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**How do Chinese managers perceive management culture in New  
Zealand**

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BOXIONG ZHAO



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## **Abstract**

Previous studies have explored the impact of Chinese and Western cultures on management. Although there have been cross-cultural management studies about Chinese management practices, research on Chinese managers in the context of New Zealand is still largely underdeveloped. This exploratory study focuses on Chinese managers working in the New Zealand context to understand the impact of cultural differences and challenges.

Specifically, the purpose of this study is to explore what Chinese managers do in New Zealand culture. In this qualitative study, semi-structured interviews were conducted with eight Chinese managers working in New Zealand. The topic analysis technique is used to analyze the data.

Therefore, this study will enable New Zealand Chinese to understand the cultural management model of New Zealand culture. Then, by understanding cultural differences and characteristics, it may be helpful for Chinese managers to understand the New Zealand context.

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## Table of Contents

<i>Abstract .....</i>	<i>2</i>
<i>Acknowledgements .....</i>	<i>3</i>
<i>Chapter 1: Introduction .....</i>	<i>7</i>
1.1 Background .....	9
<i>Chapter 2 Literature Review .....</i>	<i>11</i>
2.1 Overview .....	11
2.2 Culture .....	11
2.3 The relationship between ‘Culture’ and ‘Management’ .....	13
2.4 Chinese Culture .....	15
2.4.1 The influence of Chinese culture .....	17
2.5 New Zealand Culture .....	19
2.5.1 The influence of New Zealand culture .....	21
2.6 Comparison of Chinese and New Zealand cultures according to Hofstede's cultural theory .....	24
<i>Chapter 3 Method .....</i>	<i>27</i>
3.1 Research Design .....	27
3.2 Participants .....	28
3.3 Ethical Considerations .....	30
3.4 Semi-structured interviews .....	31
3.5 Pilot interviews .....	33
3.6 Interviews .....	34
3.7 Data Analysis .....	35
<i>Chapter 4 Findings .....</i>	<i>38</i>
4.1 Characteristics of Chinese managers in China .....	38
4.1.1 The Importance of efficiency .....	39
4.1.2 The power distance between managers and employees .....	42
4.2 Characteristics of Chinese managers in New Zealand .....	43

4.2.1 Interpersonal workplace relationships.....	44
4.2.2 Basic Rights .....	46
4.2.3 Inert Culture.....	48
<b>Chapter 5 Discussion.....</b>	<b>50</b>
5.1 Differences between China’s and New Zealand’s Chinese managers’ styles .....	50
5.2 Influences of cultural background on management style .....	51
5.3 The impact of culture on Chinese managers in China .....	52
5.3.1 Overemphasizing the disadvantage of efficiency .....	52
5.3.2 The influence of higher power distance.....	53
5.4 The impact of culture on Chinese managers in New Zealand.....	55
5.4.1 Relationships between managers and employees .....	55
5.4.2 Better protection of employees' basic rights .....	56
5.4.3 The influence of an inert culture .....	57
5.5 Advice for Chinese managers in New Zealand .....	58
5.5.1 Improve the company's welfare system .....	58
5.5.2 Give employees rights and shorten the distance between managers and employees.....	58
5.5.3 Provide development opportunities for employees .....	59
5.5.4 Respect the rules .....	60
5.5.5 Strengthen the construction of personal restraint and incentive systems .....	60
<b>Chapter 6 Conclusion.....</b>	<b>61</b>
6.1 Significance of the study.....	61
6.2 Suggestions for future research.....	63
6.2.1 Focus on interviews with participants.....	63
6.2.2 Interview questions need to be prepared for more follow-up questions. ....	64
6.2.3 Respect the participants’ ideas.....	64
<b>Chapter 7 References: .....</b>	<b>65</b>
<b>Chapter 8 Appendixes .....</b>	<b>69</b>
8.1 Appendix 1 Low-Risk Letter .....	69
8.2 Appendix 2 Information Sheet for Participants .....	71
8.3 Appendix 3 Participant Consent Form .....	72
8.4 Appendix 4 Interview Schedule.....	73

## **Chapter 1: Introduction**

The cultural environment has an important impact on the context in which a company operates (Yin, Lu, Yang, & Jing, 2014). Various working environments have different requirements for management styles (Reginato & Guerreiro, 2013). Therefore, a manager's management model will be affected by the cultural environment. In other words, to improve their management ability, managers need to adapt to different cultural contexts. In the past 20 years, with the globalization of the market, the cultural environment of each country has changed rapidly (Wittmann, 2014). In the ever-changing environment, society and organizations, especially individuals, have received new cultural influences, such as cooperation and communication between people from different countries. The data show that management changes have occurred not only in developed Western countries such as the United States, the United Kingdom, Australia, and New Zealand but also in many developing countries such as those in Asia and Africa (Diefenbach, 2007), this also means that managers need to change their management style to adapt to the changing work environment.

This management change is considered an opportunity for organizations to increase productivity, profit and competitive advantage, the organization as a whole improves the efficiency of work through change. (Lucey, 2008). As society and organizations change faster and face more complex and uncertain external cultural environments, the importance of understanding cultural dimensions is also receiving more attention.



In the past few decades, international immigrants have become a central factor in cultural transmission, especially regarding immigration into countries like Canada, Australia, and New Zealand. In the past years, New Zealand has become increasingly diverse in its population, and the Asian population is a growing proportion of the total population. Asians were the third largest ethnic group in 2013. Since 2001, the proportion of Asians has almost doubled. Moreover, Asians accounted for 11.8% of New Zealand's total population in 2013 (*2013 Census QuickStats about culture and identity*, 2014). According to data from 2019, the number of international immigrants increased by 6% over 2018, the largest group of which is from China (*International migration: March 2019*).

It is worth noting that Chinese comprise the largest non-European ethnic group in the New Zealand education industry (Zhang & Brunton, 2007). Moreover, this group not only affects the economy of New Zealand, but also has an impact on New Zealand culture. In the past, New Zealand culture is more similar to European culture. In recent years, the rapid growth of Chinese immigration, more and more New Zealanders have more understanding of China. Therefore, the effect of Chinese on New Zealand's business should not be underestimated, especially the impact of the Chinese workforce on New Zealand. Having said that, this is a mutual process. Chinese managers also engage with New Zealand culture and they are affected as well.

This study explores this impact on Chinese managers through different cultural backgrounds. The main research objective of this study is to understand how Chinese managers perceive the NZ culture and management style.

### 1.1 Background

Since 1990s, growing numbers of Chinese have chosen to immigrate to New Zealand (Liu, Didham, & Lu, 2017). In New Zealand many Chinese have their own companies or organizations, and some Chinese have become managers through their abilities and have achieved success. However, managers have also realized that there are differences in management models between China and New Zealand because of the cultural differences. When operating in the New Zealand cultural context, Chinese managers need to make some cognitive and behavioral changes to improve their management efficiency. As more and more Chinese people reach higher management positions in New Zealand business, they need to deal with more locals (Nippert & Fisher, 2017). They need to understand the cultural, business and political background and environment to avoid misunderstandings and enhance the development of their business enterprises. For example, due to the government's intervention in the market, the operation of Chinese SMEs depends not only on the environmental factors in the market but also on other factors, such as institutional determinants, but the New Zealand government rarely intervenes in the market (Siu, 2005).

Previous studies on cultural and cultural differences have focused on surveys of individual countries. Few scholars have focus analyzed and compared the cultural differences between China and New Zealand, and the root causes of the differences. At the same time, the research on management styles mainly focuses on Western perspectives and contexts with few studies having been done on the methods of Chinese managers. Therefore, the purpose of this study is to understand how Chinese managers view New Zealand culture and how they understand these differences and how these differences affect their management style.

## **Chapter 2 Literature Review**

### **2.1 Overview**

Extensive research shows that the values and ideas of people in different countries have been affected by different cultures. (Bhaskaran & Sukumaran, 2007). Munter (2004) defines culture as continuous values, attitudes, and behavior of the group. There are increasingly more management problems in the international and global business environment because of cultural differences between different countries.

The purpose of this chapter is to introduce and discuss relevant literature on the impact of culture on management to analyze the field and provide cultural information about Chinese in New Zealand. First, the relevant content provides an overview of the cultural impact by presenting current research. Second, it discusses the management mode of Chinese managers influenced by New Zealand culture.

### **2.2 Culture**

Culture is a model that determines individual thoughts, feelings, and behaviors. It is based on values that inspire human behavior and preferences (G. Hofstede & Hofstede, 2004). It shapes individuals' attitudes toward knowledge management and significantly influences their behavior in various knowledge management activities.

According to Kroeber and Kluckhohn (1963) culture includes explicit and implicit patterns of behavior acquired and transmitted by symbols, which constitute the unique achievements of the human community, including its manifestation in artifacts. The core content of culture includes the ideas of tradition, especially its subsidiary value; on the one hand, the cultural system can be seen as a product of action, and on the other hand it can be seen as a conditional element of future action (Kroeber & Kluckhohn, 1963). Culture is something shared by almost all members of certain social groups, and old members of the society try to pass certain forms of behavior (such as morality, law and customs) on to younger people (Edel, 1954).

Culture includes the collective beliefs, values, and assumptions of people who learn from each other and teach others that their actions, attitudes, and opinions are the appropriate way to think, act and feel (Livermore, 2010).

Culture, as the collective programming of the mind (G. Hofstede, 1993), distinguishes one group or category of people from another. Culture is an important external factor that affects people's daily work behavior. Culture contains social rules that regulate people's behavior. Fundamentally, personal development involves adapting to the natural environment and passing on customs, habits, and ideas from generation to generation. Therefore, different cultures require different management styles in the cultural environment. The management style in one cultural environment may not have a good result in another cultural environment.

### 2.3 The relationship between ‘Culture’ and ‘Management’

Cross-cultural management can be defined as “global management, which studies the behavior of people in organizations around the world and trains people to work in organizations with different cultures of employees and customer groups” (Miroshnik, 2002). “Cross-cultural” should not be confused with “international”.

Cross-cultural management attempts to improve management behavior by comparing different countries and cultures to achieve a diversified cultural environment.

One of the most widely cited theories of cultural influence on management was developed by Hofstede (1980). Based on more than 50 countries, different six cultural dimensions were proposed: power distance, uncertainty avoidance, and individualism vs collectivism, masculinity vs femininity, long-term orientation vs short-term orientation, indulgence vs restraint. This study only going to focus on three of the six.

#### *Power Distance*

According to Hofstede (1980), the power distance varies from country to country due to cultural influence. Because of the different social environments, the rules for managers and subordinates are different. In countries with low power distance, people cannot accept highly concentrated power and are more willing to be consulted by managers when decisions are being made. For example, in a society such as New

Zealand where power distance is relatively low, it is necessary for managers to have a high degree of mutual assistance in completing their work. The hierarchy of job status becomes smaller, whereas in cultures with greater power distance, such as China, more authoritarian management styles are more common, and subordinates also accept that.

#### *Uncertainty Avoidance*

Uncertainty avoidance also affects the management style. With strong uncertainty avoidance, managers have sufficient power to make decisions, which can give employees more peace of mind at work. In contrast, with weak uncertainty avoidance, there is more self-management of employees and they participate in decision-making.

#### *Individualism*

Many countries are classified as having medium to low individualism, namely collectivism. In this cultural environment, people consider issues more from the perspective of "we", rather than "I". However, in an individualistic environment, people pay more attention to their own interests, and usually put themselves in a more important position. Thus managers need to rely on more formal management rules and high reward mechanisms.

## 2.4 Chinese Culture

Contemporary Chinese culture consists of three main elements: traditional culture, communist ideology, and new Western values. Traditional Chinese culture involves pluralism, including Confucianism, Taoism, and Buddhism. However, Confucianism is undoubtedly the most influential of these philosophies (Laurence, Gao, & Paul, 1995). It constitutes the foundation of Chinese cultural tradition and affects the behavioral habits of Chinese people (Pye, 1991).

It is widely believed that the main social structure of Chinese culture is based on the Confucian value system, derived from Confucius (about 551-499 BC) and his followers (Redding, 1992). Confucianism is a moral system, not a religion; it attempts to “establish harmony in a complex and controversial human society” through a powerful and orderly hierarchy (Park & Luo, 2001, p. 456). Therefore, Confucianism is the root of Chinese culture (Laurence et al., 1995), and "people paying attention to and establishing relationships" is one of the most prominent features of Confucianism in the management of Chinese enterprises.

Cross-cultural research into Chinese conflict management also regards Chinese culture as collectivist. It produces a similar pattern of discovery. Although collectivism can lead Chinese to use non-confrontational conflict management methods (Ma, 2007), appropriate application of harmony, interdependence and



other collectivist values can promote open cooperation and conflict management in the context of Chinese culture.

Confucianism refers to the teachings of Confucius and his disciples. Confucius believed that courtesy and humility are the basic principles of interpersonal communication. Etiquette, manners and customs are reflected in the life and behavior of the Chinese. In Confucianism, the leader should have a strong sense of morality. If a leader needs the trust and support of people and business partners, then the leader must act ethically. Confucian leaders will use virtue instead of violence to get people's support. In other words, Confucian leaders prefer to "rule the country by virtue" rather than "rule the country by law" (Laurence et al., 1995).

Confucian leaders emphasize that everyone should have a positive attitude toward learning. Learning attitudes primarily involve listening and observation. If a person encounters an unsolvable problem, they can find a solution by learning from others.

In traditional Chinese small and medium-sized companies, there is generally no formal training (Cassell, Nadin, Gray, & Clegg, 2002). However, this does not mean that Chinese leaders do not consider individual learning. Under normal circumstances, Chinese leaders want employees to learn independently. In China, the company's training is mainly done at work, through doing different jobs.

In daily work, Chinese communication is usually passive (Yuan, 2010). They will discuss the work in a friendly manner. However, the communication method will be different from that of Westerners. For example, when they find problems at work, their responses are usually expressed in a roundabout way, without directly explaining the problem.

When dealing with the issue of authority figures, Chinese managers tend to use integration (a win-win solution) to deal with conflicts with subordinates (Nguyen & Yang, 2012). Because of Confucianism, Chinese people have been greatly affected by conflict management ideals, such as harmony, *mianzi* (saving face), reciprocity, rank and obedience. In China, managers will selectively use Confucianism to help them manage (Robert, 2014).

#### 2.4.1 The influence of Chinese culture

In explaining the influence of Confucianism on Chinese culture and values, Hofstede and Bond (1988) established four key concepts.

1. Stability based on unequal relationships between people and complementary obligations

Compared with Western countries, Chinese culture retains more hierarchical structures and traditions. Because of this social belief, junior employees (young,

low-ranking or new employees) should follow the advice of older people. Older people should teach or impart their knowledge and experience to young people in the organization.

2. In social organizations, restraint and harmony are key values for maintaining “Mianzi”, maintaining dignity and avoiding shame

Mian Zi or face is a person's public image, obtained through the opinions of others (recognized for one or more specific social roles) (Hu, 1944). Because of a person's relative position in the social network and the extent to which they are judged by others to function fully and be acceptable in their general conduct, one can claim respect and respect from others. The interdependent self-concept emphasizes that social roles and public perception are the core of a person's identity, allowing the Chinese to focus on “Mian Zi”.

3. Good faith behavior

An old Chinese proverb says, "Beyond the mountain is another mountain." It means that we should have a sense of modesty because there will always be more people than you know. In Chinese society, it is not recommended to publicly express too much of your opinions. Of course, humility can be an advantage in encouraging senior staff to gain new knowledge from adolescents because it helps them overcome the fear of losing face (Tong & Mitra, 2009).

#### 4. Guan Xi

The guanxi is used to refer to the special relationship developed between members of a team. Guanxi is one of the most special aspects of Chinese culture. It is difficult to accurately express the meaning of the guanxi with English vocabulary. Guanxi is a special kind of relationship of reciprocity. In China, within a group, it is important to the group between the in-group and the out-group (Dong & Liu, 2010).

#### 2.5 New Zealand Culture

New Zealand is a typical developed country, consisting of Europeans, Maoris and Asians who have immigrated to New Zealand in recent years. Different ethnic groups have brought different cultures. After more than one hundred years of integration and change, New Zealand has formed its unique cultural characteristics, which can be summarized into two main features:

First, New Zealand is a typical multicultural system.

The culture of New Zealand is diverse (Parry & Proctor-Thomson, 2002). The population of 4.07 million can be divided into three main groups. They are respectively European, Maori and Asian. New Zealand Asians are mainly composed of Chinese, Indians, Japanese, Koreans and Vietnamese. In the past two decades, the number of Asians has increased dramatically, accounting for 5% of the total

population of New Zealand. The common features of Asian culture are loving family, respect for the senior citizens, diligence and intelligence (Schütte & Ciarlante, 1998). The government has established a series of policies to encourage free development and promote integration of cultures in New Zealand. Asian people can have their own schools, radio stations, press, magazines, books and other communities. In New Zealand, many Chinese people can live for years without speaking English, because Chinese services can be found everywhere.

Second, Asian culture has a impact on New Zealand culture.

In recent years, the number of Asian immigrants has increased rapidly and thousands of new immigrants have brought new cultural elements into New Zealand (2013 *Census QuickStats about culture and identity*, 2014). Asian immigrants mainly include Chinese, Indians, Japanese, Koreans, Vietnamese. Asians' diligence and intelligence also have significant impacts on New Zealand's multicultural systems and people living here. At the same time, Asian cuisine has become popular among all New Zealanders. Chinese restaurants, Korean barbecue, Indian curry and Japanese cuisine have become an important part of New Zealand's food scene. The clothing, folk customs and festivals of Asian nations have gradually become a significant part of multiculturalism. Chinese traditional medicine, Tai Chi, Feng Shui and other aspects of Chinese culture have increasingly been accepted by New Zealand culture. In the past 20 years, the number of Chinese immigrants has reached 300,000.

Moreover, in the Spring Festival of 2008, Queen Street in the center of Auckland was

hung with Chinese red lanterns. It seems that the Chinese festival was celebrated here by the whole society.

In conclusion, New Zealand culture is characterized by its rich cultural types and profound influence of Asian culture.

#### 2.5.1 The influence of New Zealand culture

New Zealand not only has a high level of per capita income but also is rated as one of the most suitable countries for doing business and one of the safest investment destinations by the World Bank and other organizations (McNab, 1973). New Zealand is also a typical diverse country, with a population made up of people of European origin, indigenous Māori and Asians who have immigrated to New Zealand in recent years. Different nationalities have brought different cultures. After more than a hundred years of integration and change, they have formed the unique cultural characteristics of New Zealand, and have a subtle influence on work.

The first cultural characteristic is that New Zealand has a typical multi-element cultural system with multicultural characteristics. There are 4.07 million people in the country. They can be divided into three groups: European descendants, Māori, and Asians. These three groups belong to different ethnic groups, have different histories, and have their own national cultures. European descendants represent the Western culture centered on Christianity (Dinesh, 2009), which is characterized by advocating

freedom, equality, paying attention to human rights, democracy, a pragmatic spirit, and risk-taking (Smith, 2012).

Under the influence of these cultural characteristics, all New Zealanders are free and equal and should treat each other with dignity and respect. New Zealanders refuse to use violence, intimidation or insults as a way to resolve conflicts. In 1977, the New Zealand Human Rights Commission was formally established. The Commission on Human Rights is an independent body whose objective is to promote and protect the human rights of all people in New Zealand within the framework of the New Zealand Human Rights Act and to ensure that everyone is treated in accordance with human rights in order to build a free, fair, and safe New Zealand society. If people are treated unfairly in your work and life, the Human Rights Commission may help people. All New Zealanders are free to express or write down their views on the Government of New Zealand or on any other social issues.

Another cultural characteristic is that, in New Zealand, the Western culture centered on Christianity occupies a dominant position. New Zealand is a multicultural society, but the mainstream culture is Western culture. One reason is that Westerners account for nearly 80 percent of New Zealand's population, and Christians account for more than 70 percent of the total. Second, Westerners have regarded themselves as dominant since large numbers of Westerners immigrated to New Zealand after the 18th century. Because Europe is the most developed continent in modern times, the political ideas, economic systems and cultural ideas brought by Europeans who

immigrated to New Zealand may be considered more advanced than those of the indigenous people of New Zealand. Therefore, European culture became dominant in New Zealand from the beginning. Third, Western culture, which is characterized by equality, freedom, science and technology, democracy and benevolence, does represent the common cultural needs of most people in New Zealand. After hundreds of years of cultural accumulation, Western culture with the characteristics of New Zealand was gradually formed (Ting-Toomey & Dorjee, 2018).

The Western culture had a great impact on New Zealanders' working habits and business etiquette. In business exchanges, New Zealanders do not value human relations, they pursue fair trade. Business meetings are usually held in the local office and there is no need to give gifts to each other. In the process of business talks, because of the tradition of New Zealanders, once the price has been put forward, it usually cannot be changed over and over again, while thanks can be expressed by having lunch together after the business has been negotiated (Whitley, 1999). It should be noted that formal activities such as business meetings or visits to government offices must be booked in advance and started on time to avoid offence.

A new cultural characteristic has emerged in New Zealand in recent years. Asian culture has gradually developed into an important part of New Zealand's multicultural system. The number of Asian immigrants has increased rapidly, and hundreds of thousands of new immigrants have brought new cultural elements to New Zealand.



And their impact on New Zealand's multiculturalism was mainly reflected in the positive impact of Asians' diligence and intelligence on other New Zealand citizens.

No matter which country Chinese go to and no matter in which industry, they will work hard for a better return (Fu & Kamenou, 2011). Moreover, Chinese immigration makes a powerful contribution to the country's booming property market. China's development has had a significant impact on the import. Today, China is more than just a supplier of raw materials and commodities. Direct investment will pose a bigger challenge to the new wave of migration than imports.

In conclusion, the core elements of New Zealand's multiculturalism include freedom, human rights, science, respect for law, so New Zealanders, without distinction of color and ethnicity, have a strong sense of identity with the country. Furthermore, through active engagement with multiculturalism both in life and business, they will achieve a truly stable and equitable multicultural nation.

## 2.6 Comparison of Chinese and New Zealand cultures according to Hofstede's cultural theory

The information obtained from the Hofstede Insights website (*Country Comparison*, 2019) shows in Table 1 that the cultures of China and New Zealand are relatively conflicting. Among the six cultural dimensions, only one cultural dimension is similar, and the other five dimensions have larger gaps. In this study, the focus is on the power distance, individualism, and uncertainty avoidance.

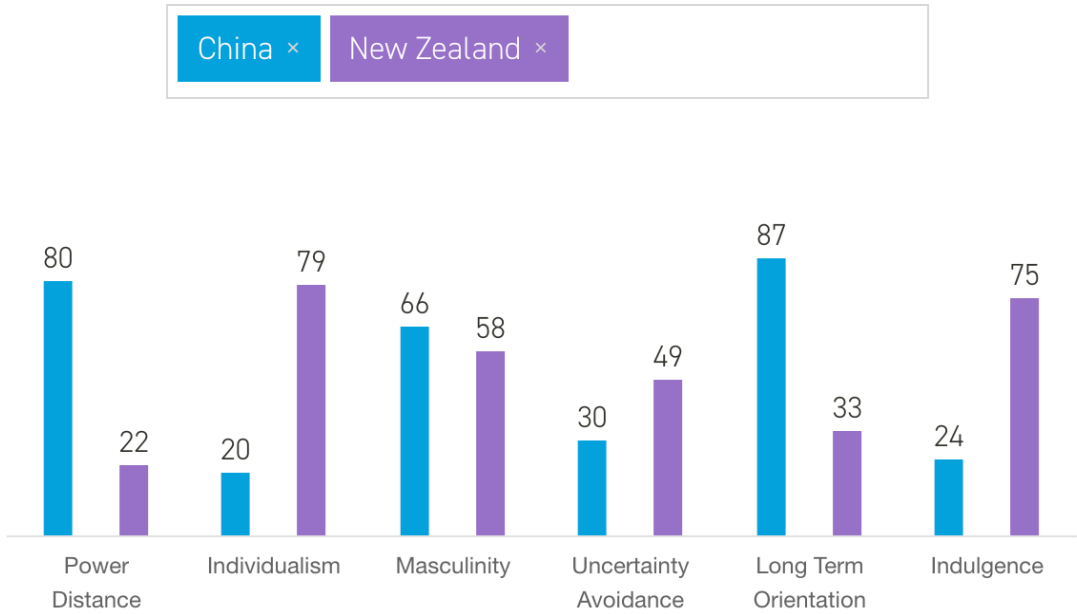


Table 1 Country comparison between China and New Zealand(*Country Comparison*)

*Power Distance*

The distance of power is the inequality of all individuals in society. It expresses the attitude of culture to people's inequality. China scores 80 points on the power distance, while New Zealand has 22 points in this respect. This shows that China's tolerance for inequality between the upper and lower levels will be higher. The relationship between managers and employees is often polarized, and employees will not try to pursue equal treatment with their superiors. In New Zealand, managers and employees are more equal in their organizations, and managers need to rely on employees and teams to achieve their goals.

*Individualism*

This cultural level focuses on the degree of interdependence among members of society. It is related to the definition of "self" or "we" or "we". In an individualistic society, people give priority to themselves. In a collectivist society, people are a group that cares for collective feelings. China has scored 20 points in this regard, and the representative is a highly collectivist culture. The behavior of people in this culture will more consider the interests of the group. New Zealand scored 79 points in this respect, which is an obvious individualistic culture. In a business environment, employees believe that personal abilities are more important, but they do not require excessive collective power. In addition, in this work environment, recruitment and promotion decisions are based on individual abilities.

#### *Uncertainty Avoidance*

The extent to which people are threatened by unknown situations and the extent to which they create beliefs and institutions that attempt to avoid them are reflected in the scores of uncertainty avoidance. China scored 30 points in avoiding uncertainty. Under the requirements of laws and regulations, it can be flexibly adapted to the actual situation. Pragmatism is the idea of the majority. The meaning of Chinese expression is relatively vague and difficult for Westerners to master. The Chinese are adaptable and entrepreneurial. New Zealand scored 49 points in this regard, which means there are no obvious features.

## **Chapter 3 Method**

This chapter describes the research methods of the study. The research objectives identified in the literature are: How culture is perceived by Chinese managers and how it has an impact on Chinese managers in the New Zealand context. Qualitative methods and a semi-structured interview design are considered the most appropriate research design for this topic. This chapter discusses and explains this approach to help the reader understand why this decision was made.

### **3.1 Research Design**

This research aims to understand New Zealand's cultural impact on Chinese managers. I wanted to know how they perceive culture. Hence, I used a qualitative approach and semi-structured interviews. Qualitative research provides an in-depth description of management practices in real-life environments given by management and employees in a socio-cultural context (Gephart Jr, 2004), and provides insights that are difficult to generate through quantitative indicators. In qualitative research, the researcher's goal is to expand and generalize the theory, rather than determining how often the phenomenon may occur in the population.

The deep understanding of qualitative research is based on specific detailed knowledge and its nuances in each case (Stake, 1995). Even a single case, if

studied with sufficient depth and sufficient insight, can provide a basis for the theoretical interpretation of general phenomena.

Interviews are one of the most commonly used strategies for qualitative research. The main source of information collection is personal interviews. Through the analysis of the content collected by the interviews, we will understand the Chinese managers' views on the culture and business management of China and New Zealand. The benefit of face-to-face interviews is that participants do not have much time to reflect on their responses to questions, and the answers come from their ideas. In face-to-face interviews, recordings can be made with the consent of the respondent. Recordings can identify what was missing during the interview and what the researchers needed to organize the information (Opdenakker, 2006). Thus, for this study, face-to-face interviews are an appropriate approach.

### 3.2 Participants

The interviews collected the perspectives of New Zealand Chinese managers. The focus of this study is on the changes in management in the New Zealand cultural environment and how they affect Chinese people. To this end, this study required purposeful sampling rather than probability sampling. Most of the potential samples are Chinese managers in New Zealand. I have completed interviews with eight Chinese managers from different industries in New Zealand.

Participant samples may be chosen based on certain similar characteristics (Opdenakker, 2006). Given the research question, I got in touch with managers who had to meet two criteria. First, they had to have their own company in New Zealand or be a manager in New Zealand. Second, participants had to have life experience in China and more than five years of life experience in New Zealand. When selecting participants, I tried to find people in different industries, including but not limited to real estate, education, health products, and media.

The interview time depended on the respondent. Generally, the interview duration was about 20 minutes on average. Because most interviews were one-off, the interview time could be extended appropriately if the respondent agreed. At the end of each interview, I thanked the participants for their participation and asked if they had anything to add (Gill, Stewart, Treasure, & Chadwick, 2008).

Most of the participants were directors of their company. SMEs in New Zealand account for 97% of the market, and more Chinese choose to start their own companies. Because the company is not large, they do not need to hire a manager to manage the company's operations. As the participants' working responsibilities are different from those of other employees, they do not have much free time in which to be interviewed. So, the time and place of the interview was decided by them.

Table 2 below provides an overview of the relevant details of participants.

Participants' real names were replaced with uppercase letters to protect their privacy.

According to the table, the most common position of participants is director.

Participant	Chinese work experience?	Industry	No. of years in New Zealand	Position	Number of Chinese colleagues
A	No	Export	18	Director	All of them
B	Yes	Manufacturing	14	Director	Most of them
C	Yes	Education	14	Head	Few of them
D	No	Education	11	President	Most of them
E	Yes	Building	10	Director	Most of them
F	No	Building	9	Manager	Most of them
G	Yes	Media	11	Director	All of them
H	Yes	Food	5	Director	All of them

Table 2: Participant Demographic Information

### 3.3 Ethical Considerations

Before the interview, my supervisor and I considered the project to involve low ethical risk, and the study's notification form was sent to the Massey University Human Ethics Committee. In this study, participants signed a printed informed consent form and their participation in the study was voluntary. Participants had the right to refuse to answer any questions or stop the interview at any time.

Morality is essential in research, and morality is the criterion for distinguishing between correct or wrong behavior. The completeness, reliability and effectiveness of

the research results depend on a high degree of adherence to ethical principles. The relationship established between the researcher and the respondent may lead to a range of different ethical issues. Qualitative researchers face difficulties such as respect for privacy, building honesty, open interaction, and avoiding false statements (Van den Hoonaard, 2002). Some critical ethical issues that should be considered in qualitative research are respect for the right to anonymity, confidentiality and informed consent (Richards & Schwartz, 2002). Besides, to improve accuracy, I organized and analyzed relevant information immediately after the interview.

When conducting interviews, I considered ethical issues, especially the protection of the rights and privacy of participants.

### 3.4 Semi-structured interviews

Due to two primary considerations, semi-structured interviews were chosen as a means of data collection. First, semi-structured interviews are ideal for exploring participants' opinions on complex and sometimes sensitive issues and can explore more information and clarify answers. Second, the various professional, educational, and personal histories of the participants preclude the use of standardized interview schedules. As the name implies, semi-structured interviews form a midpoint between structured and unstructured interviews. They rely on a fixed set of questions but ask participants to answer in their own words and allow the interviewer to prompt for more detailed answers or clarifications. By using the best features of structured



and unstructured interviews, semi-structured interviews contain general questions to guide participants without requiring a large number of guided interviews to solve a specific problem (Whiting, 2008).

In this study, when conducting semi-structured interviews, because there was no fixed duration and there were no opportunities for multiple interviews, the participants answered more open-ended questions that allowed participants to discuss issues more. Open-ended questions were asked to encourage the participants share more about their own experience and thoughts. For example, “what do you think about how to work as a manager?”

The semi-structured interview guide consists of two levels of questions: topics and follow-up questions. The topics cover the main content of the research topic, for example, "What do you think is the biggest difference between work in China and New Zealand?" was a question that allowed participants to understand the entire interview, and encouraged participants to talk freely about their ideas and experiences. Each participant is usually asked about the main subject (Kallio, Pietilä, Johnson, & Kangasniemi, 2016). The order of the topics can be gradual and logical. They can be used as a warm-up to break the ice and create a relaxed environment (Cridland, Jones, Caputi, & Magee, 2015). These questions may be asked to establish that participants are familiar with the issues that are critical to the researcher (Whiting, 2008). After that, the order of the topics can range from lighter to more emotional and deeper (Cridland et al., 2015),.

The interviews with participants were less likely to require participants to answer in a fixed format. I hoped they would share their thoughts and understanding, so the questions were more about "how you do" something and "what do you think" about something. During the interview process, the interviewees would start to understand the topics and goals of my research, and follow the timeline of the participants' work history, so that they could quickly express the information.

### 3.5 Pilot interviews

Two interviewees completed the pilot interview. The interviews lasted for 10-25 minutes. Chinese prefer efficient communication and do not like to waste the interview time talking about irrelevant topics. Based on the results of the pilot interview, the content of the interview schedule was revised, so that all interviews would take around 10-30 minutes.

Participants did not refuse to answer specific questions during the interview. After completing the interview, they said that the interview went well and did not feel uncomfortable.

Because of the identity of the participants, they preferred the situation of free dialogue, did not like the fixed style, and were willing to take the initiative to say more about what I wanted to know. The questions were open-ended, so there were no right or wrong answers. The interviewer needs to constantly try to let the participants

explain the ideas they want to express. In addition, the participants were more willing to explain in Chinese; they found it harder to explain their ideas in English.

### 3.6 Interviews

Participation in this study was voluntary and conducted through semi-structured interviews. The researchers were looking for contacts of potential participants and encouraged interviewees to introduce others who meet the interview requirements. After agreeing to participate in the interview, the participants were provided with an information form and a consent form. All participants were informed of the expected length of the interview, the recording of the interview and the confidentiality requirements. The author also described the content of the interview and answered any questions. After agreeing to participate in the study, participants were required to sign a consent form and given a copy of it.

It took nearly a month to complete all the interviews and data collection because the interview date and time was decided by the participants. In addition, two participants cancelled and only eight participants completed the interview. The length of the interview also needed to be decided in advance so that participants could plan their schedule. Depending on the participants, face-to-face interviews at different locations allow researchers to try to find a relatively comfortable and quiet environment.

Because the interview questions were about the influence on managers of Chinese and New Zealand culture, all participants responded to a wider range of content. There were no specific answers being looked for. For example, after the question “How do you communicate with Chinese and other nationality employees?” participants were guided to express more ideas by asking “why?”. In this process, listening is more important than talking (Bell, Bryman, & Harley, 2018). Researchers expect to hear verbal and see non-verbal communication from participants. Chinese people prefer to use non-verbal communication to express their feelings (Gillham, 2000). Facial expressions, eye contact, head nodding, gestures, posture and orientation, and body proximity and contact are important forms of nonverbal communication. Although it is difficult for researchers to notice all of this at once, it is important to be aware of these forms of expression.

After the interview, the researcher must record the interview in detail based on the recording. I collected contact information for each participant in case I needed further information, and they also had my contact details if they needed to contact me.

### 3.7 Data Analysis

Digital audio recordings and handwritten notes were transcribed into Microsoft Word format. After transcription was completed, data analysis was performed using NVivo, a computer-assisted qualitative data analysis software program recommended by Bryman and Bell (Bell et al., 2018).

In the data analysis, I chose to use the thematic analysis method. The main reason is that topic analysis aims to provide people's experiences (Aronson, 1995). Considering my research goals, to understand the ideas and opinions of Chinese managers, thematic analysis was considered to be the most appropriate type.

The analysis process followed three main stages. First, for familiarization with the data, the information obtained from the interview was transcribed and placed in NVivo. Second, the information was turned into codes, and common codes were identified as themes. Third, the same points in the Chinese managers' points of view were found from the topic and determined the final theme for Chapter 4.

First order data	Second order data	Themes
You have a sense of urgency every day, you will feel that the city is improving, and then the work pressure will be intense every day because of the surrounding competition, so you have to constantly improve yourself, and then feel a pressure every day.	The Importance Of Efficiency	Characteristics of Chinese managers in China
In China is that I ask you to work overtime, you have to work overtime. The challenge is relatively large.		
You will develop a lot of management rules and assessments for employees, and make rewards and punishments, these are management content, including an assessment of their work.		
In China, I think part of it is the kind of direct relationship between the superior and the subordinate.	The Power Distance Between Managers and Employees	
I don't have direct communication with Chinese frontline employees. Generally, they are responsible for managers. Managers are responsible for communication with employees.		
For example, if you work in China, I ask you to clean up the garbage, and the staff will go directly to clean up.		
Because the culture of employees is different, for management, employees have high degrees of freedom and equal status.	Interpersonal workplace relationship	Characteristics of Chinese managers in New Zealand
In New Zealand, managers and employees are equal, they treat employees as friends, and manager needs some way to make employees feel at home.		
New Zealand's employees are more loyal than China's employees.		
In New Zealand, the worker must sign the contract, if I will use him for one year, I have to use him for one year.	Basic Rights	
New Zealanders are more likely to have a balance in life and a better family life. ...so many people in New Zealand choose to be comfortable with the status and live in family life.		
The change in New Zealand is small, there has been no major change in ten years, and the market is small.	Inert Culture	
New Zealand is a very relaxed and slow-paced environment,...They will do things late or slow down.		

## **Chapter 4 Findings**

The purpose of this study was to understand the impact of the New Zealand cultural environment on the management model of Chinese managers. The data used in this study was collected through face-to-face personal interviews with eight Chinese managers. Participants' responses were mostly in Chinese, translated and then coded. After data analysis, there were two themes in the characteristics of Chinese management, and three themes in the characteristics of New Zealand management.

### **4.1 Characteristics of Chinese managers in China**

Since the advent of the market economy, the competition between enterprises in China has become more and more fierce, and the market resources have gradually moved closer to the dominant enterprises. The management model occupies a position that cannot be ignored in the market economy, which largely determines whether the enterprise can win the competition. At the same time, with the reform of the market economy, the transformation of enterprise management from micro-management regulation to indirect macro-control of modern enterprise management has led to new changes in the management model of enterprises. Another interesting aspect is the impact of globalization, which has left the original management model unable to adapt to the existing market environment.

When talking about the Chinese management model, all the participants indicated they felt pressure in the Chinese working environment and had negative feelings. The two themes for understanding the Chinese management model are: the importance of efficiency, and the power distance between managers and employees.

#### 4.1.1 The Importance of efficiency

All participants believe that China's management model conforms with China's business environment. They believe that China's management model will make it easier for them to keep up with China's rapid development. When we talked about the impact of Chinese culture on management models, participants were more willing to talk about how they can quickly achieve their goals. The analysis of interviews found three sub-themes: work efficiency, reward mechanisms, and competitive pressure.

##### *Work Efficiency*

China regards economic development as its core goal. Everyone is working hard to make money. Three participants thought China's management model is a rigorous management model. Participant F said:

In China, it may be more of commercial interest, and the final goal will be put on revenue, whether it is a team or company, always emphasizes a kind of contribution to the company, then how much is the income, then a growth rate per year.



Moreover, participant D indicates that China's management model is the best choice to improve work efficiency, but it is not the most humane. China's 996 model (working 6 days a week from 9am to 9am) can produce high efficiency, but it will not create more creativity.

Participants D and E also talked about how they see overtime as a manager. China's economic environment and cultural background require Chinese employees to embody the spirit of working hard. Chinese employees focus on efficiency and speed.

Participant D talked about the status of China's work:

In China, it is that if I ask you to work overtime, you have to work overtime. The challenge is relatively large.

There were also participants who expressed their opinions on the efficiency of the employees' work. Participant F said that for arranging the employees' work:

China's management model is efficient. It means that what I am telling you need to finish today, if you do not finish it, I will not consider the objective reasons for that, and I only think that if you are not finished it is your problem.

### *Reward Mechanisms*

When discussing the improvement of employee productivity, reward mechanisms are the most recognized method for participants. Therefore, four participants emphasized how they improve the enthusiasm of employees. Participants E, F, and H reported that they have used reward mechanisms. For example, Participant E said:

You will develop many management rules and assessments for employees, and make rewards and punishments; these are management content, including an assessment of their work.

Similarly, Participant F said:

In China, we will promote a reward mechanism, like when you manage a business, if you say that you have completed more tasks, we will reward you.

Most importantly, when they talked about reward mechanisms, all the participants were from different industries. They use this system as an incentive for employees, and every level of employee can be given extra rewards. According to participant H:

In China,... Although as a waiter, you can get a basic salary first. Then you have bonuses, there are many other ways to add to your wages.

### *Competitive Pressure*

When discussing their roles as managers in China, four participants mentioned the pressure they felt. Even one participant who had no domestic work experience could understand the pressure of the Chinese working environment. For example,

Participant A said in his understanding of Chinese management:

I have many friends who have worked in China. The pressure to work in China may be even greater.

However, participants do not believe that pressure is negative. In China's work environment, pressure makes workers more efficient and better at meeting their responsibilities, as explained by Participant E:

You have a sense of urgency every day, you will feel that the city is improving, and then the work pressure will be intense every day because of the surrounding competition, so you have to constantly improve yourself, and then feel a pressure every day.

#### 4.1.2 The power distance between managers and employees

In Chinese culture, seven participants indicated that managers and subordinates have a hierarchical relationship. This indicates that Chinese employees need to maintain a certain distance from their managers. Participant B explained that:

In China, because there are too many big companies, the hierarchy division is pronounced.

Similarly, Participant D said:

In China, I think part of it is the kind of direct relationship between the superior and the subordinate.

In the interview, six participants indicated that employees in the Chinese management team would maintain a certain distance, although the reason for the distance was not the active behavior of the participants. Participant H said:

In China, because the company is bigger than in New Zealand, we may not be at the same level on management. ... there may be almost no contact with the

frontline employees, or guests unless I need to solve a problem after I have a problem,... I cannot get the time or the opportunity to get in touch with the employees one by one like in New Zealand.

Chinese management should spend more time and energy to retain Chinese employees so that they can maintain their original work and play their role. In addition, the positive relationship between employees and managers would be strengthened, which is more conducive to the integration and long-term development of enterprises. In fact, there is not enough communication between Chinese employees and managers, which has led to the obstruction of information flows.

Participant A said:

I do not have direct communication with Chinese frontline employees. Generally, they are a responsibility of managers. Managers are responsible for communication with employees.

Participants B, D and F indicated that Chinese employees are very hardworking and obedient, obeying the command of superiors like soldiers, doing what they are told right away. Participant F shared his experience in management:

For example, if you work in China, I ask you to clean up the garbage, and the staff will go directly to clean it up.

#### 4.2 Characteristics of Chinese managers in New Zealand

Six participants said compared with China's management style, New Zealand's corporate management style is a business model that focuses on the group and

people-oriented management, thus forming groups and enabling team members to cooperate more effectively.

There are three themes about the New Zealand management model: interpersonal relationships, basic rights and inert culture.

#### 4.2.1 Interpersonal workplace relationships

In terms of interpersonal relationships, all participants believe that they have a better relationship with their employees in New Zealand and even trust them. They explain the reasons for their relationship with employees through different aspects. Therefore, there are two sub-themes in interpersonal relationships: freedom and a closer relationship.

##### *Freedom*

Four participants mentioned freedom when describing their work in New Zealand. They did not consider work to be a burden. In New Zealand, the workers are freer compared to the Chinese employees, who do not spend energy on social networking.

Participants B and F directly stated that in New Zealand, they would not force their employees to work overtime and had no right to ask them for extra work. More is voluntary, as Participant B said:

Because the culture of employees is different, for management, employees have high degrees of freedom and equal status.

This theme more expresses the participants' respect for their employees. Participant F explained:

The competition is relatively small in New Zealand. Because of their private space, New Zealanders have more private space than the Chinese.

### *Closer Relationship*

Six participants reported that their relationship with employees is more intimate in New Zealand. These participants think they want to build relationships, whether it involves work experience or personal feelings. Participant F said that:

New Zealand has a relatively small labor force. Therefore, for us, to cultivate a new person, we need to have a lot of costs. Employees need to build relationships which is necessary for New Zealand.

As participants B and D said, they are less likely to ask for extra work and are more willing to spend more time on their feelings and life. Participant B explains that:

In New Zealand, managers and employees are equal, they treat employees as friends, and managers need some way to make employees feel at home.

Participant A believes that he will give more core work to employees working in New Zealand, and New Zealand employees make him more secure:

New Zealand's employees are more loyal than China's employees.

All participants said that in New Zealand, if managers need to complete the work of employees, they need to work with them as friends to complete the project.

Cooperation is very important in New Zealand.

Five participants mentioned that communication with employees in New Zealand is simpler. Participant B said:

We have a different lifestyle and education model, so we say communication with New Zealanders will be more straightforward and clearer.

#### 4.2.2 Basic Rights

Eight participants said that they have more personal rights in New Zealand. Both themselves and their employees can decide for themselves what they want. Because of the social environment and the law they have more choice. There are two sub-themes to explain their ideas: law and work-life balance.

##### *Law*

Four participants explained that New Zealand's laws effectively protect employees' rights. They will take into account the legal norms and strictly abide by the regulations in terms of management. Participant F said that:

In New Zealand, the worker must sign the contract: if it says I use him for one year, I have to use him for one year.

In the same way, the protection of the law during the work will also affect the behavior of the participants. Participant H also reports his views on the law:

In New Zealand, ...the employee wages need to get 1.5 times the salary to work, and there are also paid holidays for employees who have worked for a certain number of years, ...you must follow the local laws and regulations.

In fact, as participant B stated, in New Zealand's cultural environment, New Zealanders pay more attention to their rights and always put themselves first. The law also helps employees get more benefits. Participant E reports:

When I first came to live in New Zealand, I found that there is one thing that is important and will be ignored in China. It is humanity, respect for every employee of the team, a respect for the company culture.

### *Work-life balance*

In terms of conflicts between life and career, all participants believe that they have the right for a better balance in New Zealand. They believe that it is their responsibility to respect the balance of employees between life and career.

All participants believe that pressure in New Zealand is relatively low and there is no need to force themselves to work too hard. Participants A, B and F report that they chose to continue living in New Zealand because of the low pressure of life in general after completing their studies. Participant A explained that:

...I felt that New Zealand was suitable for a good lifestyle, then I found a job, started a family. Finally, I stayed in New Zealand.



As far as life and career conflicts are concerned, no participants believe that they will face such conflicts in New Zealand and thus do not worry about this kind of problem.

On the contrary, they can achieve a good balance, as Participant H said:

New Zealanders are more likely to have a balance in life and a better family life. ...so many people in New Zealand choose to be comfortable with their status and participate in family life.

Therefore, participants are more willing to learn about employees' attitudes toward work through cultural differences and change their management methods. Participant E reports that:

When you are trying to understand the culture of New Zealand, you will find the career is not all there is; lifestyle is the main pursuit.

#### 4.2.3 Inert Culture

Four participants mentioned that New Zealand's entire social environment is very stable, but this situation will also cause an inert culture. Participant H reported:

The change in New Zealand is small, there has been no major change in ten years, and the market is small.

Similarly, Participant D also said that because of the impact of the environment, the efficiency of employees would be much lower:

New Zealand is a very relaxed and slow-paced environment,...They will do things late or slow down.

Participants also indicated that in New Zealand, they only need to be right; they do not have to be creative, because management requirements are not high.

## **Chapter 5 Discussion**

This study explores the influence of different cultural backgrounds on Chinese managers. The main research contents of this study are as follows:

### **5.1 Differences between China's and New Zealand's Chinese managers' styles**

Corporate culture is essential to the long-term survival and development of an enterprise. Chinese and New Zealand employees have distinct cultures. In terms of management, New Zealand employees have more freedom and equality than Chinese employees. Based on the description of the participants, in China, Chinese employees have to spend a lot of energy to keep a good relationship with their manager, which is very important for employees, because it is related to their future and their salary advancement. In New Zealand, employees have normal spontaneous interactions, and they do not take care of social networks. They do not care about their social life too much since the relationships among the co-workers and the supervisors do not influence it much.

The results of the survey show a significant difference between the two countries.

First of all, due to the unusual speed of economic progress in China, economic development is its core goal. The Chinese work very hard, and it is very competitive. China is promoting economic growth and structural transformation. As participant E said, "If you do not change, if you do not innovate, you will be eliminated from

society”. Everyone is working to make money. Given the background of rapid economic changes, enterprises tend to concentrate on short-term economic benefits and ignore their long-term development strategies. It is a unique work environment for both cultures. China is more worried that companies can sacrifice individuals, mainly for the good of the company. In New Zealand, management believes that they cannot sacrifice employees (for example, managers cannot force employees to do more work), because everyone has their own interests. All Chinese managers believe that the interests of the company are paramount, but in New Zealand, personal interests sometimes affect the management.

Another difference is that in China, the manager is just an employee, and is just hired, not for the sake of the bottom employees, but in New Zealand, the manager needs to establish a close relationship with the employees. Generally speaking, this is determined by the social environment and market environment of both sides.

## 5.2 Influences of cultural background on management style

Ideology influences the behavior of managers, and the management decisions of diverse ideologies are also different. When Chinese managers operate in the New Zealand context, they need to make some changes in ideology and behavior to improve their management efficiency in the New Zealand context. As more and more Chinese become better managers of New Zealand businesses, they need to seek more new challenges. They need to understand the artistic, business and political

background and environment in order to avoid misunderstanding and aid the progress of the company. For instance, if the government intervenes in the market, the Chinese government will become more involved in the market changes.

In addition, management requires a very costly experience. In China, management performance can be done well, it must be continuous and then adjusted. Since the employees of Chinese enterprises may be those born in the 1990s, that is to say, managers of each age group must adjust according to the differences and the market, so the management requirements in China are very high.

### 5.3 The impact of culture on Chinese managers in China

#### 5.3.1 Overemphasizing the disadvantage of efficiency

All participants have shown that China's management style is more efficient and focuses on job completion. In a high-stress work environment, managers will force employees to quickly achieve their goals. Conversely, long-term over-emphasis on efficiency will also inhibit employees' development.

Chinese enterprises pay less attention to culture construction and more attention to economic aspects. The Chinese managers encourage employees to work hard to increase revenue but neglect the construction of corporate culture. The overall atmosphere of the enterprise is serious, requiring workers to complete their own work goals without taking the initiative to understand their personal needs and thoughts.

Sometimes what employees need is a comfortable office environment and a positive corporate culture in line with their respective values. However, it is hard for Chinese companies to do this.

The most important thing to improve the employee incentive system is to understand the needs of employees, meet the personal needs of different employees, and understand the needs of employees at different stages. In order to achieve this, the manager must regularly communicate with employees. Small and medium-sized enterprises do not attach importance to the development and utilization of human resources, and regard workers as part of the overall goal of the enterprise. In the process of achieving the goal, the manager lacks communication with employees, and cannot truly understand the needs of workers. Therefore, the effect on worker motivation is not satisfactory.

### 5.3.2 The influence of higher power distance

With the expansion of enterprise scale, the labor intensity of workers increases, and the best solution for employees is to require managers to have the demonstration effect of operating in person, taking the lead in person, letting the related workers overcome difficulties. Of course, it is impossible to build team strength and resilience and a pleasant atmosphere by only relying on individuals. More people must take action to participate. This is a more traditional and effective method. In an enterprise where there are few skills, or relatively low performance of employees, managers

should select one prominent employee or a few to publicly praise and reward. Then they can learn via benchmarking and providing role models, with the effect of positive publicity and guidance. Alternatively management can organize "one on one" activities to help each other. For very few workers who make repeated mistakes and repeatedly violate the system, it is more important to do a good job in effective communication and solve the root problem from the perspective of thinking. People need trust and approval, which is called effective consolation in psychology. From Maslow's Hierarchy of Needs (McLeod, 2007), respect is the fourth level in the hierarchy, so praise of employees is the best indication of respect for employees. In particular, for employees who have a problem, the timing of praise is very important: the sooner the better after the good performance. Then the incentive effect is more obvious. The form of praise is also important. In addition to the spiritual aspect, the most direct form is material reward or promotion. This effect acts as a catalyst to stimulate initiative. In addition, the establishment of effective communication with employees is also an effective way to win the hearts and minds of the people. For example, Participant F recommended understanding the needs of workers, helping them deal with difficulties in life, psychological difficulties, family conflicts, and solving the ideological burden. After workers are effectively comforted, the inner pleasure brought by the improvement of their thoughts and emotions will be transformed into the motivation and enthusiasm for work.

## 5.4 The impact of culture on Chinese managers in New Zealand

### 5.4.1 Relationships between managers and employees

There are many principles for the relationship between managers and employees.

From Friedman's concept of social responsibility (Friedman, 1970), the importance of the relationship between managers and employees is second only to the company's profits. Participants treat employees as friends because organizations are the relationship between people. Managers believe that good relationship maintenance is beneficial to their management, and they try to avoid stress and conflict. Participants think if the relationship with employees is tense in New Zealand, it will increase the difficulty of management, and the relationship between them and employees is not only at work, but also concerned with life.

"The sea admits all rivers can become big". The important purpose of New Zealand team leaders is not to find out their employees' shortcomings, but to lead them to give full play to their strength, overcome their shortcomings and move towards a common goal, even if it means sacrifices. They must face up to the deficits of every employee, keep an accepting mindset, then maximize the potential of everyone through management.



#### 5.4.2 Better protection of employees' basic rights

In this study, most participants indicated that employees in New Zealand can better protect their basic rights and work more freely. The basic rights of employees are one of the issues that need to be studied in the field of business ethics. First, in general, employees have a relatively low negotiating position at work. This inequality can result in employees not receiving corresponding returns, such as inadequate compensation, discrimination, and restrictions. Second, employee rights are complex because managers must assess which decisions pose a threat to employee rights when making decisions and must weigh the rights of other stakeholder groups. In New Zealand, the government has a more comprehensive protection policy and laws for employers to avoid damage to employees.

In contrast, the protection of employees leaves managers unable to get the desired results in management. Managers' abilities will be limited. It is mainly caused by the following factors. First, managers may not be able to let employees make decisions and arrange work according to their own ideas. Managers do not have a clear position in management. Secondly, low efficiency in speaking and handling matters leads to lack of resolve and action. Third, when confronted with relatively severe problems in employee conflicts, they cannot take tough measures to solve them because of legal and policy requirements.

#### 5.4.3 The influence of an inert culture

In the study, participants raised concerns about lazy work environments for employees working in New Zealand. When the enterprise's workers' responsibility and their positioning is unclear, it can easily lead to procrastination. The original work should be such that anybody can do it, but the manager did not designate a person, and may appear not to do it. Participant H represents a lot of people with the same idea: even if they want me, I can blame others. According to data, survey statistics: 20% of the employees in the enterprise are willing to take the initiative to work, but there are 80% of the employees who lack initiative. "Do less, make fewer mistakes" accounts for the majority. Therefore, to avoid the occurrence of this problem, it is necessary to clarify the responsibilities of employees, who does something, and to what extent, to greatly reduce the number of employees.

For management, the rise of employees not only affects their interests but also the interests of enterprise development. The more detailed the performance appraisal is, the more it can be linked to the daily work of employees, such as training, examination, attendance, work performance and extra efforts, and the more it can be supported by workers. This is not only conducive to management, to avoid the generation of employee inertia, and ultimately can become an essential reference basis for the company's personnel transfer. When a company transfers employees, a set of detailed performance appraisal records can reduce a considerable part of the dissatisfaction caused by a job transfer. Reasonable evaluation and incentive

mechanisms are an important means to keep the best employees. As long as it is reasonable and reflects openness, fairness and justice, employees can accept it.

## 5.5 Advice for Chinese managers in New Zealand

### 5.5.1 Improve the company's welfare system

To improve China's management model, we should understand New Zealand's environment and develop an incentive system or welfare system for employees. It should let everyone have their way of life, reduce the pressure on staff, and meet employees' human needs. Senior Chinese managers need to create an environment like Google, where the humanized working environment is easier. This involves improving staff welfare, convenient access to quality products, and improved production management efficiency.

### 5.5.2 Give employees rights and shorten the distance between managers and employees

Firstly, the opinions or suggestions put forward by employees, whether useful or not, should be acknowledged in a timely fashion, so that employees can truly feel that they are the part of the enterprise, and the development of the enterprise cannot be separated from the employees themselves. Secondly, to truly emancipate the mind, analyze and refine opinions and suggestions put forward by the staff, managers should

not implement the opinions and suggestions for the customary extensive management, and avoid the enthusiasm of the staff to participate in the enterprise management.

A business is not only a one-person enterprise but also an employer's business. Only companies that are widely recognized by their employees have lasting vitality.

Therefore, to ensure employees' right to speak, we must always adhere to the principle of people-orientation, respect employees, rely on employees, fully mobilize the enthusiasm and initiative of employees, to achieve full participation as far as possible.

#### 5.5.3 Provide development opportunities for employees

Many Chinese managers believe that once their employees improve, they will leave their existing jobs or the company and bring inconvenience to the company. This kind of thinking leads to the contradiction between enterprise development and employee development, which is not conducive to humanizing management. In fact, employee development will ultimately drive the business. Even if employees eventually leave the company, they can become external resources for the company, not necessarily competitors. Therefore, the manager should attach importance to the development needs of employees, attach importance to and support the development of employees, encourage workers to participate in training, and improve their personal quality.

#### 5.5.4 Respect the rules

In addition, enterprises must continue to innovate, and establish their unique management mode, from their unique characteristics. Chinese managers should spend more time and energy to retain employees and let them stay in their original positions and play their roles.

#### 5.5.5 Strengthen the construction of personal restraint and incentive systems

The usual approach is to train existing staff to improve the quality of their staff. At present, most enterprises encourage their staff to study business and gain more skills, but due to the imperfect incentive mechanism, it is difficult to achieve, so the implementation is patchy. It brings about ability to do well and do a similar job, and will not produce the effect of inspiring the enthusiasm of workers to study technology and study business badly. Especially in New Zealand, this culture of inertia has kept companies unchanged and unproductive for decades. It is suggested to establish an incentive mechanism according to the actual situation and the development goal of the enterprise, so as to maximize the enthusiasm, initiative and creativity of workers. Anyone who can create benefits, possess skills or contribute to the development of a business should be paid.

## **Chapter 6 Conclusion**

This study explores how Chinese managers view the impact of different cultures on management models in New Zealand. Cultural intelligence is increasingly important and becoming a research focus. Because no country can escape the influence of globalization, it is necessary to create diversification, and an efficient social and business environment. The literature review has shown the impact of culture on the environment and individuals, and also demonstrates the importance of research culture on management models.

The results of this study show that Chinese managers have more or less changes in management under the influence of different cultures. More specifically, in terms of interpersonal communication, participants are more concerned and considerate about employees' emotions and attempts to build better personal relationships in New Zealand. In addition, participants agree that they should balance their careers and lives. The following sections summarize the main findings of this study and some issues that could be addressed in future research.

### **6.1 Significance of the study**

First, it takes a long time for Chinese managers to integrate into New Zealand's local business market. Most Chinese managers still work in the Chinese business market in New Zealand. In fact, Chinese managers are eager to enter the local business market,

but as mentioned above, for the Chinese managers in New Zealand, because of their cultural background and social environment, there is still a long way to go for the New Zealanders to fully recognize and accept the Chinese. Therefore, New Zealand's Chinese managers may face greater challenges than Chinese managers in China.

Second, maintaining a better relationship with employees may be beneficial to the efficiency of Chinese managers. New Zealand's labor force is limited, so grassroots employees are more important than in China. Managers and employees are more important in social and work life. Chinese managers can achieve more effective management when their employees trust and understand them.

Third, Chinese managers will put more responsibility on themselves. Because of the collectivist ideas in Chinese culture, Chinese people are more likely to think from the perspective of others. In New Zealand, when participants encounter difficulties in management, they are more likely to solve their own problems, rather than trying to solve problems with their employees. Because they think this is their responsibility, they are not willing to let employees know their problems.

The above questions bring challenges to Chinese managers in New Zealand. They may have an impact on their management. The entire social environment has a great impact on them. Managers need to recognize the importance of analyzing the thinking of employees' influences under different cultural contexts. In particular, managers do not participate in grassroots work. In fact, there are a few people who are not aware of

the importance of cultural intelligence, and are even indifferent to understanding the local culture. Therefore, researchers should further explore the impact of culture on management. Focusing on managers with less management experience, will allow more managers to understand the importance of cultural intelligence.

## 6.2 Suggestions for future research

This study mainly describes the views of Chinese managers on the impact of culture on management in New Zealand. For future research, other possible factors affecting the management approach should be considered, such as the direction of market development. In addition, the participants in this study are all Chinese. There is a lack of relevant research on this group, especially qualitative methods research. Therefore, I have three suggestions for future research.

### 6.2.1 Focus on interviews with participants

In all of my interviews, only one participant was willing to use English, while other participants volunteered to use Chinese. I personally think that adequate preparation before the interview is very important. Let the participants feel that they were being respected and valued. Chinese people care more about whether their answers are correct, so the researchers' physical movements and eye contact can reduce participants' concerns about their answers.



#### 6.2.2 Interview questions need to be prepared for more follow-up questions.

During the interview process, the participants did not take the initiative to answer the questions in detail, and were more willing to answer the "yes" or "no" questions. Even if the question started with "why" or "what", the answer was still very short. So, when interviewing Chinese people, it is possible to make the problem short or to make it easier for participants to understand. For example, do not ask "Have you ever changed in New Zealand's management?" Researchers should let the participants make further explanations, such as "What kind of change do you want to manage in New Zealand, why do you do this?"

#### 6.2.3 Respect the participants' ideas

Chinese and New Zealanders have different views on many things because of cultural differences. If participants do not understand the problem, the Chinese will not ask questions. Participants may say something that is not related to the problem. Under these circumstances, I let them express their thoughts and did not interrupt them. Moreover after they finish, ask my question again in a different way. This will let the participants feel that there is respect and protection of their self-esteem, and participants may be willing to share more information.

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## Chapter 8 Appendixes

### 8.1 Appendix 1 Low-Risk Letter



Date: 20 March 2019

Dear Boxiong Zhao

Re: Ethics Notification - **4000020753** - **How the changes in management under New Zealand cultural environment affect Chinese people**

Thank you for your notification which you have assessed as Low Risk.

Your project has been recorded in our system which is reported in the Annual Report of the Massey University Human Ethics Committee.

The low risk notification for this project is valid for a maximum of three years.

If situations subsequently occur which cause you to reconsider your ethical analysis, please contact a Research Ethics Administrator.

Please note that travel undertaken by students must be approved by the supervisor and the relevant Pro Vice-Chancellor and be in accordance with the Policy and Procedures for Course-Related Student Travel Overseas. In addition, the supervisor must advise the University's Insurance Officer.

**A reminder to include the following statement on all public documents:**

*"This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named in this document are responsible for the ethical conduct of this research."*

*If you have any concerns about the conduct of this research that you want to raise with someone other than the researcher(s), please contact Professor Craig Johnson, Director - Ethics, telephone 06 3569099 ext 85271, email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz)."*

Please note, if a sponsoring organisation, funding authority or a journal in which you wish to publish requires evidence of committee approval (with an approval number), you will have to complete the application form again, answering "yes" to the publication question to provide more information for one of the University's Human Ethics Committees. You should also note that such an approval can only be provided prior to the commencement of the research.

Yours sincerely



Human Ethics Low Risk notification



Professor Craig Johnson  
Chair, Human Ethics Chairs' Committee and Director (Research Ethics)



## 8.2 Appendix 2 Information Sheet for Participants

**How management changes in the New Zealand cultural environment**  
**INFORMATION SHEET**

**Researcher Introduction**

My name is Boxiong Zhao and I am a postgraduate student studying at Massey University. Currently, I am working on a research report about how Chinese people change their management style when they are working in New Zealand. As part of this research, I would like to find out how Chinese people have changed their management style under different cultural environments.

**Project Description and Invitation**

The intention of this research is to learn more about the perceptions and changes in management under different cultures by collecting information from Chinese people (positioned as managers) in New Zealand. So, I would like to invite you to participate as an interviewee in my research, the interview content will only be used as a resource for my report.

**Who has ethically reviewed the project?**

This project has been logged with the Massey University Human Ethics office, and is considered a low risk project.

**Contacts for further information**

Boxiong Zhao School of Management Massey University Auckland Email: [REDACTED]	Dr Ralph Bathurst School of Management Massey University Auckland +64 (09) 414 0800 ext. 43404 Email: <a href="mailto:R.Bathurst@massey.ac.nz">R.Bathurst@massey.ac.nz</a>	Dr Ozan Nadir Alakavuklar, School of Management Massey University Auckland +64 (09) 414 0800 ext. 49097 Email: <a href="mailto:O.N.Alakavuklar@massey.ac.nz">O.N.Alakavuklar@massey.ac.nz</a>
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This project has been evaluated by peer review and judged to be low risk. Consequently it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named in this document are responsible for the ethical conduct of this research.


If you have any concerns about the conduct of this research that you want to raise with someone other than the researcher(s), please contact Professor Craig Johnson, Director (Research Ethics), email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz).

Te Kunenga  
ki Pūrehuroa

School of Management  
Massey University, Private Bag 102904, Auckland 0745  
[www.massey.ac.nz](http://www.massey.ac.nz)



### 8.3 Appendix 3 Participant Consent Form



**MASSEY  
UNIVERSITY**  
TE KUNENGA KI PŪREHUROA  
UNIVERSITY OF NEW ZEALAND

**MASSEY  
BUSINESS  
SCHOOL**

## ***How the changes in management under New Zealand cultural environment affect Chinese people***

### **PARTICIPANT CONSENT FORM - INDIVIDUAL**

I have read, or have had read to me in my first language, and I understand the Information Sheet attached as Appendix I. I have had the details of the study explained to me, any questions I had have been answered to my satisfaction, and I understand that I may ask further questions at any time. I have been given sufficient time to consider whether to participate in this study and I understand participation is voluntary and that I may withdraw from the study at any time.

1. I agree/do not agree to the interview being sound recorded. (if applicable include this statement)
2. I agree/do not agree to the interview being image recorded. (if applicable include this statement)
3. I wish/do not wish to have my recordings returned to me. (if applicable include this statement)
4. I wish/do not wish to have data placed in an official archive. (if applicable include this statement)
5. I agree to participate in this study under the conditions set out in the Information Sheet.

**Declaration by Participant:**

I \_\_\_\_\_ [print full name] \_\_\_\_\_ hereby consent to take part in this study.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Te Kunenga  
ki Pūrehuroa**

**School of Management**  
Massey University, Private Bag 102904, Auckland **0745** T +64 9 414 0800 F +64 9 441 8109  
[www.massey.ac.nz](http://www.massey.ac.nz)

## 8.4 Appendix 4 Interview Schedule

### **Interview Schedule**

- 1.How long have you been living in New Zealand?
- 2.What were the reasons for you coming to live in New Zealand?
- 3.Which kind of jobs have you done in New Zealand?
- 4.What is your current occupation?
- 5.How long have you been in this role?
- 6.In your opinion, what are the biggest differences between working in China and in New Zealand?
- 7.As a manager working in New Zealand, what changes have you made to adapt to the New Zealand cultural environment?
- 8.When working in New Zealand, what clashes on your working ideas or anything else that you have found difficult to cope with?
- 9.How did you resolve those differences?
- 10.In order to better integrate into New Zealand, what parts of your Chinese identity will you abandon and what will you hold fast?
- 11.How do you communicate with Chinese staff?
- 12.How do you communicate with staff from other countries?
- 13.What do you adapt in your communication style when communicating with non-Chinese staff?
- 14.What makes Chinese ways of managing special in your understanding?
- 15.Up to now, what are the strengths and weaknesses of the management model of China-based firms in your opinion, and which of those do you think can be applied under New Zealand working environment?