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Comparison of American and Finnish Working Culture in Business

Understanding and Utilizing Differential Cultural Values

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ABSTRACT

Working culture, particularly in the business sector, can be instrumental in determining the success of a company, organization, or project plan. Understanding the different elements of working culture and creating an efficient and effective environment when working with people from different countries and cultural backgrounds vital to creating and maintaining a successful business environment.

The aim of the thesis is to look more in-depth at the working culture, specifically for America and Finland, then to compare and contrast the findings for each country and their working culture, using Hofstede's Cultural Dimensions analysis and Trompenaars Cultural Dimensions analysis. These tools are used to break down the fundamental cultural values and aspects for both individual countries.

The introduction provides how the research will be executed, the research questions, and the structural layout of thesis. The theoretical section helps to explain key terms to further understanding as well as analyze the two different countries and their cultures. The empirical section is a review of the quantitative and qualitative questionnaire sent out to a large number of employed persons who have worked in either a Finnish or American work environment. These results were then collected, analyzed, compared to the theoretical findings, and then summarized.

The results have determined that Hofstede and Trompenaars's dimensions both have some validity to their models. Finnish and American cultures have more in common with one another in values and practices than differences. This conclusion is then reasserted by the empirical findings.

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1   INTRODUCTION

This section will discuss the background of the study and relevant research questions. The main objective of the study is also stated along with the possible limitations and how the research was executed.

1.1   Background for the Study

International business is a field which utilizes people from a variety of different countries and cultural backgrounds. Whenever these contrastive cultural working practices are exhibited in close proximity or intertwined, it is of upmost significance to all involved parties that they are aware of these disparities to help avoid conflict or misunderstanding in the work environment.

America is well known for its working culture specifically in reference to obtaining "The American Dream." In contrast, Finland has always been stated to be a practical and efficient working force. These countries both differ in many areas such as size, population, language, government, and work environment. However, in this thesis the distinctive factors of each country will also be assessed alongside the coinciding factors to establish understanding of each country's values and habits that could aid in any possible cross-cultural partnerships.

1.2   Research Questions

-What are the similarities as well as the differences in American business working culture in contrast with Finnish business working culture?

-How can understanding and adapting to these differences/similarities aid in successful intercultural business relations?

1.3   Main Objective

The main objective of this thesis, is to perform a thorough and comprehensive look into both American and Finnish working culture in business environments, to guide and comprehend the similarities and dissimilarities. Then, utilizing this information to help establish a goal work environment that would prevent or minimize misunderstandings or conflicts.

1.4   Limitations and Restrictions

Some possible limitations to this study are that the data collected could vary and not conform to the traditionally found cultural workplace habits. Additionally, work place habits have also faced significant challenges and changes, due to Covid-19, with remote working as well as some shifts in related cultural changes, due to Covid-19. Individual personality traits and background can also have a significant effect on the results of the study.

1.5   Execution of Research

The structure of this research consists of five sections: introduction, theoretical study, empirical study, findings, and conclusion. The introduction is comprised of background information on the study, prevalent research questions, the main objective of the study as well as possible limitations. The theoretical section is comprised of background information about working culture, Hofstede's Cultural Dimensions, and Trompenaars Culture Dimensions. These two-dimensional models will then be used to an in-depth analysis of different key aspects of Finnish and American culture. These different dimensions will then be compared and contrasted to help see any correlations or disparities between the two diverse working cultures. The empirical section will then cover the reasoning behind the survey structure and style as well as the methods used to obtain the data. The findings of the data will be further analyzed and compared to the theoretical research. Lastly, using all the information gathered from the research and the conducted survey the conclusion is provided.

2   THEORETICAL STUDY

This section will discuss the important terms to know as well as all the theoretical research found relating to the thesis topic.

2.1   What is Working Culture?

RMIT Online classifies working culture as the overall character of a business that include elements such as the business's values, beliefs, behaviors, goals, attitudes and work practices (studyonline.rmit.edu.au, 2020). These can vary from country to country, as well as within a country from workplace to workplace. Due to similar values and behaviors that arise in businesses that have a close proximity to each other, it is assumed that numerous businesses in one country will have some common workplace culture or practices. This study will review and assert whether this assumption can be proven by reviewing two separate countries cultures and values relating to the work environment. To understand the varying factors in both American and Finnish working culture, specifically in the business sector, it is crucial to be aware of what working culture in the workplace is.

2.1.1   Why Workplace Culture is Important

In this study, it is important to fully comprehend why workplace culture is significant when reviewing the two different countries and their diverse cultures. Workplace culture can impact the performance of a business and its employees. The working environment is directly correlated to how employees interact with the company as well as the work they are responsible for accomplishing. Having a functioning and successful work culture can help in assuring a successful business. Not only does it help the current employees, but it can also help attract new potential workers, clients, investments, or other opportunities if the workplace culture has a positive reputation that creates desired interest for possible parties (ERC, 2019).

2.1.2   Significant Factors of Working Culture

The most significant factors that can be found in working culture according to ERC are:

Communications: The exchanging of information and how it is conducted among the workers as well as among management and higher ups.

Management: The structure of a company, how the hierarchy operates as well as the goals they create, how they interact with staff, and how procedures and rules are implemented.

Values: What the company as well as all of their employees and clients holds most significant to them.

Practices: Everyday practices that are executed often to make the staff and operations function at its most optimal level.

Work environment: The elements that comprise the setting in which employees are working in and what it provides for them. The mood it helps provide for the staff as well as the work performed. (ex. It provides a safe, comfortable, and warm tone that promotes productivity. If it is organized or dysfunctional. If it has a place that allows for breaks. If there are any incentives (ERC, 2019)

2.2 What is Hofstede's Cultural Dimension Analysis?

In order to properly understand the upcoming analysis of Finland and the United States, it is important to define the Hofstede dimensions and how it is comprised. Hofstede's Dimension is composed of six key elements: Power distance, Individualism, Masculinity, Uncertainty avoidance, Long-Term orientation, and Indulgence. Hofstede uses these main cultural elements to help distinguish a country from another based on their preferences and then allowing these to be compared to other countries preferences rather than individual preferences. Each dimension will be described further below (Hofstede Insights, 2018).

Power distance: This dimension indicates how a country handles authority, inequality, and hierarchy from the perspective of the followers (Hofstede Insights, 2018). If the level of power distance is high then that culture highly respects those in positions of power or higher ranks. Whereas if the level of power distance is lower then there is a larger emphasis on equalizing the distribution of power, as compared to idolizing leaders.

Individualism: This dimension indicates how much a country has dependence on one another, or if they function more as an individual. If the level of individualism is high, then there is a greater importance on individuality and their personal goals being attained. If the level of individualism is low than there is a greater emphasis on working as a collective, and the goals as a whole, and working together as one.

Masculinity: This dimension indicates the characteristics that a country holds in their society and whether they are more masculine or feminine. If a culture has a higher level of masculinity then the culture is more assertive, and is more driven by success and wealth (Hofstede Insights, 2018). If the masculinity level is low, then is it deemed more feminine and is more nurturing and concerned with individual's quality of living.

Uncertainty avoidance: This dimension indicates the level of which country reacts to uncertainty and taking risks (Hofstede Insights, 2018). A high level of uncertainty avoidance means that the culture has a low tolerance for the unknown and therefore seeks to reduce risk through means or rules, regulations, laws, or policies. If there is a low level of uncertainty avoidance then the tolerance is higher for the unknown and thus their society will be more relaxed in regards to rules, regulations, laws, and policies.

Long-term orientation: This dimension indicates the extent to which the country prioritizes its goals. If it is a high-level long term-oriented culture than the future is prioritized and the perseverance of growth long term as well as standing traditions and any suggested changes in the norm of society is viewed skeptically (Hofstede Insights, 2018). If the level is low, the priority is more focused on short term goals and making constant changes for short term growth and many traditions are subject to change in order to adapt to the continuously created short term goals.

Indulgence: This dimension indicates how a country views gratification and fulfilling desires. If the level of indulgence is high, then this culture values relishing life and giving in to impulses and gratification to help further this. If the level of indulgence is low then this culture suppresses this impulsivity by regulating wants and focusing more on needs (Hofstede Insights, 2018).

When reviewing these elements on a bar graph, the scale is from 0 to 100. The lower the number, the lower that cultural dimension is present for that country. Reversely, the higher the number, the higher that cultural dimension is present for that country.

2.3   What is Trompenaars' Cultural Dimensions Model?

Trompenaars Cultural Dimensions Model has seven different dimensions that distinguishes people from one culture compared to another based off the preferences chosen from each dimension (Mind Tools, 2009). The seven different dimensions and their explanations are the following:

Particularism vs. Universalism: Whether a culture is founded on trust and relationships or regulations and standards.

Collectivism vs. Individualism: Whether a culture is more focused on the individual or the entire society as a whole.

Affective vs. Neutral: Whether a culture expresses their emotions out in the open or they are more reserved.

Ascription vs. Achievement: Whether a culture rewards a person based on their gender, age, or status in society or based off their performance and merits.

Diffuse vs. Specific: Whether a culture has everything linked and connected (work, public, and private lives) or everything is separate and compartmentalized.

Synchronic vs. Sequential: Whether a culture typically multitasks and does many things at once or they do things one at a time.

Internal Control vs. Outer Control: Whether a culture controls their environment it is surrounded by or the environment controls the culture.

2.4   American Working Culture in Business

It is found that whenever the initial formal introductions between business partners, employees, or employers begins that they are overly polite and welcoming in comparison to other European cultures. Although according to founder of the cultural awareness training consultancy at Global Business Culture Keith Warburton states

that it "should be taken for what it is – part of the protocol of the language and not as an attempt at establishing a life-long friendship" (Warburton, 2021). Private and personal matters are discussed more openly and thus they tend to ask other cultures personal questions that can be perceived by some European cultures as invasive.

Many employers expect that after the initial training period, an employee is able to efficiently do the work in their own. They are expected to learn quickly and if they have questions, it is expected that they will take the initiative to ask for clarification otherwise it is assumed they don't have any questions.

American businesses are highly competitive and constantly changing, this is due to businesses continuously in search for the most effective and efficient management methods that can help reduce costs, reduce waste, and boost productivity. Managers are expected to adapt to new and improved management styles in order to ensure a constantly growing business (Ratto, 2020).

The typical approach that Americans take with communication in the work place is direct and assertive. When firmly and openly discussing business related matters, Americans appreciate this method as it is their perceived way of discussing and resolving issues in the best possible manner. Due to this, some other European cultures can find this approach as a callous and rude manner of handling communication. Whenever negotiating and there is a deadlock in the decision, an American way of handling it is to attack the problem head on and can usually involve emotions.

Punctuality is vital to American culture as they feel time is valuable and if a person does not respect set meeting times or deadlines it displays a blatant disrespect for the person and their time (David Livermore, 2018). It is preferred that one arrives ten to fifteen minutes before the agreed meeting time and in some cases arriving on time can be considered late depending on the formality of the profession. It is considered polite to inform in advance if one will not be able to attend or will arrive past the set time.

Workplace etiquette, depending on how extravagant the business, can vary from dress codes and formal language to a casual and laidback approach. Upon first meeting a new work colleagues or clients a typical interaction would include friendly

smile, firm handshake, and first name. In informal work settings, it is normal to refer to everyone on a first name basis including higher ups. Some discussion of personal lives/families, weekend plans, or arranging lunch plans with coworkers is normal. There is a fine balance between personal and professional that Americans tread in work life (Ratto, 2020).

America prides itself on equality and justice for all as stated in their pledge of allegiance. The majority of companies have an employee anti-discrimination law which prohibits any discrimination regarding the hiring or firing any employee based on race, sex, age, religion, disability, and more. This is to help ensure an equal job opportunity for all (Human Rights Careers, 2020).

The live to work mentality is encompassed by the fact that even though their customary work day starts at 9am and ends at 5pm, most Americans arrive early or stay later (Ratto, 2020). It is not unusual for Americans to skip breakfast, work overtime, or eat lunch at their desks to be able to continue to work. Alternative evidence to support the live to work mentality is the sheer number of Americans who have more than one job at the same time, whether to help with income, gain more experience, or explore alternative career paths. According to a labor force census taken in 2020, the annual household average of employed persons who held multiple jobs at in the same time period was 27,323 (U.S. Bureau of Labor Statistics, 2021).

Not only do Americans work long hours, but they also are less likely to take time off, and work multiple jobs. Since there are no policies or requirements in America about taking time off, paid or unpaid, this prevents many people from taking any vacation time. Due to this, the average American takes only about 13 days off from work per year (L, 2021).

2.5   Hofstede's Dimensions Analysis for Finland and the United States

Figure 1. Hofstede Cultural Dimensions Graph for the United States and Finland (Hofstede Insights 2018).

The graph above depicts the six cultural dimension elements for the United States and Finland. The scale is from 0 (lowest) to 100 (highest). The higher the number for the specific dimension, the more that dimension occurs within that country's dimension. The lower the number on the bar for the specific dimension, the less that dimension occurs within that country's society.

According to Figure 1, the following analysis can be made for each of the six dimensions:

Power Distance: The low score of 40 in this dimension illustrates the importance American's have for equality and liberty for all of their citizens. The hierarchy is clear and easy for any citizen to access those of authority in their workplace who are above them as well as those below. Ideas and participation are shared among those in charge and the fellow employees.

Respondents in the United States had a score seven points above Finland, showing the structure of hierarchy and how authority is viewed relatively similarly.

Finland's marginally low score of 33 shows that individuality, equal rights, decentralized power, and easy accessibility to any superiors in the work place. The work environment is highly informal as employees can discuss in casual conversation or on first name basis with their bosses. The communication among the hierarchy is inclusive and participative (Hofstede Insights, 2018).

Individualism: The exceptionally high score of 91 shows the great emphasis that is placed on the independence of each citizen in American society. American society believes that the individual must look after themselves and their best interests rather than as a collective. Employees are expected to rely solely on their own abilities and skills in their job, and employers typically base their hiring or promotional decisions off the candidate's previous evidence of their accomplishments or skills.

The score of 63 displays the existing individualistic mindset Finnish persons have and their desire to focus on themselves and their own personal circle. The progress of each citizen is dependent on their own ability to achieve their own goals rather than as a collective (Hofstede Insights, 2018). While there is still financial, education, and health support from the government for its citizens, it is up to each singular to utilize and contribute to their own success.

The United States had a significantly high level for this dimension and was 28 points above Finland. This illustrates while both Finland and United States have a strong sense of individuality and independent thinking, the freedom and mindset of "all for one" is engrained more into the American culture.

Masculinity: The score of 62 signifies an above average level of masculine standing in the American society. Success and achievement are highly prized in the United States and pairs with the high level of individualism as individuals are expected to work hard and strive to be the best. There is a high drive to be successful and make those around them aware of the achievements and milestones obtained (Hofstede Insights, 2018). Monetary gains and reaching higher status give evidence to the live to work mentality that is prominent in their culture. It is found that this could expand the gap between different working classes and thus the growing inequality creating a rise in the power distance dimension and threatening American democracy.

The relatively low score of 23 means that Finland is a relative feminine country rather than masculine. The emphasis on work is not placed on success and achievement, but rather on working to live and taking care of needs (Hofstede Insights, 2018). Since there is a value of personal needs over financial success, there is greater care for employees to have a quality work environment as well as vacation time, health care, and other benefits and incentives. If there are any conflicts, employees resolve them fairly among employees and are supportive and open to making compromises.

Finland had a low score of 26 whereas United States had more than double the amount. This displays that Finland is a more feminine country while United States is on the opposite end being more masculine. Finland places importance of well-being of the individuals and taking care of needs while United States focuses on success and achievements being made.

Uncertainty Avoidance: The score of 46 reflects that uncertainty avoidance is below average in American culture. Due to the importance placed on freedom of speech and expression, Americans are typically accepting of new innovations and ideas so every person is able to assert and share their beliefs and opinions fairly and equally. Even though there are regulations, rules, and practices in place for work environments, there is still a high ability to adapt new work practices and management styles.

Finnish people strongly follow rules and regulations in order to prevent any uncertainty, this can be represented by the above median score of 59. There is a lot of resistance to any unconventional ideology or behaviours that contradict the current social norms (Hofstede Insights, 2018). Being punctual, adhering to deadlines, and precise and quality work is expected.

Finland has a slightly more inclined level in comparison to United States. They both are very cautious in their cultures and try to avoid any possible uncertainties if likely. Finland more so enacts this practice and following the social norms.

Long-Term Orientation: This is the United States lowest scoring dimension which indicates the greater emphasis on short term goals and thus ever-changing values, traditions, and practices. Americans measure performance and goals in the work

place based on a short-term basis. Due to this, most results and changes that employee are creating and striving for done swiftly.

The score of 38 reflects the normative culture and thinking of Finnish people. Long standing traditions in Finnish culture are cherished and respected. The emphasis however on short-term orientation is backed by the decisions made to achieve quick results as well the diminutive tendency they have for saving for the country's future.

Both countries scored relatively low for this dimension, showing that their concentration is on the short term rather than the long term. Trying to achieve swift results and making continual changes to aid in short term growth.

Indulgence: Even though Americans have a very strong work drive, based off the score of 62 they also believe in indulging and pampering themselves as well.

Finland is a fairly high indulgent country as demonstrated by the above average score of 57. Finnish people believe in purchasing not only needs, but wants and desires. They believe in taking time to indulge and relax. They are very optimistic and view things in a positive manner. They partake in leisure activities and prioritize taking breaks from work or going on vacations (Hofstede Insights, 2018).

United States and Finland both held an above average level for indulgent behaviours, demonstrating that both cultures have a predisposition for enjoying life and having fun as well as working hard. They spend their money on what they wish and not only just on what they need.

2.6   Trompenaars' Dimensions for Finland and the United States

Particularism vs. Universalism: The United States places a large emphasis on following rules, instructions, procedures, and practices. Things should be dealt with fairly and obligations should be kept. Similarly, to Finland, the procedures and protocol in business come first and any relationships come second.

Finland is adamantly universalistic country. Rules and regulations are followed and adhered to strictly. There is always a sense of right and wrong. They try to deal with everything fairly, however rules come before relationships (Mind Tools, 2009). Practices are typically uniform and consistency is what is strived for.

Collectivism vs. Individualism: America's well-known stance on liberty and freedom just validates their individualistic the society. Personal freedoms and the ability to make one's own decisions is highly championed in this country.

Finland is highly individualistic in its culture as it is believed the individual has the responsibility to take care of one's self first. Personal freedoms, the right to choose and make decisions are all highly valued in this society.

Affective vs. Neutral: It is shown that American society is in the middle of the affective and neutral dimension. On one side, Americans frown on expressions that are emotional and irrational, but on the other side they enjoy thoroughly being able to see people respond and express interest and warmth when they are discussing with others (David Livermore, 2018).

Finland is known for being very neutral, as logic is prized over emotions. Emotions are controlled and rarely shown as having a logical mindset is of great significance in this society. It is often difficult to tell what is being felt or thought by a person.

Ascription vs. Achievement: Americans believe the worth of an individual is directly correlated to their achievements. No matter the status or title one might hold, the biggest defining value of a person in America is based on the things they accomplish and their perceived successes (Mind Tools, 2009).

Finland is a society that values achievement and success which in turn they utilize to reflect their status. Being able to gain expertise and perform well and efficiently is prized over any inherited status or traits.

Diffuse vs. Specific: American society believes in keeping personal and work lives separate in order for both to function properly. They feel that relationships aren't relevant in completing work objectives and therefore not harmful, but unnecessary.

Finland is a specific society, since they followed rules and contracts first before relationships (Mind Tools, 2009). Even though they still value work relationships, it is believed that those personal relationships should not affect business being done.

Synchronic vs. Sequential: Americans hold the same belief as Finnish people in regards to punctuality, following deadlines, and focusing on one task at a time.

Americans place a great deal of value on the ability for individuals to respect their schedules and time.

The emphasis placed on being punctual and obedience with schedules and deadlines makes Finland a sequential society. Planning and having a clear understanding of set plans is valuable as time is considered to be precious.

Internal Control vs. Outer Control: American society believes they have the ability to control and manipulate their environment. Instead of simply learning to go along and adapt with the given environment, they try to see how they can change it (Mind Tools, 2009).

Finnish society believes that they are in control of their environment and therefore have internal control. People believe to achieve their goals they can use their surrounding environment and control is to work the best for them.

2.7   Finnish Working Culture in Business

Finnish culture is structured and the ability to follow rules, contracts, and other work practices is vital. Finnish communication is professional and reserved in the workplace. When meeting each other, the typical greeting is a simple nod and a firm handshake. Since their culture is very modest, it is common for their silence to be misinterpreted as being indifferent or rude by other cultures. Yet Finnish persons can tolerate silence well and only speak when found to be necessary and productive to a conversation (tek.fi, 2021).

Self-initiative and being able to take accountability are praised in a Finnish work environment. Employees are expected to perform their work duties alone and if there are any questions or concerns, they are expected to seek advice from a supervisor. However, employees are given some say and allowed to share their opinions in the planning of the work (EBR, 2021). Speaking directly and formally is not only common in Finnish culture, but highly appreciated as Finnish people like to get straight to the point in order to quickly and efficiently do business.

Personal space and individuality are common in the working environment for Finland. Typically, neutral topics are only discussed in the work place and private topics are often avoided (tek.fi, 2021). However, it is not uncommon for them to have outings with other employees, such as going to lunch or going out to the bar.

Equality is held highly in Finnish society and Finland is found to be one of the countries with the most gender-equality according to The Global Gender Gap and 49% of employed people are women (businessfinland.fi, 2021). There is also equality among all employees as the organizational structure of a business is flat and it is common for everyone to discuss informally with fellow employees as well as superiors.

Another practice that is common and respected in Finland, is taking breaks during work. Vacation days and sick days are also available so most often used in comparison to other countries like the United States. Mental and physical health is very important to Finnish citizens and there are many offered benefits as well as insurance and healthcare (Business Culture, 2013).

Finnish people follow a "work in order to live" mentality demonstrated by the fair and quality care given by businesses to their employees. Often incentives and rewards are given to help encourage growth and progress in the company. Since being a feminine country, the emphasis on nurturing and caring for the workers properly is felt by the employees, allowing that they work not only happier, but also more efficiently (businessfinland.fi, 2021).

Finnish management style goes along with the equal mentality as supervisors are supportive and involved. This allows for all employees to express their thoughts and feelings on work related matters and give feedback to their superiors. Access to superiors is easily available and everyone is on equal footing.

2.8　Comparison and Contrast of American and Finnish Working Life

This section will discuss the similarities and differences for Finland and the United States that were found using the research and cultural dimensional models.

2.8.1 Comparison of Working Cultures

Using all of the gathered research as well as both Hofstede and Trompenaars' Cultural Dimension Model Analyses, there is a significant number of similarities that can be found among both Finnish and American work cultures. Both cultures cherish individuality and personal freedoms, and believe that individual achievements are a measure of one's success (Hofstede Insights, 2018). Hard working, reliable, and punctual are all words that American and Finnish people look for in potential employees. Rules, practices, and regulations that have been put into place are adamantly followed by both cultures and thus ensures them mutually as a specific country according to Trompenaars' Cultural Dimensions as well as reinforcing Hofstede's assessment for their high-level uncertainty avoidance. Americans and Finnish persons appreciate indulging and splurging in desires for the sake of enjoying life and having fun.

2.8.2 Contrast of Working Cultures

When looking at all the theoretical information as well as the cultural dimension models, there are a few dissimilarities among all the common cultural practices and values. The only cultural dimension of Trompenaars' that was not completely similar for both countries was Neutral vs. Affective (Mind Tools, 2009). While Finnish society is more withdrawn from their emotions and dependent on logic for their decision making, Americans are in the middle of the dimensions, using emotions to gauge reactions while at the same time frowning upon any irrational and heavily emotionally involved decisions.

Masculinity was another dimension where the United States and Finland varied significantly. Finland has a lower level and is therefore a more feminine country, focusing on nurturing, equality, health, and other caring traits (Hofstede Insights, 2018). Whereas in the United States they focus on achievement, acquiring wealth, and success that are associated as masculine traits.

3 EMPIRICAL STUDY

This section will discuss the research methodology that was chosen for the study and all the significant elements considered when constructing the questionnaire.

3.1 Research Methodology

There are two methodologies used in order to gather data, qualitative and quantitative. It is important to understand what each method entails in order to know which is the best approach for this topic. The qualitative method is used for obtaining descriptive information, usually with questions that are open ended or allow for the participant to elaborate feelings or thoughts. Due to this type of research methodology being more descriptive, unquantifiable, and varying from participant to participant it can make it challenging to precisely measure and analyze the data acquired. The alternative method being quantitative, is simpler to evaluate as the data can be measured on a numerical scale. Quantitative data has less to do with expression of the participants and more with measurable variables (Dewitt Wallace Library, 2019).

Since considering both of the methodologies to collect data in reference to the topic of work culture for two different countries, the decision was to use both in order to not only get quantitative information about those in each county, but also to gather qualitative information in order to understand the thought processes behind some of the dimensions and the participants personal experiences with it. The quantitative method is beneficial for the large sample size of participants as to ensure there is a wide range of responses from a variety of different work environments as well as ones who worked in either Finland or America (Dewitt Wallace Library, 2019).

3.2 Constructing the Questionnaire

When creating the questionnaire, one of the key components of the theoretical section was considered when making the questions. Hofstede's Cultural Dimensions was incorporated into the questionnaire to help make the theoretical and empirical findings easier to compare and contrast. The first few questions are the background

information that can affect the results of the following questions that will be asked. The background information questions included asking the participant about nationality, gender, age, work field, and which country (Finland or United States) of which they previously or currently work in and for how long. We can then see the correlation in these elements with the dimensional findings for both Finland and American work cultures and compare it to the questions for each dimension in the six sections. Each section has the corresponding Hofstede Cultural Dimension listed as well as a short definition explaining what the dimensions mean in order to prevent any misunderstanding or incorrect interpretation of what the dimensions are. The few questions under each dimension allow for the respondents to answer to the answer that best suits them. The answers all have an answer that is on the higher scale of the Hofstede's Dimension scale as well as the lower. Some questions allow an option to answer freely if they feel the none of the answers apply to them. Then when looking at the answers from the respondents, the answers chosen can be compared to how either a Finnish or an American person would answer based off the findings of Hofstede.

The full questionnaire is available in the appendices.

3.3 Research and Data Process

This section will discuss how the recipients of the survey were chosen, how the data was collected, and how the analysis of the data was conducted.

3.3.1 Determining Recipients

Since the topic is about work culture in businesses in Finland and the United States, it is best to gather data from participants who have worked or currently work in a business in each country as to get equal representation of both countries in order to compare the results to the theoretical findings.

3.3.2 Data Collection

A large sample size was collected of 130 participants. This will ensure there is a proper representation of different ages, genders, job fields, and work experiences from both Finland and the United States. The questionnaire was made on Google

forms and then when approved, a link was copied and possible participants were informed of the nature and purpose of the survey being conducted as well as the discretion and privacy that would remain for anyone who partakes.

Many different methods were used to obtain responses, such as sending to the survey through the VAMK study office email to fellow students. On the email, it was specified that the survey is only for those who have worked a job in either Finland or the United States as to avoid confusion. The second method was posting the survey on social media accounts such as Instagram, Facebook, and LinkedIn to help obtain a significant number of American respondents. The third method was reaching out to persons I know and asking them to take the survey as well as to ask their coworkers and friends to take the survey. This enabled for a variety of different ages and job fields to be reached from both Finland and the United States. These different methods allowed me to reach a large number of potential respondents from both countries and the result was 130 completed surveys.

3.3.3   Data Analysis

The responses were collected using a questionnaire created on Google Forms. The data that was collected from all 130 respondents was then compiled and responses were reviewed on the Google Forms platform. A few graphs have been included to help aid in visual understanding of the results. Each individual survey response was read and results were added into Excel to help further the clarification and validity of the data.

4   FINDINGS

This section will discuss the results from the questionnaire as well as an interpretation and analysis of these results in relation to Hofstede's Cultural Diemsions assessment.

4.1   Results from Questionnaire

The beginning questions are to obtain more background knowledge of the respondents and are quantitative questions asking nationality, age, gender, job field, how long one has worked in that job field, and the country they worked in. The most significant question is the one asking which country the respondent has worked in: Finland, United States, or both. This question is to help gain an understanding of the number of respondents who have worked in either country, correlate their responses to the dimensions in the following sections, and then conclude if the results of the study match with the theoretical findings of Hofstede's Analysis.
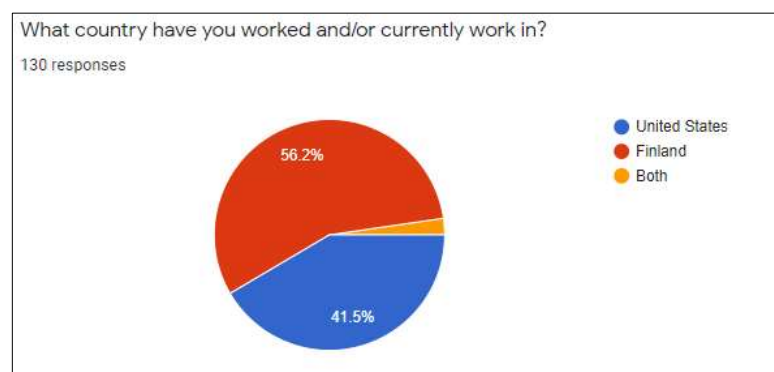
Figure 2. Percentage of respondents working in different countries

The goal was for the number of respondents to be as equal as possible of respondents who worked in Finland and in the United States. However, there is a slight skew as out of 130 respondents: 73 of the respondents have worked in Finland, 54 worked in the United States, and three of the respondents have worked in both Finland and the United States. For any respondents who worked in both countries, they were asked to specify which country they would be answering the questions for of which all three specified for the Finnish work experience. As to simplify the results analysis, the three respondents who stated they filled the questionnaire out for the Finnish work experience will now be added to the other Finland respondents. Thus

making 76 respondents that have worked in Finland and 54 who worked in the United States.

It is important to acknowledge the other variables that could affect the responses given.

The first variable is age of the respondents, as can be viewed from the figure below the largest percentage of respondents are in the age group 21-30 years old. The percentage of 20 and under, 31-40 years old, and 41-50 years old age groups are all around 9% or above. Leaving the above 51 and higher age groups as the fewest percentage of respondents.
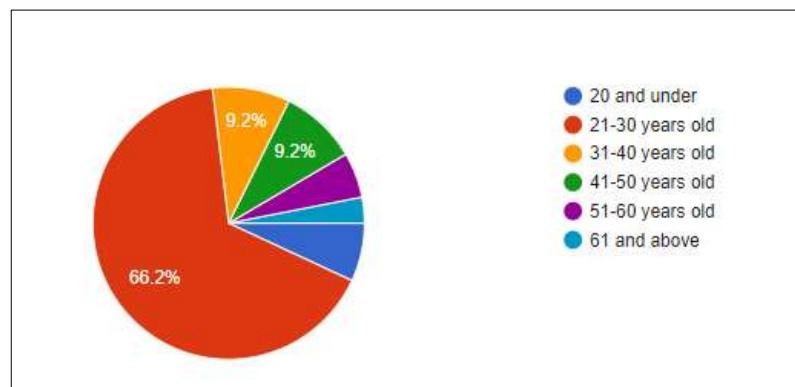
Figure 3. Percentage of respondents in different age

Another variable was nationality, while still working in either a Finnish or American work environment, different cultural background could affect certain perceptions of a work environment. In the table below, you can see all the different nationalities that took part in the questionnaire. Almost all of the respondents were either of Finnish or American nationality, which makes sense based on the desired data collection.
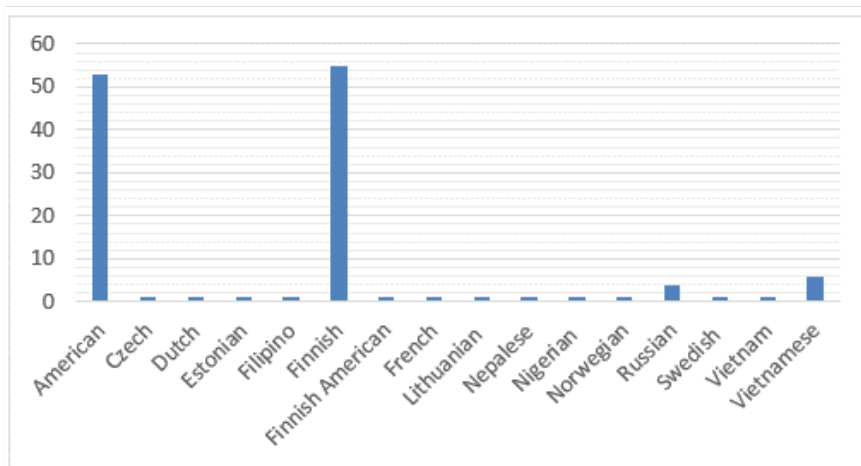
Table 1. Different nationalities of respondents

Out of the 130 respondents there was a fairly even amount of representation from both genders as well as two who preferred not to say and one who identified as non-Binary. A visual demonstration of this can be pictured in the figure below.
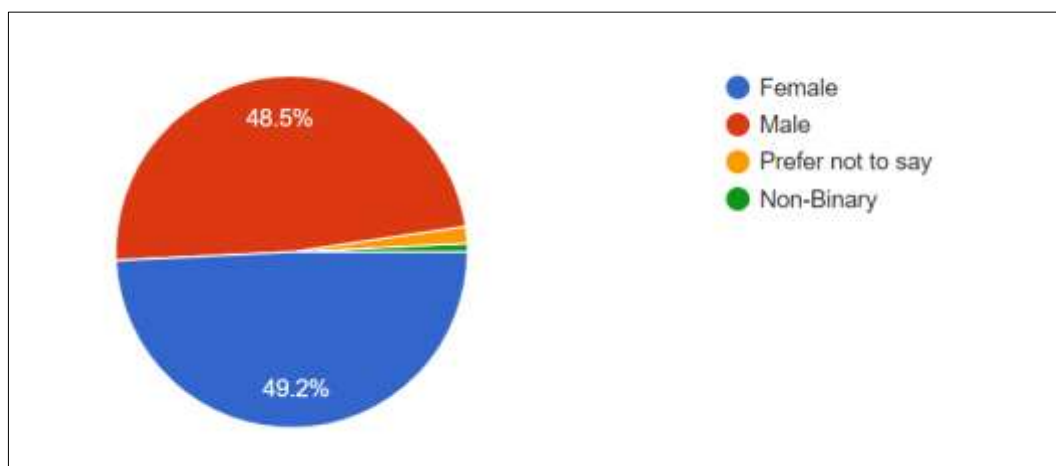
Figure 4. Gender Identity of respondents

Of the 130 participants who responded to the questionnaire, there were at least 60 different fields of work that were given by the respondents. Some of the fields were found to be repeated. To get an understanding of the diversity in job fields given by the respondents, there is a table below listing the 60 different fields.

|			
Education/Teacher	Retail	Well-Being	Courtesy Clerk
Sleep Tech	Logistics	Cashier	Graphic Designer
Finance/Accounting	Barista	Dental Assistant	Co-Creation
Engineering	Farmer	Administration	Purchasing
Developer	Freelance	Youth Program Director	Communications
Restauraunt Industry	EMS	Game Development	Document Coordinator
Nursing	Customer Service	Refrigeration	Industrial
Laboratory	Social Services	Health Care	Chemical
Nuclear Waste Industry	Inernational Trade	Travel Agency	Cleaner
Enivornmental Consulting	Buisness	Gas Station	Military
Consruction	Hotel Mangement	Law Enforcement	Office Manager
Marketing	Electric Engineering	Procurement	Machine Operator
Mill	IT	Sales	Automotive
Hospitatlity	Plantation Manager	Network Specialist	Medical
Tourism	Pesticide Application	Insurance	Brand Ambassador

Table 2. List of job fields given by the respondents

The final quantitative response before the dimension related questions was how long the participant has worked at the job they held or currently hold. The largest
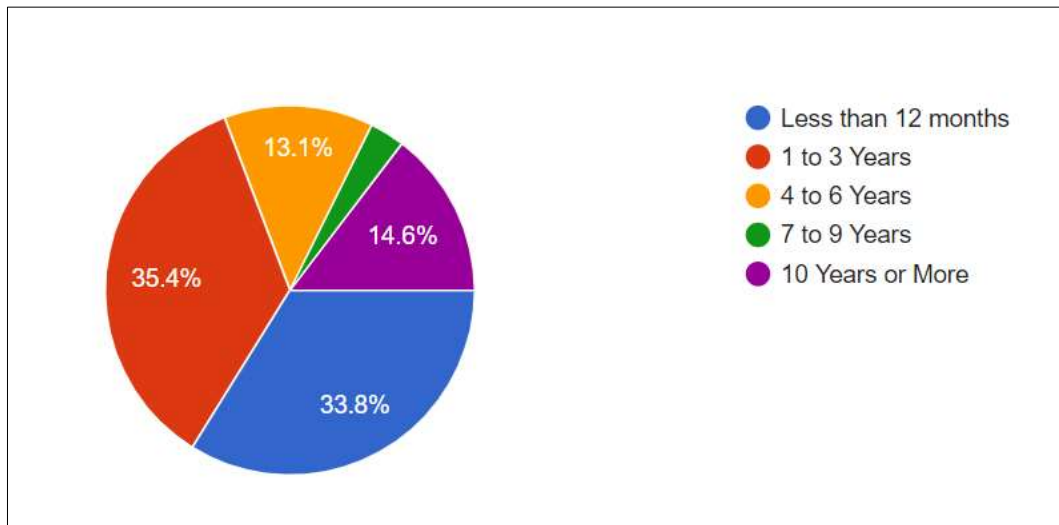
Figure 5. How long respondents worked at their previous/current job

number of responses are 1 to 3 years and less than 12 months, showing that the more years being held at the job, the less respondents that are in those groups.

4.2 Results in relation to Hofstede Dimensions

This section will now go through the questions and responses given for each of the six dimension and then compare it to the assertions made for each country with Hofstede's Cultural Dimensions.

4.2.1 Power Distance Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a low or high level of power distance.

For the first question: "When talking to fellow employees or managers, how do you typically address them?"

- 74 of the respondents who worked at a job in Finland responded "By their first name" except for one that said "By their last name" and one that said "By their job title."
- 46 of the respondents who worked at a job in United States responded "By their first name" except eight who responded "By their last name."

For the second question: "Do you feel you can share ideas or concerns easily with your boss?"

- 72 of the respondents who worked at a job in Finland responded "Yes" and four responded "No."
- 50 of the respondents who worked at a job in the United States responded "Yes" and four responded "No."

For the third question: "In your job, if you disagree with a decision made by your boss, which action would you be more likely to take?"

- Out of the respondents who worked at a job in Finland,
  - 40 of the respondents said they would "Discuss with coworkers if they feel similar and then come to the boss with our concerns"
  - 28 responded "Voice my disagreement to the boss"
  - Seven respondents said "Say nothing and follow my boss's instruction even if I disagree."
  - And one person responded other.
- Out of the respondents who worked at a job in the United States,
  - 19 of the respondents said they would "Discuss with coworkers if they feel similar and then come to the boss with our concerns"
  - 22 responded "Voice my disagreement to the boss"
  - 11 respondents said "Say nothing and follow my boss's instruction even if I disagree"
  - And two persons responded other

For the fourth question: "When at your job, is it normal to talk about personal things with fellow coworkers? (Family, Future Plans, Problems, or Relationships)"

- Out of the respondents who worked at a job in Finland,
  - 64 of the respondents said "Yes, very normal"
  - 11 responded "Sometimes, but it is very rare"
  - One responded "No, not at all"
- Out of the respondents who worked at a job in the United States,
  - 41 of the respondents said "Yes, very normal"
  - 11 responded "Sometimes, but it is very rare"
  - Two responded "No, not at all"

For the fifth question: "You would describe the relationships with high- and low-ranking employees in your job as..."

- Out of the respondents who worked at a job in Finland, 66 of respondents said "Equal" and 10 responded "Not equal"
- Out of the respondents who worked at a job in the United States, 37 of respondents said "Equal" and 17 responded "Not equal"

For the sixth question: "Do you find it difficult to ask for a day of work off or to take a sick day?"

- Out of the respondents who worked at a job in Finland,
    - 22 of respondents said "Yes, I feel bad for missing a day"
    - 27 responded "Sometimes, not when it is something serious"
    - 27 responded "Never, it is my right"
- Out of the respondents who worked at a job in the United States,
    - 16 of respondents said "Yes, I feel bad for missing a day"
    - 24 responded "Sometimes, not when it is something serious"
    - 14 responded "Never, it is my right"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section.

Some additional thoughts from some respondents working in Finland:

- "Work-life balance is maintained very well in my company."
- "Everyone acknowledges the fact that they are all just employees of the same company, title just defines the tasks in one's position."

Some additional thoughts from some respondents working in the United States:

- "The company I work for encourages a work life balance. They also run a lot of surveys on various topics throughout the year to scope employee feelings about direction the company is heading on a National and state level. They have a clear mission statement that they work hard to uphold and have focused heavily on diversity and inclusion."
- "I work for a small organization that prioritizes equality."

4.2.2   Individualism Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a low or high level of individualism.

For the first question: "At your job, are/were you expected to work on your own or in a team?"

- Out of the respondents who worked at a job in Finland,
    - 35 responded "Mostly alone"
    - 28 responded "Mostly in a team"
    - Seven responded "Always in a team"
    - Six responded "Always alone"
- Out of the respondents who worked at a job in the United States,
    - 21 responded "Mostly alone"
    - 18 responded "Mostly in a team"
    - 11 responded "Always in a team"
    - Four responded "Always alone"

For the second question: "Do you prefer to work alone or in a team?"

- Out of the respondents who worked at a job in Finland,
    - 25 responded "Work alone"
    - 21 responded "Work in a team"
    - 30 responded "No preference"
- Out of the respondents who worked at a job in the United States,
    - 19 responded "Work alone"
    - Six responded "Work in a team"
    - 29 responded "No preference"

For the third question: "In your job, you are often working in..."

- Out of the respondents who worked at a job in Finland, 72 of respondents said "Harmony with fellow employees" and four responded "Competition with fellow employees"

- Out of the respondents who worked at a job in the United States, 49 of respondents said "Harmony with fellow employees" and five responded "Competition with fellow employees"

For the fourth question: "In your job, the focus of goals being achieved is typically the responsibility of.."

- Out of the respondents who worked at a job in Finland, 54 of respondents said "All the employees as a whole" and 22 responded "Each individual employee"
- Out of the respondents who worked at a job in the United States, 43 of respondents said "All the employees as a whole" and 11 responded "Each individual employee"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section.

- A respondent working in Finland added "I work mainly by myself and I have my own responsibilities at work but we have a team with co-workers that have similar responsibilities and same manager and our manager gives us goals as a team as well as an individual."
- A respondent working in the United States added "we should always work in harmony to complete task. But I do find that in my current role though we do most times work in harmony there are times competing becomes an issue."

4.2.3   Masculinity Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a level of masculinity or femininity.

For the first question:" How often did/do you arrive earlier to work than when your shift should start?"

- Out of the respondents who worked at a job in Finland,
  - 22 responded "Very often"
  - 23 responded "Somewhat often"

- o 22 responded "Rarely"
- o Nine responded "Never"
- Out of the respondents who worked at a job in the United States,
  - o 33 responded "Very often"
  - o Seven responded "Somewhat often"
  - o 14 responded "Rarely"
  - o Zero responded "Never"

For the second question:" How often did/do you stay later to work than when your shift should end?"

- Out of the respondents who worked at a job in Finland,
  - o 10 responded "Very often"
  - o 33 responded "Somewhat often"
  - o 28 responded "Rarely"
  - o Five responded "Never"
- Out of the respondents who worked at a job in the United States,
  - o 23 responded "Very often"
  - o 17 responded "Somewhat often"
  - o 11 responded "Rarely"
  - o Three responded "Never"

For the third question: "Have you ever eaten lunch while still working (or missed taking a work break)?"

- Out of the respondents who worked at a job in Finland, 60 of respondents said "Yes" and 16 responded "No"
- Out of the respondents who worked at a job in the United States, 50 of respondents said "Yes" and four responded "No"

For the fourth question: "Have you ever received any rewards or bonuses from your company due to achieving a goal or milestone?"

- Out of the respondents who worked at a job in Finland, 43 of respondents said "Yes" and 33 responded "No"

- Out of the respondents who worked at a job in the United States, 38 of respondents said "Yes" and sixteen responded "No"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section.

Some additional thoughts from some respondents working in Finland:

o "I mainly skip lunches when I'm working remotely. Also, I don't have any standard working hours."

o "I can affect my working hours really well. If I work longer on some day, then I can work less on some other day."

Some additional thoughts from some respondents working in the United States:

o "My job often rewards us for working hard by giving us bonuses or other things."

4.2.4 Uncertainty Avoidance Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a low or high level of uncertainty avoidance.

For the first question: "Whenever given a new task, how are the instructions given?"

- Out of the respondents who worked at a job in Finland,
    o 59 responded "Briefly told what to do and then can ask questions if I need"
    o 17 responded "Very detailed instructions are given either verbally or written"
- Out of the respondents who worked at a job in the United States,
    o 37 responded "Briefly told what to do and then can ask questions if I need"
    o 14 responded "Very detailed instructions are given either verbally or written"
    o Three chose the other option and responded "Both"

For the second question" If you are sick or need to miss a day of work, how easily is it to find someone able to work in your place?"

- Out of the respondents who worked at a job in Finland,
    - Eight responded "Very easily"
    - 36 responded "Somewhat easily"
    - 15 responded "Very difficult"
    - 17 responded "Difficult"
- Out of the respondents who worked at a job in the United States,
    - 13 responded "Very easily"
    - 15 responded "Somewhat easily"
    - 13 responded "Very difficult"
    - 13 responded "Difficult"

For the third question: "In your job, in regards to your work do you have..."

- Out of the respondents who worked at a job in Finland,
    - 59 responded "Rarely checking in, I am expected to do my work correctly"
    - 16 responded "Someone constantly checking on your work and making sure things are okay"
    - One respondent chose the other option and wrote "The check-ins we have are usually monthly"
- Out of the respondents who worked at a job in the United States,
    - 46 responded "Rarely checking in, I am expected to do my work correctly"
    - Seven responded "Someone constantly checking on your work and making sure things are okay"
    - One respondent chose the other option and wrote "I am told what i need to do and if i have questions i can ask and i am checked on as needed"

For the fourth question: "How serious of an issue is it if you are a few minutes late to your job?"

- Out of the respondents who worked at a job in Finland,
    - Five responded "Very serious"
    - 19 responded "Somewhat serious"
    - 52 responded "Not serious at all"
- Out of the respondents who worked at a job in the United States,
    - Four responded "Very serious"
    - 13 responded "Somewhat serious"
    - 37 responded "Not serious at all"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section.

- A respondent working in Finland added "Being late is fine/bad depending on if I have an important meeting that morning."

4.2.5   Long-Term Orientation Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a level of long-term orientation or short-term orientation.

For the first question: "Does your company have meetings or discussions with employees to discuss how to improve the company or future plans?"

- Out of the respondents who worked at a job in Finland, 61 of respondents said "Yes" and 15 responded "No"
- Out of the respondents who worked at a job in the United States, 46 of respondents said "Yes" and eight responded "No"

For the second question: "When discussing goals with the company, are they usually about short term or long-term goals?"

- Out of the respondents who worked at a job in Finland,
    - 35 responded "Short term goals"
    - 30 responded "Long term goals"
    - For the other option, nine responded "Both" and two responded "No discussion"
- Out of the respondents who worked at a job in the United States,

- o 16 responded "Short term goals"
- o 24 responded "Long term goals"
- o For the other option, 10 responded "Both" and four responded "No discussion"

For the third question: "If you have additional income after your main expenses are taken care of, do you ..."

- Out of the respondents who worked at a job in Finland,
  - o Nine responded "Don't save any"
  - o 38 responded "Save a small part of it"
  - o 29 responded "Save a large part of it"
- Out of the respondents who worked at a job in the United States,
  - o Four responded "Don't save any"
  - o 24 responded "Save a small part of it"
  - o 26 responded "Save a large part of it"

For the fourth question: "Please rank the importance you give to having leisure time"

- Out of the respondents who worked at a job in Finland,
  - o 63 responded "Highly important"
  - o 11 responded "Somewhat important"
  - o Two responded "Not important"
- Out of the respondents who worked at a job in the United States,
  - o 33 responded "Highly important"
  - o 19 responded "Somewhat important"
  - o Two responded "Not important"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section. However, no responses were given for this question for either country.

4.2.6   Indulgence Section

These questions were directly formatted to see if the respondents choose answers that demonstrate a low or high level of indulgence.

For the first question: "Have you ever impulsively bought something?"

- Out of the respondents who worked at a job in Finland, 70 of respondents said "Yes" and six responded "No"
- Out of the respondents who worked at a job in the United States, 48 of respondents said "Yes" and six responded "No"

For the second question: "Do you use all your opportunities for vacation days?"

- Out of the respondents who worked at a job in Finland, 50 of respondents said "Yes" and 26 responded "No"
- Out of the respondents who worked at a job in the United States, 30 of respondents said "Yes" and 24 responded "No"

For the third question: "Will you ever ask off work so you are able to spend time doing something that is just for fun?

- Out of the respondents who worked at a job in Finland, 49 of respondents said "Yes" and 27 responded "No"
- Out of the respondents who worked at a job in the United States, 38 of respondents said "Yes" and 16 responded "No"

For the fourth question: "Have you ever purchased something you wanted just because you recently got paid?"

- Out of the respondents who worked at a job in Finland, 59 of respondents said "Yes" and 17 responded "No"
- Out of the respondents who worked at a job in the United States, 41 of respondents said "Yes" and 13 responded "No"

The last question was optional and respondents were asked if they had any additional thoughts in regards to this dimension section. However, no responses were given for this question for either country.

4.3 Interpretation and Summarization of the Results

From reviewing the results of each section, it was found that a lot of similar results were found among those who worked in Finland and those who worked in the United States.

For the Power Distance section, the responses given for those who worked in Finland and the United States illustrated that there was a low power distance as a majority of respondents chose answers that showed that they feel they can easily approach and voice concerns or requests with their boss. They also can discuss personal things among all employees in the workplace and described that the relationship among all employees as equal. These results assert Hofstede's measuring of low Power Distance scores for both countries.

For the Individualism section, the responses given for those who worked in Finland and the United States had similar response patterns with the majority of answers being the same for both. Respondents working in both countries agreed that although they had no preference, most worked alone. The majority agreed that they work in harmony with other employees and it is the job of all the employees as a whole to ensure goals are being met. This shows that there is a strong sense of accomplishing goals as individuals and working individually, but also the importance of working as a team. These results would challenge that perhaps for both countries there is a slightly lower level of individualism than claimed in Hofstede's Cultural Dimensions.

For the Masculinity section, the responses given for those who worked in Finland and the United States both were in agreement with responses and had a high result of showing that respondents worked very often or most often earlier and later than their set shift, as well as the majority eating lunch while working. This paired with the majority about agreeing that they have received rewards for achieving a goal or milestone shows that there is a high masculine drive for success in the work envi-

ronment. This slightly contradicts Hofstede's Cultural Dimension findings for Finland as they are typically more Feminine, but it seems they have a very similar work drive to the more masculine United States.

For the Uncertainty Avoidance section, the responses given for those who worked in Finland suggested a slightly higher level of uncertainty avoidance than those from the United States. While still not very high for either of them as majority of respondents working in both countries agreed that they are briefly informed about new tasks and rarely checked on as one is expected to do work, they also feel they can ask questions if needed. The respondents working in the United States the majority seem to have a harder finding someone to replace them in a shift, compared to Finland. The results of this section, agree that while there is around an average level of Uncertainty Avoidance, Finland has slightly more than the United States.

For the Long-Term Orientation section, the responses given for both Finland and the United States agreed that majority of their jobs discuss future plans for their companies. However, in Finland it seems more respondents stated that their companies plan for short term goals whereas the United States are long term oriented. This is then backed up by the large percentage of working respondents in Finland only saving part of the money they earn while the United States working respondents save a large part of the money they earn. The results show that the United States appear to have a more Long-Term Orientation view than Finland which is the reverse of what is displayed by Hofstede's assessment.

Lastly, for the Indulgence Section, the responses given for Finland and the United States displayed a high level of indulgence as respondents from both had a large percentage that impulsively bought things or purchased something they wanted because they got paid. A large amount of both respondents said they are willing to take days off to do something they enjoy and majority use all their vacation days. However, it seems that those from the United States the percentage is lower of those who use their vacation days. The results from this section reinstate Hofstede's claim about both countries having a high level of indulgence.

4.4   Reliability and Validity

There are certain variables that can affect the validity of the conducted survey. Some of the factors to consider are:

- Due to anonymity of the survey, there is a possibility that some respondents did not answer honestly

- There could have been a higher number of responses from people who worked in the United States in order to have a balanced number of responses from both countries.

- Due to the large variety of job fields that respondents worked at; it can affect the answers. Perhaps focusing in on one job field and getting responses from people working in both countries from only that field could help give a better and more accurate assessment of the dimensions.

5   CONCLUSION

Finland and the United States are a significant distance from each other geographically and have contrasting climates, languages, values, and cultures. Even with the differing aspects in their cultures, there is also a possibility they have some similarities as well. The best way to review these cultural aspects is to locate the most crucial dimensions and find what truths are evident for each country. The best way to do this is using Hofstede and Trompenaars' Cultural Dimension Models which are the only ones currently accepted and found to be legitimate in their approach so far when looking at the cultural dilemmas that occur. (Browaeys & Price 2013:90). Although the theories claim legitimacy to there is always potential for some outliers.

Using these cultural dimension models, one can assess each country and where they fit within these frameworks. The information retrieved from these models can then be used to help aid in cross- cultural relations among those who work in Finland or in the United States as we gain a deeper knowledge and understanding of the cultural values and the work environment.

In the theoretical portion, when researching the work culture in Finland and the United States, it was found that there are a lot of similar aspects to each country, such as strong work ethic, an ability to easily talk to superiors, and taking part in the finer things in life such as vacations and impulse purchases. Hofstede Dimensions showed that for most of the dimensions Finland and the United States shared the same overall trends except for masculinity in which Finland was found to be more feminine. Trompenaars' Dimensions asserted the same findings that Finland and the United States had the same viewpoints on all dimensions with a slight varying difference in the Neutral vs. Affective dimension as the United States lies more in between the two while Finland is highly neutral and logical in its decision-making process.

The empirical results further justify the findings in the research and the cultural dimension models, showing that the respondents working in Finland and those working in the United States gave similar responses when answering the questions related to Hofstede's Cultural Dimensions.

The conclusion that can be drawn from the research and empirical study is that Hofstede and Trompenaars' Dimensions hold true in the assessments they make for the United States as well as for Finland. Despite being so vastly different in their location and culture, there is an overwhelming number of similarities when comparing the different dimensional aspects of work. This demonstrates that if one wishes to engage in a cross-cultural working relationship with Finland and the United States, adapting will not be so difficult for them and the two countries have a relatively similar work environment and culture.

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LIST OF APPENDICES

What is your nationality?

- ○ American
- ○ Finnish
- ○ Other...

What gender do you identify as? *

- ○ Female
- ○ Male
- ○ Prefer not to say
- ○ Other...

Please select the age group you belong to *

- ○ 20 and under
- ○ 21-30 years old
- ○ 31-40 years old
- ○ 41-50 years old
- ○ 51-60 years old
- ○ 61 and above

Appendix 1. Questionnaire 1-3 Background Information Questions

What country have you worked and/or currently work in? *

○ United States

○ Finland

○ Both

If you could please state what was the job field you have or currently work in? (If you worked in *
more than one job, please use the current or most recent job held)

Short answer text

How long have you worked at the job? (If you worked in more than one job, please use the *
current or most recent job you have held)

○ Less than 12 months

○ 1 to 3 Years

○ 4 to 6 Years

○ 7 to 9 Years

○ 10 Years or More

Appendix 2.Questionnaire 4-6 Background Information Questions

Power Distance Dimension

This refers to the relationship that exists with higher-ranking and low-ranking individuals in the work place

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When talking to fellow employees or managers, how do you typically address them? *

○ By their first name

○ By their last name

○ By their job title

Do you feel you can share ideas or concerns easily with your boss? *

○ Yes

○ No

In your job, if you disagree with a decision made by your boss, which action would you be more *
likely to take?

○ Voice my disagreement to the boss

○ Say nothing and follow my bosses instruction even if I disagree

○ Discuss with coworkers if they feel similar and then come to the boss with our concerns

○ Other...

Appendix 3. Questionnaire 1-3 Power Distance Section of Questions

When at your job, is it normal to talk about personal things with fellow coworkers? (Family, *
Future Plans, Problems, or Relationships)

○ Yes, very normal

○ No, not at all

○ Sometimes, but it is very rare

You would describe the relationships with high and low ranking employees in your job as... *

○ Equal

○ Not equal

Do you find it difficult to ask for a day of work off or to take a sick day? *

○ Yes, I feel bad for missing a day

○ Sometimes, not when it is something serious

○ Never, it is my right

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 4. Questionnaire 4-7 Power Distance Section of Questions

Individualism

This refers to placing importance on personal goals and needs rather than as a collective whole.

At your job, are/were you expected to work on your own or in a team? *

○ Always alone

○ Always in a team

○ Mostly alone

○ Mostly in a team

Do you prefer to work alone or in a team? *

○ Work alone

○ Work in a team

○ No preference

In your job, you are often working in... *

○ Competition with fellow employees

○ Harmony with fellow employees

Appendix 5. Questionnaire 1-3 Individualism Section of Questions

In your job, the focus of goals being achieved is typically the responsibility of.. *

○ each individual employee

○ all the employees as a whole

○ Other...

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 6. Questionnaire 4-5 Individualism Section of Questions

Masculinity

This refers to the importance placed on achievement, heroism, material rewards, and success rather than on quality of life, modesty, cooperation (Femininity).

How often did/do you arrive earlier to work than when your shift should start? *

○ Very often

○ Somewhat often

○ Rarely

○ Never

How often did/do you stay later to work than when your shift should end? *

○ Very often

○ Somewhat often

○ Rarely

○ Never

Have you ever eaten lunch while still working (or missed taking a work break)? *

○ Yes

○ No

Appendix 7. Questionnaire 1-3 Masculinity Section of Questions

Have you ever received any rewards or bonuses from your company due to achieving a goal or *
milestone?

○ Yes

○ No

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 8. Questionnaire 4-5 Individualism Section of Questions

Uncertainty Avoidance

This refers to the extent that a society, organization, or group depends on social norms, rules, and procedures to reduce the unpredictability of future events.

Whenever given a new task, how are the instructions given? *

○ Very detailed instructions are given either verbally or written

○ Briefly told what to do and then can ask questions if I need

○ Other...

If you are sick or need to miss a day of work, how easily is it to find someone able to work in your place? *

○ Very easily

○ Somewhat easily

○ Difficult

○ Very difficult

Appendix 9. Questionnaire 1-2 Uncertainty Avoidance Section of Questions

In your job, in regards to your work do you have.. *

○ Someone constantly checking on your work and making sure things are okay

○ Rarely checking in, I am expected to do my work correctly

○ Other...

How serious of an issue is it if you are a few minutes late to your job? *
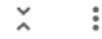
○ Very serious

○ Somewhat serious

○ Not serious at all

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 10. Questionnaire 3-5 Uncertainty Avoidance Section of Questions

Long Term Orientation

This refers to looking forward to the future rather than resorting to the past to solve problems.

Does your company have meetings or discussions with employees to discuss how to improve the company or future plans? *

◯ Yes

◯ No

When discussing goals with the company, are they usually about short term or long term goals? *

◯ Short term

◯ Long term

◯ Other...

Appendix 11. Questionnaire 1-2 Long Term Orientation Section of Questions

If you have additional income after your main expenses are taken care of, do you .. *

○ Save a large part of it

○ Save a small part of it

○ Don't save any

○ Other...

Please rank the importance you give to having leisure time *

○ Highly Important

○ Somewhat important

○ Not important

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 12. Questionnaire 3-5 Long Term Orientation Section of Questions

Indulgence

This refers to how individuals of a society allows themselves to control or take part in desires and impulses in accordance with enjoying life and having fun.

Have you ever impulsively bought something? *

◯ Yes

◯ No

Do you use all your opportunities for vacation days? *

◯ Yes

◯ No

Appendix 13. Questionnaire 1-2 Indulgence Section of Questions

Will you ever ask off work so you are able to spend time doing something that is just for fun? *

○ Yes

○ No

Have you ever purchased something you wanted just because you recently got paid? *

○ Yes

○ No

Any additional comments on this dimension in your job that you feel are important to mention?

Long answer text

Appendix 14. Questionnaire 3-5 Indulgence Section of Questions