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**Comparing decision-making of leaders in Finland
and in USA: Revisiting Hofstede's cultural
dimensions perspective**

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ABSTRACT:

More and more organizations and individuals must adapt to today's internationalized work environment. Interaction skills between cultures are therefore very important for modern managers. A management team that understands different cultures is an important advantage for managers in export-driven Finland and the USA, which has extensive market experience.

The goal of this thesis is to expand people's awareness of Finnish and American cultures and the biggest differences related to them. In addition, thesis gives basic knowledge about Hofstede's 6 cultural dimensions theory and how USA and Finland scores at those dimensions. Furthermore, there can be found definition of decision-making and information about different decision-making styles.

The empirical part of this study is executed as a qualitative and inductive way. In addition, the research technique of this thesis is in-depth, semi-structured interviews. Seven Finnish leaders from different fields participated in the interviews. All of them had many years of management and working experience both in Finland and the United States.

The results revealed a lot of relevant information about the biggest and most crucial differences between Finland and USA. Masculinity/ Femininity was one big difference. In addition, positivity of USA people was also big matter which is radically different from the Finnish people who are introvert and withdraw into their own circumstances. The research reveals that the decision-making process is universally the same everywhere.

The theories presented in this thesis can especially help managers whose knowledge of Finnish or US culture is incomplete. In future research this phenomenon could be expanded by interviewing managers from each state in USA and Interviewing American leaders who work in Finland.

KEY WORDS: Culture, Cultural decisions, decision-making, leader, USA, Finland, Hofstede's theory, cross-cultural, managers, individualism, masculinity, femininity

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1 Introduction

1.1 Background

In the context of diverse work force environment, understanding cultural differences is recognized as a very important skill at the job market nowadays. All different cultures intertwine. In multinational corporations (MNCs), although understanding of one's own national culture is important, exploring and understanding of other colleagues' national cultures becomes even more important to achieve effective outputs. This thesis will discuss the differences between American and Finnish culture based on Hofstede's 6 cultural dimensions theory. In addition, this research will deliberate different decision-making processes, that leaders who work in American and Finnish organizations can use depending on their own cultural backgrounds. When international interaction increases, there is increasing need to know how managers make decisions in different countries. Based on Hofstede's theory there will be practical examples how cultural dimensions can be noticed in USA culture and in culture of Finland. In addition, thesis will show which are common decision-making styles and how cultural differences impacts in decision-making process. Comparing what means effective decision-making, in two different western cultures, enhances to the study from the academic point of view and will expand managers cross-cultural capabilities.

Choosing USA and Finland at this thesis was the result of the need to learn how these two western countries varies in cultures. In the light of the current economic and political events, Finnish companies that originate from relatively small domestic market are forced to explore market opportunities on the global arena. In 2021, the United States was Finland's sixth largest source of imports and the third largest market for Finnish exports (Trade.gov, 2021). Although Finnish-USA collaboration has potential for further growth, one of the biggest problems Finnish companies are facing when doing business with Americans are that Finnish are too reserved and there is too little interaction compared to Americans, who are outgoing and loud (Koskenranta, 2017). In addition,

Finnish people who do not have knowledge about American culture are many times seeing US as one big country of one culture. When investigating deeper US culture, person will notice that there is at least as many realities than there are states (businessfinland, 2019). USA is one of the most popular countries, where Finnish people are moving. Most popular states in United States where Finns are moving are California and New York (fi.usembassy, 2017). It is interesting to do research where compare Finland and USA which are both western countries and both are part of Arctic countries (fi.usambassy, 2017), but still these two countries are very different when it comes to cultures of them. Also, this study will help American businesspeople to learn more about Finns and their culture because Finland is still the least known of the Nordic countries in USA (businessfinland,2019).

1.2 Literature, Research Gap, Problem and Research Questions

There is a clear research gap in this topic. There is much research where Hofstede's cultural dimension is on the center, also there are much research about decision-making processes but the gap here is that how those two concepts can be combined to get better business understanding. In addition, also the importance of getting better knowledge of Finland's and USA's differences is one reason why this thesis is written.

In this research, there are three research questions in which the whole thesis is wrapped up. This thesis will answer to all those questions and give readers better understanding about this subject. There will be real life experiences in the empirical section and in theoretical part of this thesis will give reader basic knowledge of these key concepts.

Research objectives and purpose of the study: Nowadays best source of potential growth and bigger profits is internationalization. And best way to success internationaly is to know other nations culture which one are working with. Of course, easiest way for internationalization is going to markets which are geographically or culturally close

one's own domestic market. One of the key failure factors of internationalization is problems with new management (cultural differences in management styles). All companies preparing to enter new countries must develop awareness of host countries social norms and culture. It is also important not to base one's own knowledge of culture on stereotypes, but to genuinely try to find out about a foreign culture. One good way of doing this is hiring local talent which to listen and learn from. (Ryu & Simpson 2011).

The main purpose of this thesis is to get better understanding how Finland and United States differs culturally. It also gives in-depth knowledge of these two cultures and in addition it gives American and Finnish leaders insight into decision-making process and provides in-depth understanding of how leaders for these two countries can address cross- cultural difficulties when cooperating. All this information is crucial for people who are engaged in the interaction between USA and Finland.

Research Questions are:

What are the key differences in decision-making processes between leaders in the United States and in Finland?

What are the biggest cultural differences between Finland and United States that affect leaders' decision-making?

How can leaders from Finland and the USA address the cross-cultural difficulties when cooperating?

1.3 Structure of the study

First chapter of the thesis is an introduction part, where can be found the background of research, research gap, objectives of the thesis and research questions and structure of the thesis.

Chapters two and three are the theoretical chapters which gives the theoretical framework of this thesis. Chapter two concentrates on Hofstede's 6 cultural dimensions and explains what culture is. In this chapter there can also be found points which Finland and USA have got at Hofstede's scale and examples how these countries behave in business situations because of specific dimension. Third chapter is another theory chapter which describes what is decision-making, what kind of different decision-making styles exists, how Hofstede's dimensions effects in decision-making and, general matters concerning leadership in cross-cultural context.

The fourth and fifth chapters form empirical part of the study. Chapter four illustrates method section of this thesis which includes information about interviews conducted. This chapter presents research method used in this research and explains why this method was chosen. In addition, chapter four details about interview technique and data collection can be found. Chapter five describes findings of the empirical study. In this section can be found a lot of leaders' real life experiences about being a leader in Finland and in USA.

Sixth and final chapter is conclusions where answers for those three research questions can be found. In addition, this chapter you will find the closure of the study.

2 Hofstede's cultural dimensions theory

This chapter will focus on definition of a culture and Hofstede's theory about six cultural dimensions. To be successful in business field, it is important to have knowledge of different cultures, so that person can understand how different people are behaving in particular business situations. It is easier to work with diversity if a person has knowledge about other cultures.

One well known definition about culture is anthropologist Clyde Kluckhohn's definition from 1961. Kluckhohn's defines: "Culture consists of patterned ways of thinking, feeling, and reacting, acquired, and transmitted mainly by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values". (Kluckhohn 1961: 73.)

Culture is something everybody learn during their life. Culture is learned within a social environment, and it contains certain attitudes, values and norms and it is person's way of thinking. Social environment includes among other things family, friends, co-workers' and school society. In addition, culture is transmitted from one generation to the next. (Browaeyns & Price 2015: 3; Jates & Oliveira 2016: 106.)

One classic model of culture is Edgar Schein's (1985) organizational culture model which includes three different levels that culture has. First and shallowest level is artifacts. This is tangible and appreciable level of a culture. This level of culture includes for example, how people dress for work, how contracts are concluded, how people interact with each other (manners etc.), language and architecture. It is the first impression you get when you go to a foreign workplace. Second level of organizational culture is espoused values. This is semi-deep level, where various norms and beliefs exists. Norms are cultural rules and statements which regulates what are seeing right or wrong within the culture. Values are matters people respects and want to cherish and

follow. For example, what are valued and important matters inside the organization. Third and deepest level in Schein's model is basic assumptions. These basic assumptions are deep-level unconscious perceptions and beliefs which are taken for granted by people in a certain culture. Basic assumptions are developing during long time period and their origin is therefore impossible to trace. (Browaeys et al. 2015: 4; Thomas, Peterson 2018: 25.)

It is important to understand culture in order to understand why people are acting the way they are. One essential matter when selecting employees to work abroad is their ability to understand cross-cultural differences, to avoid the risk of expatriation failures (Kaleramna, Saharan & Singh 2019: 5.) In international jobs cultural understanding is a key to success.

It is important to understand that cultures differ in many ways. They all try to solve typical universal problems in a way people inside the culture are seeing it's the most reasonable and effective way. Most common matters about cultures are social institutions, languages, religions & ideologies, economic systems, and technology. Every culture has their own way of handle these matters, and this is the foundation through how cultures are born and developed. Nowadays culture has increasingly been understood as a dynamic, non-fixed and context-dependent phenomenon. One way to look at different cultures is psychological tendencies related to relatively persistent ecological forces such as population density, climate, history of migration, disease burden and modes of subsistence (Thomas et al. 2018: 25; Yates et al. 2016: 108.)

Hofstede's 5 cultural dimensions theory is one way of illustrating cultural differences. In 1980, researcher Geert Hofstede from the Netherlands published results of his study about value dimensions in management which varies in different countries. Hofstede did an investigation where he had 117 000 employees from IBM around the world. Employees who took a part for this research were sales and service stuff but there were no managers. (Jantd, 2010.)

Hofstede's survey is a questionnaire. It is widely respected because of noticeably sampling size and because Hofstede is researching subsidiaries of the same organization in different countries. It means that attention to controlling variables is wider than just one national culture. This leads to homogeneity what comes to social class, training, and education. (Chanlat, Davel & Dupuis 2013: 42.)

Based on this survey Hofstede find out five universal dimensions to arrange different countries. These five dimensions are *power distance (high or low)*, *masculinity – femininity*, *individualism – collectivism*, *uncertainty avoidance (high or low)* and *long term – short term orientation*. All these dimensions are scored to countries. Scale is 0 to 100. The higher the score, the more that country is effect by this dimension. According to Chanlat et al. (2013:43) Hofstede's goal is to explain the differences in how businesses are managed around the world. (Thomas et al. 2018:43; Chanlat et al. 2013:43.)

2.1 Power Distance

First dimension is power distance. Power distance explains how cultures see inequality and how population accept that power is distributed unequally. It is about how a culture discloses to authority. (Browaeys et al. 2015: 33.) Some societies accept inequalities in power, while others try to decrease inequality as much as possible (Chanlat et al. 2013:43).

At business level, countries which has high power distance, have apparent disparity between managers and subordinates, for example, the salary gap is large. In high power distance countries is expected that person respects persons in higher status. Another sign of high power distance at workplaces are luxurious offices of CEOs, whereas in low power distance countries managers are democratic and subordinates can propose their own solutions to problems. (Jantd, 2010: 177.) If there are problems in a company at low power distance countries, the criticism is directed at the system and not individ-

uals (Browaeys et.al 2015). Below, there is a table which shows extreme differences of this dimension.

For example, Saudi-Arabia is a country with very high power distance (95 points) while Denmark is a good example of a low power distance country (18 points). United States power distance points are 40, that means, USA scores are little higher than in Finland where the scores low on 33 points. (Hofstede Insights 2019; Chanlat et al. 2013: 44.) Both countries are more low power distance countries than high power distance countries. In United States managers are expected to make a decision, but not without consulting first their colleagues and team members (Tomalin & Nicks 2014: 378). In Finland, seeking cooperation at decision-making is common (Mehta, R., Dubinsky, A. & Anderson, R 2003:13).

Table 1. Extreme examples of power distance dimension.

High power distance	Low power distance
Managers gives orders to subordinates	Subordinates being part of decision-making process
Managers have status symbols	No status symbols at all
Managers & employees are unequal	Managers & employees are equal
Authority	Respect all individuals

Even if United States is seen close to the middle zone of power distance country in points, there is indications that based on salary caps USA have huge inequalities. In 2000, in the United States the average CEO earnings was 531 times as much as the average employees. (Jantd, 2010: 179.)

Hofstede found four linkages with power distance. First one was that Country's wealth is associated with low power distance. Second was that small population is associated with low power distance. Third one is that higher geographical latitudes are linked with

low power distance countries. Fourth and the last matter, Hofstede noticed was that history also effects on power distance. (Jantd, 2010: 179.)

2.2 Masculinity versus femininity

Second Hofstede's dimension describes which values are dominant in a certain society. Is the country following more traditional male orientations or do the country refers more on traditional female orientations? (Thomas et al 2018: 43). Masculinity cultures appreciates traits like ambition, competition, achievement, assertiveness, and material succeed while countries with femininity, great importance is on quality of life, interpersonal harmony, caring of others & concern about weaker ones and interpersonal relationships. (Jantd, 2010; Thomas et al 2018). According to Browaeys et al. (2015) in masculine countries you "*live to work*" whereas in feminine countries you "*work to live*". In a business world, highly masculine countries see work as a competition offering possibility to greater acceptance and status, unlike in feminine cultures society appreciates more good relationships at workplace (Browaeys et al. 2015).

Hofstede (1980) states that men's social role varies more than women's social role at different cultures. What is also important to understand is that these traits are for both men and women, for example if the country's culture is masculine then both men and women in that country learn those male orientations for example being competitive and ambitious (Jantd, 2010). USA scores at 62 points in this dimension, that means Americans values more masculine orientations. Finland scores 26 points, that means in Finland feminine traits are valued more. (Chanlat et al. 2013: 44.) In table 2, there is examples of masculinity and femininity features.

Table 2. Extreme examples of masculinity and femininity.

Masculinity	Femininity
Competition is centre	Liaison is centre
Clear gender roles	Indefinite gender roles
Live to work	Work to live
Gaining of wealth	Good life quality

At this dimension Hofstede found two coalitions. First one was, that usually in feminine cultures woman can decide how many children she wants while in masculine cultures man often defines what is the size of the family. Another association is that in colder climates feminine cultures are more likely. (Jantnd, 2010.)

2.3 Individualism versus Collectivism

Hofstede's third dimension individualism – collectivism is the extent to if society prefers more interests of individual or interests of a group. In individualistic countries people take care of themselves and their closest family, while in collectivistic cultures people have their larger in-groups which are very important for them throughout lifetime. In-group means a group which the individual be a part of permanent basis. (Thomas et al. 2018:43.) In collectivistic countries people assume their in-group to taking care of them which means that loyalty towards a group is very high (Moran, Harris, Moran 2013). Relationships with people who are not family or in-group is assumed to build on face-to-face gatherings (Browaeyes et al. 2015). In Collectivistic countries relationships are firmly united, while individualistic countries relationships are looser (Jantnd, 2010:164).

In individualistic countries people are seen through their individual achievements, like for example, living areas, status symbols like cars they are driving, what they are doing for living etc. In addition, in individualistic countries self-expression and uniqueness are valued. (Yates et al. 2016.) Collectivism highlights more relationships among people, in-group is very important indicator how others see a person. (Jandt, 2010:165.) Individualistic cultures individuals are boosted to compete against each other within the common goals of the company (Browaeys et al. 2015). There are also differences in communication between individualistic or collectivist cultures. Direct style is common in individualistic countries, there people speak directly about their desires, needs, and wants while collectivist countries are not so direct and obvious when they talk. In collectivist cultures people avoid saying anything negative directly because they don't want to make the other person get upset. (Jandt, 2010:167.)

In business life at collectivist cultures, when hiring a person or giving promotion to a person, person's in-group is important matter and most important criteria can be family relationships of that person. Vice versa in individualistic countries work-related matters are based on contracts, rules and person's skills and it doesn't matter what is your family background. (Jandt, 2010:165.) Hofstede (1980) states that leadership is also seen differently dependent on if the country is individualistic or collectivist. In individualistic cultures leader's features are based on individual's own motives but leaders expect others to participate on decision-making, while in collectivist societies leaders are very loyal to their group and leadership is seen as a group phenomenon.

The United States of America is individualistic country, scored high on 91 points at Hofstede's scale. Americans aim to achieve active role where their work inputs will be valued and noted (Mehta et al. 2003:74). Finland has 63 points which is also more individualistic country, however compared to USA Finland is much less individualistic (Chanlat et al. 2013: 44; Mehta et al. 2003:74). Finland have even some features which are usually seen more as a collectivist country features, for example in Finland acceptance is placed in groups' decisions and there is absolute loyalty to the organization

or group (Mehta et al. 2003:74). In table 3 there is examples of individualism and collectivism.

Table 3. Extreme examples of individualism and collectivism.

Individualism	Collectivism
'Me' is most important	'We' is most important
Decisions are based on individual's interests	Decisions are based on the group interests
Emphasis on individual accomplishments	Emphasis on belonging to a group/organization
Everyone will survive on their own	In-group is very important

In relation to this dimension there are couple of associations based on Hofstede's data. Countries with lower birth rates are more likely individualistic. It is proved that wealthy countries are usually individualistic. Countries with warmer climate tend to be collectivist. Based on history of the countries, countries where migrants is from Europe are individualistic while for example, Confucian countries are collectivist. (Jantnd, 2010:165.)

2.4 Uncertainty avoidance

Fourth dimension is the culture's uncertainty avoidance level. Is it high or low? If uncertainty avoidance is high, country wants to be steady, individuals avoid unknown situations and target is to reduce uncertainty as much as possible (Thomas et al. 2018:43). Societies where uncertainty avoidance is high has characters like respect for senior leaders, promotions are not seen so important, big companies are seen better than small ones, trying to dodge disagreements and competition situations at workplace and changes and innovations are contributing to uncertainty (Chanlat et al. 2013: 45). Also, people from high uncertainty avoidance countries assumed that in workplaces

there is rules, employees are hardworking, pedantic, and be on time, whereas in countries with low uncertainty avoidance people do not take work as seriously, they don't need as many rules as in high- uncertainty avoidance countries and punctuality is something they really must learn instead of that coming naturally (Jannd, 2010:179-180).

The future is always unknown, so there will always be some level of uncertainty (Chanlat et al. 2013: 43). People from cultures with low uncertainty avoidance accepts uncertainty better. Leaders in high uncertainty avoidance countries are seen as experts who have answers for all questions, and they are expected to give exact guidelines how to carry out a task (Browaeys et al. 2015).

United States scores for 46 points at uncertainly avoidance which is below average, Finland points are 59 and thus has high uncertainty avoidance (Chanlat et al. 2013: 43). In United States there is moderate degree of acceptance for new inventions and the desire to try something new like for example new business practices, new food, or new technology (Hofstede Insights 2019). Finland has also moderate degree of uncertainty avoidance which means that its society express stress and anxiety in insecure situations (Mehta et al. 2003:74). In table 4 there is examples of high and low uncertainty avoidance.

Table 4. Extreme examples of high and low uncertainty avoidance.

High uncertainty avoidance	Low uncertainty avoidance
Oppose change	Accept new innovations/changes
Try to avoid uncertainty	Uncertainty is part of life
Consensus is desirable	Conflict can be productive
Rules are important	The fewer rules the better

There are two associations Hofstede noticed about uncertainty avoidance dimension. First is that history affects, history of Roman and Romance languages countries has always been high uncertainty avoidance whereas Chinese-speaking societies are low uncertainty avoidance countries. Second association is about religion, Roman Catholic Christian cultures are high uncertainty avoidance and Protestant Christian cultures are low uncertainty avoidance cultures. (Janttd, 2010:179-180.)

2.5 Long-term versus Short-term orientation

Fifth dimension Hofstede identified is long-term versus short-term orientation. This dimension was not presented in Hofstede's original study, but he added it to the dimensions after additional study done in collaboration with Michael Bond about Confucian cultural traditions in 1987 and newer study called the World Values Survey at late 1990's. (Thomas et al. 2018:44.)

Long-term orientation virtue is related to future and short-term orientation countries cherish virtues related to present and past. Long-term orientation appreciates thrift and perseverance and cultures which belong to this are dynamic (Thomas et al. 2018:44). In short-term oriented countries there is a need to achievements, social obligations, need to fulfill, focus is on achieving quick results, and preservation of face is important. In long-term orientation is important to have a sense of shame and long-lasting networks are crucial. (Browaeys et al. 2015.)

United States of America has 26 points and Finland has 38 points of long-term orientation which means both are more short-term oriented cultures (Chanlat et al. 2013: 43). That means that they tend to focus on present and in business fast profits are appreciated.

Table 5. Extreme examples of long and short -term orientations.

Long-term orientation	Short-term orientation
Future is important	Present is important
The whole organization shares same objectives	Managers & employees are separated
Liability appreciated	Achievements appreciated
Lifelong networks	Networks varies according needs of business

2.6 Restraint versus Indulgence

Sixth and last dimension of Hofstede's is restraint versus indulgence. This dimension is similar with former fifth dimension. In addition, it is added to Hofstede's study later and it is not part of the original study. This dimension is also taking out of World Values Survey data as a result of the analysis done by Michael Minkov in 2010, and it now pertains at Hofstede's study. (Browaeys & Prince 2019:36; Thomas et al. 2018:44.)

This dimension was added because of the importance of happiness aspect which has flourished in recent decades. Dimension is defined as the extent to which people try to control their desires and impulses. Countries with high indulgence scores considers leisure as a very important matter. Citizens living in this kind of countries also thinks that they are in control of their own lives and sees themselves often very happy. In addition, indulgent societies have less cardiovascular diseases, freedom of speech, their birthrates are higher, they spend money as they wish, there are more support for casual sex and they emphasis of friends is higher. So, as we can see societies with high indulgence scores exercise only little constraint. (Thomas et al. 2018:43; Hofstede et al. 2010:32. Browaeys et al. 2019:37.)

Vice versa in societies which scores high on restraint are using strict social norms and controls more desires for being happy. Furthermore, maintenance of social order is also very important matter. Countries with high scores on restraint has strict sexual norms, leisure is less important and low involvement in sports is normal. In this dimension, there are clear geographical areas which are more indulgence, and which are more restraint. According to Browaeys et al. 2019 restraint prevails in Asia, in Muslim countries and in Eastern Europe while indulgence tends to occur in South and North America, in Western Europe and in parts of Sub-Sahara Africa.

United States of America has 68 points and Finland has 57 points of indulgence. Both countries are indulgent societies. In United States there is a proverb ‘work hard and play hard’ which is a good description on how they deal with life. This proverb means that if you work hard and achieve a good career etc. then you can also have a lot of fun and leisure time when you are off the work. One dark side of ‘play hard’ is well-known drug problem of all over US. Drug addiction in Unites States is higher than in many other wealthy countries. In Finland which are for example not working so many hours than Americans, but their work-life balance is better organized and when they are in holidays, they took it very seriously and do not work at all during leisure time. So, both societies are indulgence but they still handling this differently. (Hofstede Insights 2022.)

Table 6. Extreme examples of indulgence and restraint.

Indulgence	Restraint
Leisure very important	Control the gratification of desires is important
High involvement in different social events	Low involvement in sports
Higher importance of friends	Strict social norms
Tendency to optimism	Tendency to pessimism

3 Decision-making

3.1 Definition of Decision-making

According to Sutton (2018) decision-making is one of the key aspects of leadership. Easiest way to think decision-making is that it is the process of choosing best option between all alternative options which are available. In addition, decision-making usually refers to dedication to a course of action that will serve the interests and values of a company. There are a lot of research in this field. Beginning of decision-making process managers ponders questions like “What options could be created?,” “How bad or good would each outcome be for other parties and decision-maker itself?,” “What is the probability of each outcome occurring?” “What crucial possible outcomes are associated with each option?” or “What options are already available?”. Decision making usually impacts many levels inside the organization, including group level, organizational level, and individual level. One well recognizable part of decision-making is problem solving. Managers doing decisions will need to have good problem-solving skills. Furthermore there is also aftermath for decision-making like for example, how decisionmaker will assure that chosen option will be implemented within organization and what are the opinions of other parties about decision (Akdere, 2011; Kuan, Y., Yang, F & Fei L 2020; Yates & Oliveira 2016.)

There are a lot of studies dealing with decision-making but only few deals with the decision-making process. One well-known theory about decision-making process is Normative Decision-making theory (NDMT). Word ‘normative’ means ideal or ‘how things should be’. Goal of normative decision-making is actions towards rational choices. So, people who follow this model, choose their decisions as rational way as possible. The essence of this theory is that if people can be a part of decision-making, they will also carry out this decision more committed way than people who have not been part of the process. Downside of this theory is that it is not as time-effective that decision-making with less people would be (Akdere, 2011.)

Even if there are not so many theories about decision-making process, there are some different decision-making processes which are well-known and much used like, for example, *affinity diagramming, brainstorming, consensus decision-making, force-field analysis, planning matrix, unilateral decision-making, and consultative decision-making*. This chapter will teach you more about these different decision-making processes. Decision-making processes encourage creative thinking, helps make sense of data, helps prioritize and organize company data and prevent organization from being guided by fallacy. (Akdere, 2011:1317.)

3.2 Participative/ Consultative decision-making

Idea of this process is that one person will choose the final decision but before he/she does that conclusion of a problem, he/she will allow everyone's perspective to be heard and presented. Participative decision-making process implies integrating and seeking the opinions and views of all members of the company; therefore, it involves learning from each other through collective learning. This is time-efficient process because only one person will finally do the decision, but still consultative decision-making allows consideration of many opinions. According to Selart (2005) this decision-making process is highly used by managers with low locus of control. Consultative decision-making is one of the most effective in practice and one of the most preferred decision-making processes nowadays. In addition, this method is also very creative way to make decisions (Akdere,2011.)

3.3 Brainstorming

This is a classic technique to bring ideas and many alternatives to which decide is created by Alex Osborn in 1941. The word “storm” refers to the idea that it approached the problem as freely and straightforwardly as possible. Focus on brainstorming is to get as many and creative ideas as possible and everyone’s’ participation is needed. There is no critique or discussion of suggestions. Even weird, way-out ideas and silly/confusing ideas are worthwhile. Osborn pointed out that build upon each other’s ideas is important. In practice this means that a group of people will gather. Then they will pick up the leader (usually manager) who will propose a problem and moderate ideas. Then all the ideas (good or bad) are recorded on paper and manager need to make sure that everyone in the group has told their ideas. Once brainstorm has been finished, leader will compile all ideas together and see if those can be categorized or tossed out. And now the group have many ideas to think and modified about. There are several rules which need to follow to brainstorm being successful. No criticism, quantity is wanted, ‘freewheeling’ is accepted, improvement and combination are sought. The benefits of brainstorming are; it increases productivity, focus on ideas not individuals and it increases team identification (Akdere, 2011; Harisalo 2011; Kaner,S. Lind, L. Toldi, C. Fisk, S. Berger, D 2014.)

3.4 Force-field analysis

The purpose of this method created by Curt Lewin is to examine both driving forces and restraining forces. Force-field analysis can be implemented either individual or as a group/team decision-making basis. This method is widely used to plan and implement organizational changes. (Akdere, 2011; Thomas, 1985). In this technique manager will first describe his plan/proposal, then he will think about forces that will drive the change (these forces can be external or internal) for example, uncertain operating envi-

ronment or declining team morale. In this stage it is important to find as many factors that will impact the change as possible. After identifying forces that will drive the changes, leader need to identify forces that restrain the change. These restraining forces can also be internal or external. After this manager will assign scores which means he will score each driving force and restraint force from one (weak) to five (strong) depending how much this force will affect to plan. Then he/she will analyze and apply which means that manager can decide whether to move forward with this decision. Another matter leader can do is to reflect which resisting forces can be weakened and which driving forces can be strengthen (Akdere, 2011.)

3.5 Affinity diagram

Affinity diagramming is a process for arrange data and suggestions -- engaging in well-structured decision-making process. The main idea of this decision-making process is to find few key concepts behind many detailed ideas. In addition, this method brings create amount of structure to the decision-making process and refresh creativity. This method in practice means that all group members will add randomly sticky notes where their idea is writing down and then they will set these ideas in categories without discussing. After that the categories will be labeled and then with discussion people will organize ideas into groups based on their natural relationships. This method is particularly suitable for interdepartmental projects and to improve and solve complex and chaotic situations inside the organization. This method is mostly used when considering new patterns of thinking or in group decision making processes and, in the situations, where are variety of information or large volume of data. So, to speak, affinity diagram contributes graphical representation of original and creative dimensions of ideas' (Akdere, 2011.)

3.6 Planning matrix

This method helps to evaluate all the options available. There are six factors which planning matrix comprises: *raw importance, competitive analysis, target, improvement ratio, sales point, and final importance*. Idea of planning matrix is that it includes the information to support design and deliver a project and provide all related steps associated with that project. In practice when execute planning matrix, manager needs to have resources to achieve the action, timeline when the action needs to be completed and decision who is in charge and definition about the action to be taken (Akdere, 2011).

3.7 Unilateral decision-making

Unilateral decision-making process means one sided decision-making, which means that leader will do the decision by him/herself. Unilateral decision-making works best in situations where management needs to act quickly for example when company face crises. It also works if it would not be possible to obtain unbiased views inside the group who is part of decision-making process. Example for this kind of decision would be political decisions. Unilateral decision-making is used when there is a need for complicated and higher strategy for decision-making, and if persons in decision-making process do not have knowledge and background information to join in the process. This style gives the full control of the decision to the leader and there is no space for negotiation. Advantage of this method is that it will eliminate group frustration. In addition, the manager who would do these unilateral decisions will gain more learning opportunities. This decision-making style is very authoritarian (Akdere, 2011).

3.8 Consensus decision-making

Consensus decision-making is a dynamic and creative way of gaining agreement between all members of a group. Decision-making process in this method should involve each member to share his/her facts, ideas, and data. In this method it is important that managers have good personal relationships with each other between different departments. This method includes debating and negotiating and free expression of everyone's' opinions. Downside of this decision-making process is that it may be very slow process because seeking consensus among all different opinions may take a lot of hours. Advantage of this method is that consensus decision-making leads to higher performing groups and better implementation. In practice this method means that, first manager clarifies the problem, then there will be a lot of discussion about this problem and manager need to separate agreements and disagreements and the focus will be in disagreements, confusions, and doubts. After that manager will form a proposal and if there is explicit acceptance then it is consensus and then implementation of this decision starts or if there is no consensus then it means more discussions about compromises or new solutions and after that manager will form another proposal and again checking if there is consensus or not (Akdere, 2011.)

Table 7.0. Summary of decision-making styles.

Decision-making style (DM)	Short description	Application of DM style in Finland	Application of DM style in USA
Participative	One person will do the final decision	Fits well in Finland egalitarian & consensus dm culture	Fits well in USA egalitarian & top-down dm culture
	Integrates views of all members of company	Everybody's participation is important	Everybody is encouraged to speak up with honest input
	Collective learning experience	Everybody's opinion is taken account	In USA time-efficiency is very important factor
	Creative and time-efficient		
Brainstorming	Point is to get as many ideas as possible	Finland is known as very creative country so this DM style fits well	USA emphasizes everyone's unique ideas "out of box" thinking
	Everyone in the group needs to give own idea	In Finland, cooperation is important	Positivity of US fits well with this DM style
	Leader compiles all ideas		The manager decides which ideas are removed (Hierarchy, typical feature of USA)
	No discussion or critique of ideas		
	Leader will categorize or toss out ideas		
	Group will have many ideas to think and modify		

Table 7.1. Summary of decision-making styles.

Decision-making style (DM)	Short description	Application of DM style in Finland	Application of DM style in USA
Force-Field analysis	Purpose is to examine driving and restraining forces	Might be too hierarchical style for Finns	In US desirable culture feature is positivity, so examine driving forces is suitable.
	Manager/group will consider driving forces of change wanted	Weaken possible restraining forces fits Finns (thinking more threat than opportunities)	Manager makes final decision, fits well in US culture
	Manager/Group will consider restraining forces of change wanted		
	Manager will assign scores with each force (weak to strong,1-5)		
	Manager analyzes& decides whether to move forward with decision		
	In addition, possible to weaken restraining forces or strenghten driving forces		
Affinity Diagram	Process for arrange data & suggestions	Finnish are good to organize so this data arranging style fits well	Might not fit American DM style because they like go back and forth in DM process
	Main idea find few key concepts	Finns want clarity and directness in decision-making	
	Brings structure & creativity		
	Add stickynotes with ideas to table		
	Set ideas in categories & label them		

Table 7.2 Summary of decision-making styles

Decision-making style (DM)	Short description	Application of DM style in Finland	Application of DM style in USA
Planning Matrix	Helps evaluate all options available	Brings clarity which Finns desire	Based in real numbers US people like
	Includes 6 factors With these factors matrix supports design & deliver a project	Based in real numbers Finns like The timeline may cause stress	Clear information about who is responsible
	Provides all steps associated with project		
Unilateral DM	One sided decision-making	Might be too hierarchical style for Finns	In USA fast decisions are valued
	Works best in situations where decisions need to do fast		In USA workers prefer top-down decisions
	Full control to the leader/ decision maker		In US, they want to keep the leader involved in all decisions
	No space for negotiation		
Consensus DM	Purpose is to reach consensus among all group members	Finlans is egalitarian&consensus respected	Might be too consensus seeking for USA people
	Leaders need to have good relationships with each other	It is ok to be slow if this means good and long-term solutions	Might be too slow process for USA people
	May be very slow process	It is good to think about it long and carefully	US people do not prefer too slow decision-making
	Leads higher performing groups & better implementation		
	Manager separates agreements & disagreements		
	Manager form proposal and if there is consensus that proposal will be implemented If there is no consensus, there will be more discussion		

3.9 How Hofstede's dimensions effect in decision-making

Power distance score is inversely correlated with the degree to which subordinates participate in decision-making. For example, in USA power distance scores are 40 and Finland's scores are 33, which is to say that in both countries, decision-making in workplaces is quite democratic and participative. American managers have decision making style which favors achievements, and they are performance oriented. Typical American leader make decisions that either create opportunities for their efforts to be noticed and praised by others or respond to challenges. (Martinsons, M & Davison, R, 2007.)

In masculinity – femininity dimension like said Finland is feminine country and United States of America is masculine. This effects on decision-making mostly by that in Finland there is more collaboration between leaders and in US leaders take more personal responsibility with making decisions, because competition is on center. In US leader will get more reputation as an ambitious leader if he/she can make decisions by him/herself, in Finland this is not as important matter (Janttd, 2010; Thomas et al 2018.)

Hofstede's dimension individualism – collectivism further explains the differences in decision-making, such as peoples' preferences, decision modes people use, creativity and negotiation styles. In individualistic countries like USA and Finland making decisions by him/herself represents way of independence and self-expression. In individualistic cultures there are more creativeness in decision-making than in collectivistic cultures. That is result of individuals tendency toward various thinking and desire to be unique. It is important to understand that within different culture there might still be differences in decision-making even if both cultures are individualistic. One matter can be that what is this person's social class. For example, working-class Americans prefer

the involvement of others in decision-making whereas middle class Americans would rather make decisions individually (Yates et. al. 2016.)

High or low uncertainty avoidance can also affect in decision-making process. Those countries with high uncertainty avoidance like Finland, base their decision-making more on avoiding threats and being stable, and keep consensus in this kind of cultures are preferable. Americans have lower uncertainty avoidance than Finland which means for example that Americans do not require as much rules as Finland does. With this said inside USA culture decision-making is more freely executed and faster than in Finland (Janttd, 2010:179-180.)

Hofstede's dimension long-term – short-term orientation effects on decision-making mostly by how fast decisions are made. Finland and USA are both short-term oriented cultures which means that they focus on present more than future and making decisions relatively fast is desirable. Another fact that effect on decision-making is that short-term countries valued traditions which in this context means that many times decisions are made by the same pattern than before has been done. (Hofstede Insights 2022.)

Final dimension of Hofstede's was restraint versus indulgence. As previously explained in this thesis both United States and Finland are indulgence cultures which means they appreciates a lot of leisure time, tend to be more optimistic and values a lot of friendships. These features mainly effect decision-making by the view of the problem which is more optimistic than in cultures which scores high on restraint. In indulgence cultures decision-making is based by approaching opportunities. Additionally, people living in indulgence countries like to ask more freely and unofficially others' opinions about matters because they appreciate friendships and want to hear different opinions before they make final decisions (Yates et. al. 2016; Hofstede Insights 2022; Browaeys et.al 2019.)

3.10 Leadership in the cross-cultural context

Leadership in the cross-cultural context tries to improve and understand the interaction with all stakeholders from all different cultures' organization is working with. In addition, cross-cultural leadership compares organizational behavior across cultures and countries. Multiculturalism makes management challenging because the more different cultures one is working with the more approaches, business methods and perspectives exists. Leaders who work globally always pays attention to broader world picture rather than just look at the local situation. (Adler & Gundersen, 2008.)

To understand better the cross-cultural leadership it would be good to first know what word 'leadership' means in general. One well accepted interpretation about leadership is that it is individual's expertise to influence members of organization toward achievement of organizational goals and objectives (Thomas et al. 2018:141). According to Gosling et al. (2012) today's leadership can be defined as a subtle, changing, process which occurs from the actions of group of people. In addition, leadership needs interaction between leaders and followers, and they must work together to accomplish common goals. The next paragraph goes over main theories about leadership.

Leadership and management are crucial on business life because organization could achieve goals through those. Managers most important tasks are for example solve different problems organization and its employees are facing, setting the rules of behavior at workplace and make things and processes as effective as possible. (Cunliffe 2014: 2.)

One of the early theories about leadership is called the great man theory. According to this theory, leaders are exceptional people, who has innate qualities to be a leader. After that view, leadership research moved towards examination of different traits and

characteristics that leaders have. In that time characters that were studied, were mostly positive ones, like honesty or ambition. Next study has proceeded to behaviorist theories which concentrate on what leaders do and how they behave. What behavior leads to success and what does not. Furthermore, there is situational leadership theory, where researchers explained that different situations require different types of leadership. So, to speak, same leader can use many different leadership styles depending on the situation or follower's readiness. After that Contingency theories were born. Contingency theories are refined version of situational leadership theories. Contingency theories 17 identify situational variables and through which leaders can choose best leadership style to fit at situation. (Gosling, Jones, Sutherland & Dijkstra 2012: xviii.)

Two well-known modern-day theories about leadership are transactional and transformational leadership. In transactional leadership it is very common that there is exchange dimension. That means that transactional leadership theory focuses on relationships between subsidiaries and leaders, and the transactions between them, where both sides benefit. For example, leader gives promotions to subsidiaries and subsidiaries are loyal to the leader and to organization or at university professor gives a student grade after student has completed required tasks. (Gosling et al. 2012: xviii; Northouse 2019: 163.)

Another famous theory is Transformational leadership theory. It has been on focus of leadership research since 1980s. It pays attention to process of change. Focus is on long-term commitment between leader and followers which creates higher motivation and morality. Leaders need to be ready for all kind of changes and they need to know how to implement changes for their employees. In this theory, it is important that managers evaluate and understand followers' motives, try to fulfill employees needs and treat them as a individuals and valuable humans. (Gosling et al. 2012: xviii; Northouse 2019: 163.)

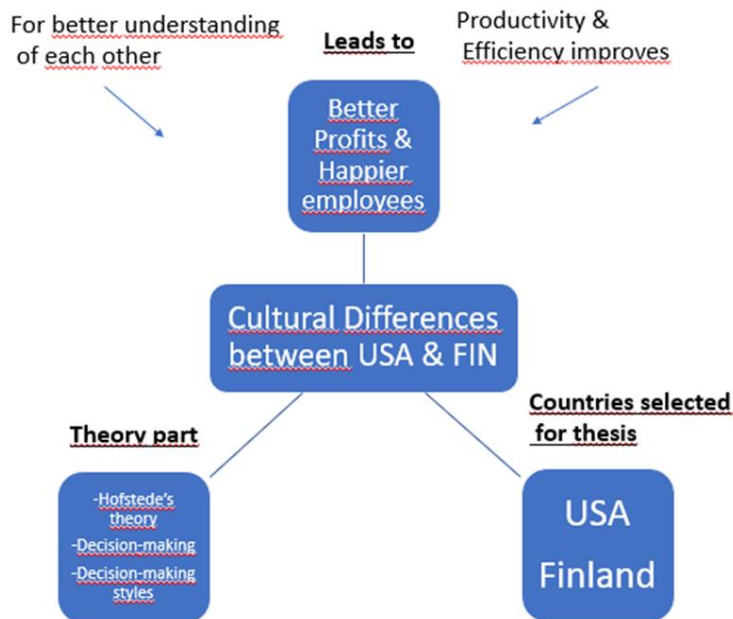
Nowadays leaders contacts with other cultures and global responsibilities are frequent and often do not require leaving the office. There are a lot of different platforms where organizations can meet online internal or external with their different stakeholders like for example suppliers or customers. So that is not an issue anymore. Currently one of the hardest part cross-cultural leaders are facing is how to motivate and commit people more for organization. In addition, for example work – life balance can vary in different cultures so also that is one matter leaders need to take consider of. According to Ollier – Malaterre et al. (2013) USA is a part of the Liberal countries which draw attention to choose between unpaid care work and paid work. Ideal concept of family in America is private matter. Women’s employment rates are high, but they are not well represented at the highest leadership levels and many cases women will temporarily leave the labor market for taking care of their children. Families are juggling between informal and formal childcare arrangements. Compared, Finland belongs in the socio-democrat countries which arrangement between family and work is considered as a social and political issue and state involvement in childcare is strong whereas in USA it is weak (Leon, 2005). Finland is known as a country where their public childcare is affordable, quality of childcare is good, and it is also approachable. Women tend to take long maternity leaves and may work as a part-time job during this time. (Ollier – Malaterre et al., 2013.)

Another matter which effect cross-cultural leadership is how managers are oriented to issues they need to solve. Are they focusing on avoid threats or boldly approaching opportunities. This may also vary in different cultures. Americans remembers more positive information than negative information, so in American culture leadership is more of approaching opportunities. Cultures vary in their interpretations of the same information as an opportunity, a threat or neither. Cultures also differ in how much individuals feel the need to join in decision-making. (Yates et. al. 2016.)

To summarize this chapter, now readers have knowledge about what decision-making means, what kind of different decision-making styles exists, how Hofstede’s dimensions

effects in decision-making and what leadership in cross-cultural context means. In addition, chapter included facts about, what are the most common leadership theories and what kind of matters cross-cultural leaders needs to consider when making decisions.

Picture 1 Purpose & Framework of the study



Next, thesis will move to its empirical part, where readers can explore in more concrete way how leaders' decision-making and culture differs in USA versus in Finland. First stands facts about methodological approach, and data collection of this thesis. In addition, research investigates for example, what kind of decision-making situations managers faces, what are the similarities in decision-making process in Finland and USA and how the most notable differences in Hofstede's dimensions can be seen in everyday business life between Finland and USA.

4 Methodology

This chapter presents empirical framework of the study. Firstly, this part introduces methodological approach used in this thesis and reasons why this approach has been selected. Secondly, this part shows how research was carried out in practice, which means choosing interview technique and relevant questions used in interview and introduction of interviewees. Thirdly, in this methodological part will be present the details of data collection and analysis. Fourthly and finally chapter discusses about validity, reliability, and ethical considerations of this study.

4.1 Methodological approach

In general, there are two research methods existing; qualitative and quantitative approaches. Qualitative data is often a written text, it is also flexible and open, and it creates deeper understanding of a phenomenon of the study. Quantitative approach is in numerical form, based on rationalism in which predetermined and rigid set of procedures, and are used to verify and test various hypotheses. This thesis uses qualitative approach because it is much more appropriate method for this subject. In general, qualitative method works better in situations where are asked 'what' and 'how' questions. Qualitative method explores diversity rather than quantity. In addition, qualitative method can be implemented, for example with, interviews, focus groups, ethnographic research, or with observation to get new information about the phenomenon. Qualitative method focuses on reaching a lot of data from relatively small sample size. Furthermore, qualitative research is much more flexible approach than quantitative. (Kumar 2018.)

One of the main reasons this thesis uses qualitative approach is that it gives the reader much deeper understanding of the topic than quantitative approach. The focus of this

thesis is cultural differences in leaders' decision-making between USA and Finland and when studying these subjects, it is more important to get some data on people's motivations, beliefs, and experiences about the topic by collecting information from business leaders who have worked with both Finns and Americans. It is typical for qualitative research to search nuances and something novel rather than the replication of the findings. In addition, all the three research questions of this thesis are 'what' or 'how' questions, so it is natural to use qualitative method in this study. Qualitative approach provides findings in narrative and descriptive manners. (Kumar 2018).

Selecting a suitable mode of reasoning is another important part of empirical research. There are three modes of reasoning: *induction, deduction, and abduction*. Definition of induction is that individual experiences is used to generalize. Inductive research includes getting basic information about the subject (literature review), collecting, and analyzing data and finally developing theory to explain the collected data. Inductive reasoning means moving from the specific to the general. Moreover, deduction is a reasoning mode where factual premises leads to logical conclusions. Final mode of reasoning is abduction. Abductive method is a type of reasoning that involves making conclusions or educated guess to explain a specific phenomenon. In addition, abductive method includes moving from data and observations to hypotheses that best explain the studied phenomenon (Flick 2013). This research uses induction as a mode of reasoning. This means that purpose of the empirical part of study is to give new knowledge based on individuals' experiences of the topic.

4.2 Interview technique and interviewees

Within qualitative method more specifically this thesis uses, semi-structured, in-depth interview technique. This is one way to collect qualitative data from individual interviewees and this method is most common qualitative method. Interview explores interviewees perspectives, feelings, and experiences on a particular situation, idea, or

program. One objective of interviews is to reveal the views of people (Groenland, E et al. 2019). According to Fodd (1993) structured, open-ended questions are desirable. Structured interviews are usually based on preconceived approach to a phenomenon to be studied and because of that they are more valid and reliable than non-structured interviews. In a semi-structured interview, the interviewer can, if necessary, ask follow-up questions to gain more data about the topic. One reason why this thesis uses in-depth and semi-structured interview is that these interview techniques provide researcher an opportunity to investigate a response, where interviewees can build on or explain their answers based on their previous answers. Chance to probe these meanings adds depth and importance to the data. In-depth interview has also been chosen because at the best it can lead discussion to significant areas, that are important for getting better understanding about a topic that had not been considered before. Furthermore, this will help address thesis objectives and research questions. Result of semi-structured and in-depth interview should be collecting a detailed and plentiful set of data. (Saunders. M, Lewis. P, & Thornhill. A 2019.)

Semi-structured interview is a conversation between interviewer and respondent. It is possible to execute face-to-face, over the phone or via video chat. Interview usually lasts 20 to 60 minutes and contains approximately 20 questions. Interview should answer to research questions of the study without asking the exact research questions but rather asking questions which help to understand the phenomenon behind the study. Semi-structured interview is a good option in this thesis because it is flexible. It allows researcher to change slightly the order of questions or wording if needed to get most detailed information or clarification about a subject. In -depth interviews are chosen and used in situations where study needs more in-depth data, if study needs to have some follow-up, if there is a complex behaviors or questions which needs to be explored, for gathering general information about phenomenon and in cases interpersonal contact is important. To get the best results it is important to repeat interview with few key people (Groeland, et.al. 2019.)

4.3 Data collection and analysis

There are specific themes used in this interview but there is also space for follow-up questions if needed. Themes of this interview are background/experience questions, questions about decision-making and questions about culture differences between Finland and USA. Data of this thesis is primary data because it is collected via semi-structured in-depth interviews. Seven people were interviewed via Microsoft teams video calls. The interviews were conducted during March and April 2023. All the interviewees have long management experience for 6-25 years, and experiences living in Finland and in USA and all the interviewee's nationality is Finnish. The participants work in various industries and different sizes companies. The sampling process was implemented by searching Finnish companies which do a lot of business with companies from United States and part of the interviewees were found through researcher's own social connections. Initially, researcher contacted approximate 11 people and couple of these did not answer at all to researcher's e-mail, but all those who were responding, were very interested at this topic and were happy to be a part of the research. The video meetings from all interviews were recorded with the permission of the participants for later examine and analyzing. The interviews took 30 to 80 minutes depending on the flow of the conversation. Researcher sent all participants interview questions before the interviews so that participants can familiarize themselves with the topic. To begin with each interview the researcher introduced herself and the topic of thesis. The interview included 13 main questions and the number of follow up questions varied in each interview.

This thesis uses content analysis method for analyzing and classifying the data in applicable themes. According to Kumar (2018) content analysis is prevalent method for analyzing data in qualitative research. The main purpose of content analysis is to create an abstract of the collected data and find emerging patterns or themes. In this process

information is examined in detail, looking for prominent similarities and differences and identify formulas from repeating keywords and the objective of this is obtain the most crucial knowledge from the data. In other words, content analysis helps researcher to analyze further the obtained data. In this thesis, the researcher transcribed all the seven interviews. The result was overall 33 pages of information. Researcher identified the themes by herself and in her opinion, it was quite clear to split the themes in two main categories, *cultural differences* and *phenomena related to decision-making*. The whole thesis is based on these two factors, so the splitting came out naturally. Generally, all interview questions were created in advance at the moment when researcher was thinking the question battery. Only minor additional questions came out during those interviews.

Table 8. Sample Characteristics.

Pseudonyms	Nationality	Industry	Position	Experience working USA	Management experience
Leader 1	Finnish, Green Card (USA)	Business management consulting	CEO	18 years in USA	18 years
Leader 2	Finnish	Technology Industry	CEO	2,5 years in USA	25 years
Leader 3	Finnish	Industrial	Operations Manager	3 years in USA	8 years
Leader 4	Finnish	Industrial	Category Manager	1,5 years in USA	5,5 years
Leader 5	Finnish	Industrial	Sourcing Manager	8,5 years in USA	20 years
Leader 6	Finnish	IT	Top Management	2 years in USA	6 years
Leader 7	Finnish	Industrial	Global Reliability Engineering Manager	4 years in USA	10 years

4.4 Reliability, validity, and ethical considerations of the study

Reliability of the study expresses whether research is reliable or not. Reliability in research field means how trustworthily and repeatable used data collecting technique is.

If research is reliable the results are not influenced by external factors. (Saunders et. al. 2019). The reliability of this thesis has been improved by recording the interviews, defining the whole research process as precise as possible, interviewer is as neutral as possible during interviews so that her behavior would not affect the results and she also has used many open-ended questions so that interviewees have opportunity to tell their opinions in manner that is not leading them in any direction.

Validity of the study indicates that the data collecting technique measures accurately the matters that it is intended to measure. Validity is more applicable for the quantitative surveys, but it is still good to understand the meaning of validity. Validity is good when the questions are formulated correctly, and the interviewees had been selected with consideration. In this study before the interview, all the interviewees have given the same information about the topic and the interview questions, so that people can ponder the matters before interview. In addition, the same interview structure has used in every interview at same way. (Kumar 2018) There has also been opportunity to interviewees ask questions to interviewer if needed to. This is to avoid misunderstandings and to get better validity.

Research ethics refers the standards of behavior that will guide the researcher when including other people as a part of the study. Researchers need to know the rights of those people, who are part of the study or are affected by it. Cultural social norms are part of research ethics. Social norms mean shared understanding of what kind of behavior is appropriate in any given situation. Examples of social norms in interview situations are on time, greet everyone in the room before starting interview, listen to the person without interrupting them etc. There are many ethical principles which researcher need to be aware of. First, how researcher should act? Researcher should be open-minded and fair, he/she should respect interviewees, he/she should understand the privacy of interviewees, he/she should ensure confidentiality of the data and maintenance of anonymity of interviewees, he/she should ensure that the study does not limit people's rights to be and act as equal members of society. In addition, He/she

has responsibility of analyzing and reporting the data and findings for those who have participate to study. (Saunders et. al. 2019.)

In this study research ethics have been implemented among other things by informing interviewees about the objectives and the goal of the study, and by saying that study is carried out anonymously. Researcher has asked permission to record the interviews before starting. Researcher has also introduced herself for interviewees and told some backgrounds of herself. All this kind of matters increases research's ethical aspects. In addition, researcher built trust with interviewees by being reciprocal and maintaining the conversation rather than being rigid questioner.

5 Findings

This chapter presents the results of the data collected via interviews. There are two main categories in this interview questions. Questions concerning cultural matters and questions concerning decision-making. Some of the questions is hard to categorize between these two themes because those can include elements both topics.

5.1 Cultural elements

This chapter discusses about biggest cultural differences Finnish leaders have experiences working in USA versus working in Finland. Before going deeper, readers must understand that USA is very large country, and you cannot compare it as a one homogeneous culture as you can when talking about Finland. In USA it is more of in which state culture have you experienced. So, it is good to know that when doing generalizations about US culture it is just that part person is staying not the whole country. This fact came out clearly in every interview.

5.1.1 Masculinity vs Femininity

One of the biggest cultural differences when comparing Finland and USA is that Finland is feminine country and USA is masculine. The interviewees agreed with the fact that, United States of America's society emphasizes masculine values. One of the interview questions were, what do you think about this fact that Finland is feminine country and USA is masculine, is it true and how has this been reflected in your own work/life? Like told before in masculine culture competition is a big part of life, there is clear gender roles and gaining of wealth is important. Three out of seven interviewees agreed strongly that USA is very masculine and Finland feminine. Two out of seven told that it depends where in USA you are living and for example if you live in big metropolitan

areas like New York City or Los Angeles the culture is less masculine than in heartland of USA. The last two interviewees were not sure if this is true or not, one that he was surprised how much people in US also 'work to live' in similar way than in Finland.

"Competition is a part of American lifestyle and set of values, it can be seen both in business life and everywhere overall." – Leader 2.

"There is an expression in US that money comes first. So yes, it is true that people want to increase their wealth and they have strict discipline how they spend their money. In business world they might spend a lot in customer meetings but if some change is made within the company, it is carefully and sparingly considered before implementing." – Leader 1.

"Competition can be very brutal in US, Americans are taught to compete from the very young age, for example, there are all kinds of spelling bees and sport competitions in the school. To achieve something in your life you are always competing for something." – Leader 5.

"Inside the company there is more competition about the positions as in Finland and there is stronger 'professional managers' career path in US. In Finland, people are often experts and technically good performers at first and then they grow into managers. In US it's more like people specifically want to lead without even having adequate knowledge of the company's products." – Leader 7.

"Americans who have a strong desire to advance in their career are often playing different games and politicize and especially through this the competition is visible. In addition, Americans are not afraid to show disappointment if they do not get the desired position." – Leader 6.

So, it can be generalized that USA is a culture where competition is strongly in center and that most of the states are masculine. Additionally in Finland it is more important to work together, and the gaining of wealth is not as important that it is in US. Leader three also told that he was living in a good neighborhood, and it was quite normal over there that man was working and making money and woman was at home, taking care of the household and children, so in some part of USA still occurs very traditional gender roles. Leader one in turn mentioned that in the southern states in US starting a family is encouraged and religion is an important part of people's lives.

5.1.2 Individualism

One cultural similarity between these two western countries is that both Finland and USA are individualistic countries. According to Hofstede (2023) Finland's points are 63 and USA scores as high as 91 points. One of the interview questions was, have you noticed things in the American work environment/ while working with Americans that US is even more individualistic country than Finland?

"In USA they are a lot honest about individualism whereas in Finland it is a bit ashamed and not said out loud even though in my opinion we are as individualistic as USA" – Leader2.

"One significant difference is that in US when person succeed and do things right it is all about me, myself and I rather than the whole team is succeeding." – Leader 3.

Leader number 3 brought up a very important point about the one possible reason behind American individualism. He thinks it is natural that Americans are more individualistic because their social security differs a lot for Finnish one. In US you need to put yourself out more, in order to make good money which enables good education and health care for employee's family. Pension accrual is also largely dependent on the workplace. In US if you do not make money the drop could be very brutal. You can lose

everything you have. So, in US people's lives depend much more on work than in Finland which have a better social security created by Finnish government. Leader number 7 opinions were quite similar with leader number 3 that if a person faces for example personal bankruptcy in Finland, society helps, while in America people build a safety net for each other.

"In Finland when you have work meetings everybody is gathering in same conference room whereas in US they are staying at their own workstations." –

Leader 4.

"I would say the level of individualism, depends on how close the work community is. If people have worked together many years, the work community can be even closer in US than in Finland but if work community is not communal then people in USA can be very individualistic." – Leader 5.

On the other hand, leader 7 was surprised about Hofstede's statement that USA is more individualistic than Finland. Leader 7 sees USA as a very communal culture. He thinks that interests towards other people and co-workers are greater in United States than in Finland. In addition, he wonders that maybe this is again one of those state-by-state differences. 'In my opinion American culture is way more communal and thus less individual oriented', he adds. In addition, Leader 1 agrees strongly that USA is very individualistic. He describes that in US, valuable employees know their own value and they expect to get a proper compensation for their work, or they will leave the company. On the other hand, if employee does not do his/her job properly he is quite quickly fired. Leader 1 adds that Finns often think in terms of fairness and honesty but in American business world these values have no meaning whatsoever.

Another matter where individualism can be noticed in US is salary negotiations where employees are often very aggressive and bring out reasons why their salary need to be

bigger. In these negotiations employees are firm because salary affects most part of their lives. In US, salaries are often better than in Finland, which lead to behavior where people put their full effort into work. Therefore, productivity in the United States is higher than in Finland, but the competition is also a lot tougher. In Finland, many times salary negotiations are much calmer and often employees settle for less.

“... if a disaster happens in US, people are ready to help and donate and taking care of each other while in Finland, people trust that the state will take care of it” – Leader 5

“In Finland, work values are guided to make decisions that are good for the community whereas in America, decisions made by an individual are thought from the point of view of how this decision will help and affect me.” – Leader 6

Leader 6 has a real-life example about American individualism. They had a project called CEO of the day where once a month one of the employees was allowed to be CEO for one day. He/she can make any decisions with full mandate. Leader 6 noticed that in Finland decisions were largely related to the welfare of the work community such as break workout equipment was purchased for each office whereas in US decisions were often related to individuals, such as a birthday being a paid day off.

5.1.3 Biggest cultural differences between USA and Finland

In USA there is a small-talk culture going on and people are generally very polite to each other. In US if you see your neighbor or co-worker, you will greet him/her politely and ask how you are. In addition, you can never use the word “please” too much. On the other hand, Finnish culture is very different. In Finland people are more closed off and more comfortable on their own. A Finn prefers to observe the situation rather than being in the voice him/herself. One of the interview questions was, in your opinion,

what are the biggest/ most visible cultural differences between United States and Finland? What kind of differences have you personally noticed/experienced?

First, leader 7 raised a fundamental challenge when comparing these two countries. People needs to understand that Finnish society is way more homogenous than USA. Although in Finland there are many different views on matters it is still hard to understand at Finnish perspective how much more America varies between different states. Many times, in USA the variations between the different states can be greater than between two different European countries. In addition, even within the state the culture can vary depending on whether you are in the countryside or in the city. Even inside the city, the culture may vary greatly, for example in New York City there is very different cultures depending on which part of a city you are. Harlem's African American culture differs a lot from Chinatown or fancy living in Upper East Side. So, when doing this comparison this really needs to take account. Another thing which is good to keep in mind is that work culture may also vary a lot between different companies, but this can happen in both, USA, and Finland.

According to leader 1, when doing business especially with heartland Americans you must have knowledge about different sports like for example NFL, NHL, or NBA. He said that everything there is based by sports. Even the timing of business comes from sports. There are four quarters in a year and every company tries to win and make more money during all these four quarters. Leader 1 is mostly working in Texas. Frequently mentioned difference the interviewees had experienced was that USA's business culture is more hierarchical than Finland's.

"In American companies, manager's word is not challenged in same way as in Finland. In US, it is assumed that the manager makes the decisions and justifications for the decisions are not needed. In Finland, decisions must be justified and substantiated more"
– Leader 2.

“(In US) ...there is a certain fear of the leader.” – Leader 3.

“It is deeply rooted in US that managers make decisions and participation of subordinates is usually very superficial.” – Leader 6.

“In USA the manager has power, so if employees face is not pleasing, that person does not stay in the company for long” – Leader 1.

It is noticeable that work environment in United States is more hierarchical. Assumption in US is that the manager decides and there is no need for justify. In Finland, priming and justifying is important part of decision-making process and decision-making takes more time because of this. Also, US people are much better when it comes to read between the lines. Leader number 3 have noticed that Finnish people assume that things are always said directly, and because of this they are not particularly good at interpreting for example, different non-verbal messages and reading between the lines.

Another difference which came out multiple times during interviews was the general positivity of Americans. Things are approached through positivity. Positivity comes naturally to Americans, and it influences the general atmosphere. According to leader 1, in the USA, genuine enthusiasm for interesting work projects is not hidden. Leader 4 paraphrased that Americans can spontaneously praise themselves and list their achievements and there is nothing embarrassing doing that. In Finnish culture behavior like that would be considered as a bragging. Instead, Finns let their actions speak for themselves, and there is no need to emphasize yourself. The flip side of positivity in US can be misleading because people do not want to be rude. Leader 4 described that in US; people know how to speak convincingly even if they do not have real knowledge about the matter. In Finland people say out loud if they do not have knowledge about matter and then start to figure out the right answer, while in United States people might give a completely wrong answer because they want to be polite.

Integrating well into American culture, person need to understand how American society works. In US, there is a lot of discussion, so typical Finnish silence or straight to the point- conversation may not work. Small talk is important part of the culture and there are also a lot of traditions or rituals going on, like for example leader 1 told that in Iowa they have the habit that they eat popcorns every other Friday whereas in Texas it is important that in after work events there must be BBQ.

In USA people are working even if they are sick because they have a fear that if they are not working, the manager would replace their positions by another person, or their reputation would decrease. That's why people take much more medicines in US than in Finland. In Finland if person is sick, he/she goes to the doctor and stay at home to rest and no one at work will judge that because this is the norm everyone follows.

5.2 Elements of decision-making

This part of the findings section discusses about decision-making and how interviewees themselves make decisions. In addition, answer for the question is there any differences when making-decisions in USA or in Finland can be found.

5.2.1 Decision-making process

Almost every interviewee mentioned that a part of decision-making process includes data collection, analysis, and making-decision. In data collection part people try to gather as much information as possible about the topic and contact with people who have knowledge about the matter. Leader 3 raised up a good point that before any-

thing the decisionmaker needs to understand the big picture of the company and the situation. After a person has an understanding about the big picture, he/she can numerically calculate different scenarios and make decisions based on these numbers and different cause-and-effect relationships. Leader 4 points out that understanding the question/problem right, is crucial part of decision-making process. You need to understand what the situation is, where the company is standing right now, then you need to understand where the company can be if certain decision will be chosen.

“...gathering all existing knowledge and information about the topic, then predict the future from the crystal ball (because you cannot know a lot what will happen in the future) and based on these, a decision is made in a way that would bring the best possible outcome.” – Leader 3.

“If the matter is simple, sometimes decision-making process is easy and quick and in this kind of situations you make decisions quickly and intuitively, based on experience” – Leader 4.

According to leader 1, first person got some kind of impulse about the matter, secondly person choose whether to listen the proposal seriously or is it already bad and unfeasible idea from the beginning. If person thinks the idea is good, then starts the data collection phase were person tries to get as much information as possible and after that if everything seems good, person will make decision and close the deal. Leader 2 was only person in interviews who mentioned monitoring after decision has made, as an important part of decision-making process. How can you know was that decision right if you do not monitor the situation after decision-making.

Leader 6 has a little different view about decision-making process. He sees it as a common cause in which everyone could participate. In his opinion involvement of the employees is the most important phase of decision-making in the modern working life. Inclusion can be the involvement of a single person and having a conversation with

him/her or some kind of tool can be used to involve hundreds of people. After that, a small core group can be appointed to make the final decision on the matter based on previous participation. In addition, leader 6 mentioned that it is important that the decision would be made in that part of the company that will be affected by the decision. From these earlier mentioned opinions which this leader told, it can be concluded that leader 3 strongly supports participative decision-making.

5.2.2 Desirable features of decision-making in USA and in Finland

There can be very different views about what kind of decision-making is desirable based on culture differences. One feature which Americans appreciate a lot is speed. During these interviews, speed/timing was one highly valued feature of American decision-making, and this came up many times. According to Sutton (2018) managers who are confident in their occupation, and do not waste time are the ones which employees like most. In USA, people create a hurry for themselves because it is valued to be able to quickly say some kind of smart answer to a problem. Leader 3 saw this kind of behavior many times in USA, but he also saw that those quick answers were many times wrong ones, so the timesaving people thought they would get did not happen after all.

“When working in US, you must be very busy all the time. In Finland, on the contrary managers know what they are doing, things are done properly, and leaders do not just come up with a quick solution because they are in a hurry.” – Leader 3

Leader 1 reminded that in the USA a written contract is important. There must be in black and white contract of the decision before you can trust that the matter has really been taken care of. Only the written agreement matters. In Finland, people can rely more on verbal agreements. There is also big difference between USA and Finland what it comes to taking responsibility. Leader 2 describes that in Finland, people often think without saying it out loud that it would be good if there is a strong leader who

would take responsibility for decisions but at the same time, people also want to seek consensus. In Finland, one may present an opinion and case, but person does not dare to take responsibility. According to leader 2 in USA situation is very different. In US, people are ready to take sometimes even too much responsibility, which may lead many kinds of problems.

The most desirable decision-making feature in Finland is to be open and honest. Many of these interviewees agreed that those two values are important in Finland. Decision must be clear, and it must be sold to employees. If there is desire to move the matter forward in the organization, person must be able to justify it well. In Finland, managers understand that the team has the best expertise, and the task of managers is rather to remove obstacles related to work than create a solution themselves for the problem.

In USA it is valued that manager takes part in decision-making and there is no matter so small that the manager cannot participate. In America, it is valued that the leader makes the final decisions. It is deeply rooted over there that leaders appreciate being included in decision-making and they assume that employees will ensure the leaders opinions about decisions before making it. In other words, managers have the last word. The more leading position person is, the more person makes decisions, even those ones that would clearly belong to lower management stages. Leader 4 told that when he was at managerial position in US, he had to encourage people to make their own decisions. In addition, he told employees that they do not always have to wait for the manager's opinion.

“Business meetings in Finland, the manager acts as the chairman and the team discusses and makes decisions together whereas in USA during the business meetings, the leader is often the voice about 90% of the time, and everyone else just listen to him/her”
– Leader 4

5.2.3 Making wrong decisions

Making wrong decisions is also one part of decision-making. At best, person can learn much more from mistakes than situations where he/she never make mistakes. Of course, when doing wrong decisions, person must also fix the wrong decision and make it right because if person left his/her organization in a place where things are done wrong, employees are resentful, frustrated, angry and confused and all this leads to less productive organization. (Sutton,2018).

According to leader 2, in America, to some extent, failures are perceived as achievements and as a sign of a person's maturity. So, in US, trial and error is much more allowed than in Finland. It is even assumed that a person in a senior leader position has made a few mistakes in his/her career and learned from them. In Finland the case is almost opposite, if a leader makes a mistake, he/she is ashamed about it and try to get rid of it as quietly as possible. Leader 5 agrees with leader 2 that in Finland, people want to forget the mistakes they have made as quickly as possible whereas, in general, US culture is much more permissive for errors. In addition, Finns are really security oriented as a nature and this involves avoiding mistakes as much as possible. Finns are used to progressing linearly for example, in projects whereas Americans can go back and forth and in the middle fix something and then again go forward, so that the project is keep going even if it may not be linear and during that people always learn something new.

One of the interview questions is, has your decision-making ever gone wrong? How did you fix the situation? What did you learn? Leader number 1 told that the thing he has learned is that it is good to immediately process what went wrong and what went right at this certain situation. In addition, he is thinking about what could be improved and how to prevent getting into the same situation in the future. One could add to this that another important thing is, how quickly a person reacts to a change and how early a mistake is noticed by a person him/herself. According to leader 5, making mistakes is

normal part of business life but if you repeat the same mistakes several times, you should be able to analyze why the same mistakes keep happening.

“The most important matter is that a person can handle failure and accept the situation and to use the lessons learned from failures in the future. Person should be able to handle failures as a way that those are the situations from which you learn the most” – Leader 2

“When making decision you should always be able to justify why you make that decision, because if you cannot justify it, you have probably done decision carelessly” – Leader 4

“In America, people dare to take more risks and talk about failures and mistakes, and even if you fail badly, you have faith to try again and hope to succeed in the future. In our company making mistake is not the worst thing happened, rather everyone in the company will tell if error has occurred and we celebrate it together, after which we review what can be learned from this mistake” – Leader 6.

5.2.4 Similarities in decision-making process between USA and Finland

One aspect researcher wanted to figure out was, that is there any similarities between decision-making process in Finland and USA. Leader 2 pointed out that the forms and processes of decision-making in Finland and the United States are very similar. A good example could be the current most known leadership theories which biggest parts are originally from USA. These same theories are also taught to future managers in Finnish universities, so the base of Finnish and USA management culture is similar because both are taught according to the same doctrines. In addition, number-based decision-making process is quite similar regardless the culture of the country. Of course, there are differences in culture and acknowledge the local culture is very important when making decisions, especially the aspect how things are communicated.

“... The informational side of decision-making is very similar in both countries but how to reach decision in question, how to get others involved in it and methods of communication can vary greatly between Finland and USA” – Leader 7

*“Decision-making structures, thinking models, and analyzes are the same everywhere”
– Leader 2*

“Compared to Sweden or Germany, USA and Finland are both countries where people get straight to the point and the decision is made relatively quickly and straightforwardly. The Swedes discuss much more, and the result of the discussion may not even lead to actual decision” – Leader 6

6 Conclusions

This chapter reviews the main results of this thesis has provided to the research questions. In addition, practical implications and theoretical contributions for the future business leaders is introduced. Final section of conclusions remarks the limitations of the study and further suggestions for future research is presented.

6.1 Conclusions to the research questions

The research questions of this thesis were “What are the key differences in decision-making processes between leaders in the United States and in Finland?”, “What are the biggest cultural differences between Finland and United States that affect leaders’ decision-making?” and, “How can leaders from Finland and the USA address the cross-cultural difficulties when cooperating?”.

Response to the first question, this research has found that what it comes to decision-making process, it is quite similar in USA and Finland. For example, number-based decision-making process and main steps of decision-making are similar regardless the culture of the country. Main reason for that is that the management theories and best practices are mainly origin from USA and those same theories have been taught universally in business schools etc. all over the world. There are some differences when it comes to for example the most desirable ways to make decisions. In USA most valued feature is speed. Leaders who make decisions quickly are appreciated. In Finland, most valued feature of decision-making is keeping consensus and justifying the reasons for the decision well is crucial.

Answering to the second question, there is a lot of cultural differences between USA and Finland. Firstly, the fact that Finland is small and quite homogeneous country whereas USA is large country where the culture can vary a lot depending on, for exam-

ple, the state, whether it is a city or countryside, and in which part of USA that place located. So, when comparing Finnish and USA culture it should be done state by state rather than whole country. There were couple of big differences between these two countries which can be somewhat generalized. One matter is that USA is masculine country whereas Finland is feminine. Typical feature of a masculine country is importance of competition is part of life, and this is taught in masculine countries from childhood. Like finding section revealed this is something every interviewee agreed with, and competition in USA business world is brutal. Instead of feminine culture like Finland where cooperation and fairness are valued. Another big cultural difference was level of individualism. USA scores much higher on that. Other findings about biggest cultural differences were that the American way of thinking is much more positive than Finnish one. In US things are often approached through positivity and not so much through, for example threats. A large part of American culture is also politeness and small talk whereas in Finland, people are more reserved and quieter, which can appear rude and introverted to other cultures.

Response to the third and final research question is broad but simple. Leaders need to understand and respect the typical features of the culture they are working with. In America, it is easier to get into the local culture by learning about the culture and ways of doing things specific to that state were staying. After that, it is little by little easier to expand the cultural understanding to, for example, neighboring states or matters that are the same all over the United States. The same is true the other way around, i.e., managers coming to Finland from America, they need to find out about the typical features of Finnish culture and try to understand the different mindset than in US. Although Finland is culturally somewhat different, the advantage is that Finland is still a relatively homogeneous country, so person do not have to learn many different cultures within one country.

6.2 Theoretical Contributions

The main contribution of this research is the expansion of the very limited amount of study about leaders' decision-making in Finland and in USA based on Hofstede's 6 cultural dimensions perspective. Like told before there are research concerning about decision-making and lot of research for cultural differences but mixing these two themes together and especially comparison of Finland and USA cannot be found. This thesis was able to find concrete evidence about biggest differences between Finnish and American decision-making and in addition, it provides solutions to adapt decision-making to suit the culture of USA or Finland. This study also gave basic information about Hofstede's 6 cultural dimensions theory and gave deeper understanding about how USA and Finland scores for that theory and what this means at concrete in modern day business life. The findings indicate that there are things that are very different between USA and Finland, but there are also some similarities like for example the process of decision-making. Furthermore, this study deep dives into those dimensions of Hofstede's which are the most different and, in this way, most crucial to understand about both countries Finland and USA. Moreover, thesis discusses about leaders doing wrong decisions and how also this aspect there can be big differences between cultures in how the matter is perceived.

6.3 Managerial implications

Considering the topic of the thesis, it is important to highlight how managers can concretely implement the information obtained from the research. The findings are most useful to leaders who have considered to lead people from Finland or USA or who are moving to one of those two countries. Furthermore, understanding new nuances on cultural differences is important to anyone who is working in international business environment.

Understanding cultural difference will increase the managers effectiveness and leads to better overall results. Moreover, by getting to know the characteristics and operating methods typical of the culture, the manager can avoid unnecessary mistakes and embarrassing cultural misunderstandings. The fact that the decision-making process is quite similar can also help in a way, that manager knows that he/she does not have to change it even if the cultural environment changes. It is important to recognize how to achieve as good results with people who are from different culture than with people from the same culture.

6.4 Limitations of the study and suggestions for the further research

The fact that this thesis was completed using qualitative method, and that it is a master's thesis sets some limitations. Qualitative method does not give statistical generalizations of the studied phenomenon. Resource availability is also limited in master's thesis. In this thesis the focus is on culture of USA and culture of Finland, so it is not considering the differences which may occur inside different companies and the study does not distinguish between large and small companies. In addition, thesis only includes interviewees from couple of different states in USA, so it ignores many states and thus does not give a comprehensive picture of the phenomenon.

Hofstede's 6 cultural dimensions theory is only one point of view to cultural studies, and many others could have been suitable for this thesis too. Interviewees sample size seven is small although the quality of the sample is relevant because most of interviewees has relatively long experience in management and being leader in both USA and Finland. Furthermore, factor need to consider is researcher's inexperience of conducting research. Also, the fact that the interviewees were only from Finnish nationality set some limits for the research.

There are many options to expand this studied phenomenon further. For example, research could be expanded in a way which there would be at least 3-4 managers from

every state in USA, that could give a broader view about USA. In addition, would be good to have leaders from USA who are now living and working in Finland to give their experiences about Finnish culture. Moreover, there could be research focusing more on different leadership styles which are listed in this thesis.

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Appendix

Appendix 1. Interview Questions

Interview Questions

0. Could you briefly introduce yourself and talk about your background in international work environment?
1. How long you have been working on a position, where you must make decisions?
2. Do you enjoy, making decisions or is it just obligatory task in your job, you need to do?
3. What kind of concrete decisions do you make in your work? How important are these decisions to the company?
4. What are the main stages of your decision-making process?
5. In your opinion, what are the biggest/ most visible cultural differences between United States and Finland? What kind of differences have you personally noticed/experienced?
6. Based on Hofstede's theory, Finland is feminine culture and USA is masculine. What do you think about this, is it true and how has this been reflected in your own work/life? (Before this question, researcher explained what Hofstede's 6 cultural dimensions theory is and what this masculinity/ femininity means in working life and what were the scores of Finland and USA in this dimension).
7. Have you noticed things in the American work environment/ while working with Americans that US is even more individualistic country than Finland? (Before this question, researcher explained what Hofstede's 6 cultural dimension theory is and what individualism in this context means and what were the scores of Finland and USA in this dimension).
8. What should a leader especially consider when making decisions in an international context?

9. What kind of decision-making is most desired/respected in the culture where you work? (You can tell your experience in both countries Finland and USA).
10. What culture-related issues influence your decision-making
11. Has your decision-making ever gone wrong? How did you fix the situation? What did you learn?
12. What similarities do you see in decision-making processes of Finland and the United States?
13. Is there anything else you would like to add to the interview?

