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LEADERSHIP STYLES AND JOB SATISFACTION

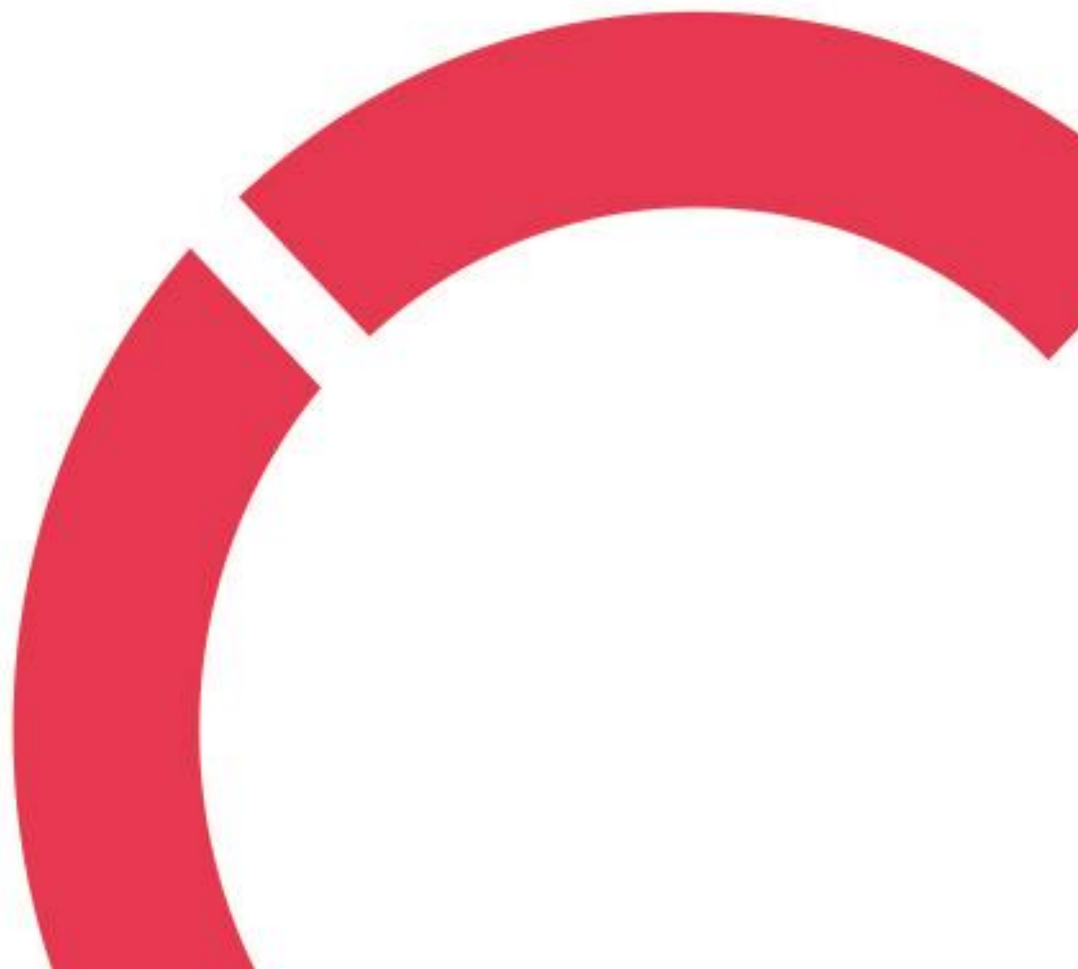
A qualitative study among Nepalese employees living in Finland

Thesis

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ABSTRACT

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Name of thesis LEADERSHIP STYLES AND JOB SATISFACTION. A qualitative study among Nepalese employees living in Finland		
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<p>Leadership is currently a trendy topic as there is a rapid evolution and unprecedented challenges in global business. Therefore, to deal with these challenges an organization needs effective leadership that coordinates and motivates the employees to achieve the stated goals. The researcher had working experience in different organisations in Finland and was interested to know the effects of leadership styles in an organisation. The aim of thesis was to find out desirable leadership styles, desirable working environments and methods to motivate employees at the working places among the Nepalese employees living in Finland.</p> <p>The study approaches three main research questions, the first one was the features of good and bad leaders, the second was influence of leadership style in job satisfaction and the third was differences in leadership style in Nepal and Finland. The analysis was done based on Bass theory of transformational leadership style: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation.</p> <p>This empirical study was based on qualitative research method, specifically semi structured interview method. Interviewees were nine Nepalese employees working in Finland and those who had previous working experiences in Nepal. The results revealed that the interviewees preferred transformational leadership style that enables employee participation and development. The transformation leadership style enhanced the employees' job satisfaction. The main differences in leadership style in Nepal and Finland were hierarchical system, inflexibility, and unethical practices performed more in Nepal compared to Finland.</p>		

<p>Key words Job satisfaction, leadership style, organizational behaviour, research methodology</p>
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1 INTRODUCTION

According to Ministry for Foreign Affairs of Finland (2017), there are as many as 3000 Nepalese living in Finland. Furthermore, the number of Nepalese students in Finland is increasing steadily. That means the Nepalese society is growing and simultaneously there will be growing number of Nepalese employees. Therefore, it is important for an organization to focus on providing the appropriate working conditions and environment for them.

I have working experience in different institutions and am professionally interested in leadership styles. The aim of thesis is to find desirable leadership styles and methods to motivate employees at the working places among the Nepalese employees living in Finland. Job satisfaction among employees is the most important part in an organization as it determines the motivation towards work. Therefore, the thesis focuses on job satisfaction among Nepalese employees. Furthermore, the focus is on finding out the factors that assist in job satisfaction. The objective is to find the ways for the organisations to create favourable working environments in the future. Furthermore, it is interesting to find out the differences in leadership styles among the Finnish leaders and Nepalese leaders. The results hopefully assist me personally in my career as a leader. As well there are lots of Nepalese employees working in different organizations in Finland and what could be useful for those organizations in establishing suitable or desirable workplace for Nepalese employees.

The empirical research is based on qualitative research method, specifically semi structured interview method. The interviews were conducted face-to-face or online using WhatsApp. Interviewees were Nepalese employees working in different sectors such as doctor, nurses, IT engineers, entrepreneur, and so forth.

The research questions were:

1. What are the main features that leaders should focus on when enhancing effectiveness in their actions?
2. Do different leadership styles affect job satisfaction?
3. Are there differences between leaders' attributes in Finland and Nepal?

This research will further discuss leadership and leadership styles, such as democratic leadership, autocratic leadership, laissez-faire leadership, transformational leadership, transactional leadership, and bureaucratic leadership in upcoming paragraph. Furthermore, the objective is to show the positive and negative attributes of leaders. When leading an organization, job satisfaction of employees should be prioritized since satisfied employees are more productive, innovative, and work more accurately.

2 LEADERSHIP AND LEADERS

This chapter discusses theory on leadership and leader's types and attributes. The first chapter deals with theory of leadership and the second subchapter describes leader types and characteristics of leaders.

2.1 Theory on leadership

Leadership is currently a trendy topic as there is a rapid evolution and unprecedented challenges in global. The global environment is highly disruptive and increasingly volatile, uncertain, complex, and ambiguous (VUCA). This disruption impacts the way the world functions. The recent corona virus (COVID-19) pandemic can be taken as current wave of disruption. These disruptions have significant impact on businesses, economies, industries, societies, families, and individual lives. There is a significant impact of advanced technology in every industry and organization on many levels, such as from strategic planning to supply chain management.

The few examples of companies that have changed lifestyles of people are Uber, Alibaba, Airbnb, Netflix, and Tesla. The world is becoming more competitive and globalized. The market is being disrupted by increasing social responsibilities and a stream of technological revolutions. Hence, to build and sustain high performance, organizations, executives must challenge their mental models. Effective leadership is the process of impacting and influencing people to achieve the desired results and prepare for the future. (Bawany 2020, 36-39.)

The world is growing smaller by becoming more united and globalized. The technology and global marketing are in emerging race. The information from one society to another is transferred in just a minute due to digitalization. Aswathappa (2009, 38), stated that growing globalisation has its impact on people management. Therefore, the leader should be aware of diversity of groups, committed to fairness and pays attention to ethical issues. Leadership is needed everywhere for instances, in our society, homes, in business organisations, private and public associations and in government. Good leadership is needed so that they can lead us to the future. Leader should have vision and courage, with the ability to chart new seas and break new ground.

The role of leadership is crucial in an organization, to create a vision, mission, determination, and establishment of objectives, designing strategies and policies. Aswathappa (2009, 38) further discusses that, the increased need of leadership these days is because of far more difficult and demanding work environment, far more analytical, and more selfish than they have ever been before. Many companies are encountering problems related to unethical practices, high labour turnover, poor financial performance. This may be the result of lack of effective leadership. The main aim of the organization to achieve the stated goals. Therefore, there is a need of effective leaders those coordinate and motivate the employees. (Aswathappa 2010, 38; Khajeh A. H. E. 2018a; Tracy 2014, 9-16.)

Schein (2010) discussed that certain cultural dimensions do correlate with economic performance. Culture assists in pointing out the phenomena that are beyond the surface and are powerful in their impact but invisible. It generates a mindset and frame of references. It manifests in individual's personality or characters. It is possible to see the behaviour that result, but it is not possible to see the factor that cause the certain behaviour. Like as the behaviour is guided and constrained by personality and character, so does culture guide and constrain by the behaviour. Culture is perceived as concept and thus it's an abstraction. If an abstract concept is useful to one's thinking, it should be observable to increase the understanding of a set of events. Culture is the important factor in determining the way people interact with each other, problem solving method, justifying themselves and so forth. Therefore, it is important to consider culture while performing this research. (Schein 2010.)

2.2 Leader types and attributes

Tracy discusses that today's world needs two types of leaders. The first type is transactional leader, he gets things done with and through others. The second type is transformational leader, who poses visionary. He motivates, uplifts, inspires, and empowers people. The definition of leadership is the ability to elicit extraordinary performance from ordinary people. Another definition is "Leadership is the ability to get followers." (Tracy 2014.)

All the known leaders for instance Napoleon, Florence Nightingale, or Mother Teresa, were incredibly active all the time. They were not contemplated and waiting for the things to happen. They had an idea, a concept and a mission and then launched. Today the motto of business leader is: "Do it. Fix it. Try it." Tracy discusses that there are three types of people. There are people who make things happen,

there are people who watch what is happening, and there are people who have not the slightest idea what is happening. (Tracy 2014.)

Armstrong (2016) discussed the seven principles of treating people right. They are treating people with respect, treat people with fairly, create the right work environment, help people to develop their capabilities and skills, provide leadership, get to know team members, and lastly define expectations and ensure they are met. Developing all these above-mentioned qualities enhance the leadership style. These are the qualities of good leaders. The employee feels respected when the leader recognizes the qualities of employee and ensure his or her opinion is heard and valued. Not only that but also, if the leader treats with dignity and courtesy, the employee will experience respected. The leader should be sensitive towards the individual differences between people. (Armstrong 2016, 3.)

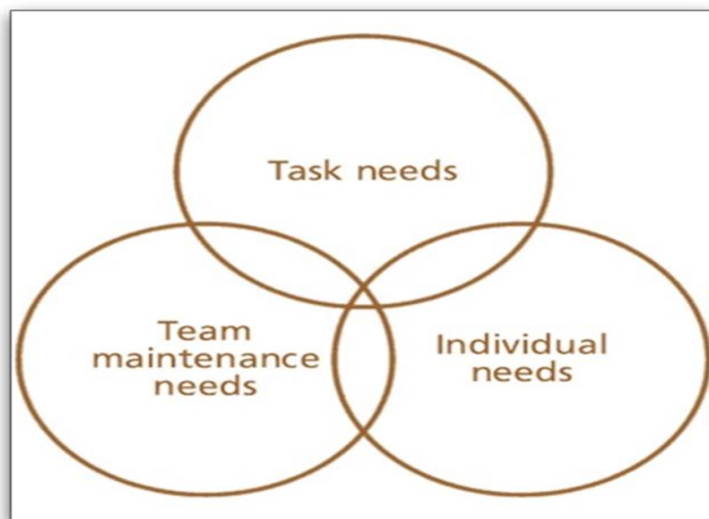


FIGURE 1. John Adair's model of what leaders do (adapted from Armstrong 2016, 11)

Figure 1 describes that the task needs, individual needs, and team maintenance needs are interdependent. Furthermore, task needs mean to get the job done, individual needs mean to harmonize the needs of the individual with the needs of the task and the group and the later team maintenance needs means to build and maintain team spirit. To obtain satisfying task, the leader should also satisfy group and individual needs. Without paying attention to group and individual needs, the task needs could not be made. Furthermore, paying attention to individual needs will contribute to team needs and vice versa.

The good leaders will satisfy all these three needs and balance the needs according to the demands of situation.

POSITIVE LEADER ATTRIBUTES		
Trustworthy	Just	Honest
Foresight	Plans ahead	Encouraging
Positive	Dynamic	Motive arouser
Confidence builder	Motivational	Dependable
Intelligent	Decisive	Effective bargainer
Win-win problem solver	Communicative	Informed
Administrative skilled	Coordinator	Team builder

FIGURE 2. Universally desirable leadership attributes (adapted from Johnson & Shi 2014, 246)

Figure 2 describes positive characteristics of a leader or characteristics of successful leader. There is not one specific characteristic to become a good or successful leader. A good leader should pose most of the above-mentioned qualities. Good leader pays attention to other people and groups' interest while creating a vision and strategy. A successful leader needs a clear vision and should be identify to the followers. It should be something that motivates and encourages the followers. Communication is another essential part of an organization. Leaders must be able to communicate the vison and remain consistent with it. The successful leaders must be realistic.

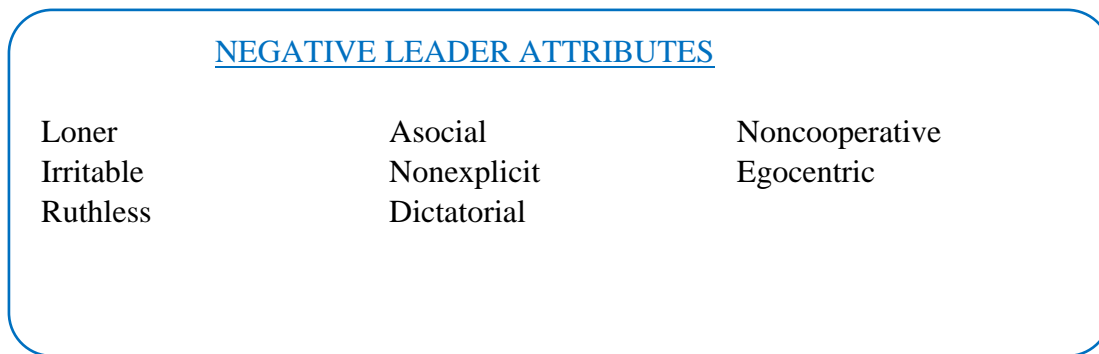


FIGURE 3. Universally undesirable leadership attributes (adapted from Johnson & Shi 2014, 246)

Figure 3 describes the negative characteristics of leader or characteristics of unsuccessful leader. The leader will be unsuccessful when they fail to understand other people's perspective. In an organization, there must be good teamwork. When the leader has negative attributes, he/she will fail to maintain a team spirit. The unrealistic leaders who are confident about their capabilities can be harm to the organization.

3 LEADERSHIP STYLES

Leadership style is defined as a set of features, traits, and behaviours that the leader employs in dealing with subordinates. Furthermore, it is defined as the type of interaction that the leader applies to motivate employees to work together for a common goal or objective. There are many leadership styles, and the leader can adopt any type of leadership style more or lesser. There is not any right or the best leadership style. There is an assumption that any one leadership style is right in any circumstances. The appropriate leadership style depends on the factors such as the type of organization, the nature of the task, the characteristics of employees and so forth. The effective leaders are the ones who can adopt the right kind of leadership according to the demand of the situation. (Armstrong 2016, 11.)



FIGURE 4. Leadership style (adapted from Armstrong 2016, 12)

This figure 4 shows the different types of leadership in brief. The quality of good leader is to be flexible in adopting the leadership style according to the situation. There is no such thing as an ideal leadership style. The individual act differently and they have different nature. Understanding the nature and qualities of their employees would assist leader to be a successful leader. Some employees need more direction and assistance at their work, whereas some may need less guidance and like to work independently. On the other hand, some like to be the part of decision-making process, and some do not like to involve. Beside considering these things, the leader should be limited towards the degree of flexibility as well as should be consistent at his/her work. (Armstrong 2016, 12.)

3.1 Democratic leadership

When a plan, decision, or goal requires input from the public, the democratic leader is most effective. This leadership style is also beneficial when a leader needs new ideas from qualified co-workers. Whereas in emergency situations, this leadership style is least beneficial, when a leader must take command of the situation. In this style, each member in the team is provided an opportunity to participate in the decision-making process. The leader delegates the responsibilities to a team member and encourages everyone to participate in the process. Thus, making every task truly a team effort. This is also known as participative leadership, as it emphasises on the importance of participation. Democratic leaders make members feel like they are a vital part of the group, which helps them stay focused on its goals. (Hawela 2019.)

3.2 Autocratic leadership

Autocratic leadership (also known as authoritarian leader) is the earliest of the various forms of leadership styles, in which the boss is the central figure, and there is no concept of direction or leadership exists. The hierarchy is clearly defined, and there is little to no flexibility. The leader makes the decisions and communicates them to the employees, who must put them into action as soon as possible. When team decision-making time is short or the leader is the group's most experienced member, autocratic leadership is most effective. When quick choices and immediate action are required, the autocratic approach can be beneficial. This, on the other hand, sometimes results in chaotic and even violent surroundings, pitting followers against the reigning figure. (Hawela 2019.)

3.3 Laissez-Faire leadership

Leaders appear to be hands-off in a laissez-faire leadership style, delegating all responsibility and decision-making to subordinates. This type of leadership is also known as delegative management. Furthermore, persons that follow this leadership style are known as self-rulers; nonetheless, help and oversight are offered when necessary. When the leaders are asked to supervise the followers, they do so, but they do not take part in the decision-making process. (Liang 2021,12.)

When the employees require assistance, the leader is unavailable, and he or she does nothing even when the problems grow chronic. A leader who avoids making decisions and taking responsibility is not fulfilling his or her role. Even when serious topics arise, the leader remains uninvolved and avoids making any judgments. Such a leader's subordinates are likely to be disgruntled. (Kekäläinen 2019,12.)

Because he or she does not express what is and is not appropriate behaviour, a leader with a laissez-faire leadership style can also encourage workplace bullying. Employee dissatisfaction, interpersonal tensions and disputes, and asocial behaviour can all result from this leadership style. As a result, the laissez-faire leadership style may have a potentially harmful, even destructive effect on the organization. (Kekäläinen 2019, 12.)

3.4 Transformational leadership

In this leadership style, the leader inspires subordinates and transfer his/her characteristics in such a way that they create a sense of identification and responsibility for the mission and the company. Leaders encourage, motivate and empower employees to innovate and create change that will help the organization grow and influence its future success. (Hawela 2019, 16.)

Without micromanaging their teams, transformational leaders enable and encourage their teams; they trust skilled manpower in their given tasks to make decisions. It's a management style that encourages teams to be creative, think forward, and come up with fresh solutions to old problems. Employees on the leadership trail will be mentored and tutored to become transformative leaders themselves. (Hawela 2019, 16.)

By making changes at many levels, this sort of leadership inspires team members to go above and beyond what is required. Transformational leadership focuses on empowering participants, both leaders and teams, by continually challenging them and setting new goals, resulting in high levels of performance and production (Liang 2021, 9).

Employee maturity and ideas are enhanced through transformational leadership. In addition, transformational leaders motivate their followers to perform at a higher level than what would be considered satisfactory. Employees trust the transformative leader and believe that their ideas are put to good use. Employees' dedication and emotional bond with their leader are strengthened by small successful steps toward the goal. (Kekäläinen 2019, 13.)

The goal of transformational leadership is to develop followers into future leaders by providing opportunities for self-development and progress. Transformational leaders recognize their followers' skills and limitations so they may assign duties based on their ability. (Liang 2021.)

Transformation leadership style consists of the following components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The research showed that the transformational leadership style has the positive impact on employee productivity. (Kekäläinen 2019, 13.)

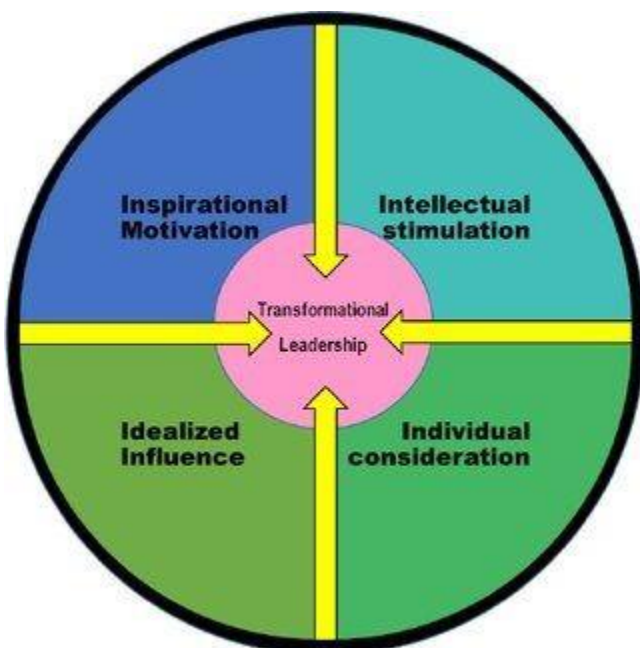


FIGURE 5. Four components of a transformational leader (adapted from StudiosGuy 2022)

The idealized influence is defined as having characteristics or behaving in such a good manner that the followers took them as a role model. These leaders are admired, respected, and trusted. The leader stimulates interests, generate awareness, develop followers to visualize their own interests to benefit themselves. This type of leader considers employees' needs over their own personal needs. This quality helps to earn the trust and respect from the followers. They prone to do the right things, demonstrate the high standards of ethical and moral conduct and avoid using power for personal gain. (Breaux 2010.)

Inspirational motivation means that the leader has a clear vision when delivering them to employees. The leader will be able to create enthusiasm and optimism among the employees to complete the task. It should arouse excitement and motivates higher to achieve the higher level of the performance. To be able to inspire and motivate others is an art. The quality of good transformational leader is to inspire team to follow the vision and motivates to complete the task. Besides that, they also motivate for continuing learning, gaining new skills, to develop their career in the organization. They demonstrate trust in the capabilities of employee. These helps in developing confidence. Furthermore, they also create the feeling that the employee is valued and play an important role in achieving the set goals. (StudiosGuy 2022; Kekäläinen 2019, 15.)

Individualized consideration is essential when people work in teams. A team is made up of different individual and the individual difference should be respected. The transformational leader acknowledges the importance of team effort and values the contribution of employee to accomplish the vision. The leader can distinguish the needs and desires of an individual. The leader act as a mentor, spends time in teaching and coaching employee. The leader notices different abilities and potential on employees and help in improving their strength. So that the employee is enabled and encouraged to give his full potential to accomplish the vision. The leader also creates learning opportunities for employee so that he or she can grow professionally. (Kekäläinen 2019, 15.)

Intellectual stimulation is a central element when leading people. The qualities of leader intellectual stimulation include motivating employee to be creative, encourage in problem solving approaches, motivates to think critically, and motivates to have innovative ideas in their task. The criticizing subordinates' ideas are not practiced. The problems are not taken as burden, rather taken as opportunities and challenges. The employees are involved in problem solving approaches and their ideas and creation are applauded. They boost the intellectual level of subordinates. They make them more creative in

solving or dealing the problems. They are also opened to learn from their subordinates. (StudiosGuy 2022; Kekäläinen 2019, 16.)

3.5 Transactional leadership

In this leadership style, leaders induce workers or subordinates to carry out a task in exchange of reward in return. Promotions, additional duties, greater remuneration, and benefits may be offered as a reward. Employees are driven to obey and comply through rewards and sanctions, with higher-performing employees receiving more prizes. In transactional leadership, managers reward employees based on their performance. (Liang 2021.)

Employees agree to complete work in exchange for a reward in a transactional way. A reward might be a monetary or psychological compensation, or it can be the avoidance of a penalty. Depending on whether the tasks are accomplished successfully, prizes and awards are given forth. The effectiveness of transactional leadership requires a bidirectional relationship: the leader sets the goal, and the employee accepts it. Leaders that use the transactional leadership style must accept ordinary performance and dedication from their employees. (Kekäläinen 2019, 11.)

3.6 Bureaucratic leadership

Leaders in the bureaucracy persuade their subordinates to follow their rules and procedures. Leaders are passionate about their systems and procedures but not about their people. This explains their seeming aloofness. This strategy is ineffective since it does not result in employee development or motivation. These leaders are solely concerned with completing their jobs in a timely and orderly manner. The leader follows the organisation policy strictly and the positions are clearly defined. They listen and consider employees' opinion but in case of conflicts with organization policy, the leader is likely to reject the proposal. The reason for this could be that the company is doing well, and the leader believes that trying something new would be a waste of time. This leadership style suits best for the leaders who work honestly and for those who perform routine task. This approach fails miserably in organizations that rely on compliance, ingenuity, or innovation. (Khajeh 2018b; Kaleem, Asad & Khan 2018, 2.)

4 JOB SATISFACTION

The study showed that leadership style and job satisfaction are dependable. The employees' job satisfaction enhances the effectiveness at work. Therefore, it is important to research on the factors that improve job satisfaction. This chapter further discusses the different theories of job satisfaction, the concept of job satisfaction, the relation between job satisfaction and employee motivation and the today's working environment.

4.1 Theory on job satisfaction

Job satisfaction is discussed as an employee's emotional state of delight received from doing a task or obligation. According to the research performed by Frederick Herzberg, a renowned American psychologist, job satisfaction is divided in two dimensions: motivation and hygiene. The achievement, recognition, responsibility and promotion that people receive at work are all aspects of the motivation dimension. Whereas, the hygiene dimension is concerned with corporate social responsibility, compensation, organizational policy, the working environment, and interpersonal relationships. (Taiwo 2013.)

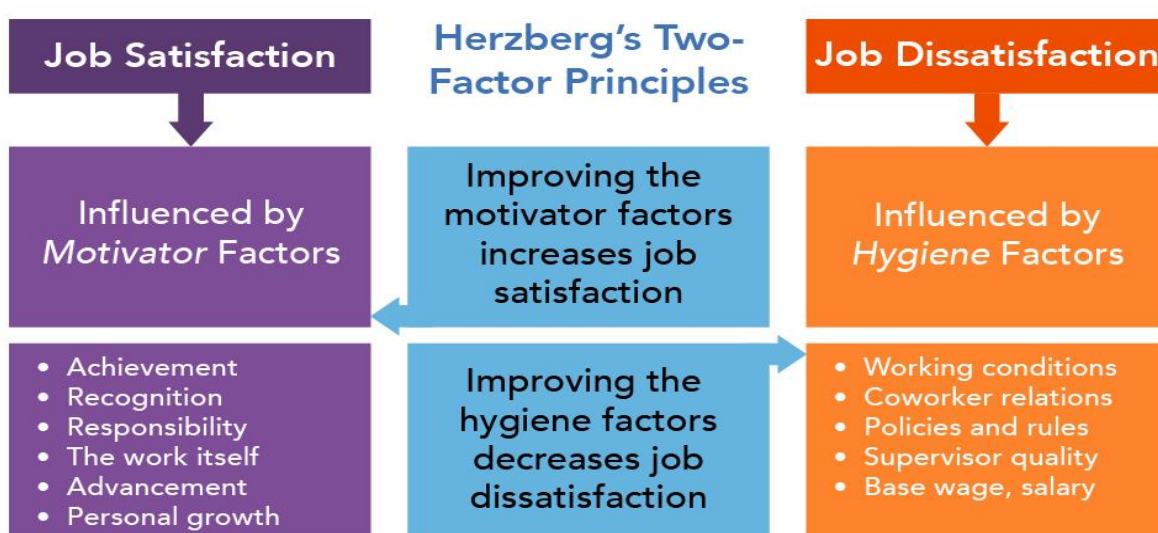


FIGURE 6. Herzberg's two-factor theory of motivation (adapted from Smith, Farmer, Yellowley 2012, 65)

Figure 6 showed two-factor theory of motivation argued by Herzberg. This figure compares two factors that influence job satisfaction and dissatisfaction. Motivator factors also known as intrinsic factors includes, recognition, responsibility, growth and advancement, job role and so on. Whereas, hygiene factors also known as extrinsic factors, includes reward and pay, working conditions and environment, job security and so forth. Herzberg discussed that both factors need to be place in an organization to improve work performance. Improvement of motivating factors in an organization will create fair and pleasant working environment. As a result, employee will experience job satisfaction. Whereas improving the hygiene factors decreases job satisfaction. However, to create a motivated workforce attention should be paid to motivating factors. Therefore, it is unfair to set one factor as a higher priority, but both play important role in generating motivation at work. (Smith et al. 2012, 65.)

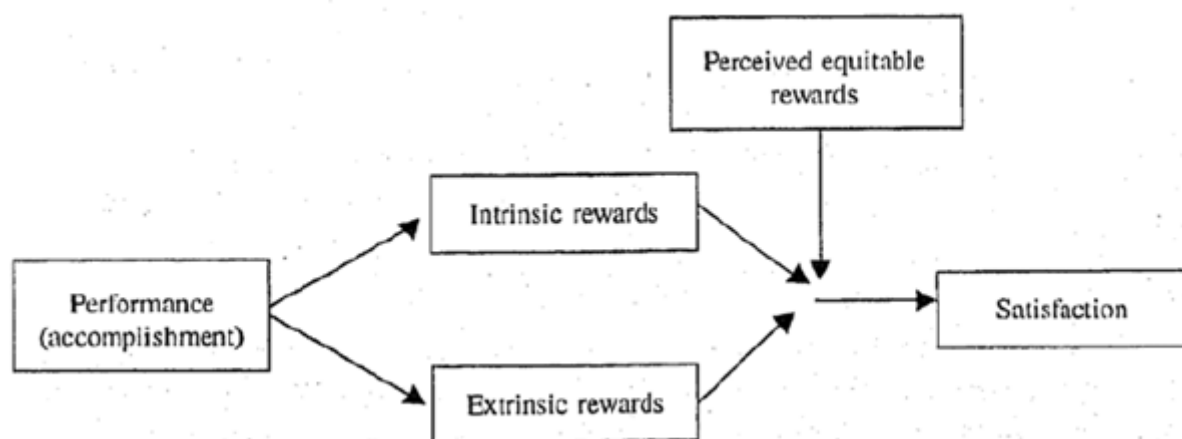


FIGURE 7. Lawler-Porter model of performance and satisfaction (adapted from Aswathappa 2009, 178)

This theory argued that satisfaction does not always lead to performance. If the reward systems are effective, performance can lead to satisfaction. According to this theory, there are two types of rewards: intrinsic and extrinsic rewards. Intrinsic rewards include feeling of accomplishment and satisfaction of higher-level needs. Whereas extrinsic rewards include salary, promotion, status, job security and so forth. This model explains that rewards are linked indirectly to satisfaction through perceived equitable rewards. According to Lawler and Porter, satisfaction is determined by the difference be-

tween actual rewards and perceived equitable rewards. If actual reward exceeds perceived rewards, then it results in satisfaction. In case of vice versa, it results in dissatisfaction. Furthermore, Aswathappa (2009, 177) concludes that high job satisfaction tends to lead to improved productivity, reduced absenteeism, reduced accidents, less stress, and lower unionisation. (Aswathappa 2009, 177-178.)

4.2 The concept job satisfaction

The job is an important part of an individual's life as he or she spent most of the time at workplace. The pleasure experienced after a need is met is known as satisfaction. The job satisfaction is described as a global feeling about the job. It has impact on both mental and physical health of an individual. Taskinen discussed that, an individual spends almost one third of his life at work. Therefore, it is very essential for an individual to be happy with what he does. On the other hand, it is important for organizations to consider what they are offering to their employees. According to Taskinen, satisfied employees are more productive and innovative, work more accurately, assist offer customer value, and increase earnings on their own initiative, as well as care for the business and promote the culture. Organizations might incur significant costs when talented people leave. (Kekäläinen 2019, 17; Taskinen 2019, 1.)

4.3 Job satisfaction and employee motivation

The concept job satisfaction and the employee motivation have direct connection. Motivation is the process of making subordinates to follow the path that is directed to achieve the set goal. The leader is in the best position to motivate his or her subordinates. Not only that but also, the leader should know the ways for motivating the followers. The employees prefer leader those consider their opinions encourage to communicate freely and assists in their professional development. According to Armstrong, approaches to motivation are divided in three categories: valuing people, motivating them through financial rewards and applying various forms of non-financial motivators. (Kekäläinen 2019, 24; Armstrong 2016, 28-34.)

Subordinates feel valued when they are trusted and empowered, get opportunities, can be involved in what they like and are treated fairly. The other motivational factors are allowances, handsome salary, bonus, promotion, and so forth. These methods motivate employee as they are highly tangible means

of recognition. Recognition of hard work done is one of the most effective methods of motivation. When the employee gets success with the work as well as gets recognized for his work, he or she will feel rewarded. Furthermore, the job security, responsibility, and autonomy to the work, makes an employee more motivated. (Armstrong 2016, 28-34.)

4.4 Today's working environment

These days world is facing lots of challenges such as war between countries, Corona pandemic, inflation and so forth. These challenges have direct influence in the organizations. Besides these, low income, lack of employees, more workload, working from home and so on make employees unsatisfied and frustrated. Therefore, it is crucial for today's leader to be extra sensitive, solve the problems as instantly as possible, advocate for employees' rights, respect the employee and so forth. These days organizations have begun to realize that the employees are the essential assets of an organization. (Nansubuga & Munene 2013, 161.)

There are two types of changes in the work environment -internal and external. External environment means changes beyond the organization's direct control. These include technological changes and innovation, competition, globalization, government regulations and consumer behaviour. Whereas the internal changes are the pressure arises from the organizational failures or innovations. These changes cause ambiguity and insecurity among employees when it comes to dealing with challenges. As a result, learning new ways to deal with or adopt such turbulent work environments is critical. (Nansubuga et al. 2013, 161.)

Today's challenge for managers and organizations is to operate at three levels: organizational, team/department and individual. On the other hand, each employee has a different view of employee satisfaction. These days employees on the other hand want to be a part of decision making to feel respected and appreciated. Furthermore, they prefer to have a plan with an acceptable pension, healthcare, or the ability to take extra vacations over a high income whereas employees with family prefer shorter working hours, the ability to work from home and an accessible office location. (Taskinen 2019, 1-2.)

5 RESEARCH METHODOLOGY

This chapter describes the methodological part of the research and describes how the research was carried out. I will present the methods used to accomplish the research. I will explain the selection of samples, how the data were collected and how the data were analysed. The reliability and validity are also discussed in this chapter.

5.1 Qualitative research

This research was conducted in qualitative approach. I selected this method as it allows the interviewee to share their personal experiences, reflections and analysis of their leadership style and job satisfaction. It also allows participants to raise topics and issues that might not be anticipated. Those issues might be critical to the investigation. Furthermore, they provide participants the opportunity to express their emotions and perspectives in their own words. Qualitative research was concerned with qualitative phenomenon. For instance, investigating the reasons for human behaviour, what they think, how they feel about the specific subject. The main aim of this type of research is to discover underlying motives and desires through interviews. This helps in determining in depth perceptions, opinions, views, beliefs, motivations, and attitudes of people. The data collected through qualitative research is known as qualitative data (Liang 2021).

The following questions were addressed in the research:

1. What are the main features that leaders should focus on when enhancing effectiveness in their actions?
2. Do different leadership styles affect job satisfaction?
3. Are there differences between leaders' attributes in Finland and Nepal?

5.2 Sample group

The focus group was selected from different fields, but majority were from medical field and those who had working experience more than 2 years in Finland and as well as working experience in Nepal too. The age groups were ranging from twenty-seven to thirty-nine.

TABLE 1. Introduction of the interviewees.

Number of interviewees	Position	Working years
1	Working as registered nurse in elderly home	5 years
2	Working as registered nurse in hospital	7 years
3	Working as registered nurse in elderly home	5 years
4	Working as software engineer in technology company	2,5 years
5	Working as an entrepreneur in restaurant	4 years
6	Working as registered nurse in hospital	6 years
7	Working as manager in elderly home	5 years
8	Working as registered nurse in hospital	4 years
9	Working as medical doctor in hospital	7 years

This above table shows the introduction of interviewees. I attempted to interview the employees from different fields, but majority of the interviewees were from medical fields. Therefore, the results might be generalised among the employees working mostly in medical sectors. All the interviewees had previous working experiences in Nepal also. They had worked more than 2 years in Nepal too. Among interviewees, the main reason for moving to Finland was for the study purpose. Two of the interviewees moved to Finland because of their spouses. Most of the interviewees were female. The age, gender and working place of the interviewees were not revealed to ensure anonymity of the interviewees.

5.3 Semi-structured interview method

Semi-structured interview is also known as a combined or hybrid interview. The order of questions may also be varied depending on the flow of the conversation. The variations allow the researcher to introduce additional questions where relevant to explore specific dimensions of the research question in specific interview situations, such as where the respondent has special or expert knowledge to share on specific issues. (Kekäläinen 2019, 25-26.)

According to Sachdeva (2009, 175-176) the interview is the primary data collection technique for gathering data in qualitative methodologies. The interview is performed individually or in groups. Semi structured interview generally starts with a few specific questions and then follows individual's perspectives of thought with interviewer investigations. The interviews that are conducted face-to-face, has benefit to observe and record nonverbal as well as verbal behaviour. The other ways of conducting an interview could be phone or online. (Sachdeva 2009, 175-176.)

Semi structured interview was conducted to collect data. Four interviews (interviewee number 2, 6, 8 and 9) were performed face to face, whereas the rest of the interviews were done through WhatsApp application. Three of the respondents did not reply or did not show interest to participate in the research process. The interview was performed in Nepalese language as the author also shares the same language, later I translated interviewee's answer from Nepalese to English. Conducting interview in mother language assists in capturing the real feelings that will increase the quality of research. This as well assists in the reliability of this research.

The interviewees were approached previously through messaging. I briefly informed about the research to them in message and asked them to inform about their day off so that she could perform an interview. Accordingly, they fixed a suitable time for an interview. Though I knew the interviewees previously, I followed the guidelines of interview (being specific to the questioner, maintaining neutral body language, listening attentively). The interview took approximately 25 to 35 minutes. Before starting an interview, I explained the details about the study and ask them to feel free to express their feelings. All the interviewees were informed that their answers are recorded and transcribed, and I also took oral consent from them. After the interview, I stored all the materials safely so that the outsider would not access them. The anonymity was guaranteed to the interviewees.

5.4 Validity and reliability

Reliability and validity of the research paper are critical concept. The reliability and validity of this study were maintained throughout the research process. Here I must acknowledge that the research group were limited and almost from the same field. Therefore, it was difficult to generalize the concept within the other field. In framing the questions and in the interview situation, I naturally tried to avoid revealing her ideas or thoughts. I also have experiences in the same field more than 9 years and there are chances of misleading the results. But I made sure not to distort the interpretation of what the interviewees stated.

All the interviewed materials were handled with care and the anonymity was guaranteed to the interviewees. I made sure that all the materials were saved properly with password and the researcher has only access to that information. The qualitative research approach is a process to reveal the feelings and thoughts on a deeper level. Therefore, the author encourages the interviewee to deliver the true feelings and thoughts. As well the author also encourages to share their experiences to support their statements, so that the author will have better understanding about the point. For the sake of reliability, the questions were asked clearly, and I made sure the question was understood.

The interviewees were not forced for the interview rather they were willing to participate in the research process. I had working experiences in both Nepal and Finland, therefore rather I have strong preconceived ideas on the topic itself. I was able to create comfortable environment so that the interviewee could express their honest feelings and true experiences. Here, I could resemble or could confirm the interviewees' statement were true and honest, as she herself had experienced similarly. I naturally tried to avoid revealing my thoughts or ideas during interview time. But however, there is always a possibility that the interviewees deliver the same feelings that are expected from them.

6 RESEARCH FINDINGS

A thematic analysis approach was employed. It is regarded as a foundational method for all qualitative analyses. The interviews were analysed based on specific themes that came up from the material. The interviewees shared and expressed their feelings and experiences according to their perspectives.

However, I analysed and drew some common themes and discussed the result loosely based upon the Bass transformational leadership theory. During the interview, it was observed that most of the employees had experienced discrimination, leader not allocating responsibilities or lack of trust among foreigner employees. In case of responsibilities given, the appropriate hour was not provided properly for own's knowledge about the responsibilities area. Bass transformational leadership consists of 4 main dimensions: inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence.

6.1 Inspirational motivation

Inspiring and motivating means to create a clear perspective to the employee to achieve goals by increasing workplace efficiency. The leader should be clear in her vision and can communicate the same to the team members. The goal should be valid/achievable that motivates people to work harder to achieve the goals. The leader should arrange or motivate employees for continuous learning, acquiring new skills for the development of their professional knowledge and skills.

I have given the responsible area at the organization, but my leader is not arranging enough time to learn about the area of responsibility. I would be grateful if she thinks about that. As well as I wish her to arrange me different kinds of training to obtain expertise on my workplace. These days, due to lack of staffs, it is impossible for us to participate in such trainings. (Interviewee 5)

With the involvement of employees in work related trainings, it will boost their confidence, more enthusiastic and help to be up to date with the knowledge. Motivation is the process of getting people to move in the direction you want them to go. Leaders can play an important role in ensuring that others give their best by using their own motivating qualities. Leaders are in the best position to motivate employees since they are the one that interacts with them daily. They will get enough opportunities to understand their employees' motivational factors and they should be aware that each employee is unique.

In my company, I feel like information is not shared appropriately. For example, client opinion is not shared with employee, what is the company's overall success and so on. I'm surprised it might be due to big company or language barriers. Knowing these feedbacks from client about my work and company's position would motivate me for further project. (Interviewee 3)

Leaders made things happen through their employees. They work for the company to achieve organizational goals. They must make sure the employee also understands what they are expected to do. There should be appropriate information flow among the workers. They should value their employees and should understand the value of transparency in the organization. The leaders have charismatic characteristics, this inspires employee to follow their path. He or she can simplify the vision and explain clearly what should be done to make sure that the instructions are understood by all the subordinates. The leader value his or her subordinate and make them feel like they are the important part of the organization. They make subordinates to feel like they have critical role in achieving the organizational goals (Kekäläinen 2019.)

The leader should realize the value of teamwork. She should boost or enhance team spirit. Being a foreigner it's difficult for me to be familiar with workmate (may be due to culture difference), so it is important for leader to respect that and make me engage in their communication. Or may arrange some gatherings time to time so that the employees will be able to understand or be familiar with work mate. I think this may help in teamwork. (Interviewee 8)

Developing or enhancing team spirit is very important in an organization. This motivates employee to work in group, employee will enjoy going to work as well as they feel competitive at their work. Timely gathering of work mate beside in working atmosphere will allow them to know personally. Knowing each other personally will make them easier to communicate with each other. Communication among employees is also very important in an organization. This will allow in the speedy of work done and make sure that all the employees know the instructions given. There might be conflict within the subordinates, this should be communicated and solved in initial phase rather in later. Discussing in later phase might worsen the situation and demotivate the employee.

I faced discrimination at my work, moreover from my colleagues. I always tried to do my best, I focused on my work. I do not want to engage in unnecessary conflicts. Some colleagues like backbite minor things to boss. As a boss, she should avoid this kind of situation. Backbiting is not accepted and as a boss she should not be involved. (Interviewee 8)

As a leader he or she should not be involved in creating unhealthy environment. The leader should not be entertained in talking back about his or her subordinates. This kind of action may create atmosphere

where humiliation or bullying is common. Working condition will be unfavourable and number of absenteeism will be increases.

The bad leader does not listen to subordinates, does not consider staffs opinions/problems/issues, does not know the staff's potential. (Interviewee 6)

According to me bad leadership means having poor communication with the team, lack of strategic thinking, poor problem and conflict resolution skills and lack of teamwork who cannot encourage team members. (Interviewee 5)

Interviewees agreed that bad leaders are those who does not understand the value of teamwork, does not enhance team spirit, does not communicate properly, does not solve the conflict among sub ordinates, try to avoid the conflict situation, does not listen to employee, underestimates employee, and so on.

6.2 Individualized consideration

Leader should consider both the professional and personal needs desires of employees. This demands leader to be mentor/facilitator. This motivates employees to do the better performance to accomplish the vision.

Leader should be a facilitator. Leader should be like colleague, there should not be gap between leader and employee. They should pose good communication skills. To some extent they should understand employees' feelings, respect personal issues, and maintain personal space also. (Interviewee 4)

I would love to hear feedback from customer, for example, if I have developed one software and I would like to know how many people are using that software, what is their feedback about that product. I think it is employee's rights to understand the market value and the position of company. I would like to know about the profit and loss of company. I believe reflecting one's work will motivate to do more. Furthermore, I want to have sense of autonomy. The task given is owned by me, that makes me to give hundred percent effort to complete the task. (Interviewee 4)

It is the responsibility of leader to make their employee feel like their work is worthwhile. It is important for employee to feel like the project is their own. He or she spends time in coaching and teaching his or her subordinates as well as listen to the personal needs of employees. This assist employee to become completely accomplished. The flow of information to employee about the organizational situation in general is essential, so that everyone understand big picture. All the interviewees emphasized

the importance of common understanding. Besides that, there should be provide resources as required. Such as computers, comfortable chair, desk, safe and healthy environment, employee's break room and so forth.

Leader should appreciate and respect my work. I should feel the existence of mine is valued; my existence should matter. She should show concern about me, as a foreigner it is difficult for me to approach from my initiation. A leader should acknowledge and appreciate the effort that has been made on a personal level from time to time. (Interviewee 8)

As an employee it matters, if the leader concerns about you. It provides motivation to the employee. It is important for employee to feel like he/she is the important part of the organization. It is the duty of leader to make their employee feel like they are valued. This encourages members to demonstrate their best effort on both personal and professional levels through self-development.

The leader should balance personal relationship with subordinates. In my department my leader has good friendship relation with one sub ordinates, and she is spending more time with her. It makes me feel bad as it seems that she is giving more priority to her than others. As well as she listens to her opinions must of the time and doesn't consider the value of consulting others' perspectives. This is not the quality of good leader. (Interviewee 6)

It is important for leader to be balanced emotionally, in considering relationship with subordinates. The good leader treats every employee equally in a caring and unique way. There is different need of employee, for instance, some employee may need help with personal challenge, some may need specific directives, and some may need very few guidance. Sjöholm (2020) stated that, the equivalent dimension is established when the leader respect employee, allow them to make their own decisions, creates a trusting environment and letting them the projects is their own (Sjöholm 2020).

The leader notices individual needs and desires of employees (Kekäläinen 2019). The leader provides learning opportunities according to the needs and desires of an employee. Interviewee 3 mentioned that "in my work place my boss comes to me and provides lots of option about coming trainings and we discuss together in the interests and needs of the training to grow my career. We come to a common understanding, and we apply together for the trainings."

"I know there are lots of trainings on going but due to lack of staffs, I am unable to attend on those trainings. This kind of issues should be solved by leaders. They should make sure that each one could be able to attend all the trainings that are important to work. Each one should get opportunities to attend those trainings equally." (Interviewee 6)

The time-to-time trainings will provide confidence among employees and helps in developing their strengths. Kekäläinen (2019) stated that, each group member is treated as an individual and it is important to pay attention to the personal development of every employee.

I am equally competitive at my work but sometimes due to language, in some situation I felt I am uncompetitive. I want to learn efficiently language. I think my boss should consider this and arrange some appropriate language class for me. I want to learn the vocabulary that are needed at my work. (Interviewee 8)

I have very good work mates. They consider me as an important member of my workplace. We have very good team spirit. Once I was selected as a best employee of the year as well as they rewarded me as best calculating nurse. That motivates me a lot and I enjoy doing my work. (Interviewee 2)

Recognition of work hard work makes an individual happy. The happier and satisfied employee gives his or her best input in accomplishing a project that is given. In an organization, a happy employee is the productive employee. On the other hand, unhappy employee loses enthusiasm and optimism for work and are less productive. Therefore, it is important as a leader to rewards or recognize the hard work done by employee without disrespecting other subordinates' feelings. Each employee's work is equally important and respected. This also enhances the working environment and creates healthy competitions among subordinates. The good leader treats his or her employees equally and fairly.

6.3 Intellectual stimulation

A transformational leader stimulates the effort, triggers the views, ideas, and imaginations of employees. As well as they encourage their employees to be innovative, to demonstrate creativity, critical thinking, problem solving approach and so on. The team members will have sense of accountability and responsibility for their own work and decisions. The leader should encourage in a personal level. They should give clear instructions after allocating the task and trust their employee to complete it. The team member should be involved in planning and decision-making process, it will assist in employees' job satisfaction. Employees are involved in problem solving process and leader allow them to have their opinion and ideas for the solutions. Rather than seeing problems as burden, it should be taken as opportunities and challenges. The leader encourages to think out of the box. (Kekäläinen 2019.)

Leader should trust me; I should feel that the leader trusts my work. In this case I will be more confident and could give my best. I want to be part of planning and decision making. (Interviewee 4)

It is the duty of leader to know the talent and skills of their employee and allocate/delegate the duties/responsibilities to them. Furthermore, she must trust her employee's ability to work. Good leader should encourage and support her employee. (Interviewee 2)

The interviewees agreed that the leader should be ready to assist and show the direction when they ask for support and struggle with tasks. The interviewees agreed that leader should always aimed in assisting the employee. The feedback should direct the employee to a right direction. Through interview it was realised that unnecessary controlling of work will impede daily activities. The role of leader will be appreciated if she makes sure the work is progressing according to the steps that have been agreed.

The quality of bad leader is not reacting to the problems that have occurred. Try to avoid the situation or does not listen and understand the sub ordinates. According to interviewees some other similar bad qualities are does not accept other's opinion, avoid feedback, judgmental, discrimination and so on. The leader should not be embarrassed or feel bad to learn from the sub ordinates. They should be open minded. They should equally appreciate sub ordinates ideas as well as stimulate them intellectually.

Leader should not judge employee by listening to others' opinion. They should be wise enough to make their own decision, should not influence just by others' saying. In that case she should approach herself to the employee and should communicate with her personally. (Interviewee 8)

There might be lots of conflict among the workers, this conflict leads to poor performance of the employee. Therefore, leader should find or notice the problem and must deal with the problem. Communication skill is considered an important quality of a good leader. The other factor is a good listener.

I was a new employee to that organization and have some conflict with my college as she was not treating me well. So, I decided to inform this situation to manager and told her about it. Instead of hearing me patiently, I observed unwanted facial expressions on her face, which was inappropriate. That makes me feel bad. Later, I came to know that the college I complained about was one of the promising employees of that unit. Finally, I came to know that the reason behind those facial expressions. Her act as a boss was not appropriate, she should act fairly, she lost my trust. (Interviewee 5)

One of the bad qualities of leader is favouritism. Each employee is unique in nature and are equally competent and play an important role in an organization. There should not be favouritism in leadership. The leader should avoid bias regarding individuals or categories of people (Armstrong 2016, 4). Favouritism to one employee will demotivate others to engage in same project. The responsibility should be delegated equally to all the employees and the leader should trust all the employees equally.

6.4 Idealized influence

The leader is the role model for the employee by setting an example of their own. They are in friendly in nature. They admire, respect, and trust their subordinates. The leader emphasises employees needs than his or her own to gain respect. There is a consistency in his or her actions and follows ethical standards, principle, and values (Kekäläinen 2019). The interviewees agreed that the qualities of a good leader are friendly, having good communication skills, good listener, treat equally and so on. Good communication is the key factor of success in an organization whereas bad communication is the main reason for unsuccess. The leader pays more attention to the needs of their followers than their own needs. (Shahbazi 2016.)

The interviewees mentioned that leader should be employee's idol as a result employee follow their instructions. They must pose good communication skills to deal with different issues arises in the company, is clear in communicating tasks. As well as they should pose sensible and analytical skills. In some organization, there are regular meeting twice a week about the general issues, company's policies, updates, employees', or organization problems and so on. All the employees should be informed about the details of the meeting conversation in case of absenteeism via mail. Six of the interviewees mentioned that the possible changes in the strategy of organization should be communicated to the employees as soon as they are deployed.

Information flow should be from lower to upper and from upper to lower. She should listen to her employee, understand their problems, and should address their problems to the respected authorities. She is the one who advocates about their employee and should be responsible for her act. (Interviewee 6)

The other common aspects raised were leaders should highlight in positivity rather than negativity. Human being has unconscious biases that means we tend to judge people without realizing we have done it. As a leader it is possible to unseen negative part and focus on positive part of employee. It is the duty of leader to find the skills and talents of workers and allocate the work according to their abilities. Appreciating subordinates effort is another good quality of leader. The leader is indirectly encouraging the employees by demonstrating appreciation in communication. Successful employee is created by leader who demonstrate appreciation and respect. Moreover, interviewee 4 illustrated,

To some extent there should be equality in salary also. There should not be formation of class. All the employees should be valued equally.

While supporting this statement I would like to add that, formation of class or discrimination in salary for doing the same task is not accepted. In case of disclosure of salary among employee, the less paid employee will be demotivated towards their work. So, in this matter also a leader should take consideration.

Interviewee 4 illustrated that; *Leader should be charismatic*. Leaders with charisma achieve the qualities of an idealized influence. They are the people with self-confident and powerful those have high ideals and ethics. They are considered the role models and the employee wants to imitate them. Besides that, each team member is treated as an individual and it is critical to pay attention to each employees' personal development.

There is a common understanding that leader should be friendly, fair, have concern about the employee's wellbeing, have trust on employees, supportive, approachable, give constructive feedback, doesn't blame but try to understand the situation and in need arrange conversation meeting, good listener, have good communication skill, honest, ethical, problem-solving skills, and so on. On the other hand, bad leader is who doesn't trust their employee, untrained/unskilled, poor communication skill, autocratic, who discriminates, who demotivates, poor problem and conflict resolution skills, lack teamwork, lack of strategic thinking and so on.

6.5 Job satisfaction

Job satisfaction is related to the absentees, low work moral, leaving work, and so forth. In today's century, the leader should be extra sensitive towards the well being of their employee. In the interviews, interviewee mentioned that the motivating factors includes supporting workmates, friendly environment, good atmosphere at work, gaining trust from leader, learning growth environment, opportunities for participating in trainings, rewards, equality in salary, and so on.

First as a foreigner in Finland it is very hard to find a job which we are capable of, and for me language is the big obstacle at work so, I always keep hope that my Finnish supervisors and team members will understand my Finnish language inability and help me, which will motivate me to do my task better. (Interviewee 5)

During interview, it was noticed that the language was the big hurdle for a Nepalese employee. They were not getting the job according to their capability or academic degree due to lack in language. De-

spite of having deficiency in language, they had much more potential and equally competitive at their work.

There was common understanding among interviewees that, being a foreigner working environment was the most important factor for them to gain job satisfaction. The working mate matters the most. It was very important for all the interviewees to be important member of the organization and give their best as a team member.

Working environment matters me most. Rewards and extra bonus are secondary factor for me. If the colleagues are humiliating/not supportive, I do not like to continue my work in such atmosphere. (Interviewee 8)

The atmosphere of the work should be informal, relaxed, and comfortable. The establishment of appropriate communication flow among sub ordinates is needed. There should be comfort level while asking questions with sub ordinates. In good atmosphere, the sub ordinates would feel free to ask question and give opinions. The team member should listen to each other, work well together, and respect each other, Armstrong (2016). The tasks should be delegate with clear instructions. Each one should have their clear role in the organization. This assist in not having internal conflict and delegating responsibilities makes them coherent at their work. The tasks that are assigned should be clearly instructed and accepted. Each one should have clear role in an organization, this will assist in being responsible towards the work done.

The other common factors for job satisfaction are appreciation from leaders. Interviewee 2 mentioned that:

Besides supportive colleagues, I want my leader to appreciate my work personally. As well as having extra responsibilities according to my qualification motivates me.

The good leader can identify the potential of employee and be able to delegate the responsibilities accordingly. Interviewee 6 mentioned that “*with responsibilities, continue training motivates me*”. There is always space for learning and with advance in sciences lots of new things come in day to day working life. Therefore, it is important for an employee to be up to date with new information and get involving or getting opportunities for continue trainings.

In my workplace, we have weekly staff meetings. It includes almost all the issues – issues about team members, new organizational rules, what’s coming up next, customer’s feedback, monitoring of our work, briefing about new technology/devices/instruments (if

there any), exchanging of feedback and so forth. Knowing about the organizations and involvement in discussion motivates me. (Interviewee 6)

Weekly/monthly team members meeting enhances the teamwork. Involvement of team members in discussion makes them as a part of the team. Communication flow in the organization makes all the team members equally responsible. The leader should include all the members in meeting, in case of absenteeism of member, he or she should send the abstract of the meetings to all the team members.

6.6 Differences in leadership of Nepal and Finland

Nepal and Finland share different culture and beliefs. They have different personalities and values. According to interviewee 6, “in Finland, leader maintains distance with sub ordinates”. The work is done ethically in Finland. In Nepal most of the organization follow the hierarchical system, “Boss is boss”, whereas in Finland there is equality in leaders and sub ordinates.

The style and approach are very different because of different culture and value system. (Interviewee 5)

My boss in Nepal was like friend to me. She was flexible and I could share everything with her. I was more connected with her. In Finland, it is difficult to connect or share feelings with leaders. (Interviewee 6)

Being a foreigner, it is difficult to build connection with leaders as an employee in Finland. It might be due to different cultures, values, and languages that they share. In Nepal it is easy to connect with leaders as they share same culture, same languages and easier to understand the feelings. Interviewee 6 emphasized that:

In my department, our boss arranges yearly performance review. I think it is essential part of an organization to arrange such type of meetings. It enables to observe a personal reflection of ones' performance as well as allow to find out the area of personal development. This kind of regular performance discussion is not yet established in Nepal.

In Finland, the performance discussion is arranged yearly or twice a year according to the policy of an organization. This discussion section is incredibly effective to improve the employee and leader relationship.

The performance discussion/review also promotes the motivation, engagement, and productivity of the employee. The development of a sense that the leader is truly there for the employees can be estab-

lished through regular discussion. Furthermore, it creates the platform to give and receive feedback to each other. This is one of the learning processes also. The leader and employee can together make plan and future goals, regarding individual development. This enhances the motivation of employee towards work placement.

Other differences are leaders in Nepal are more flexible and they are not implementing the rules. Unethical practices are more prone to occur. Interviewee 6 illustrated that, *“flexibility is more (in Nepal) so that implementation is practised less.”* On the other hand, in Finland ethics were maintained and the opinion was heard. According to interviewee 4:

Working environment in Finland is very good as compared to Nepal. Here is good salary, availability of sufficient resources, employees are more committed towards work.

In Nepal, the leader demands for respects. Most of the organization practices the autocratic leadership style. Interviewee 1 stated that, *“there is poor supervision, leader only instruct and does not guide properly.”* Therefore, in conclusion, interviewees were satisfied with the leadership style in Finland rather than leadership style in Nepal.

The major limitation of this research is small sample size so that the findings of the study can not be generalized. This research is based on interviewees experiences and feelings; therefore, the reliability could not be gained accurately. Furthermore, individual experience same situations differently as a result, the findings obtained is not precise. The story telling of individual is fundamentally multi-layered and vague, capturing the common understanding will be indistinct. Therefore, the result would have been more precise if there were possibilities of using both the qualitative and quantitative approach together.

7 CONCLUSIONS AND DISCUSSION

There is a co-relation between leadership style and job satisfaction. It is stated that, the leaders have great influence on their employee and this influence is related to job satisfaction. The purpose of the thesis was to find out characteristics of effective leaders, the relationship between leadership style and job satisfaction and the differences between leadership style in Nepal and Finland. The study was conducted in qualitative approach. The semi structured interview was carried out to collect the data. A total number of nine employees were interviewed. This research focused on the transformational leadership style. According to me, the positive outcomes, such as employee effectiveness and satisfaction are highly co-related with transformational leadership style.

Researching in leadership is important, as it is the most vital component that affects success or failure of the organization. The findings show that the interviewees prefer a transformational leadership style that encourages employee participation and development. These days, transformational leadership is admired by lots of employees. The transformational leaders can transform their personal abilities that promote employees' maturity and ideas for the higher level of performance. The important characteristics of a good leader were openness in communication and people skills, fairness, motivating teamwork, managing conflict, friendly as well as commanding, accept changes, delegate responsibilities equally, make things happen, and so forth.

These factors improved the job satisfaction, whereas micromanagement, poor communication, unsupportive co-worker, poor problem and conflict resolution skills, lack of team spirit reduce employee job satisfaction. Though most of the employees experienced job satisfaction, the language was still the hurdle. The language was taken as barrier frequently, it might be due to interviewees were working in service providing areas. The perspective could be different in other fields such as for IT engineers.

The main differences in leadership style in Nepal and Finland were hierarchical system, inflexibility, and unethical practices more in Nepal. All the interviewees appreciated the leadership in Finland rather than in Nepal. The biggest difference between Finnish and Nepalese leader is hierarchy. There is huge gap between the leader and the sub ordinates in Nepal, whereas in Finland both the leader and employee are working in same space, in short there is equality. These days, there is an increment of Nepalese employees working in Finland. Therefore, the aim of this research was to acknowledge the inclinations of Nepalese employee in an organization.

This research would assist organisation to create favourable environment for Nepalese employees. As they share different culture, it is important for leaders to be culturally sensitive. Accepting the cultural differences and respecting the employees' value is the essential part of multi-cultural leadership. Happy/satisfied employees is the key ingredients of an organization. Therefore, it is suggested that the organization should practice transformational leadership to improve employee job satisfaction.

The major limitation of this research was small sample size so that the findings of the study cannot be generalized. This research was based on interviewees' experiences and feelings; therefore, the reliability could not be gained accurately. Furthermore, individuals experience same situations differently as a result, the findings obtained are not precise. The story telling of individual is fundamentally multi-layered and vague, capturing the common understanding will be indistinct. Therefore, the result would have been more precise if there had been possibilities of using both the qualitative and quantitative approach together.

I had limited time to complete the research, in depth findings were difficult to gather. I had approaches for five more participants, but they were not comfortable giving interviews or busy with their schedules. They were more anxious/uncomfortable with the interviews. Though I tried to convince them it is moreover to share their experiences but was unable to convince them. One rejected directly, two of them had busy schedule and two of them did not respond back. The areas of the research were limited, it would have been better if I could involve the employees from other fields also. As majority of participants were from medical fields.

The other limitation was I asked about the previous experiences from Nepal, those experiences were more than decades ago. Therefore, there is possibility of gaining old information regarding leadership in Nepal. These days there might be practices of different leadership style in Nepal or may have different working environment than before. I did not find the previous study done in the same topic, therefore could not refer or resemble the study.

For further discussion it would be good to know what kind of issues or problem that foreigner or Nepalese employee faces in the organizations. The in-depth research can be carried out using both the qualitative and quantitative approach. In interviews, interviewees were frequently using the term discrimination. It would be interesting to research the reasons behind the discrimination from the viewpoint of employer as well as employees.

The leader does not easily delegate responsibilities to the foreign employee. Is it due to language or other factors? If language is the problem, there should be appropriate training. The resources or ways of learning language or developing a tool that assists in learning language, would be another area of research. Leader should take consideration in improving language by providing opportunities/training in working hours for further improvement in case of necessities.

The language is taken as hurdle in the performance of employees, majority of participants were working in service providing organization and they are dealing with people on daily basis. It would have been interesting to find out from the perspective of employee working in other expertise. Are they facing or experiencing same kind of situation? Are there any differences while delegating responsibilities in their fields while comparing to native sub ordinates?

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SEMI-STRUCTURED INTERVIEW PLAN

1) Basic information

AGE

GENDER

How many years have you lived in Finland?

Reason for moving to Finland.

2) Work experience

Company working/worked for

Duration of work relationship in Finland

Any previous work experience in Nepal

3) Characteristics of successful leadership – respondent's opinions

What are the characteristics that good or successful leader should pose?

What are the characteristics of bad or failure leader?

What are the motivative factors at your work?

How would you describe the role of a leader to motivate you for your job satisfaction?

4) Differences in leadership between Nepal and Finland – respondent's opinions

How is leadership in Finland different, compared to your own country (Nepal)?

