which the leaders have good relations.

SWEDEN: Swedish interviewees have once more reached the agreement that Swedish people are courteous in workplace and very considerate and empathetic. One noticeable comment than given S4, S3 and S2 is that anchoring is how to get things done. S2 said that if failed in aligning with your coworkers and anchors your decision, problem follows. It is typical Swedish added S2. Swedish people cares about other's opinion and regards peers said S4.

How people see the characteristics of a good employee

Eight interviewees, 4 Swedish and 4 Chinese, have provided their personal ideas

of the features of a good employee. On average, each individual mentioned 3 to 5 features characterizing a good employee. All characters that are ever referred are initiative, understanding the environment and actively dealing with difficulties, open mind, helpful and considerate, efficiency ethic judgment, loyalty, commitment, creativity, ambassador of company, professional study capacity, insight, organizational identification, communication and cooperation and global vision. After merging similar concept, 8 categories of characters are found. Following is the table that shows all characters and the times that are mentioned in the descending order of the times that the corresponding character is mentioned.

Table 4

Character	Swedish	Chinese
loyalty	3/4	4/4
Initiative	3/4	2/4
Global vision	3/4	1/4
Study capacity and skills	0/4	2/4
Cooperation	2/4	1/4
Devotion	1/4	0/4
Efficiency	1/4	0/4
Insight	0/4	1/4

Noticeably, on such characters as loyalty and initiative, people from both countries are mentioned about the same times. While on come other characters for example, global vision and study capacity and skills, people from both counties have rather departed view.

In the following, I screen out the characters that have just been talked once, so that five characters namely loyalty, initiative, global vision study capacity and skills and cooperation are to be reviewed in depth.

Based on the statistics of the frequencies, these five characters can further be grouped into 2 categories, characters that have little difference in the times of being mentioned in different countries and the ones that has some. Therefore, loyalty and initiative are the ones that I would consider as ones with little difference and the rest as with some difference.

In short, on the character of loyalty and initiative, little differences across the culture have been found. But the deeper analysis about the expressions when people are talking about the loyalty, especially the understanding of what is loyalty and how should people behave in order to be considered as loyal to the organization shows that differences exists among Chinese and Swedish respondents. On contrary to the loyalty and initiative, dramatic differences are

seen in the characteristics of global vision, study capacity and skill and cooperation that people from different countries value the characteristics differently. At the following part I will go through each of the five characteristics.

1. Loyalty

Loyalty has rather a broader sense. In the interview, I have noticed that when talking about loyalty, people basically have two different interpretation of loyalty, loyal to the company as a whole or loyal to the company's core value. By saying loyal to the company, interviews often understands in the way that employee should loyal to the company as a whole, respect honor the reputation of the company, love the firm and behave oneself in public as if being the ambassador of the firm. Meanwhile, other people interpret loyal more as loyal to the core value and behave according the value of the company, and do the "right" things. Although, in general, nearly all interviewees have mentioned either of this two concept, which shows little different across the nation but if take a further look into the distribution of this two close yet different concepts, more interested detail can then be found.

CHINA: C1 said that good employee should *'highly agreed to the philosophy of the corporate, including the strategy and the corporate culture. Also he or she should have a high level of loyalty to the job'*. Additional to that, she said that individuals should consider oneself as the ambassador of the company and disseminate the good image of the company. C4 commented that *'first, a good employee should love his or her job, be responsible, and increase personal skill as to fight for the goal of the company'*. Furthermore, she said *'it is the basic condition that no matter of which level, the employee should share the corporate value and agreed to it, and active protection of the interest of the organization'*.

SWEDEN: S3, S2 and S5 have all mentioned that one should loyal to the company. While S3 clearly pointed out that employee should behave properly corresponding to the interest and value of the company as *'...who can bear the hat of the company, meaning acting according to the values of the company with the ethics of the company...someone who understands the challenge and the context where he or she operates and can proactive take decisions and acts to deliver that context'*. S2 referred to the code of conduct and emphasized the necessity of doing the "right thing" in the "right way" as said that *'very much to avoid wrong doings. It can be anything prevent any misconduct which could be wrong : ethics, issues and relations with stakeholder, corruption, fraud. All these things that about what people should know what the rules are'*, which could also be seen as agreed to the core value of the company – "Do what's right". S5 on the other hands mentioned that employee should loyal to the company but not blindly loyal as *'...I would say yes actually ... I mean not blindly of cause'*. One could have correct public misunderstand of

company's certain policy or activity, but should also open to the criticism.

In summary, loyalty is the mostly mentioned character in both nations, indicating the most importance of being a good employee. Nevertheless, people from different countries have different emphasis of loyalty as Chinese are more care about agreed to the company and actively fight for the "honor" of the company, while their Swedish counterpart are more focused on the commitment to the occupation and doing right things with stress on critical thinking.

1. Initiative

Initiative is the second mostly mentioned character. From the feedback of the interviews two major interpretations of initiative are founded as 1). Actively working with the task and even exceeding the boundary of the allocated jobs, and 2). Actively dealing with difficulties and thinking of the solutions. This two distracted expressions are each focused on the task that has already been assigned and described and the task that needs not the excitation but exploration or possible activities. The distribution of the two perspectives above shows no prominent differences in two countries that one in each country referred the first perspective in the way that S4 says *'you need to have a drive and take all the initiative, need to be able to look out of your responsibility… Be interactive and curious'*, and C1 from china says that good employee should *'engage to the occupation and be involved in the job, considering the job not merely as the job itself, such as willing to grow along with the corporate and the occupation'*. Additionally, she said that 'the initiative and creative matching to the development of the organization and the occupation'. Individually she said that "one should not passively accepting the job but actively contributing to the organization. The rest hold the opinion of being active when dealing with difficulties. S3 addressed that *'as a good employee, one should go beyond the responsibility and try to do what he or she can. So go beyond what you supposed to and try to deliver more with a positive attitude and try to do more'*. S2, otherwise, pointed out rather clear that *'we have higher expectation on senior management. We expect them to be able to make ethical judgment building on our purpose and values and their ethic training. So we want them to be able to think in terms of ethics also, because you can't regulate everything in a company, you have to have a moral context also to be able to make those decisions. Especially when you come in a global world. There are new challenges that you haven't face before'*. C2, used the expression as *'being resourceful, having insight and solution to problems'* to address his point.

In all, initiative is the second most frequently mentioned character and although when using this term, different interviewees has different interpretation, such differences are basically evenly distributed in both cultures. No matter the term refers to finish assigned task with no need of extra monitoring or dealing with

issues and actively finding the solution, the even distribution reflects the conformity of people's concern of both aspects across the nations.

2. Global vision

Global vision is often described during the interviews as the tendency of understanding the environment of the specific job, and understanding the situation from a higher perspective rather than merely focusing on the micro affairs. There is a trend that interviewees are often having higher expectation of global vision on manager than front-line workers.

CHINA: Only C4 is mentioned *'different employees are expected differently. As for manager level, global mindset is required as to fulfill the cross-culture communication'*.

SWEDEN: S4 said that employees should understand the environment of the job and have active interaction with the environment. While S3 talked in a more elaborate way that a good employee should actively collect information from the context, understanding the situation and proactively coping with environment with active initiatives. S2 on the other hand pointed out that although consistence with rules and code of conduct is the good enough to be a qualified employee higher expectation should be hold on ethical issues. The decisions should be of the "right way" not anything else.

It is quite easy to grasp the differences of opinions on global vision via a glimpse, that Swedish interviewees has a much stronger feeling of the importance for each individual to have a broader view of the scenarios. While Chinese employees otherwise treasure less about such understanding of the circumstances.

3. Study capacity and skills

Skillful in the area that an employee is working sounds quite fundamental that without the necessary knowledge and skill related to the task, it is absolute that no assignments could be done properly. But the capacity of learning new knowledge and skills as individual climbing up his or her career path is also important. Interestingly, the author finds no comments on this character when interviewing Swedish managers but two out of four Chinese interviewees have shown their value of such character in a rather explicit way. C3 and C4 are all clearly pointed out the importance of have the study capacity. C3 said that, *'good at study and have the ability to accept and study the new things'*.

4. Cooperation

Cooperation is the very last character that I will look into. Cooperation is quite self-explanatory, and when talking about cooperation spirit, C3 from china used the

quite comprehensive expression of *'skillful in communication and cooperation not only across power level but also with colleagues within groups'*. While two Swedish interviewees narrated in a more specific way such as S4 said *'one should be open minded, open to the discussing and questioning of decisions and mistakes'*. And S2 said that employee should be interpersonally helpful and care about each other.

Therefore it is too soon to say that Chinese managers value less of cooperation but it is clear that Swedish interviewees has a more clear concept of cooperation and knowing what types of cooperative behaviors are expected

What are the difference between National Cultures

Four specific question representing four independent dimensions are asked. As interviewee, they are instructed to consider themselves as a citizen of their country and to talk as a common people rather than an employee in some certain organization. They are suggested to think about and provide their answers as if they are educated and expected by the society. And when being asked about the question which needs to be answered under a scenario, they are all implied to imagine typical scenery such as think about how they are educated in the school or expected by the people around them in the daily life.

Hofstede holds that culture only exists by comparison. All evaluation on dimensions are relative and without comparison to other countries, the evaluation is meaningless.

Also because of the international experiences of most of the interviewees, they may provide perceptions not only of their own nation but the counterpart as well. Having input from individuals of both countries, the coherence of answers from "domestic" and "foreign" interviewees provide extra legitimacy of the relative differences of culture.

As planned, five people from each country with be interviewed, but because of some practical issues, one Chinese interviewee could answer the first questions, dimension of power distances, making it four Chinese interviewees and five Swedish interviewees in total for the rest three question.

1. **Power distance**
The table below shows the overview of the feedback of the perception of power distance.

Table 5

	Interviewee	China	Sweden
Chinese	C1	High	Low
	C2	Neutral	
	C3	High	
	C4	High	
	C5	High	
Swedish	S1	High	Low
	S2		Low
	S3		Low
	S4		Low
	S5		Low

The trend of the perception is quite obvious that Chinese culture as a quite high power distance that expect one Chinese interviewee, all rest four as well as one Swedish interviewees holds such thought. On contrary to the high power distance in china, Swedish culture is very low on this dimension that all five Swedish as well as one Chinese interviewees share the same opinion.

Some interesting comment should be noticed here is that

2. Uncertainty
The table below shows the overview of the feedback of the perception of Uncertainty.

Table 6

	Interviewee	China	Sweden
Chinese	C1	Risk Taking	Risk Averse
	C2	Risk Averse	Risk Taking
	C3	Risk Taking	
	C4	Neutral	Neutral
Swedish	S1		Risk Averse
	S2		Risk Neutral
	S3		Risk Averse
	S4		Risk Taking
	S5		Risk Neutral

The perception of this dimension is very inconsistent that out of all four Chinese interviewees two interviewee think Chinese culture is risk taking with one think the opposite and one think it as neutral. Interestingly the perception of Swedish as well as Chinese interviewees on Swedish culture also divergent as that of Chinese culture.

3. Individualism versus Collectivism

The table below shows the overview of the feedback of the perception of Individualism vs. Collectivism.

Table 7

	Interviewee	China	Sweden
Chinese	C1	HC	
	C2	HI(HC)	
	C3	HI	
	C4	HC	
Swedish	S1	HC	VC
	S2	HC	VC
	S3		VI
	S4		VI
	S5		VC

Although interviewees are not fully agreed on this dimension, the tendency is quite obvious to find that on the horizontal versus vertical dimension, it is obviously no doubt that Chinese culture is a horizontal one while Swedish culture is an vertical one. On the individual versus collective dimension, the feedback is a little bit tricky. About Chinese culture, C5 thought that *'young Chinese are more self-centered than their predecessor, but people born before 1970s are more obedient as traditionally considered'*. While C1 and C4 thought Chinese people are collective. the difference are partially explained by C2's comment that superficially the government promoting the collectivism in society and people are seemingly cooperative on the workplace, but actually individuals are not really opened their mind and sincerely sharing knowledge and information among colleagues. Two Swedish interviewees provide their impressions of Chinese culture and both of them think at Chinese are collective, but this may because of the phenomenon that C2 has mentioned. The Swedish culture is even more complicated that S4 and S3 thought that Swedish culture is individual. S4 said that at companies especially in big cities, people need to stand on their own foot and the living pressure makes people more independent. After work, people has little time communicate with each other hence larger distances between peoples heart. S3 pointed out another reason that people in Sweden are encourage to be independent by their family since childhood, and are educated to be so in school. Kids are encouraged to think different, to have their own thought and to make their own decisions. While the other three interviewees thought that Swedes are collective. S2 said that Swedes are cooperative because that employees consider much about the feeling of other cooperators, and they tried much to anchor the decisions. Such feelings are confirmed by the comment of S4 and S3 that they all think that continuous anchoring is a very important step

in Swedish way of working. Thinking Swedish culture as collective, S5 pointed out that why people are encouraged independent but cooperative at work. It said that in the Swedish culture, equality is so deeply rooted in people's mind that nobody is expected to be too good. Therefore, people have the behavior pattern that on one hand they are very independent and self-relied, and on the other hand they are not exert their best to be outstanding otherwise, they will be marginalize even exclude from the relationship.

4. Masculinity versus. Femininity

The table below shows the overview of the feedback of the perception of Individualism vs. Collectivism.

Table 8

	Interviewee	China	Sweden
Chinese	C1	Masculinity	
	C2	Masculinity	
	C3	Masculinity	
	C4	Masculinity	
Swedish	S1	Femininity	Femininity
	S2		Femininity
	S3		Femininity
	S4		Femininity
	S5		Femininity

This is the most agreeable question in this interview that Chinese culture is undoubtedly a Masculine society meanwhile Swedish society is, of the opposite, a feminine one.
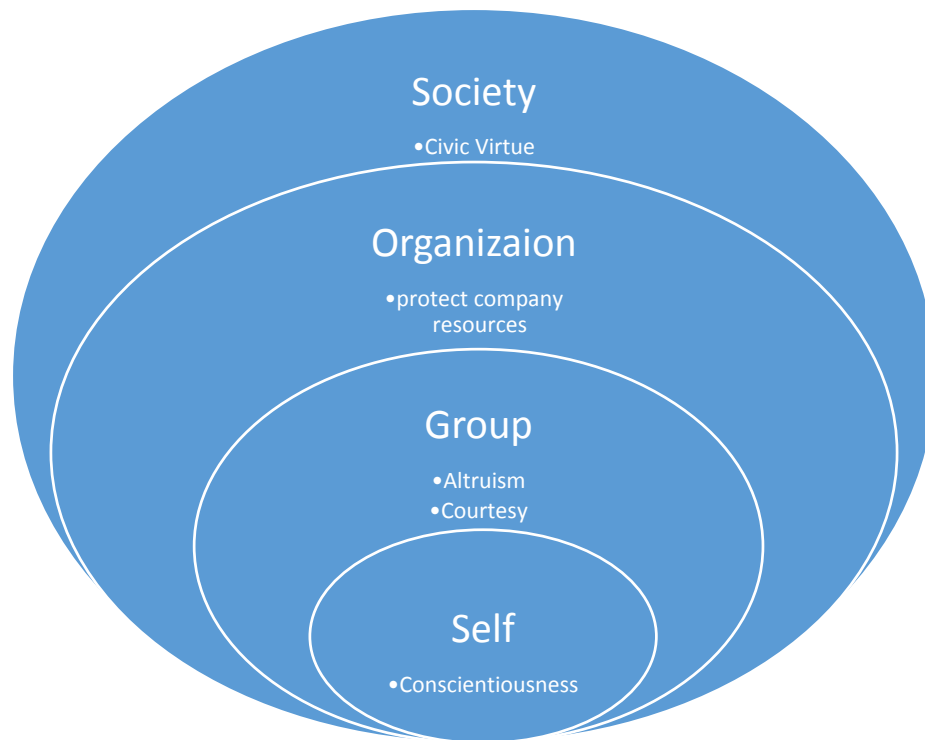
Analysis

OCB difference

Based on the feedback collectively showed at the chapter of empirical findings, it is obvious that difference on the perception of what should be the characteristics of a good employee and the perception OCB does exist. I therefore will used the concentric model presented in the theoretical framework part to analyze the raw data in order to have a better understanding of the similarities and the differences, hence providing a clue of the behavioral tendency of people in the two countries and the possible explanations behind.

For the refreshment, I will here represent the core model that are used for OCB analysis, that although the comparison is make items by items, it will be later summarized according to levels. Moreover, as is maybe more logical to start discussing from the narrower level which is individual level hence to the much broader one which is society level, I will discuss and presented in the inner-out order.

Figure 5

Also in the summarization of the analysis of OCB, I will use different colors to mark the prominence of differences. Red is used to illustrate the mode dramatic difference and orange is for the less but still important level. Green is to demonstrate the level which is more about individual characters rather than affected by national culture difference. And for the level that people has different understanding will be marked by gray notifying that the level has different mindset ground therefore problematic to be analyzed by this model.

Five OCB dimensions

Conscientiousness

CHINA: As presented in the chapter of empirical result, the perception of conscientiousness dimension is quite divergent. The two comments that pointed out less satisfaction of the conscientiousness pointed two possible reasons that may incur the poor performance of conscientiousness. One possible reason is that such conscientiousness is not properly stimulated. Although the conscientiousness is a very personal behavior that has little interaction with the

environment and other coworkers, it is still possible to change people's behavior unperceivably by submerging people into the environment in which both the officially encouraged values and the noticeable behaviors of the coworkers is expected. Therefore people's behavior may change because in this case conscientiousness is shifting from an extra-roll behavior which is not necessary to an in-role behavior. And the failure of encouraging such behavior in Chinese sample shows that the absence of the support and promotion from the manager decrease the importance of conscientiousness perceived by team members. Additional to the force from the environment, the internal incentives and habits are also important. The other interview's comment that the education in China lacks of enough emphasis on self-independence and self-responsible. The missing of these two attitude makes people think that they are working for their boss rather for themselves, hence making their behavior inconsistent between the presence and absence of authorities. Further, the professional education is also need to be improved therefore the attitude towards job would be more serious. The better separation of career and private life, as a consequence of professional education, makes people isolate their job better from other trivial affairs hence more concentrating on jobs during the work time.

SWEDEN: Although in general, Swedish interviewees are satisfied with this item, different sound exists. The responses pointed out the same reasons as two Chinese interviewees did. Internally, the education provides a good mindset of being self-responsible and high initiative. Externally, the corporate culture as along as the system needs to be in line with this merit. Therefore, people would gradually be affected, hence more conscientious. Therefore it seems that contentiousness is a global issue that need basically the similar incentives to stimulate.

Altruism
The responses on the altruism dimension is quite similar in both countries that only one interviewee from each countries are not quite satisfied with their colleagues' altruistic behaviors. Such feedback indicates that in general, altruism is very good, and people from both countries say that, in many cases, colleagues are willing to offer help with in their capabilities. This discovery is agreed with the study of Podsakoff et. al. (2000) who believe that altruism is less about personal factor. Although the number of samples in this study is not large, the wide agreement still shows that a good micro-culture shapes individuals attitude on helpfulness. But something needs to notice is that some interviewees are still concerning this issue. From the feedback of a Chinese interviewee, the less willingness of being help is a consequences of the sub-culture on the micro-level that depends more on the attitude of the manager. The encouragement of being altruistic of the culture and from the manager stimulates altruism, and such behavior can be enforced by the altruistic behaviors performed by other

employees around. Another factor that may affects the performance of altruism is the contemporary structure of a company that according to one of the Swedish interviewees the relatively less altruism in the headquarters than in the mills reflects that the closeness of people affects the mutual help. The separation of people after work makes the relationship looser, while in the countryside, people have closer psychological distance because they live much closer to each other, and may also have relations in their daily private live. Summing up the two reasons pointed out above: 1) internally the more working interactions of employees, the better people will help each other at workplace, and 2) altruism should not only be expected to take place naturally. It needs the environment and the encouragement from the leader of the group.

Courtesy
CHINA: Although two out of five people are not satisfied with courtesy of their colleagues, the comment they give are quite informative. The responses they give simultaneously pointed on the same issue, relationship. As is mentioned, if the cooperation is to serve their customers, then is will be much better than to serve internal employees. And such courtesy is also depends on not only how good of the relationship between two employees, but also how good are the leaders of each department. Such comment implies that a good relationship plays a much important role over courtesy. Recalling the high power distance of Chinese national culture (Hofstede, 2010), it is understandable that the attitude of the department leader decides the preference and attitude of the department.

SWEDEN: In contrast to Chinese interviewees, Swedish are once more reached an agreement. It is said that courtesy is a very important feature of Swedish employees. According to the interviewees, employees are very considerate and understanding each other. Such could be explained by the decision making procedure that all members are encouraged to be involved hence be respected and by their collaborative character, more like a social standard of not being too aggressive. Internally, the care about others make people nice cooperating with others as reciprocity. Additional, the absent of absolute authority in Swedish culture makes that people could only have things done if he or she gets support from others, which makes courtesy very important.

Protecting company resources
CHINA: One Chinese interviewee have shown the concern of the overconsumption of company resources that the misuse of company's property for private purpose does happen. The comment to such feedback pointed to two potential reasons, the improper job assignment and the improvable supervision system. For such incidents as doing private affairs using company's internet or phone on working time could be improved by a better assignment of work load. If employees are

reasonably occupied on work time, they have to concentrate on their tasks otherwise they have to work extra hours to finish the assignment. While for misuse of company's cars or credit card, it should then be supervised more strictly making sure that all expense of the property is served for corporate benefit.

SWEDEN: Different from that in China, all Swedish think that they don't have the problem of the overconsumption of the company's property. Even more, two interviewees said that it is not an issue at all. The two interviewees holding this belief said that although there may exist overconsumption of the resources such as extra cup of coffee, it is tolerable to considered as an way to exchange even higher efficiency and productivity, as long as such overconsumption is not exceeding the range. Within the acceptable zone, employees should be given right to go things and be trusted that they can behave themselves according to the code of conduct. Additionally, self-awareness plays a very important role in this issue, and people in my case company are quite good on this aspect.

The facts of whether exists the overconsumption or misuse of company's resource may be of the same in two countries, but the different attitude of how important and how serious should we see this issue differs. This different leads to that Swedish are all satisfied with this dimension, while Chinese are not. But reviewing the point that has been mentioned by Swedish interviewees that the efficiency and productivity could be improved, we could inferred that the job allocation in Sweden is much reasonable. And the belief in employees' self-discipline as well as the "buffer" zone before the red line not only ease the tension that may incur by the over strict discipline but also stimulates the efficiency. This discovery proves the Farh's finding that protect company resources is a unique item in Chinese context (Farh and Lin, 1997)

Civic Virtue
CHINA: The interview shows that the Civic Virtue is a rather big issue in Chinese workplace that out of five Chinese interviewees, only two of them shows their satisfaction of it. Among the criticisms, we could find the inconsistency of the belief with the company's value. Such difference comes from three aspects. The very first one is the inconsistence of the social value and the corporate value. From the comment about the consistence of the Swedish national culture and corporate culture, along with that the higher of agreement of individuals to the corporate value leads to the more CV, the inconsistence are implied. According to another interviewee, it is said that the value of the company may not be properly spread to each employees correctly, either because the value is so abstractive and could only be conveyed by the interaction of people thus possible to be distorted or because manager disagrees the value of the corporate and may artificially change the value into that of personal preference and hence passing down. This is a rather difficult

issue to talk but if connected the first point, the issue may become less sophisticated that if all individuals as well as managers hold the social value that the national culture advocates is the same or similar to what promoted by the corporate culture, then less distortion will accrue and few managers will interfere the corporate value. Moreover, the professionalization is also a problem that Chinese employees are facing. The professional employees can separate their private life with their career better. The separation plays an important role that the less mixture of the private life with their job, the less possibility that values clashes might happen, hence reducing the tension in employees mind.

SWEDEN: In comparison to the Chinese dissatisfaction of CV in general, Swedish employees are astonishingly satisfied with CV. In feedback that people are normally highly committed to the company and often defend for the reputation of the organization shows that employees hold a strong agreement to the core values of the corporate hence could naturally defend against rumors that is bad for the reputation of the company. The other important factor is also pointed out by one of the Swedish interviewee that the good social welfare system release the life pressure dramatically therefore enabling people to focus on the interaction and harmonious relations in the workplace rather than working hard and be overpowered than the counterparts.

Summary
Therefore, we could see that on Civic Virtue and Courtesy level, Chinese and Swedish employees have a dramatic differences. And on Protecting Company resources interviewees from two countries holds different attitude on it although neither of them is perfectly satisfied. And on the Altruism and Conscientiousness level, the feedback shows no remarkable difference indicating little affection of the difference of national cultures on these dimensions. After the analysis of each items, I could hereby summarize the findings in a colorized concentric model:

Figure 6
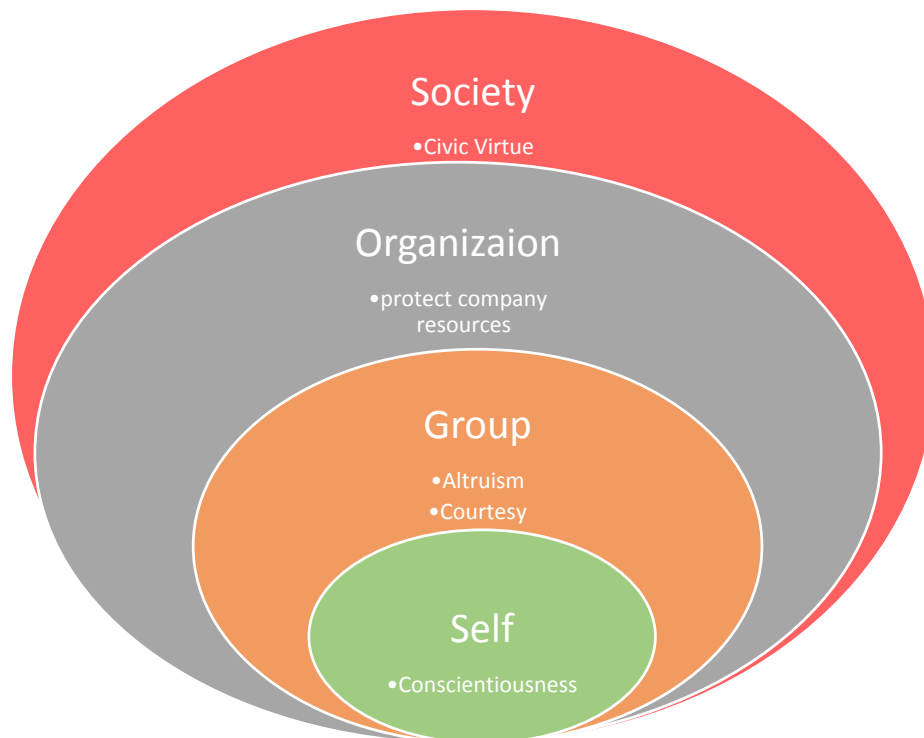
Self-level:

Putting these five dimensions back into the concentric model, we could find that on the green zone, self level, people's behavior are less affected by the national culture, but more depending on individuals. While as commented by interviewees, such self-related behavior could be changed if the relatively closer culture, group culture, is strong enough. Therefore it is hardly predict the performance of self-level OCB of an employee by his or her national culture.

Group-level:

Group level is a problematic level that national cultures seemed to have an important role in shaping people's behavior on this level. Such difference could be seen clearly on Courtesy dimension that Chinese employees have a clear distinction of the objects that they are coping with. If the objects are important such as customer or the ones who have good relation with his or her boss, then the attitude would be much nicer but worse with internal coworkers. Although Altruism not shows great different, the important comment that it is affected more by the group culture and the team leader's leadership reflects the similar phenomena with what is seen on Courtesy dimension. The difference on the group dimension could be explained by the difference of culture since in terms of national culture, there is no such concept as company but the public expectancy on a certain social role in a group is definitely affected by the difference of cultures. And as a social man, people inevitably bring such behavioral patterns into

workplace.

Organization-level:
This dimension is rather interest that although the satisfaction on this dimension doesn't differ much, the understanding and attitude are rather different. Such phenomenon could be explained in that China doesn't have a contract based national culture as western world has, therefore doesn't have enough time to form a professional culture that people should separate their private life from work. And Chinese culture is very power-centralized therefore it is not difficult to understand the keen to the advantage taking of collective property and low consideration of others. It is difficult to measure how strong national culture affects people's OCB on organizational level in this study, but it is obvious that the mindset of high power distance plays an important role.

Society-level:
Society dimension is the dimension with the greatest contrast. As analyzed before, the inconsistency of the corporate culture, which in this case is the social responsibility and wellbeing of the community and national culture, which is highly power and career oriented one, majorly causes the different attitude and behaviors on the society level. With little emphasize on prioritizing the social welfare, Chinese culture shapes the mindset of Chinese employee to be a narrower and career focused one. Therefore Chinese employees are relatively disappointed on this level, even though the corporate culture promotes so.

What are the characteristics of a good employee?

In this part, the difference of the characteristics of a good employee will be analyzed in order to see that how great the difference is and what are the differences. Also the relations of the most frequently mentioned characteristics will be compared with the structured OCB model to see that whether OCB model is well overlapped with the good characteristics.

As is being described in the chapter of empirical findings, out of all eight mentioned characters, the least mentioned three characters, being mentioned only once, are eliminated out. The focused five characters therefore are loyalty, initiative, global vision, study capacity and skills and cooperation. Among these five frequently mentioned characteristic, I find that loyalty and initiative are the most agreed ones. Loyalty is the most frequent one. But the analysis of the empirical findings shows that interviewees from different country has different interpretation. The feedback from interviews on the following three characteristics, global vision, study capacity and skills and cooperation, shows that employee with different culture background may value the importance differently.

Swedish people seems to be more group oriented that they values more of the global vision and cooperation while Chinese peers are more focused on detailed issues such as knowledge and skills. The differences will be discussed in the following.

Loyalty

Loyalty is the only character statistically qualified to be the mostly agreed character because only one interviewee out of eight in total has not mentioned it. On contrary to it, the second commonly mentioned character is initiative which is only mentioned five times and the ratio of mentioning this character in Chinese interviewees is only 50%, making it much less representative as a mostly agreed character. But a deeper look and thinking about the comments additional to the character itself reveals more difference behind. Chinese employee tends to link loyalty with belongingness, therefore a high feeling of belongingness to the company and hence highly committed or devoted to the company will be seen as of a high loyalty. While Swedish employee, although also values commitment to the organization, values the institution and regulations prior to the commands from their superiors, therefore a high ability of independent-thinking is requested, and therefore the commitment is seen more to the organization as a whole than to the individual managers. Although having a strong feeling of belongingness to the company is not necessarily contradictory or mutually exclusive with the independent thinking ability, the differences between two countries could still be seen from the different aspects they emphasized.

CHINA: Based on the interviewees that when loyalty are mentioned by Chinese interviewees, the character are often associated with such expressions as agree to the core values of the company, love their company, show to the public the good image and merit of the company voluntarily and protecting the resources of the company. Such narrations direct us to another psychological term, belongingness, which is used to describe the emotional need to be an accepted part of a group and to have a stable relationship with other group members. This shows that by mentioning the character loyalty, Chinese interviewees are talking about the closeness of the heart of employees to the company and being enthusiastic about the reputation and image of the company.

SWEDEN: Although the ratio that people mentioned about loyalty is also very high, it has different meaning as it is mentioned by Chinese interviewees. When being asked to elaborate more about loyalty, people talk more about the self-discipline according to company institutions. Additional to that, a critical thinking about the right from wrong and the strong sense of business ethics is also a part of its meaning that it is more important to have good moral standard and the ability to

distinguish the proper and improper behaviors in the certain position than blindly obeying to the order from superiors.

Initiative

When mentioned about initiative in the interview, people basically refer to two kinds of different behaviors which are 1). Finishing the task, especially the difficult ones, with full internal motivation, and 2). Doing extra work even exceeding the boundary of the assigned task. Although different people have different first reflection when mentioning the work initiative, the opinions on the importance of initiative of interviewees, from different countries as a whole, have no noticeable tendency associated to their nation. Both Chinese and Swedish interviewees have mentioned this two aspect independently. Therefore the employees from the both countries shares basically the similar priority of and the similar concept of initiative. Therefore, although initiative is the second prioritized character, it is the most agreed character in the sense of the perception of the concept.

Global vision

Global vision is described as the ability of individual employees to understand not only the environment directly related to his or her job but also the context of the entire project, and the circumstances that embrace the group. The global vision helps each individuals to have a better understanding of their role and better contribution to the entire project. Having such understand, employees would then better self-adjust their strategy and arrangement in their position without worrying about being too focused on their micro scales, which may be harmful for the group performance in the larger s.

CHINA: Knowing the context of the surroundings is always the premise of making a good decision and the real-time adjustment. But it seems that Chinese employee don't value that so much in that only one interviewees mentioned the importance of having global vision in the international business and the cross culture communication circumstances. Therefore it is obvious that Chinese employee don't think that individual employees should have known more about the context of their job. This attitude is explainable by the national culture of high power distance and the procedure of decision making process that in which the individual with the highest status has the final right to make the decision and allocates tasks for group members. As subordinates, nothing is expected but a diligent working and an precise execution of orders. Consequently, having the vision of the overall situation hence be more self-conscious may conflict with the absolute power of authorities.

SWEDEN: The agreement on the importance of the global vision is surprisingly high which is equivalent to that of loyalty and initiative. In contrast to the Chinese interviewees, Swedish interviewees not only mentioned the importance to have global vision but also elaborate various aspect of global vision. Active intake of information about the environment, understanding the situation and interaction of the connections are all being regarded as important. Moreover, on the even higher level, the vision of the future of the organization and the business ethics should also be taken into consideration whenever making a decision or a strategy. Such strong belief of the importance could also be explained by the national culture. The flat social hierarchy in Sweden makes each employee independent, so it is natural to take responsibility of the consequence of one's own decision. Additionally, the collective decision making procedures requires more input from each participant and better understanding of individuals would maximize their contribution to the making of a decision. In all, the decentralization of authorities provides employees more freedom and independence, and thus the ability to understand the situation hence to make wise decision is a vital merit of a qualified employee.

In short, this character is strongly related to the national culture of power distance and the horizontal level of individualism and collectivism in that the degree to which the decentralization of power is decides the necessity of individuals to master the situation by themselves. The more freedom that every group member has, the more important the global vision is, so that it could be secured that all group members have the same understanding of the context hence not making contradictory decisions or not deviating from the original goal.

Study capacity and skills

Study capacity and skills is the second item that locates in less agreed characters. The feedback shows that half of Chinese interviewees think that the study capability and the mastering of skills is important, meanwhile none of their Swedish counterparts think that it should be a criterion for good employee.

It is a common sense that having professional skills as required by occupations is essential but the differences between Chinese and Swedish perception is that Chinese employees think that not only the skills that you already have is important but also the capacity of learning new knowledge and skills is also important. The Peter Principle (Laurence, 1969) pointed out that *"the attendance of people being promoted to the position on which the one is of incompetence exists in every hierarchical system"*. Apparently the study capacity of an individual could dramatically compensate the arrival of such dilemma. Also the fast development of China as well as the fast shift of the market requires not only the fast of reaction

but also the ability to conquer whatever happened to make the business survives. Therefore, the emphasis of such capacity has its special social conditions. On the other hand, the reason that Swedish interviewees do not think that study ability and skill is critical may because that, as the professionalization progress is much advanced in Sweden, qualified employee should be professional in his or her field, therefore the study capacity and skills is not considered as a mark of a "good" employee but a rather a basic requirement of a qualified one. With the well-developed management structure that jobs and tasks are deliberately broken down to the ground and being handled by professionals, individuals do not need to touch upon the field that he or she is not specialized in, therefore ensures the best performance and professional.

Cooperation

The spirit of cooperation is the very last character. Half of the Swedish interviewees think that the spirit of cooperation is important while only one Chinese interviewee mentioned this character.

CHINA: It seems that Chinese interviewees values the spirit of cooperation rather little that only one interviewee thinks that a good employee should be cooperative. And by saying such, the interviewee uses a very ambiguous and very comprehensive expression of skillful in communication and cooperation. Such belittlement of cooperation is also believed as a consequences of the power distance and vertical individualism. Cooperation in a group means sharing information, the control of which could make individual indispensable. The pursuit of career and higher status, the masculine side of the culture prevent people from being open and cooperative, simply because the possession of such resource provides privilege and importance of themselves.

SWEDEN: Different from the belittlement from Chinese, Swedish treasures such spirit. It is really hard to find out the exact thought of why mentally Swedish doesn't worry about sharing information hence losing the indispensability, but the small gap between rich and poor, the all covered social welfare system, the low turnover and nearly career long employment and of the most the real care of the interpersonal relationship and atmosphere within the group provide clues of external factors. Additional to the factor mentioned above, the way how employees work also affects the importance of the spirit of cooperation. It has been mentioned several times in the interview that anchoring and continuous adjustment with the coworkers is the way to ensure that you will finally get your job done. Therefore a cooperative mindset will contribute not only the efficiency of individuals but the group as well.

In short, the characteristics of a good employees are vast and people have different ranking of them. The loyalty and initiative are the most commonly agreed ones, although Chinese and Swedish interviewees have a slightly different understanding of what the loyalty means. Besides, Chinese think that study capacity is very important while Swedish think the global vision and cooperation are more important.

Table 9

	Chinese	**Swedish**
Agreed		
Loyalty	Devote to the company	Commit to the job with critical thinking
initiative	same	same
Less agreed		
Global vision	Less	More
Study capacity and skills	More	Less
Cooperation	Less	More

When compiling the most values characters of each countries together, we could find that Chinese employees cares more about the characteristics of individuals as well as the devotion to the company as a whole. But Swedish employees on the other hand focused more on the dynamics within group with a strong sense of ethics.

Having an overview of the table could we find out that this five characters would be further grouped into three categories, organizational level, group level and self level. In organizational level, the key words are loyalty; in group level, the key words are cooperation and global vision; and in self level, the key words are initiative and study capacity. Recalling the four different levels mentioned in the modified concentric model, we could find that the prominent characteristics of being a good employees are not falling into all four levels but only three of them. It is quite understandable that because the question is asking for the first reflection when talking about good employee, rather than all characteristics, therefore the mentioned characteristics should not necessarily be exhaustive. But the high frequency of these mentioned words reflects the importance of these characteristics.

Using the concentric model we could clearly see how the five selected characteristics fall in to the four levels of OCB model

Figure 7
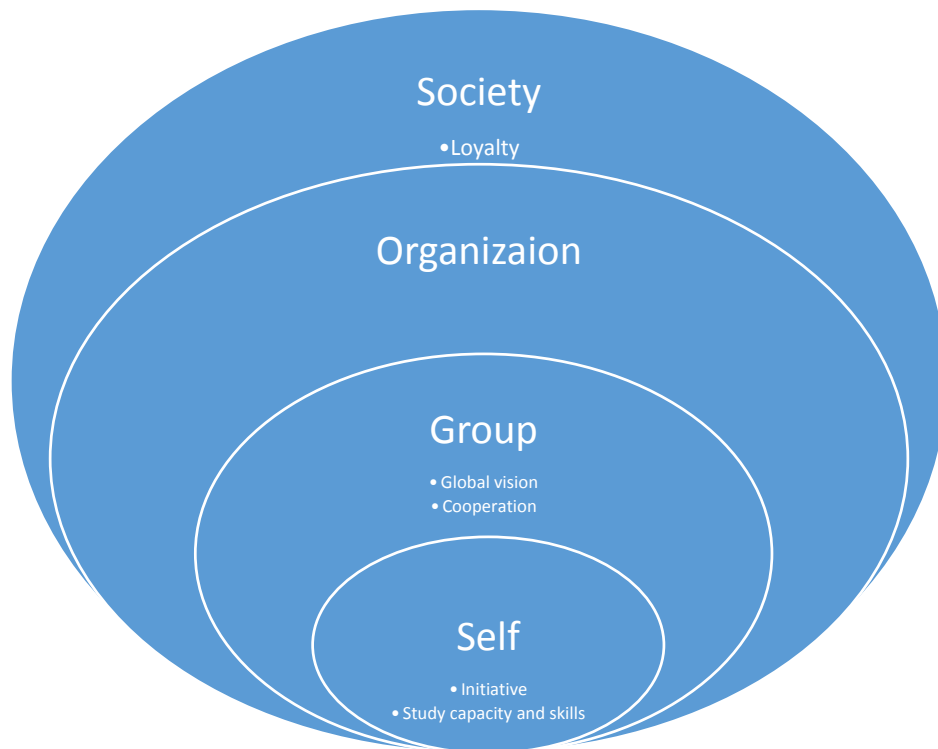
When comparing this five words: loyalty, initiative, global vision, study capacity and cooperation with the five dimensions of OCB in the presented concentric model, we could find that the keywords does not well overlap with each other. The first impression of this less overlapping would not be good in that if the OCB does not overlap with the key characteristics of a good employee, using OCB as index of a good employees would be problematic. While a further think of the "keywords" would give an explanation of why, by the definition of OCB, it should be a good index of good employees but not according to my survey. Such inconsistence could be explained as when individuals are asked about the good characteristics, what could easily come up in their mind is behavior that are closely connected to themselves or ones that they could feel on every day works. Therefore, it is rational that the characteristics are basically falling into the self level that it is essential for a good employee to be well self-behaved and treated his or her coworker nice so as to improve the cooperation and increase the team performances. While as it is shown that none of the good characteristics analyzed falls into the corporate level, it may either because of the interactions between individuals and corporate are mediated by being a member of a group, or because that the emotional feeling between oneself and an organization as a whole is less strong than that between actual persons in a group. Meanwhile, it is interested to notice that into the society level falls one of the mostly agreed characteristics loyalty, even though none of the interviewees received a biased formed question which may lead to a certain answer. Since the study is not designed to explore the answer to this, it is not

possible to provide a persuasive answer, but candidate explanations could be both of the artificial selection of employees with strong feeling of loyalty to the company and the consequences of the construction of corporate culture of being so.

Therefore a quick reflection to the relation between OCB and the empirical feeling of a good employees 1). To some extent overlap with each other especially on the individual performances and the interactions between individuals. 2). OCB is a much more comprehensive concept of which not all behaviors are appreciated or to be specific expected by the front line managers. The second reflections is somehow corresponded to the findings of Ueda (2011) Iwata (1978) and Jeffrey (2004).

Culture difference

Among the four dimension of national culture, interviewees have shown a strong agreement on three of them, indicating an obvious character of each cultures. The contrast of two different cultures will be analyzed below therefore drawing a profile of how people value the world differently. Further I will try to explain the difference on OCB behaviors by the difference of the national culture. By knowing such differences, manager could therefore predict more precise about how people feel and value certain attitude and the tendency of certain behavior pattern in their mind via their culture background culture.

Power distance

CHINA: In the feedbacks of Power Distance dimension shows that in this dimension, people from two countries holds a very different believe. Such different in power distance may naturally lead to the different attitudes on hierarchies in organization. The higher power distance perceived by Chinese people make people on one hand believe that people are not equal in a social hierarchical system, so that such perception would possibly lead to two different consequences, depending on the characteristics of individuals.

For those who are used to the dependence between subordinates and boss and large emotion distance, it is more probable to perform obediently. In such case, employees will be less active thinking and performing. Moreover, the passive attitude may either lead to the unconditional obedient thus less feeling of responsibility or less possibility of leveraging the knowledge and skills of group members. For those who are less used to the dependent relationships between subordinates and bosses will either choose to rebel and hence getting even worse treatment or will try to conceal his or her emotions until some day he or she being promoted to the position hence able to release the internal tensions onto the

innocent subordinates.

Regardless the source of such cultural tendency, we could still draw a clue that based on the high power distance perception in china, it is basically impossible for subordinates to change the dependent relations merely by adopting a stronger attitude, simply because whoever tried to be less amendable will definitely draw too much attention.

Additionally, such highly polarized power structure will lead to two consequence, high efficiency and high risk of making mistakes. It is very self-explanatory that replacing mutual-adjustment with command-obedience will dramatically increase the efficiency which would be seen in military organization. But the drawback is also obvious that with less leverage and discussion, possibilities of making bad decisions increases as well. The less consideration of employee's emotions will in the long term harmful for the performance of organizations in the way of leading to tense workplace relation, job satisfaction and demission rate.

SWEDEN: Swedish culture on Power Distance dimension is very low. Such feeling of low power distance could be soured to the belief of the equality of people as is being talked by several interviewees. One of the representative case which reflects the power distance is the procedure of decision making. When making decisions, employees from the higher power distances would show less disagreement and less participation of the discussing process in order to show the "respect" to the people who has higher status and thus higher power. Also when making the final decision, it is often the one with the highest status in the meeting to have an official announcement of the decisions and assignment of tasks so as to show the authority and the power to the decision making. Meanwhile, the scenario in Sweden is totally different. The decision making procedure often taken place with an active and dynamic participation. Employees are not afraid of raising opposite opinions against each other even against managers, as long as they have a persuasive reasoning. Such dynamics in a team meeting shows that individuals has little fear about offending their superiors. The reason behind such behaviors is being asked in the interviews and the answering is quite explanatory that in Swedish culture, individuals should be considered equally with the respect to their principles and independence. Such tradition cultivates people not only respect others but also forms the characteristics of not scared in front of authorities, but respects people who are more reasoning, knowledgeable and skillful. The deep belief that the difference between powerful and less powerful people is because of the difference of position rather than the inherent privilege over others on one hand makes subordinates more active and contributive in the decision making process and on the other hand makes the superiors less dictatorial facing their team members but more open minded.

Uncertainty

The trend in this dimension is very vague that little tendency could be summarized from the interview. In Hofstede's IBM research the similar conclusion has also be drawn that the Uncertainty Avoidance Index Value of Chinese culture is 30 and that of Swedish culture is 29, which ranges from around 0 representing the weakest uncertainty avoidance to around 100 for the strongest.

Behind the similarity of this two countries, some other factor are also mentioned during the interview that Chinese interviewees thought that the leading style of managers affects the whole group the preference of uncertainty. On the contrary to Chinese feedback, Swedish interviewees said that as the big business, the control of the risk is vital, therefore a delicate mechanism is designed to analyze and hence control the risk. Base on the feedback we could see the following:

1.   Chinese people are strongly affected by the higher power distance
Consistent to the high power distance, Chinese employees are strongly affected by the authorities and thus adjusted their preferences of uncertainty to their superiors. Also because of the decision making procedure described before, the announcement by the group leader of the group decision makes group members to feel less obligated to the decision thus care less about the uncertainty simply because of the attachment of obligation to power.

2.   Swedish people are more professionalized and believe of leverage and collective intelligence
Swedish employees also externalized the reason of uncertainty, but to a total different source. The advancement of management in western world persuade people to be more rational and dependable on the mechanism which systematically controls the risk. The decision making process shows that the participation of all group members reduces the risk of making mistakes and the collective decision making process increases the commitment of each individual, therefore whenever incident happens it is the duty of all group rather than the manager to solve.

3.   The cooperate culture is to some extent overwrite the national culture on uncertainty avoidance
According to the definition of uncertainty avoidance, it is not about the risk but the internal stress on the unpredictable future no matter good or bad. But apparently in the workplace, the preference of such is being externalized by interviewees of both countries. In the workplace, it is unavoidable that the national culture may conflict with corporate culture. While in the interview, nobody shows their

consideration of the clash of this two cultures, but rather they lean more to the adaptation of corporate culture, indicating the dominance of corporate culture on the feelings of uncertainty over national culture

Individualism versus Collectivism

Intuitively, the pattern of individualism versus collectivism is rather an important factor because it reflects the behavioral pattern of individuals when cooperating with others. The different behavior pattern of employees from two countries would provide a very useful reference for predicting employees' behaviors when managing people from another culture.

Horizontal versus Vertical
Interviewees, no matter Chinese or Swedish, are astonishingly agreed that Chinese culture is very horizontal which means that Chinese people consider that individuals are different. No matter such differences come from the wealth of the family, the influential relatives, the privilege associated with status in government or the high position in a company, it is widely accepted by the public that if an individual has some exclusive resources or relation to such resources, he or she is automatically prior than ordinary beings. Such obedience are seen very common in state own entities.

Interestingly, all interviewees are also agreed on that Swedish is a very vertical society. In Swedish culture, people are born equal and having the same right. The wealth of individual may enable him or herself better quality of life physically but not necessarily a feeling of superior than other citizens. The high status in the society or high position in an organization merely indicates that the individual should take the responsibility of a higher level, but not mean that he or she could be arbitrary and force others to do whatever they do not want. Power of an individual on a higher position is definitely larger but the power is attached to the position and corresponding to the responsibilities. One interviewee said that *"I don't think the premier should earn more money than others."* reflects that the simple logic of Swedish culture is equality that people are born equal, no matter of the condition of the family, and the power one has should be equal to the duty and responsibility. Power should be strictly used within the occasion where the duty being accomplished or the responsibility being taken. Otherwise, all human beings are equal.

Individualism versus collectivism
Opinions on this dimension is more divergent than that on horizontal versus vertical dimension. Something that I want to address first is that two Swedish interviewees expressed their opinions on Chinese culture. Both of this two

interviewee thought that Chinese culture is a collective one that Chinese people are cooperative and always putting the benefit of collective prior to their own. But on the contrary, not all Chinese interviewees think the same. Two out of three think that Chinese people are not cooperate well and individualistic. A noticeable comment from one of the Chinese interviewees partly explains the reason. He said that Chinese people has a character of double dealings. It may because of the high power distance in Chinese culture and the tendency of the misusage of power, people should be performed more tame and obedient in order not to be in trouble. While on the circumstances that absolute authority is absent, or on the conditions that behaviors are less possible to be monitored, Chinese people are otherwise behaving competitively. Although the reason is not expressed directly by my interviewees, it is possible to find a clue based on the comment from a Swedish interviewee when answering the uncertainty avoidance dimension that she said that Sweden has much less competitive labor market and have a very well developed social welfare system, therefore Swedish faces much less living pressure than that faced by Chinese. Also it is mentioned by a Chinese interviewee that younger Chinese employees are more and more self-aware, more eager to be seen different and less believed in the traditional value of devotion to the construction of socialistic country as elder generation does. Such comment is correspondent to many studies criticizing the spread of individualism among contemporary university student. Such double dealing character is to some extent even more harmful than the out-expressed individualism in that such concealing of personal opinions and preferences in front of authorities makes them thinking that everything is going smoothly but it is actually not. The pretended agreement to the collective decision will be compromised when being performed in that people are actually considering more about private goal prior to the collective one, hence possible that each individual may make a small changes to the agreed assignment making a collectively big change.

In comparison to the previous scenario, the circumstances in Swedish is much simpler even though the interviewees hold different ideas of what Swedish culture is. People who think that Swedes are individual have a good reasoning that the education from family and school are both encouraging self-dependent and the increasing living pressure urged people to be more relied on oneself. But it seems that Swedish culture has a perfect equilibrium that it seem that in the eye of Swedes, individualism means more self-relied behavioral pattern rather than a relation-based one. On the other hand, pointed by another interviewee that people's concerning of the feelings of each other makes people care more about co-workers' participation in the decision making process as well as the effect on every stakeholder, which is proved by the comment of another interviewee. Therefore a well amalgamated individual-collective culture is formed that on the decision making process, Swedish culture is more collective while on the excution

of the decisions, Swedish culture is otherwise more individual.

Masculinity versus Femininity

CHINA: The responses on the dimension of Masculinity versus Femininity on Chinese national culture is astonishingly unanimous. The Chinese masculine national culture shows that it is widely believed that male and female are different in the decisive circumstance, and the expectation of different gender differs as well. The attached characteristics such as higher career orientation, higher achievement motivation and the pursuit of higher hierarchical status and reputation would also attribute to Chinese employees in general. Also, in such masculine culture, it would be even perceived offensive if the job arrangement of different gender has been mixed up and hence conflicting with the stereotype of the social expectation of different gender. Recalling that Chinese national culture is vertically individualistic, it is consistent with the tendency of masculinized culture as well, in that all the egoistic attributes as is marked by Hofstede are more individual and need less interaction with the surroundings. Additionally, such achievement in career or status are relative, need the comparative advantage against others, hence not working if all counterparts get the same compensation or occupation etc. Therefore it would be tricky when managing Chinese employees because the compliment or promotion to an employee would be considered not only as commending the one who deserve it but also as deprivation of the relative advantage. Consequently, a delicate management would be of a great help.

Noticed that one Swedish interviewee commented that Chinese national culture is feminine, another comment from a Chinese interviewee is recalled. The interviewee said that officially the government promotes the harmonious and equal society but it is actually not as it is propagandized that the inequality and stereotype still exists in the mindset of people although they may not explicitly talk and behave as such.

SWEDEN: In comparison to Chinese masculine culture, Swedish nation culture locates at the very opposite end - very feminine. The holding of the belief that people are born equal affects the stereotype of the social role of different gender. Although genetically, it is undeniable that individuals of different gender do have their comparative advantage and disadvantages thus more suitable for some occupation, people are not enforce to accept such stereotype. On contrary, people who carry the national culture are cultivating as not seeing the difference between genders. Such mindset as one should not be "over good" mentioned before mitigates people ambition to some extent and complements it with more care about the interpersonal relations, atmosphere in the workplace or with neighbors and their life quality. The other reason expect the belief of equality is mentioned

about by one of my interviewee that Sweden is a very rich country with the best social welfare and various insurance system in the world. Having all probable accidents covered and hence been taking care by all these systems, people are more liberated from worrying about their future and hence having more attentions to care about the issues on higher levels in Maslow's hierarchy of need.

In summary, Chinese national culture and Swedish national cultures are different dramatically. In all four examined dimensions, three of them are departed. In the following chart will Chinese and Swedish cultures be spotted by different color that Chinese will be red and Swedish be yellow.
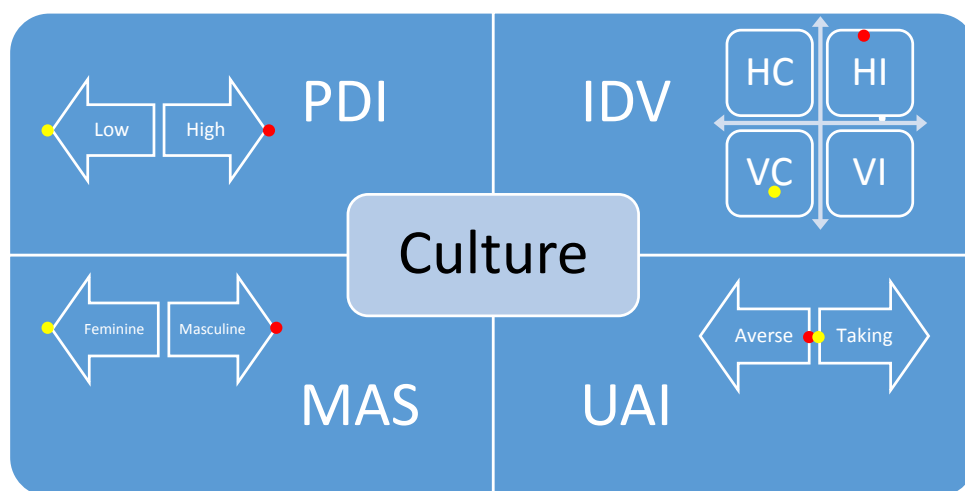
Power distance
Chinese national culture shows that China is a high power distance society. People fear those who are in the high social status, and believed that they have more privilege over others and more power even beyond what they need corresponding to their responsibility. Swedish national culture otherwise shows that Sweden is a very flat country with little power distance. People respect others' independence. They "surrender" to the fact and logic but not to the power of superiors.

Uncertainty
The interview shows little difference of the two cultures in this dimension. Although superficially difference are not seen, the reason behind might be different that in the Chinese culture, the dominance of the absolute power takes over the risk from each individuals to the authority. While in Swedish culture, the progress of professionalization forms a series of mechanisms to control the possibility of the future hence externalized the stressfulness of the unpredictable further to the belief of the well-developed system and backup plans.

Individualism versus Collectivism

Horizontal versus Vertical

Chinese people behave obediently when facing the pressure from the top hierarchy. The perception of power distance makes people less offensive against authority. While such obedient in many case are artificial, and superficial. Chinese people will try not to offend an authority by pretending agreement and docile, but will shift back to what they would like to as long as the absolute power is absent. Swedish people are less yielding facing power. The belief that fact and reasoning speaks louder than power makes them more rational and trust evidence more than "authority". When confronting with powerful people, Swedish tends to post their opinion openly along with motivations. The decision making process are kept open and people will defend for their position even if the standpoint is against that of authorities. Certainly, compromise may be made in the avoidance of conflict but neither superiors nor subordinates do not mind argument with reasoning.

Individualism versus collectivism

Chinese person is quite competitive with their peers. They are not as cooperative as their Swedish counterpart. The lack of the spirit of sharing knowledge prevents group members from being considerate and helpful with each other. Such individualized working style may harmful for the group performance but may also stimulate the internal motivation of individuals. Swedish people are very cooperative when coping with their peers. The open discussion process reflects that they esteem the right to express their idea and the defense of it. Such open discussion mechanism ensures the best share of knowledge and better leverage of group members.

The culture's effect on OCB

The analysis of the OCB shows that the major difference are at Civic Virture, Altruism and Courtesy dimensions. And the comparison of national cultures reflects the major differences are Power Distance, Individualism versus Collectivism and Masculinity and Femininity. As in the following graph, colors are used to mark the differences of each items. In OCB model, as mentioned, red represents the most difference item and orange is used for the less but still prominent difference, green is to mark the little different item and gray is for the item on which people have different understanding of is connotation. Similarly, in the culture model, the red labels the most different items and green is for the less different one. The interactions between culture and OCB is suggested below:

Figure 8
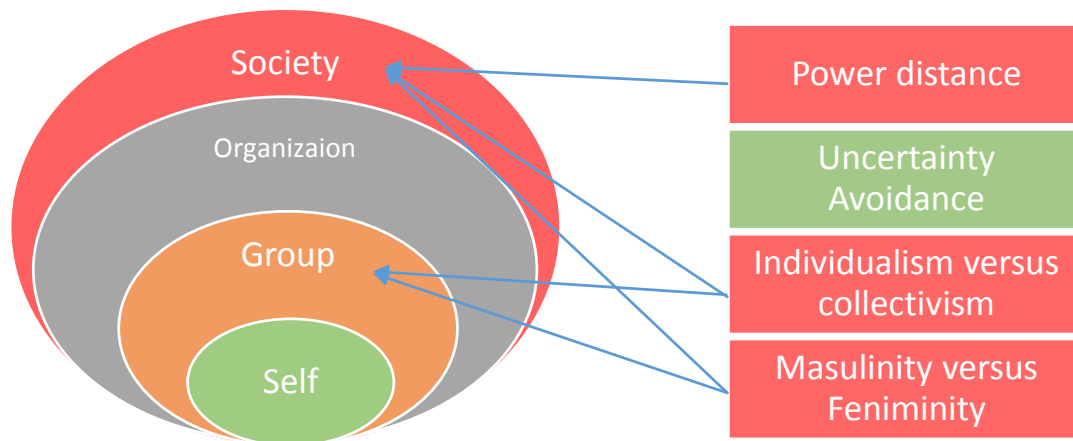
Power distance

The differences on power distance are shown more prominent whenever a hierarchical span exists in the scenario, therefore it should be more prominent when people are doing OCB which has individual and corporate or society as two interacting parts. Therefore as analyzed before, the Power Distance should have more influences on Civil Virtue in that the Power Distance makes employees too passive. The tamed obedience erodes the feelings of being one part of the company or even the "host" of it, thus leading to less participation of corporate's social activities and active image protection. Also used to follow the instruction from superior, people are rarely performing such reputation protective behaviors, simply because of receiving no such job assignment. While such passive job receiving style otherwise shows less effect on the other three inner level. Because, as in Chinese culture, Protecting Company Resources are more expected by the organization than in Swedish one, therefore the pressure from the expectation of such behaviors may drive people to do so.

Individualism versus Collectivism

This dimension as mentioned actually is a bi-factor dimension, therefore it includes both the sense of power distance across hierarchical status and the cooperation between counterparts of the similar level. The more horizontal distance of Chinese culture leading to a high perception of differences in the organization affects the OCB on society level in that the acceptance of the difference of individuals may potentially lead to the mindset that is corresponding to a Chinese saying" Bu zai qi wei, bu mou qi zheng". The literal interpretation is "One shouldn't do the job if not on the position". This saying explains that common employees are not expected by society to take the responsibility of protecting and promoting the reputation of an organization since they are not hired to do so. Such

acceptance of the difference between individuals and the high power distance make individuals hard to commit actively to and be involved deeply in the organization, while the commitment and involvement are the important motivation of Civic Virtue. While in Swedish culture, the absence of the absolutely dominant authority released the active commitment from the suppression of hierarchical power, therefore employees may on contrary perform more Civic Virtue.

The individualism versus collectivism dimension as talked is measuring the interdependence between people. Therefore, it is rational to believe that if this sub-dimension had effect on OCB, it should have the strongest effect on the level where the interactions between individuals take place more frequently, which is group level. As analyzed before, on group level, Chinese and Swedish employees have much different. While on the individualism versus collectivism, Chinese and Swedish culture doesn't have much differences, each has two interviewees thinking the correspondent culture is individualistic. But if considering the comments from both side that in China individualism is more concealing therefore the competition between employees are more of an indirect way such as changing the work plan individually and refusing to share or deliberate concealing information or skills with coworkers. While the individualism versus collectivism in Swedish culture is that although people may be individual in their daily life, it is as discussed that they may show good spirit of consideration and cooperation on workplace. Therefore although it is perceived that Swedes are individual, they are actually collective in at work. Such differences leads to differences of OCB on group level.

Masculinity versus Femininity

This dimension is talking about the priority pursued by individuals, therefore it could affect more of individual's behavior rather than the interactions between them. But actually when people prioritize goals differently, the behavior patterns may also vary. It is shown that Chinese culture is more masculine, so Chinese people are more care about the wealth and career of themselves. Such care will make people more focused on those behaviors that could lead to the pursuit of the more direct individual benefit. Therefore the society level of OCB could for sure be affected by such mindset in that although the societal OCB is good for the reputation of the company and may indirectly beneficiary to its employees in the long run, the self-concerned mindset makes such long term indirect benefit less attractive to individuals. Also the care of self-achievement along with the individualism makes employees not only care about the absolute benefit, but also the comparative benefit in that as long as one could make sure that he or she is the best in the team, he or she could therefore be the most successful one, fulfilling the

eagerness of the pursuit of career and status. Such mindset creates a negative circle within the team that if one doesn't want to share the knowledge and information, the smoothness of cooperation will be reduced hence leading to an even less incentive of being cooperative. Thus, masculinity of Chinese culture is actually harming the group level of OCB. On contrary, the care of a better atmosphere and secure working condition, which is the character of Swedish culture, ensures that Swedish employees to concentrate more on working with their jobs rather than how to maintain the indispensability of him or herself, thus otherwise increasing the team efficiency.

Conclusion

Based on the interview of 10 employees working in the same transnational company, and the analysis followed, I found that Chinese and Swedish societies do share some common ground. But this two societies also have something different that may affect people's opinions and even behaviors at workplace.

OCB as a valid indicator of good employees

The comparison of the characteristics of a good employee shows that some certain characteristics are appreciated by the two nations. Meanwhile, some other characteristics are various from culture to culture. Correspondingly, OCB, which is defined as a certain kind of good behaviors good for the organization, is also changes as is shown by the result of this study, correspondent to Farh's research (Farh et. al., 2004). While the analysis in this research compares the differences between the parts of OCB in which disagreements exist and the differences of the cultures showing that the changing of the perception of a good employees may be the consequences of the differences of culture. The overview of the characters that are used to describe a good employee shows that, Swedish interviewees care more about initiative, global vision and cooperation while Chinese interviewees care more about loyalty and study capacity. This differences has a positive correlation with the OCB. Therefore, it is valid to say that OCB is a good indicator of a good employee. But the modification of the dimensions of OCB is important to secure the reliability of the prediction. Meanwhile, something is to be added is as the comparison for the overlap of the characteristics and OCB shows that OCB is a good indicator for some of the items especially those on group level and society level. Therefore an OCB oriented culture construction enforcing individuals' behaviors is helpful for the organization as a whole. But as is also shown by the comparison that some items of OCB which are not covered by the good characteristics may indicate a diverged perception of what should be good from a perspective of employee and that of employer. Therefore the conveyance and

alliance of what should be good and hence to be expected is important which may lead to either the change of the dimensions of OCB in each specific culture or an urgency of culture construction so that individuals, at least the managers, would know exactly what to expect from his or her team members, which should be consistent with the expectation of the organization.

Differences on the performance of OCB

Among all five dimensions of OCB that I have evaluated, I found two prominent different dimensions and one less prominent different dimension. One of the most prominent dimensions of OCB is courtesy. In this research, we found out that Swedish employees are very good at being considerate and understanding each other while the attitude of Chinese employees is conditional to the personal relationship. The other prominent dimension is Civic Virtue. Swedish employees have shown a very high agreement to the value of the company and would be happy to and will actively introduce the company to others and defend against rumors that are bad for the company. While in China, it is not as good as Sweden. The disagreement of national culture along with the social values against that of corporate becomes the hurdle of employees to perform more Civic Virtue behaviors. Also the manager plays a more important role in Chinese case than in Swedish case, therefore increase the possibility of the disagreement.

Additional to this two mort different dimensions, the dimension of protecting company resources are also found to be different. In general Swedish are quite satisfied with this dimension, but Chinese interviewees think that it still needs to be improved. Moreover, Swedish interviewees think that not only their employees are very good at protecting company resources, but it should not even be considered as an issue because as along as not over the line, such could be considered as an stimulator of efficiency and productivity.

In summary, it is reasonable to say that OCB performances are different across cultures, which is corresponding to Farh's study (1997). But what is more is that this research shows that besides the difference on dimensions, the importance and the degree to which people perform OCB are also different. Given that culture has effect on OCB, this research also shows that some culture differences may have more effect on certain level of OCB than others. Therefore making the prediction of OCB possible via analyzing the background culture of an employee, and it also enables managers to better focus on certain culture characteristics and creating a more suitable corporate culture and group culture.

Effect of culture differences on OCB

The difference of Chinese national culture and Swedish national culture are big which is also correspondent to a series of research delivered by Hofstede (Hofstede, 1980; 2001; 2010). Among all four measured dimensions of national culture, differences are shown in three of them. Chinese national culture has a high power distance. Additional, Chinese national culture will be very cooperative in front of the authorities, but will be less with their coworkers. Also, Chinese national is a very masculine one in which people value career and status more. On contrary to that of Chinese, Swedish national culture is more flat in hierarchy that people are more equal with others. Therefore, Swedish people are quite competitive even confronting with authorities, while they are very cooperative when working together with their colleagues. Swedish society is very feminine that people like to enjoy the harmonious atmosphere and good relations with their colleagues, and on contrary to the pursuit of better career and status, they would like to enjoy the work and have a more secured one rather than a competitive one.

All differences above have their impact on OCB that:
1. High Power Distance, high perception of differences between people (Horizontal) and strong Masculinity jeopardize the OCB on Society Level.
2. The double dealing of Chinese culture on individualism versus collectivism along with the Masculinity prevents the cooperation between teammates.

Since the suggested relations between culture and OCB, the implication of the conclusion comes natural that 1). Knowing the relations between the culture and OCB, the exotic manager at oversee office could better predicted employee's behaviors by observing and experiencing the local culture, hence understanding better people's behavior pattern. 2). In order to pursue a better dynamics between employees and the organization, managers should not only focus on the direct emphasis on the expected behaviors but also on the creation of the atmosphere and cultivating the culture which has positive impact on the expected behaviors.

Limitation

Two major limitations are realized by the author when conducting this study, which are of the theoretical framework, generalizability of the conclusions.

The theoretical framework of this thesis includes culture and OCB and variables with one assumption that corporate culture is a constant. While in reality, corporate culture may have much powerful influences and a slightly shift corporate culture and the policy associated could lead to a dramatic change of employees' behavior hence reforming the entire scenario. Although I managed to

find my two sample office from the same company which has a rather strong corporate culture, it is still inevitable that the "corporate culture" of this two office are different because culture is very soft and abstract that no one can even make sure that the culture of different departments of a company remains the same, not to mention that of two offices in different countries. The domestication of corporate culture undergoes all the time, therefore it is hard to make sure that "corporate culture" will not diverge from each other especially in two countries with quite different nation culture. Therefore the model of this study would be more comprehensive hence persuasive if the corporate culture is taken into consideration as another variable rather a constant.

The other issue that should be considered in this research is to what extent the conclusion could be generalized in a broader region. All the results and conclusions are merely based on the study of only ten interviewees from two countries, therefore the dynamics between national cultures and OCB found in this case study will not necessarily be the same between two random countries or regions. Therefore a larger scale of study is needed in order to find a more general conclusion. Also, something important is that culture is not universal in a country especially in the country of China which has territory nearly to the entire range of Europe. Therefore the same conclusion might not be even generalizable to other Chinese cities. Such rethink leads to another question is whether it is more suitable to use regional culture to replace national culture especially for large counties or the ones having more divergent sub-cultures.

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Appendix 1

Interview Guide

Introduction
Self-introduction, project introduction, clarification of the usage and confidentiality

Questions
Part one – General
What is the character of good employee?
3-5 words describing the characteristics or the first reflection.

Part two – OCB

Civic Virtue (Identification with the company)
1. Keeps abreast of changes in the organization.
2. Attends functions that are not required, but that help the company image.
3. Attends and participates in meetings regarding the organization.
4. "Keeps up" with developments in the company.

Altruism
1. Helps others who have heavy workloads.
2. Helps others who have been absent.
3. Willingly gives of his/her time to help others who have work related problems.
4. Helps orient new people even though it is not required.

Conscientiousness
1. Is always punctual.
2. Never takes long lunches or breaks.
3. Does not take extra breaks.
4. Obeys company rules, regulations and procedures even when no one is watching.

Courtesy
1. Consults with me or other individuals who might be affected by his/her actions or decisions.
2. Does not abuse the rights of others.
3. Takes steps to prevent problems with other workers. Informs me before taking any important actions.

Protecting Company Resource
1. Conducts personal business on company time (e.g., trading stocks, shopping, and going to barber shops). (R)

2. Uses company resources to do personal business (e.g., company phones, copy machines, computers, and cars). (R)
3. Views sick leave as benefit and makes excuse for taking sick leave. (R)

Part three – National Culture
Power distance
Decision making: collective or autocratic
Different opinion: dare or not to critique

Individualism vs. Collectivism
Horizontal: Obedience (HC) vs. Competition (HI)
Vertical: Cooperation (VC) vs. Diversity self-reliance (VI)

Uncertainty Avoidance
Degree of anxiety facing uncertainty

Masculinity vs. Femininity
Degree of pursuit of physical achievement or psychological comfort