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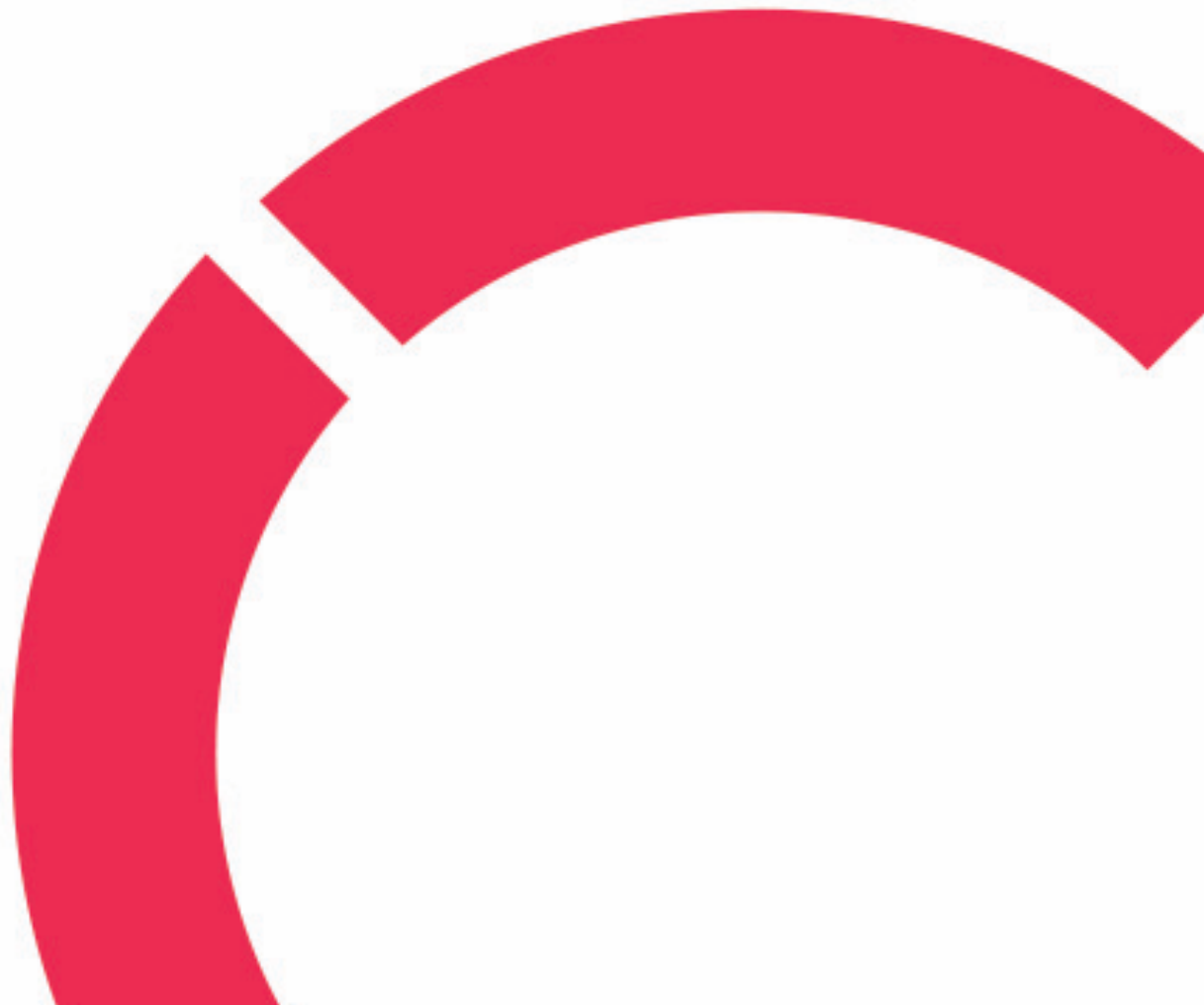
**IMPACT OF REWARD ON INTERNATIONAL EMPLOYEE
PERFORMANCE**

Thesis

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ABSTRACT

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This thesis was aimed at analyzing organizational reward practice and its influence on the performance of international employees living in Finland. It researched organizational motivational strategies and determined how they influence performance. Quantitative analysis was used in this thesis.

The introduction chapter discussed the aims of this thesis. After the introduction chapter, the theoretical chapters discussed the different motivational factors. Different theories were discussed as well. Besides these, Intrinsic and extrinsic motivation were discussed. After that, the third chapter gave a short overview of workplace performance and its evaluation. Besides that, it has also discussed the barriers to performance management and ways to overcome the barrier. Chapter 5 provided a short overview of the impact of culture on motivation. It took help from the theory of Sir Gert Hofstede.

The methodology chapter discussed the way of collecting information and the probable time frame of this thesis. This thesis tried to find out whether international employees are getting autonomy at their workplace, whether they are getting proper appreciation, through which they are achieving a better work-life balance and so on. It was discovered that most international employees like cash compensation and career breaks because they help them maintain a better work-life balance. Research on the motivation of international employees is a large area of research as international culture and other aspects impact their motivation. However, this research may help future researchers somewhat discover more.

Keywords

Extrinsic Motivation, Hygiene Factors, Intrinsic Motivation, Motivational Factors, Snowballing Technique, Strategic Human Resource Management

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1 INTRODUCTION

Recently organizations are facing more issues in performance and reward management systems in organizations. Business organizations are going global. With this, competition has also increased with the increasing market opportunities. Employees from different parts of the world are joining the workforce and they are improving the business world with their creativity. When international organizations adopt the right motivational strategies for their employees, they get the best performance from these employees. Besides, organizations have to consider the culture as an external factor that impacts the success of the motivational measures. In addition to that, some employees are motivated through intrinsic rewards and some others are motivated through extrinsic rewards. Organizations collect information and adopt the right strategy.

Sir Abraham Maslow's Hierarchy of Needs was published in 1943 in his paper "A Theory of Human Motivation." The theory of the Hierarchy of Needs has divided human needs into five categories. From this perspective, people go for upper-stage demand after fulfilling a specific level of demand (Newbury, 2022, [Hofstede, G., 1980]). Sir Frederick Herzberg's Two Factor Theory was published in 1959. In his book "The Motivation to Work," Sir Frederick Herzberg viewed one type of motivation as a must and another type as beneficial which leads to more productivity. Besides these, Sir Frederick Herzberg considered culture as an external factor that impacts motivational measures. Every new employee needs more training than the old employees and costs more. Reducing of employee turnover can increase its profitability (Henkel, 2014, [Herzberg, 1959]). Sir Gert Hofstede's six Cultural Dimensions were published in 1980 in his book "Cultural consequences," into the cultural implication from six dimensions. These impact the motivation of employees (Newbury, 2022, [Hofstede, G., 1980]).

This research tried to find out the impacts of motivational practices on international employees living in Finland. This research collected information using a questionnaire from employees living in Finland. The performance of these employees is a source of competitive advantage for organizations. Employees work for organizations. Many organizations are engaged with employees. They have huge workloads which bring huge responsibility to motivate these employees to get the work done. For lack of proper motivational strategies, employees face trouble in delivering their performance throughout the world. Based on research findings, these organizations can get a more competitive advantage from the right motivational strategies with consideration of legal issues.

Motivation works as the driving force for employees. Many researchers categorize them differently from different perspectives. Sir Abraham Maslow (1943) divided human needs into 5 hierarchical categories. According to Abraham Maslow the needs of a man increases with self-development. Self-esteem is the higher order in this criteria. On the other hand, Sir Frederick Herzberg (1959) categorized these needs into two categories like hygiene factors and motivational factors. Hygiene factors are essential to organizations and motivational factors enhance performance. Besides these, motivation is both intrinsic and extrinsic. Extrinsic motivation is payment, bonus, raise, benefits and others. People can easily figure those out and most of them are monetary. Intrinsic rewards are job security, full authority to work and giving employees scope for social interaction and performance development. (Colling and Wood, 2009.)

Culture is a combination of values, beliefs and others. Organizations consider culture when setting up the hierarchy and giving international employees responsibility. It also helps organizations to gather competitiveness in the market. As communication is becoming easier, organizations experience different creativity from different parts of the world. In this case, they consider some cultural factors in mind. These considerations make business contracts easier. Organizations consider these when providing them with proper motivation. If giving them proper motivation, management gets the best performance from the employees. It encourages employees to serve better creativity in organizations. They can commit deeply to the work. It also gives them mental safety. These lead to job satisfaction. (Lewis, Saunders, Thornhill and Morrow, 2021.)

Organizations providing proper motivation to employees help employees enhance their performance. Through this, organizations can gain a competitive advantage in the market. Based on this organizations consider the installation of proper infrastructure so that they can get proper information to adopt the right motivational strategies (Rahman , A., Zainal Abidin. & Hasan, M. M., 2018). This thesis analyzed the impact of the current motivational practice on the performance of employees. Based on the information found organizations will be able to deal with the uncertainties in performance management. Through this, organizations will be able to engage employees in work and direct the performance of the employees to organizational objectives.

This thesis analyzed the impact of different motivations on international employees. Different rewards have different impacts on employees. Some employees prefer basic needs like food and safety. hereas others are motivated by a higher level of needs. This thesis tried to find out whether most employees want pay raises. More flexibility can spoil employee productivity. Sometimes employees get more responsibility with more creativity. Employees prefer short-term goals as they give a feeling of

continuous success. Employees come from different parts of the world. They have different cultures. Some prefer long-term goals and some prefer short-term goals. (Heathfield, 2022.)

Management must consider the reward types and give employees proper motivation. The right motivation helps employees achieve its goal. The right motivation encourages employees to perform better and helps them to allocate resources effectively. Using correct motivational strategies, management can help these organizations attain better agreement with employees. Besides these, it helps to reduce employee turnover. Every new employee needs more training. Decreasing turnover helps these organizations to reduce the cost of training new employees and increase profitability. Besides, managers can develop relations with their co-workers. They become aware of their long-term goals and can work hard when proper rewards are served. (Perkbox, 2022.)

Culture is another factor that impacts approaches to motivation. Employees in many countries prefer group work while others prefer individual work. This thesis analyzed the impact of the culture on current motivational practices, the impact of the training and development of the employees on better communication with better cultural understanding and how these organizations influence employees for better productivity. It analyzed how employees cope with the radical changes in a different culture. This helps these organizations to better their productivity and competitiveness and to reduce the cultural ambiguities of the employees. It helped these organizations to have employees attached to the work which helps these organizations build strong brand value which helps them to retain customers effectively (Pynes and Lombardi, 2012.)

2 WORKPLACE MOTIVATION

In the workplace, employees need the motivation to work with responsibility. Even a well-arranged workplace works as motivation for employees. For example, at a workplace with a proper communication device, employees can communicate with upper management easily and give them feedback. Sir Abraham Maslow's theory of Hierarchy of Needs (1943) addressed the levels of motivation among employees, whereas Sir Frederick Herzberg's Two Factor Theory (1959) addressed the impact of existing motivation in the workplace on performance. Employees can understand motivation in detail from the theory of the Hierarchy of Needs, whereas, organizations think about motivation from two perspectives. The theory of the Hierarchy of Needs considers motivation as human satisfaction. On the other hand, the two Factor Theory considers motivation as recognition. The theory of the Hierarchy of Needs has a sequence of motivations, whereas the Two Factor Theory has no such sequence. (Henkel, 2013.)

Motivation is important for both for-profit and non-profit organizations. It increases the productivity of employees and drives employees to work. It helps organizations attain organizational goals effectively. It also helps to shape the behaviors of employees and make them more loyal. When organizations can cope with the environment, it becomes successful in smooth functioning. It attains a competitive advantage and smoothens the relationship with customers so that they can get a strong customer base. Employees accept organizational change easily. They give organizations the best performance in the most flexible manner. Motivation is essential for managerial direction. (Kukreja, 2022.) Mc. Donnel in his book, "Performance Management" on page 28 has discussed the model of Hierarchy of Needs by Abraham Maslow (FIGURE 1)

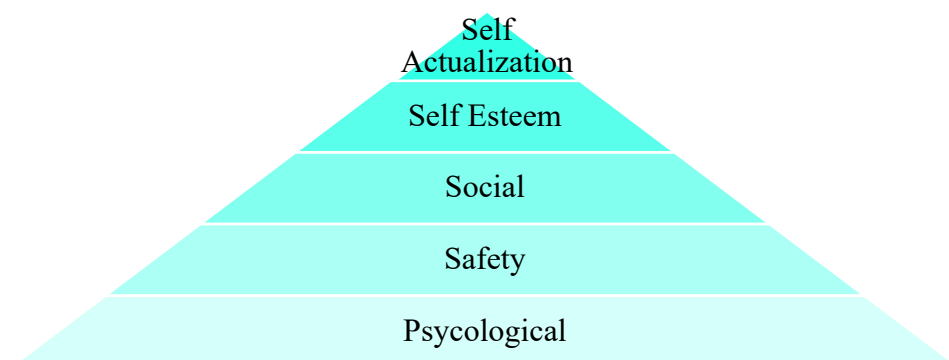


FIGURE 1. Maslow's Hierarchy of Needs (Adopted from Henkel, 2013, p.28)

Employees want basic pay when they require physiological needs, they want food, water and shelter to survive. After fulfilling these basic needs people can concentrate on their work. After that, they want the safety of their life and work. After fulfilling this need, they want to fulfil the need of belongingness. They like to be a part of a group. After that, they try to gain recognition from others. They want to be respected. After that, they want the recognition of their full potential. These needs increase and decrease in their lifetime. It describes human natural motivation. Organizations focus on the level of employee motivation. They set the level of the reward for the employees. The success of this reward system depends on the successful adoption and the implementation of these strategies (Mc. Donnell and Gunnigle, 2001.)

2.1 Lower order of needs

Physiological, safety and social needs are the lowest levels of needs. Physiological needs are essential for survival. Air, temperature, water and other nutrients are other physiological needs. The longer period people are deprived of these needs, the stronger these needs become. For example, when people are more deprived of food, the more hungry they will become. People cannot work efficiently with this need. At the next level, people want safety. They want control over their life. They want financial, health security and security from injuries. After the fulfillment of safety needs, people feel the need for belongingness. They want love and affection from their family, friends and people around them. Sometimes they involve themselves in group activities to fulfill these needs. Sometimes researchers consider these three levels of needs and esteem needs as the deficiency needs. Some other researchers consider physiological and safety needs as basic needs (Anand, 2022.)

Food and shelter are not the only basic human needs. Some researchers say that sanitation and education are also basic human needs. People want education and growth. They want a clean working environment. They also want an ample supply of fresh water. In the workplace, they want continuous communication with their seniors which helps them perform better. These needs are essential for them to survive and work smoothly. Lack of these basic needs fails in performance and integrity with others. These needs also affect one's mental health. People suffering from the lack of safety needs become angry and try to protect themselves. They want emotional, financial and other types of safety. When people get love and affection, it helps them to avoid loneliness and pushes them to creative work. Activities met the need for belongingness which help them improve their work. (Cherry, 2022, [Maslow 1943.]

2.1.1 Physiological needs

The Physiological need is the bottom-level need of a person. This need includes food, shelter, sleep, treatment and others. People want treatment at the time of illness. It helps a person to continue and improve performance. People work hard in developing countries to meet this demand. People want toxin-free food items. They try to ensure an adequate supply of food items. Improper management of these demands leads to illness and thus reduces performance. Many organizations set the central health care system to serve employees. Sometimes they become more conscious of infectious diseases. Sometimes they also provide house management training so that they can have better living (Pynes and Lombardi, 2012.)

Self-determination theory proposes three types of physiological needs and they are autonomy, relatedness and competence. This theory says the lack of one of these elements decreases the performance of a people. These needs are very powerful. These form the basic part of the human. In a person's lifespan, self determination theory also works as an important motivator. Employees at that level of self-actualization don't consider what others think of them. They don't accept challenges much and it makes them less growth-oriented. They are more concerned about the working hours. For this reason, organizations can not achieve proper growth at this level. Intrinsic motivators attract them less. People become more conscious about their existence. Organizations can get proper service from employees with self-actualization when they can train employees so that they can adopt changes (Gagné and Nathan, 2014.)

Physiological needs are a must for the survival of people. They develop inherent motivation. People who are less growth-oriented try to meet their physiological needs and generally don't want other needs. After long work life, they demand a vacation so that they can get relief from the monotony. At that time some employees discover new ways of working. It helps them to foster their performance. The lack of these needs can make people frustrated. They develop concepts to achieve their goals more easily and control their environment. People feel less control over the environment where there is restriction. People prefer flexibility in the workspace and flexible strategy. They want to avoid pain. In this case, they become more cautious of intrinsic motivation. (Heckhausen and Heckhausen, 2008.)

2.1.2 Safety needs

People want protection from economic and physical harm. They want a safe environment to live in. They want a favorable environment around them. People gather knowledge about their surroundings and based on that they want to cope with their environment. Through this, they develop social relations and stay connected. It helps them to flourish their skills. People want to be aware of their environment. Based on the information about the surroundings they develop certain skills and undertake safety measures. A worse environment can impact employees and lead to worse relations among them and even depression. People make plans to reduce their risks. People want financial safety so that they can make independent decisions. Besides, they want the safety of their health. (Pynes and Lombardi, 2012.)

People want the security of their job and a handsome saving after retirement. Some social, inherent, or other causes impact the behavior of people. People sometimes save money considering the uncertainty of future income and uncertain natural conditions and change their consumption behavior. Even an insignificant uncertainty can lead people to a more saving trait. People of moderate income mostly prefer basic food stuff to lavish food stuff. However, some people save money by nature. They have short and long-term goals and through this they support them. People generally don't like to borrow money from other people. People who have the safety need fulfilled are more interested in the need for self-esteem. The level of the savings impact the need for the self-esteem of people. Sometimes people invest in land, gold and livestock for financial security (Mathe, Pavie and O'Keeffe, 2012.)

People want the security of their properties and this leads them to the diversity of investment. They invest in both short and long-term projects. Fears of uncertainty in income impact their regular activities, family life and their productivity. People often avoid social events to avoid costs and they want security in their workplace. Employees with high potential become insincere to their work in the absence of security in the workplace. Employees can focus better on their activities more when they feel safe. Through this organizations attain a competitive advantage in the market. Besides, people want control of their surroundings. They also want financial and emotional security, social protection and the implication of the law. Some organizations arrange health care programs to ensure the safety of their staff (Poston, 2009.)

2.1.3 Social needs

People love giving and receiving love. They want to be social to gain sustainability in life. They want the proper justification for their potential. They love to be around people from the same culture so that they can express their feeling easily and effectively. They attend the activities of their social community. They develop a tie of family and friends around them. People maintain their connection with other people with enriched communication. Avoiding information distortions in communication helps to avoid disruption in the supply of social needs. Continuous feedback to employees helps them to perform better. Through the use of the latest technologies, employees of an organization can communicate with other employees easily and rapidly. Managers of an organization evaluate the performance of an organization and reward them based on the evaluation. Through continuous communication, employees collaborate on their activities. Through this employees develop a sense of self-actualization which pushes them to attain goals. They also want question and answer sessions with their senior employees (Pynes and Lombardi, 2012.)

Sometimes managers form a group of employees and try to develop group identity among employees (Mathe, Pavie and O’Keeffe, 2012). Employees develop relations with others to satisfy their need for belongingness. They prefer to be with their life partner and close friends. They develop connections with their surrounding people. When people are with their group they can perform better. Levels of education, institution, socio-economic factors and relation with the family impact the need for belongingness. It impacts the need for the self-esteem of employees. Insincere employees in group activities feel less importance of the need for belongingness. They shape their features based on their surrounding. They develop different skills after the training session. An insincere employee in a group damages the group’s performance (Poston, 2009.)

The work environment impacts the performance of employees. It also shapes the personality of employees. Employees who cannot feel part of the group, fight or stay away from their groups. They want to restore their surroundings. Based on group activities, they determine their priorities in life. People often sabotage others so that they can control others. When employees become disconnected from social groups, employees receive depression and lose emotional control. It creates a burden upon him. People with discomfort with others feel lonely. Sometimes it forces them into helplessness. People fulfill their social needs through staying connected with social groups. People want support from their surroundings. The military possesses high social connections. Groups arrange their activities according

to the ultimate goal of the organization. People feel comfortable when they feel comfortable (Gagné and Nathan, 2014.)

2.2 Higher-order needs

Esteem needs and the need for self-actualization are the need of a higher level of need. Self-confidence and being valued by people are the two components of an esteem need. At this level, people see their contribution as valuable. Once people think of themselves as self-sufficient they want self-actualization. At this level, people become sincere in their work and develop creative ideas. It is the hardest level of need that people can achieve. Sir Abraham Maslow (1943) believed that people need to learn the latest information to understand the world better. He believed that learning new information helps people to meet these needs. Further people can feel the needs of different levels at a time. For example, People sharing their meals with others, meet both physiological and social needs (Hopper, 2022.)

There is both high self-esteem and low self-esteem. People who think of their ideas as valuable get high self-esteem. Otherwise, they have low self-esteem. People with low self-esteem are often frustrated. However, some people have more self-esteem than their accomplishments. It can foster one's mental well-being. Both high and low self-esteem is negative for one's mental health. Moderate self-esteem develops confidence among people. Self-actualized people have high self-acceptance and live their life freely. They understand their lives logically. They have personal responsibility and high problem-solving skills. They are autonomous and independent in their characteristics. They value their and others' privacy and have an unusual sense of humor but they don't hurt others' feelings. They enjoy the whole journey of achieving goals (Cherry, 2022, [Maslow 1943.])

2.2.1 Esteem needs

Self-esteem develops autonomous feelings among employees. When employees feel that they are understanding their environment well, it develops a sense of self-achievement among them. Competence is needed for both intrinsic and extrinsic motivation. Competence and autonomy are both parts of intrinsic motivation. Sometimes ego works as the intrinsic motivation in the employee. Ego is one type of intense intrinsic motivation. It directs employees' ways of doing and they feel the internal pressure of doing things. However, sometimes it drives employees to worthless activities until they receive negative

feedback. Employees love cars and other vehicles and they even decorate them and service them regularly. They decide on how they will park the car, garage the car and other things. This even applies to their child as well. People with higher self-esteem take care of themselves (Legg, 2019.)

At the level of self-esteem, people don't want failure in the workplace. Most of the time, employees think they are competent and become reluctant to learn. Sometimes employees think deeply about their appearance and think less about their surrounding environment. They think less about their failures and become more eager for success. Sometimes they don't give relationships as much importance. Employees with lower self-esteem develop negative self-esteem and this results in disruptive behavior and disorder in eating. Positivity in self-esteem develops self-confidence, acceptance and strength. It forms the base of self-actualization. Determination of self-esteem forms personal values. Sometimes peer disagreement leads to a lower level of self-esteem. It also leads to complex inferiority, disorder, or anxiety. Employees prioritize their work according to their respect for others (Poston, 2009.)

At the level of self-esteem, employees develop self-worth and self-confidence. Autonomy, strength and competence are part of higher self-esteem. Recognition, fame and confidence are part of lower self-esteem. External factors impact these elements. Sometimes employees become more eager to attain self-recognition. Employees acquire self-esteem when they get proper appreciation from society. An employee becomes more concerned about their physical appearance when they consider less about the quality of their work. Employees think achieving goals is difficult when they develop lower self-esteem. People with higher self-esteem sometimes become self-centered. People with lower self-esteem face different challenges which sometimes lead them to distortion (Pynes and Lombardi, 2012.)

2.2.2 Self-actualization needs

At this level of self-actualization, people want to achieve self-enrichment (Pynes and Lombardi, 2012). People become more growth-oriented at this level. They think deeply about the work done and develop new strategies. They focus on the achievement of higher performance and job satisfaction. They consider the relationship among them and consider thoroughly what other people think of them. Employees love to accept changes and are more growth-oriented. Employees become more autocratic after the fulfillment of physiological and then self-esteem needs. They like full authority with less control and pressure from upper management. These motivations are both intrinsic and extrinsic. Personal values and satisfaction are examples of extrinsic motivation (Gagné and Nathan, 2014.)

Safety and physiological needs are the lower-order need components. Self-esteem, self-actualization and the need for belongingness are the parts of higher-order needs. People with higher-order needs can accept reality and tolerate more. They always think about the problems and for this reason, they are not self-centered. They enjoy day-to-day knowledge. Some people have lower-order needs and some others need higher-order needs. Some of them anticipate future needs to ensure safety and other basic needs. Family and friends provide both the need for safety and social belongingness. Autonomy, variety and feedback are the components with which employees with higher-order needs perform better. However, people with lower-order needs cannot evaluate the importance of these needs (Poston, 2009.)

2.3 Assessment of Hierarchy of Needs

Researchers have discovered some specifications through which researchers can better Maslow's Hierarchy of Needs (1943). They have suggested that self-esteem and safety are substitute needs though they are not alternative and basic needs. Competence and autonomy are not part of self-esteem. Sometimes employees search for self-esteem needs when they don't find fulfillment in their work. Satisfaction is the basic part of the activities. These also impact physiological needs. Sometimes higher-order needs come first before lower-order needs like physiological needs that come last (Gagné and Nathan, 2014). People in the UK, Germany and America are more individualistic and like to prioritize individual interests before team interests. They possess a strong sense of self-actualization. This theory has many directions based on perspectives as it describes both individualistic and group orientations (Heckhausen and Heckhausen, 2008.)

Entry-level employees are more concerned with physiological and safety needs like the stability of income. After fulfillment of a lower level of needs, employees become concerned with a higher order of needs. They want a proper assessment of their tasks and rewards accordingly. At first, the organization has to understand employees' basic motivational levels and reward them accordingly. When organizations increase the benefits of employees, employees feel safe and contribute to work more. Sometimes organizations make employees part of their organization, they can serve organizations with creative ideas. Organizations should also consider the goals of their employees. It helps them to be internally motivated. Organizations keep continuous communication with employees and it helps them to undermine the motivational level of employees (Kulhari, 2022.)

2.4 Two factor theory of Frederick Herzberg

There are motivational and hygiene factors of motivation. Hygiene factors are essential for employees. These factors ensure the highest motivational level of the employees. However, there are other factors as well. Hygiene factors are a must in the workplace. Hygiene factors help the other factors contribute more to the workplace. On the other hand, motivational factors make the satisfied employee highly satisfied. These are recognition, responsibility, empowerment, development and more. Managers in organizations have to ensure the basic motivational factors first to ensure the working environment. To ensure a workable environment management can arrange adequate lighting, ventilation, fire exits and other safety equipment. After that, they can develop the working environment through motivational factors (Richard, 2012.) This theory divided the factors into two sub-categories. One is motivational factors and the other is hygiene factor (TABLE 1).

TABLE1. Herzberg Two Factor Theory, (Adopted from: Henkel, 2013, p.29)

Motivational Factors	Hygiene Factors
Achievement Recognition Responsibility Challenge Promotion Growth	Company Policy Supervision Work-Relations Working Condition Pay & Benefits Co-workers

Motivational factors are recognition, responsibility, promotion, growth, challenge, achievement. People want an appreciation of their work. Recognition from managers helps them to do more productive work. It is also the component of self-need in the Hierarchy of Needs of Abraham Maslow. Employees want some individual responsibility in some sectors. Challenges in the workplace help employees be creative and develop their mental health. As a result, they give organizations creative ideas. They experience growth in daily activities in the organization. Sometimes organizational training makes employees more competitive. Organizations for this reason can serve consumers in the shortest possible time. Accountability and fairness can help organization get proper feedback. Employees can work harder based on that and give organizations a long-term competitive advantage. These are part of extrinsic

factors. This ensures basic satisfaction and employees can understand the basic needs of workers (Henkel, 2014.)

Hygiene Factors are supervision, company policy, work-relation, working condition, pay and benefits and co-workers. People develop dual nature in motivation. An organization can ensure job satisfaction by ensuring hygiene factors and it impacts mostly on job performance. It develops the mental health of employees. Employees perform better based on subjective evaluations of their activities. As a result, it develops a sense of achievement and a positive feeling. Organizations consider technological advancement. Employee monitoring, relation, process and policy, job security and compensation are part of the hygiene factor. An increase in performance decreases job satisfaction. Organizations can have basic benefits when they can ensure hygiene factors. Developing structures of organizational activities can also be part of the motivation for employees. Managers can adjust the organizational work process and adjust activities accordingly. Organizations develop growth and achievement through job performance evaluation. People with higher potential are motivated by higher levels of needs. People with higher potential love growth, affiliation and others and motivate employees. However, organizations motivate employees over and over again (Miner, 2015.)

2.4.1 Impact on job enrichment

Organizations restructuring jobs can enrich employee motivation. Organizations encourage employees to gain more job enrichment and act accordingly. Interpersonal factors also improves organizational performance. Organizations arrange training according to the needs of organizations. Organizations arranges their activities according to their need and for this reason, they can learn effectively. Organizations give some small amounts so that they can cover the costs of the projects. Besides, organizations arrange continuous communication and help other organizations enlarge their jobs vertically. Profit-sharing encourages employees to be sincerer in activities and eases the control mechanism as well. It decreases organizational costs and improves the quality of activities. As a result, it reduces the cost of production (Miner, 2015.)

Motivation affects the performance of employees. Organizations try to manage satisfaction in relationships. Organizations restructure activities and increase satisfaction among employees. Work environment, benefits and salaries benefit organizations up to a certain level. Managers of organizations direct the activities of employees according to the goal of the organizations, employees want more

autonomy over their activities and for this reason, it increases the responsibility. Besides these, employees need proper motivation. Organizations arrange proper working conditions and it helps employees with job enrichment. Organizations also arrange safety measures and increase employee motivation. At that time of the pandemic, they serve employees with sanitizers. Taking some other measures can ensure the biological safety of employees (Expertprogrammanagement.com, 2021.)

2.4.2 Extrinsic and intrinsic motivation

Intrinsic motivation is the personal preference for activities. People are generally eager to learn their preferred subjects. Sometimes praise can boost employees' intrinsic motivation. It facilitates autonomy in the workplace. However, praise for limited work can decrease intrinsic motivation. Extrinsic motivation is influenced by external motivation. Sometimes intrinsic motivation does not work and at that time organizations use extrinsic motivation at work as a bonus, pay and other facilities. Sometimes offering many rewards can decrease people's internal desires. Employees work on what they like best and develop creative ideas when they are intrinsically motivated. Both intrinsic and extrinsic motivation is needed. Organizations need to decide on the proportion of intrinsic and extrinsic motivation (Bernazzani, 2022.)

Intrinsic reward helps employees to improve their performance. They become aware of the meaning of their tasks and align this with the organizational objective. Thus they become competitive in the job sector. Organizations motivate them as the source of organizational leadership. Employees become selective in their activities and through this, they achieve competence in their work. They do vital activities that can produce more fruitful results in the shortest possible time. They can feel the progress of their work and cling to continuous development. They thrive on the latest information. Organizations can develop central information sharing for this. They become more responsible for their work and avoid biases. They develop a feel like a part of organizations. They feel proud of their work with developed skills (Indeed, 2022.)

Payment, bonus, promotion and reward are the types of extrinsic rewards. Promotion can increase the job-related performance of employees. Most of the employees like monetary and equivalent rewards. Though a person is not intrinsically motivated, they work on a project only for extrinsic reward. An organization can give employees extrinsic rewards directly. Sometimes organizations use it to shape employees' behavior so that they can be able to do specific tasks. In short, extrinsic rewards can help

employees work harder for a short period. Organizations focus on the required behavior which motivates employees. Sometimes organizations avoid replacing intrinsic rewards with extrinsic rewards. This harms employees' internal motivation and creativity (The Economic Times, 2022.)

Autonomy, completion and personal growth are the types of intrinsic rewards. When employees can complete their tasks easily, they can be motivated to work further. Transmitting positive feedback can encourage intrinsic motivation. When employees are motivated only by extrinsic motivation, sometimes organizations develop disappointment among them. Employees become intrinsically motivated when they can understand the importance of their activities. Giving intrinsic motivation to employees increases internal confidence among employees whereas extrinsic motivation gives employees external validation of activities. Employee internal validation gives organizations more benefits than external validation. Extrinsically motivated employees feel unsafe when experiencing a minor decrease among these. Intrinsically motivated employees can cling to organizational goals whether they face trouble or not. (Ranadive, 2022.)

Employees receive extrinsic motivation through earning rewards or avoiding punishment. Intrinsic motivation comes from inside and extrinsic motivation comes from an external source. Organizations practice extrinsic motivation for a short-term goal and intrinsic motivation for a long-term goal. When people are intrinsically motivated employees like to stay in organizations. Intrinsically motivated people can undertake more challenges and have more control over their work. They become mentally proactive. Extrinsic motivation has an overjustification effect. When organizations give employees extrinsic rewards more, it undermines intrinsic motivation and reduces internal motivation. Intrinsically motivated employees can cooperate with other employees more. (Legg, 2019.)

3 WORKPLACE PERFORMANCE

In the workplace, employees have different levels of performance. Organizations give employees rewards based on their performance. Management keeps a regular record of employees' performance and compares them against the standards. These short-term performances link to the long-term performance of organizations. Through this organizations can achieve their mission. Best workplace performance comes with flexibility, accountability and control without biases. Organizations enquire to evaluate the performance of employees and predict future requirements. For the lack of information and understanding, employees suffer from doubts. Based on the information found, organizations set their goal. Management undertakes changes so that it can compete in the market effectively (Miner, 2015.)

Organizations link payment with the performance most of the time so that they can appreciate performance of the employees. Organizations do not integrate the activities of employees from different departments well and the performance management mechanism fails. Proper performance management planning links all the activities to the organization's mission so that it can lead the market. Managers generally practice traditional performance management linked with a reward system. Managers assure transparency to benefit the whole organization. Any barrier to performance management decreases the efficiency of organizational productivity. Strategic human resource management focuses on financial performance with other external considerations to monitor (Mc. Donnel and Gunnigle, 2001.)

3.1 The objective of performance management

Strategic human resource management analyzes workers' performance so that it can anticipate future organizational needs to attain the organizational goal. Based on that it allocates employees on a long-term basis and determines the expansion and reduction of the workforce. It helps organizations cope with changes in the business environment. Political, economic, social, technological, environmental and legal factors impact the performance of the employees. Based on the requirement of organizations, it develops the plan of job requirements so that it can hire the right employees for specified jobs. After the selection of the employees, it arranges the training program and the other facilities to fit workers in the right position (Pynes and Lombardi, 2012.)

Training with no specific standard frustrates employees. In this case group, formation at the time of the training session helps them to make the training fruitful. However, in an individualistic culture, group formation sometimes does not work well. The balanced group can align their performance with the organization's mission. Marrow, a psychologist, has suggested some strategies for Harwood manufacturing. It was trying to shift its production from New England to Virginia. It needed some employees with advanced knowledge of machine operation. It gave employees a target to produce 60 units and for this reason, it experienced high employee turnover. Employees could achieve the target of 55 units but could not achieve 60 units. After the recommendation from Marrow, it reduced its target and divided them into shorter units. After that turnover was reduced by 50% as it gave them a feeling of continuous success (Miner, 2015.)

Proper resource allocation helps organizations cope with the changes in the business environment. It tries to close the gap between the work done and the standard. Management gives some autonomy to group members so that they can get some control over their activities. Removing some barriers give groups some feasibility. Moderate flexibility ensures innovative new ideas. Some management prefers formal communication and some other management prefer informal communication. Management uses a pull strategy to get creativity from employees. The team coordinates group skills to do departmental activities right. In some cases, groups become independent and can make autonomous decisions. Thus groups can allocate resources effectively (Shahjahan and Shahjahan, 2014.)

3.2 SHRM and performance management

Strategic human resource management focuses on the continuous development of the workforce. It presents a new area of development and some corrections. It monitors and nourishes the development of organizations. It coordinates the activities of different departments of organizations and receives necessary feedback. It tries to utilize the information so that it can understand the needs of organizations. To track the activities of departments it sets up a central information system where employees get limited access to this information. Customers also get proper feedback. It continues the communication with suppliers, buyers, distributors and other stakeholders. In the process of communication, they consider cultural diversity. It gives feedback based on reviewed policies. To make the process easier to record performance continuously (Pynes and Lombardi, 2012.)

Strategic human resource management tries to give the right feedback so that employees become motivated. The more the monitoring system of organizations becomes bias-free, the more the management becomes accountable. Increasing organizational productivity can serve customers at a low cost. It helps organizations to make strategies so that they can solve persistent challenges. It evaluates organizational strengths and weaknesses management based on the collected feedback that helps to set priorities. It helps organizations ensure transparency with proper accountability. It helps organizations to collect information and transmit it to stakeholders. It reduces improper resource allocation and keeps organizations on the right track. Organizations learn from failures and make upgraded policies. Receiving proper information, employees can develop innovative thinking. It sets up goals and monitors daily activities. It measures progress and set organizational direction based on the right feedback (Soken-Huberty, 2021.)

Strategic human resource management sets the right resources in the right place. The resources are financial, non-financial, human and other resources. It develops the right marketing plan with smooth communication. When real employees become fewer than the real demand a shortage of employees happens. To meet the necessary need of the employees, organizations develop proper job requirements and recruit employees. Employees having a shortage of knowledge ultimately affect employee productivity. When the number of working employees becomes more than the real demand, it creates a surplus. It costs organizations more and reduces profitability. It impacts the competitive advantage of organizations. It arranges different training programs when existing employees need improvement as well. Sometimes organizations stop the retirement of some proficient employees so that they can lead their employees well. Some employees become full-time employees from short-time employees (Pynes and Lombardi, 2012.)

3.3 Barriers to performance management

Organizations apply strategies to a stable organizational environment. Sometimes organizational interests go against organizational objectives. When computer selling organizations give a sales manager the task of selling a computer they should serve the customer well. In the case of a sales manager selling an old version of the computer to a customer and the customer realizes that they would get the latest edition at the same price, the sales manager will get some profit but the organization will lose the customer. For this reason, organizations attain and retain customer loyalty. Performance management considering the top-level employees only frustrate the bottom-level employees. Employees from all

levels collaborate on activities to achieve their desired organizational goals. Sometimes it cannot serve customers on-time feedback. Sometimes it cannot review much about individual contribution well this frustrates employees. As a result, it becomes hard for organizations to achieve their mission. Organizations must evaluate performance from different levels on a regular basis (Colling and Wood, 2009.)

3.4 Overcoming performance management barriers

Organizations evaluate employee performance through the analysis of activities and this detects the gap between the actual work and standard work. Based on the findings it develops specifications for employees and tries to fulfill the organizational requirement. Organizations follow any of the theories of motivation for employees. According to Maslow's Hierarchy of Needs (1943), the first three needs are the lower level of needs and the other two needs are the higher level of needs. Organizations try to motivate employees with higher potential through a higher level of needs. The most difficult for people to achieve self-actualization needs. There are two factors according to the Herzberg Two Factor theory. One is the hygiene factor and the other is the motivational factor. The hygiene factor is a must in organizations and the motivational factor drives the employees to be more productive. Workplace safety is the part of hygiene factor and well leadership works as the motivational factor these help employees change their behavior and develop their creativity. Social groups even influence the behaviors of employees (Shajahan and Shajahan, 2014.)

Suitable motivational approaches can give employees the best feedback. It also impacts the behavior of the employees. Employees become proficient enough to cope with organizational changes and get a competitive advantage in the market. Job assessment and reward management are two separate factors. Organizations try to be competitive by retaining potential employees. Sometimes organizations give employees performance pay beyond basic pay. Some organizations also make employees the shareholder of organizations and appreciate participative management. It makes employees think as if they are part of the organization and make them more sincere to work. They become more conscious of organizational goals. As all departmental goals are aligned, it becomes possible for them to collaborate on their activities. Continuous communication with employees helps organizations to give them timely proper feedback and boost productivity. It reduces the deficiencies in work and improves overall service (Inc, 2021.)

Organizations make the best use of scientific management. It employs this after proper negotiation of payment and reward policies with employees. Most of the employees prefer a reward system on an output basis. Employees prefer rewards from the employer. In modern times they need more motivation as they are working both mentally and physically. Employees want job security from the employer. They demand regular and on-time payment. 20 years ago, top management used to get 17 times higher payments than the workers. However, now top-level managers are getting 75 times more pay than the workers. Top-level managers now achieved more significant development than the managers 20 years ago. Organizations try to give all employees legitimate pay to motivate them (Natale, Libertella and Rothschild, 2014.)

Skill variety, task identity, autonomy at work, proper feedback, latest knowledge, work motivation, satisfaction, supervision, growth and pay system are linked with motivation. Strong motivation encourages employees to work harder and lower turnover of employees. It makes the reward system successful in the long term. Employees want proper compensation with job security. It helps employees to be sincere and innovative at work. Less work and a lack of job enrichment negatively impact the reward system and reduce productivity. A reward management system encourages mid-level management to set strategies so that employees can perform better. Organizations sometimes arrange training and other facilities. Reward management strategies help organizations attract potential employees (Miner, 2015.)

4 INTERNATIONAL WORK CULTURE

Employees from different cultures are becoming part of international organizations. Employees from different cultures view different perspectives of management and leadership. Considering cross-cultural elements international organizations adopt different motivational strategies. Wrong evaluation of cultural factors leads motivational strategies to failure with a huge negative impact. The introduction of an individual motivational plan on employees of Thailand doesn't work generally as they are reluctant to compete openly with others. Employees work mainly for salaries high enough for their living. Besides they want the work to be a source of enjoyment and work that benefits others and has social value. Management of China is job centric. They get their work done even though employees have to do overtime. Organizations make incentive plans based on this cultural consideration (Zhao, 2017.)

Something motivates someone and demotivates others. For example, the people of Finland are mostly normative and short-term oriented. This means they are motivated mostly by short-term goals. They respect their tradition mostly. They want to save less for their future and prefer achieving quick results. Most Asian countries don't have much long-term orientation like achieving a goal after 10 or 100 years. People often search for truths. They see education positively in society. They are often run by short-term goals. For this reason. People prefer short-term projects more. They often don't think about long-term outcomes much. The people of Finland are much more individualistic and here power is decentralized. They like informal communication mostly and are direct with their managers. They prefer quality in their work (Hofstede Insights, 2022, [Hofstede, G., 1980.]

4.1 Influence of culture

Some cultures prioritize collective decisions over individual decisions. Most Asian countries are collective and prefer group decisions. The collective culture believes that individual decisions suffer from shortsightedness, lack of information, bias and others. Individual decisions take too much time whereas collective decisions take short time and are effective. In the Western world, people are Individualistic mostly. They prefer doing things alone most of the time and want to take appraisals alone. In some cultures, power distance is high enough and in other cultures power distance is very low. However, in Asian countries, power distance is very high. Managers have parental control over their

subordinates. Management prefers aged people for their knowledge whereas the Western world gives value to skilled mostly (Lisbdnet.com, 2022.)

Satisfied employees are happy at their workplace. However, they don't like to do more. Organizations motivate them so that they can develop creative ideas at work. Higher wages don't ensure higher retention, rather employees demand fair wages. Employees of Japan give little importance to their social status. Some employees from Japan may become angry with extrinsic rewards as they think that they will have to work harder to get greater rewards. Whether employees of the Middle East and the Far East have a strong sense of work ethics. Employees of China focus on individual and physiological needs, safety and self-actualization needs. Employees of China think it is important to be part of the workgroups. They are used to saving financial resources. Organizations maintain hygiene factors in the workplace to maintain psychological integrity at work (Zhao, 2017.)

4.2 Culture and management

Organizational culture defines organizational practices, values, income and other things. Management considers these things when managing teams. Management practices culture as the collection of traits. It helps organizations to develop their mission. Through this, management tries to cope with the changes and latest demand patterns of customers. It makes organizational management unique. Team members respect each other as they get fairness. It helps to develop honesty and eradicate biases. It ensures long-term profitability and improves productivity. Organizations sometimes become more socially responsible by developing effluent treatment plants and other recycling methods. Management with increased communication minimizes team conflicts (Kokemuller, 2022.)

A proper motivational strategy helps management to engage employees in activities and helps organizations to decrease turnover and create a strong brand identity. As management becomes concerned about continuous monitoring, productivity increases. Organizations thus get a well-collaborated team to boost employee productivity. Organizations can achieve their mission with increased performance and reduced employee turnover. Management sets motivational strategies based on the cultural considerations of employees. In addition to that training gives team members cultural cooperation among teams. Sometimes the same gesture represents different things in different cultures. A preliminary idea about culture help management avoid conflict arising from cultural ambiguities (Indeed.com, 2022.)

The team negotiates with management considering some of the factors, norms, values, ways and others. It encourages participative management. Most Asian countries prefer participative management. This helps them to reach a solution. Employees become motivated and it increases the quality of work. The team sets standards and gives employees accordingly. Continuous communication among members helps teams to avoid information distortion and cultural ambiguities. Team culture prohibits actions against members. Group culture impacts collective negotiation. Group members develop trust receiving legitimate responsibility. Workers want financial security in their time of need. Teams giving proper service help management undertake more vital tasks and keep employees connected (White and Druker, 2013.)

4.3 Dimensions of Gert Hofstede

Gert Hofstede's cultural dimensions has six dimensions. They are power distance, individualism, masculinity, uncertainty avoidance, long-term orientation and indulgence. These are some elements the business world follows in its operation. They adopt marketing policies and other things based on these. For instance, in Finland, the power distance is very low. Here employees have mostly informal communication with the upper management. They mostly prefer skilled persons to be the head of management. They often take independent decisions. They mostly discuss ideas and communicate directly. For this, they can develop the best possible solutions. In Asian countries like Bangladesh, power distance is very high. It prefers parental control. Here, an elderly man directs team activities. Here communication is formal most of the time. People of these countries strongly follow the hierarchical order or chain of command (Hofstede Insights, 2022, [Hofstede, G., 1980.]

People from Finland are mostly individualistic and they like to take care of their self-interest. They are more aware of self-esteem. Here people with high potential don't consider much about their basic needs. They focus more on individual performance and like the management of individuals. Most Asian countries are less individualistic. They want to work as a team and prefer collective decisions. They prefer long-term commitment among group members. They are regulated by social norms. They take compliments on work as a team and try to uphold team identity. Here they do activities in less time Bias-free group receives proper information on time. Creative ideas come out as a result of participative management (Hofstede Insights, 2022, [Hofstede, G., 1980.]

Finland is mostly a feminine society. They work more to live. They focus more on the quality of life and the work done. They are mostly flexible. They love supportive management and employee involvement. They focus more on relationships when doing certain activities. They get success from the collaboration of employees from all levels. They should try to maintain a good work-life balance. Most Asian countries prefer masculine leadership. Men direct family and other activities. People prefer working hard and having leadership. Men decide on organizational activities. They are often driven by strong egos. They see achievement very seriously. They focus less on the relationship (Hofstede Insights, 2022, [Hofstede, G., 1980.]

Finland tries to avoid uncertainty. They also believe in order and norms. They believe mostly the Orthodox behavior. Though they focus more on making more money, they want rules in their lives. They work hard and love punctuality. They dislike innovation and like security as motivation mostly. They can get the best output from their activity when employees have clear goals and communicate about creative thinking. They also try to understand inherent norms more to allocate group activities. Most Asian countries are uncertainty avoiders. They prefer taking many contingent decisions rather than focusing on a single plan. They strongly follow some codes and norms. They try to work hard following rules. Individuals prefer security as part of their motivation (Hofstede Insights, 2022, [Hofstede, G., 1980.]

The people of Finland have high indulgence. They are optimistic and give value to freedom of speech. They like most personal happiness. Though countries like Finland are developing faster and they are losing their family tie. They might have a better work-life balance. However, they have more control over their human desire. They take their lives seriously and prefer open talk. They evaluate feedback more and focus on mentoring. They arrange a flexible working life and achieve a high work-life balance. People in Asian countries cannot control their desires and emotions for long. Sometimes it makes them pessimistic. As they follow strong social norms, they don't like to interfere with these norms and develop rigid behavior (Hofstede Insights, 2022, [Hofstede, G., 1980.]

4.4 Criticism of Hofstede's theory

Some researchers have said that Hofstede's theory is not the absolute theory to determine one's culture. Some components of this theory are more sensitive to one culture and are less sensitive to other cultures. No study can survey the whole culture. Hofstede's cultural findings are mostly individual cultures and

don't represent the whole culture. Culture is not confined to borders. Even people in different countries possess the same nature. So nationality is not the right tool for analysis which hampers the unity of people around the world. Hofstede undertook that research at the time of World War II and at that time Europe was disturbed by war. For this reason, uncertainty avoidance and masculinity were sensitive at that time. Females served their families mostly at that time. As this research focused on organizations, this cannot represent the whole culture of a country. Some researchers have said that this research is not valid at this time as the world is becoming more globalized (Shaiq, 2011.)

Some researchers say that six dimensions are not enough to describe a whole culture and for this reason, they do not give complete information about a specific culture. Culture has more elements and they are interlinked. These six dimensions can focus on some specific issues but can't evaluate the whole situation. They say that it is not action-based research and this research is decentered work. Employees of organizations don't think about what they are doing and avoid fear. Some organizations are more performance-oriented and consider national culture less. People in some Asian countries like Pakistan and India are more informal though they are Asian countries. Culture is not an easy thing to understand. No certain criteria can describe culture easily. However, with new available ideas, any organization can employ this theory and can get benefitted (Hofstede Insights, 2022, [Hofstede, G., 1980.]

5 METHODOLOGY

Research is searching for information. Social researchers have defined research in different ways. It focuses on the development of knowledge. Applied research and basic research are the two types of research. Applied research uses basic research to develop new techniques, while basic research focuses on the development of scientific knowledge. Some researchers say that it develops new ways of doing things and business opportunities. Setting up a methodology often makes a task clearer, shorter and more effective. The thesis has ways of collecting information and different types of analysis. Besides these, it has a time frame that describes task scheduling. A thesis with the right way of doing bring up the in-depth information that ensures mutual benefit (Cuesta, 2013.)

Research reliability evaluates the research quality. Validity measures the accuracy of the research measure. Reliability shows the accuracy of research measures. Some researchers suggest reviewing survey questionnaires to assure the accuracy of the research methods. It also makes questions easier for the respondents. Besides these, it helps to measure the research question and analyze it. The research questionnaire directs the objectives of the research. The reliability of the research makes the research valid. Without reliability, research cannot present a real research situation (Cuesta, 2013.) This research used different statistical tools to analyze the data of the respondents. Different graphs and charts helped to visualize the findings of the research.

The target group of this research were international employees living in Finland. To maintain authenticity of the reserch information was collected from these international employees. Information was collected from them based on their past experience. Using the quantitative research has decreased biases. The same questionnaire was used to collect research information from these respondents. To ensure the validity of the research sincere answers were selected. Respondents were assured of the privacy of the report so that they can answer without fear.

5.1 Data collection

This thesis has analyzed both the primary and the secondary information from websites, articles, journals and other sources. Structured questionnaire was used to collect primary information from employees residing in Finland. Bottom-level employees were the participants of this research to understand the impact of motivation on them. Questionnaires were sent to 60 employees residing in Finland and analyzed

responses through descriptive statistical measures. Hope that it will give an understanding of the recent impact of motivational strategies among employees. Privacy of the respondents was assured so that they can give proper information. Snowballing technique was used which helped to find potential respondents. When the researcher uses snowballing technique he asks respondents to refer him to another potential respondent. (Cuesta, 2013.)

Quantitative research was used to conduct this survey. This survey has used sampling to find out the recent motivational strategies and their impact on the international employees living in Finland. The researcher makes decision based on these samples and tries to understand the population. Besides this, it helps researchers to collect data quickly. The quantitative research mainly uses online surveys or questionnaires to collect information. Structured questionnaire was used to collect the information. Quantitative method uses numerical measurement which helps to predict the future trend and helps researchers to get out of their biases mostly as numbers don't lie. However, the researcher has to clarify research goals and keep research question simple so that respondents can understand. To clarify research questions, pilot testing was used.

5.2 Data analysis

A bias-free data analysis helps to understand the motivational trends in employees. To avoid research bias, researchers often take the help of others to revise questions. It makes decision-making effective through analyzing research information to understand recent employee motivation and its relation to the organizational mission. Descriptive statistics mostly analyses the present situation of organizations by analyzing quantitative data. However, it can not give proper information in case of a large sample as it loses vital details. Research sometimes uses graphs to present research information which will help future researchers. As all people can understand graphs easily researchers can reach most of the people (Cuesta, 2013.)

Snowballing technique was used which has helped to reach respondents. In this technique, most of the respondents have referred another respondent. After collecting research information, this information was transformed into numbers. Descriptive statistics was used to present the information. Information was presented on percentage basis. Pie charts were used mostly which helps to visualize percentage accurately. However, quantitative research cannot elaborate a situation fully. It sometimes ignores some

other related variables. MS Excel helped to encode and analyze the research information. Extra caution was taken to reduce errors as quantitative research is vulnerable to errors. As most of the information is quantitative, this thesis used graphs and charts to represent the information. Based on that information one can easily compare information and decide accordingly. This research helped to understand the behavior of employees and the numerical impact of certain motivations on employees. Besides, these help people understand the demand pattern of employees and forecast the probability of events.

6 FINDINGS AND ANALYSIS

To collect information, 30 respondents were reached who were international employees living in Finland. They were asked different questions so that their preferences can be understood. Employees were questioned to identify their position according to the Maslow's Hierarchy of Needs. Besides, respondents surroundings were discovered that impact on their motivation. They were also asked whether they are planning to leave their organization, whether they are getting autonomy at work, whether they like shorter goals or not, which type of benefit they like most, which helps them to maintain their work-life balance, whether they like to have training by their seniors, whether they are getting proper appreciation of their creativity. It was discovered that most respondents are with high potential and like their organization. However, some of them are upset about their teammates taking credit of their ideas by their teammates. Motivation is a vast area to research. This has covered some basic motivational aspects.

6.1 Preferred benefits

Respondents were asked which benefits they like most. As seen in Figure-2 below paid training were chosen by 36.67% of the respondents, 26.67% have chosen cash compensation, 16.67 has chosen retirement benefits and 6.6% could not answer the question. The international employees who have chosen paid training are more than double the international employees who have chosen retirement benefits. International employees who have chosen cash compensation are double the employees who have chosen fringe benefits. A few employees could not answer the question. Almost two thirds of the respondents have chosen paid training and cash compensation.

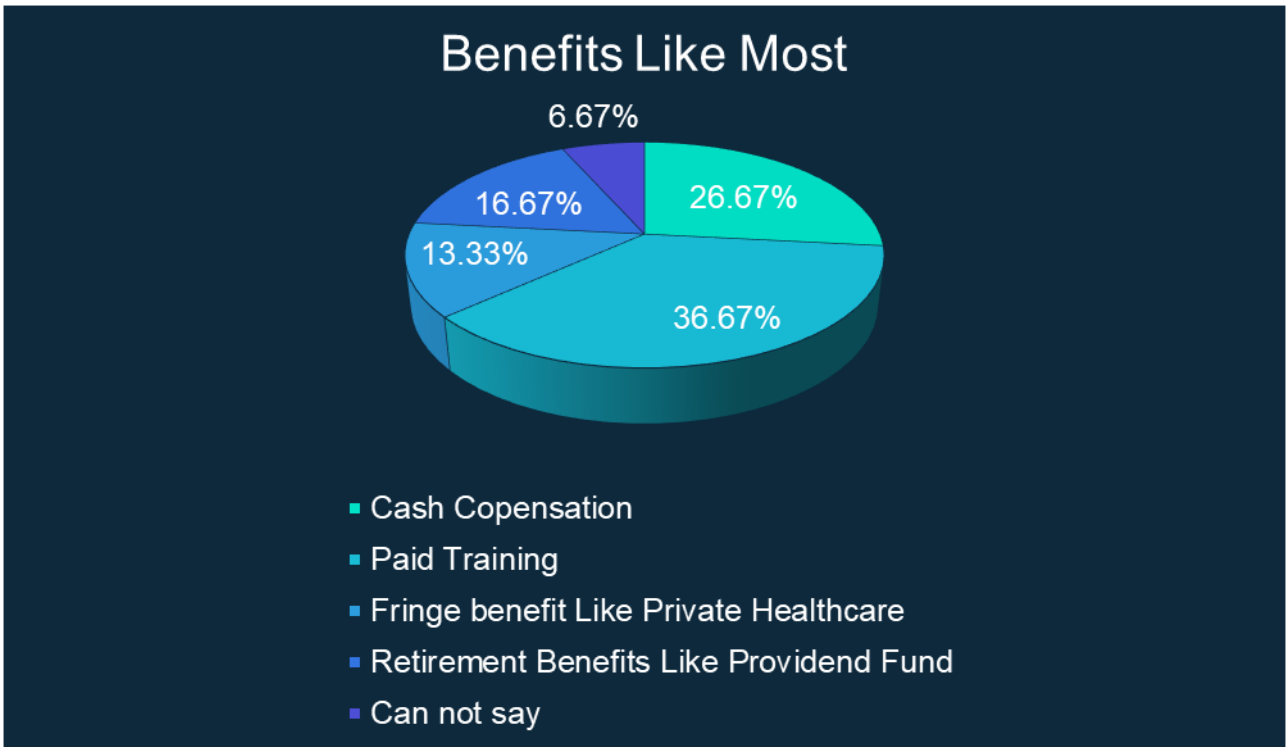


FIGURE 2. Benefits Like Most (N=28)

6.2 Maintaining work-life balance

Respondents were asked what helps them to maintain their work-life balance the most. As seen in Figure-3 below among the respondents, 20% preferred career breaks, 36.67% have chosen part-time jobs, 16.67% have preferred job sharing, 10% have preferred term time working, other 16.67% could not answer. Most of the respondents have chosen part-time jobs. The number of respondents who have chosen career breaks is double the number of respondents who have chosen term-time working. The number of respondents who have chosen part time jobs is almost double the number of respindents who have chosen career breaks. However, the number of respndets who have chosen part time jobs is more than double the number of the repondents who have chosen job sharing. However, one-sixth of the respondents could not answer.

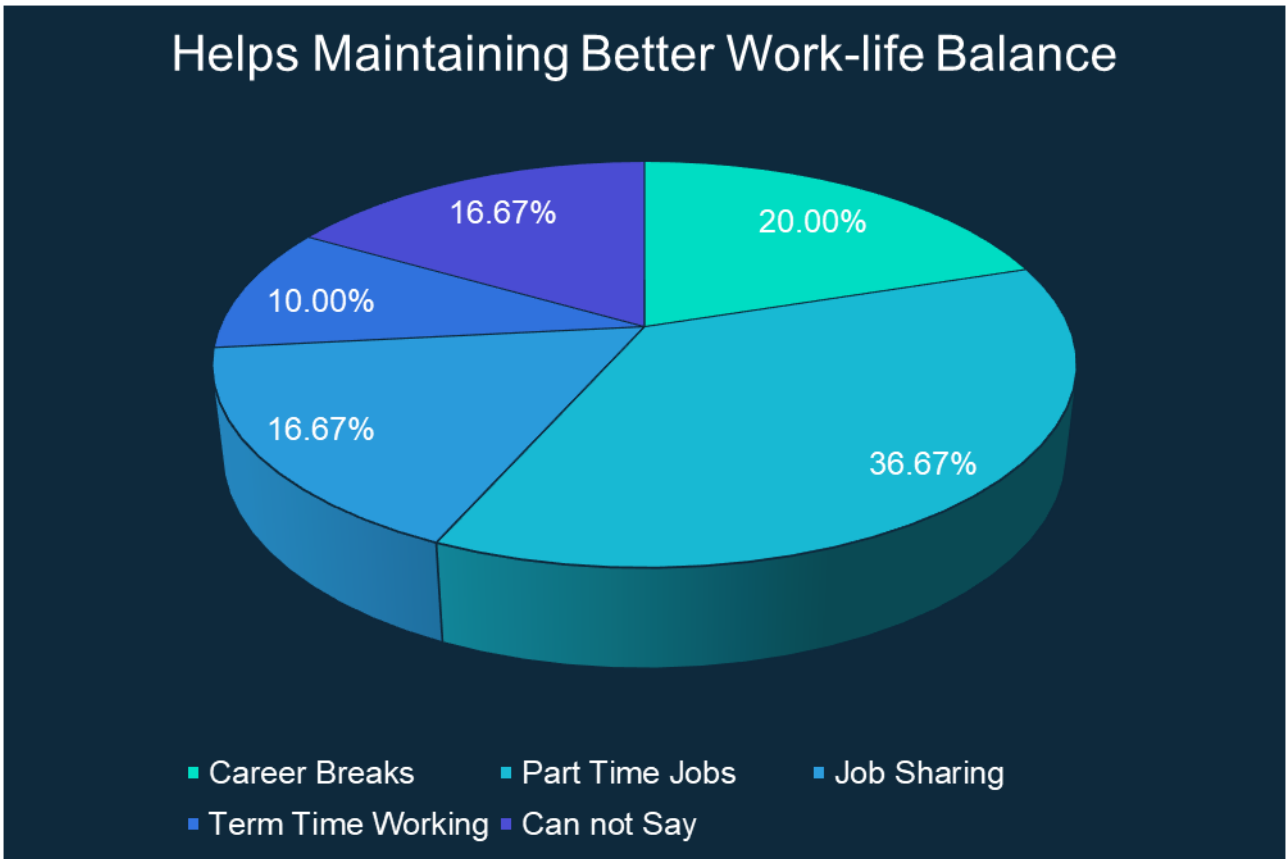


FIGURE 3. Helps Maintaining Better Work-life Balance (N=25)

6.3 Preferred flexibility

Respondents were asked about which type of flexibility they like most. As seen in Figure-4 below among the respondents 66.67% have chosen flexible work time, 16.67% of employees have chosen remote office work and , another 16.67% have chosen limited working hours. Respondents who have chosen flexible work time are four times more than the number of respondents who have chosen remote office work. The same applies for the number of the respondents who have chosen limited working hours. Two-thirds of the respondents have chosen flexible work hours. The number of respondents who have chosen flexible work is double the number of respondents who have chosen remote office work and who have limited working hour.

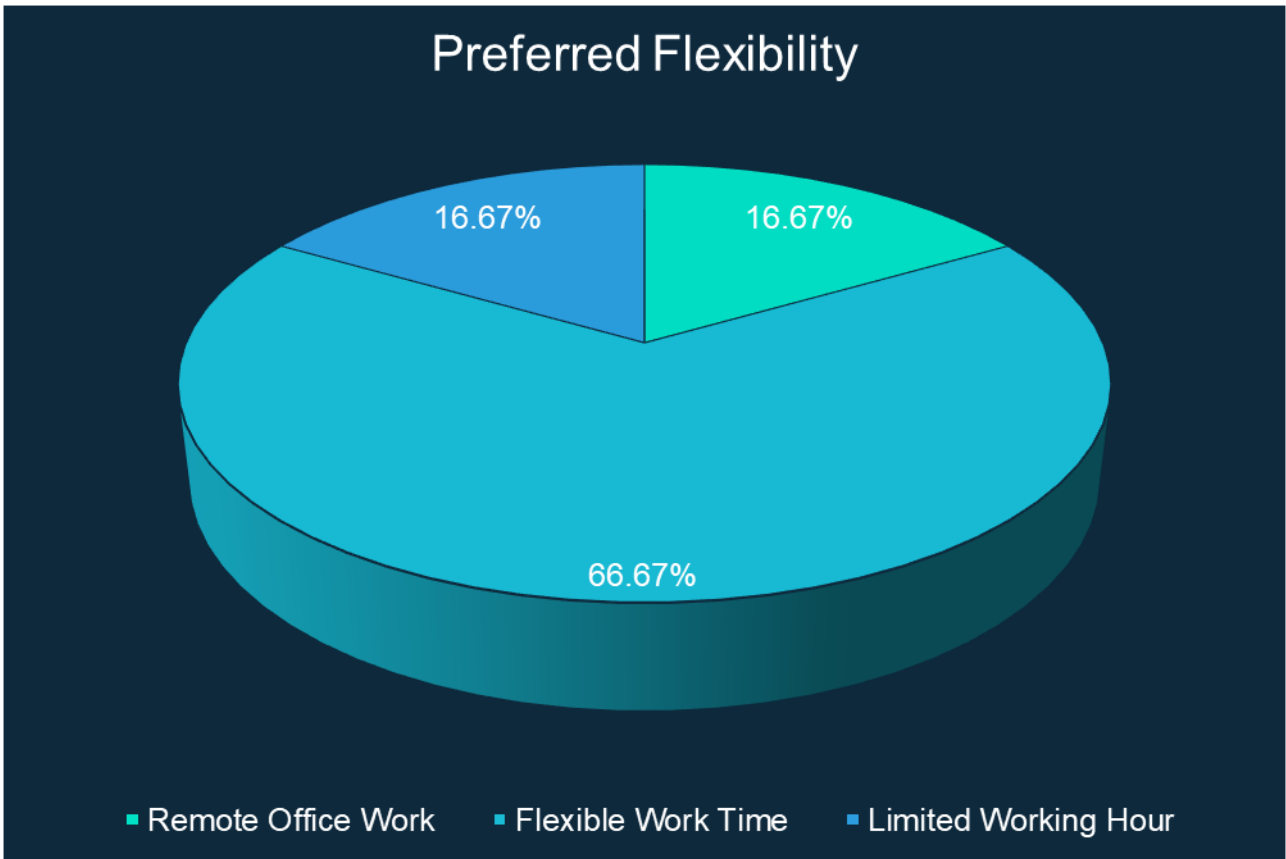


FIGURE 4. International Employees Prefer Most

6.4 Attractiveness of shorter goal

Respondents were asked whether they like short-term goals. As seen in Figure-5 below among the respondents 43.33% of respondents frequently prefer shorter goals, 13.33% always prefers shorter goals, 23.33% occasionally prefers shorter goal and 20% people don't like shorter goals. The number of respondents who frequently prefer shorter goals are more than double those who don't like shorter goals and it is more than triple the number of respondents who always prefer shorter goals. Most of the respondents occasionally, frequently and always like shorter goals. The percentage of the respondents who frequently like shorter goals are more than double the number of respondents who occasionally and always like the shorter goals. However, one-fifth of the respondents could not answer the question.

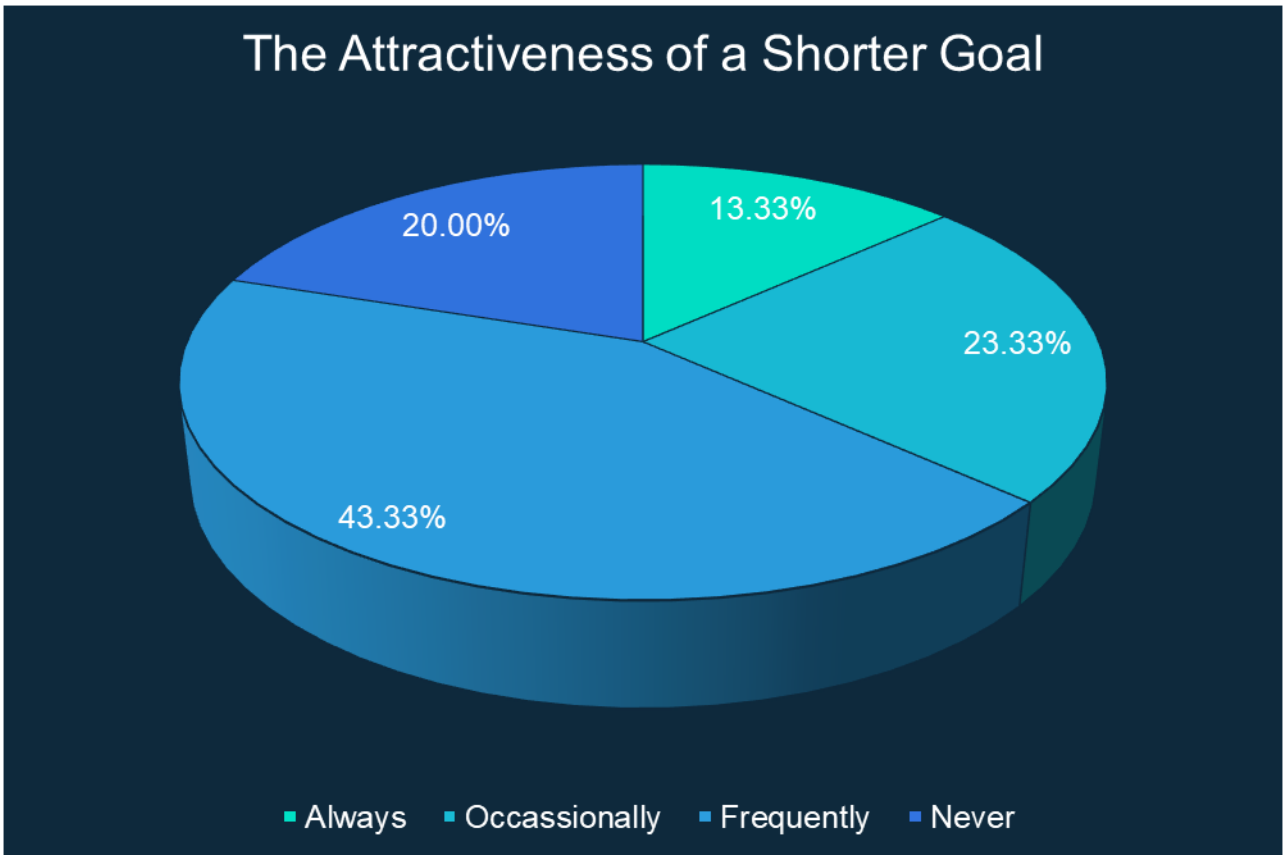


FIGURE 5. The Attractiveness of a Shorter Goal

6.5 Impact of training by seniors

Respondents were asked whether they like to have training by their seniors. As seen in Figure-6 below among the respondents 33.33% of the respondents believe that training by seniors always develops a sense of shared goals and the other 33.33% believe this frequently develops a sense of shared goal. Among the respondents, 26.67% of respondents believe training by seniors occasionally develops a sense of shared goal and 6.67% of the respondents could not answer the question. The percentage of respondents who always like training by seniors is 13.33% and that is more than the percentage of respondents who frequently like training by seniors. Less than one-third of the respondents occasionally like training by seniors. Two-thirds of the respondents frequently and always like training by seniors. However, few people could not answer the question.

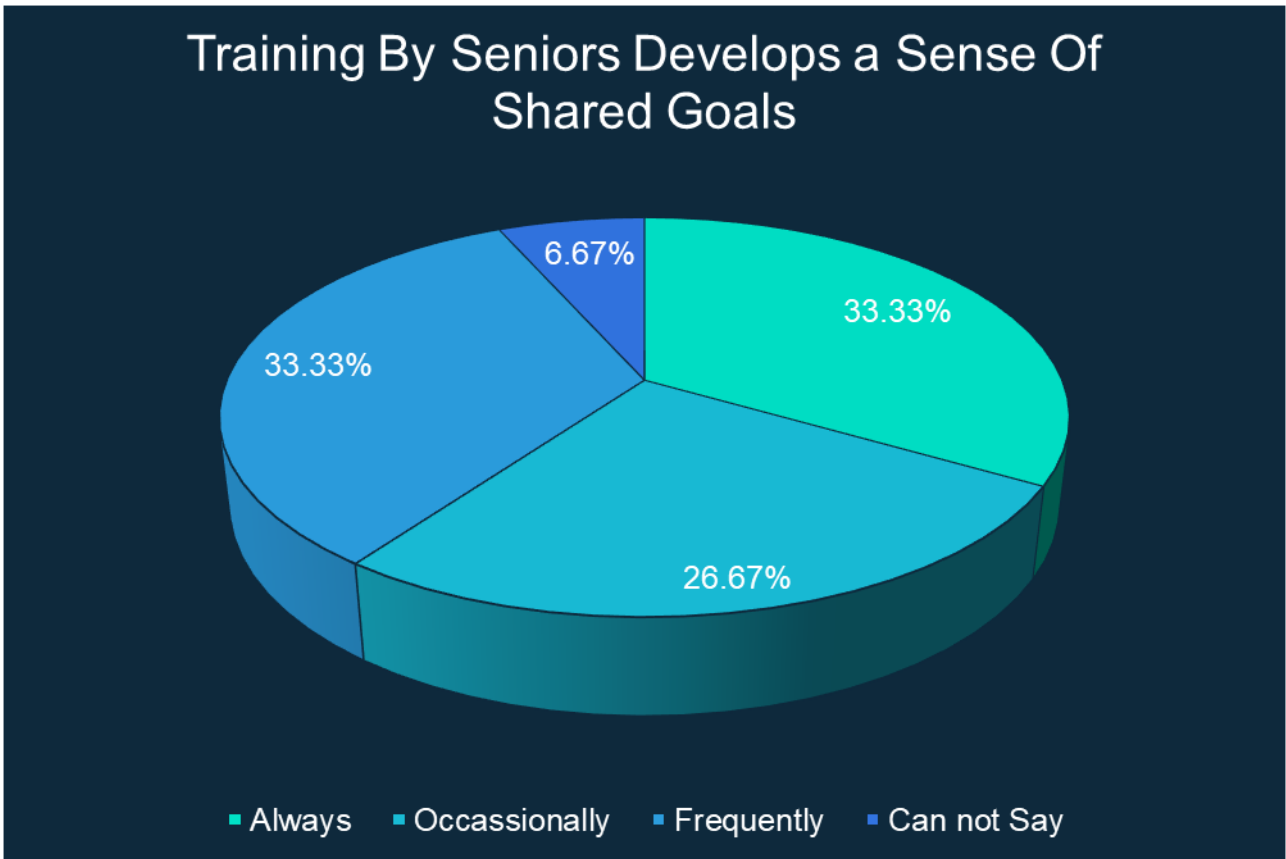


FIGURE 6. Training By Seniors Develops a Sense Of Shared Goals (N=28)

6.6 Appreciation of creativity

Respondents were asked whether they are getting proper appreciation of their creativity. As seen in Figure-7 below among the respondents 43.33% of the respondents believe that their managers always appreciate their creativity and 30% of the respondents believe their managers frequently appreciate their creativity, 20% of the respondents believe their managers occasionally appreciate their creativity and 6.67% could not answer the question. The percentage of the respondents who always get appreciation from their upper management is more than double than the percentage of the respondents who occasionally get it. Less than one-third of the respondents frequently get appreciation for their creativity. Most of the respondents believe that their managers always appreciate creativity.

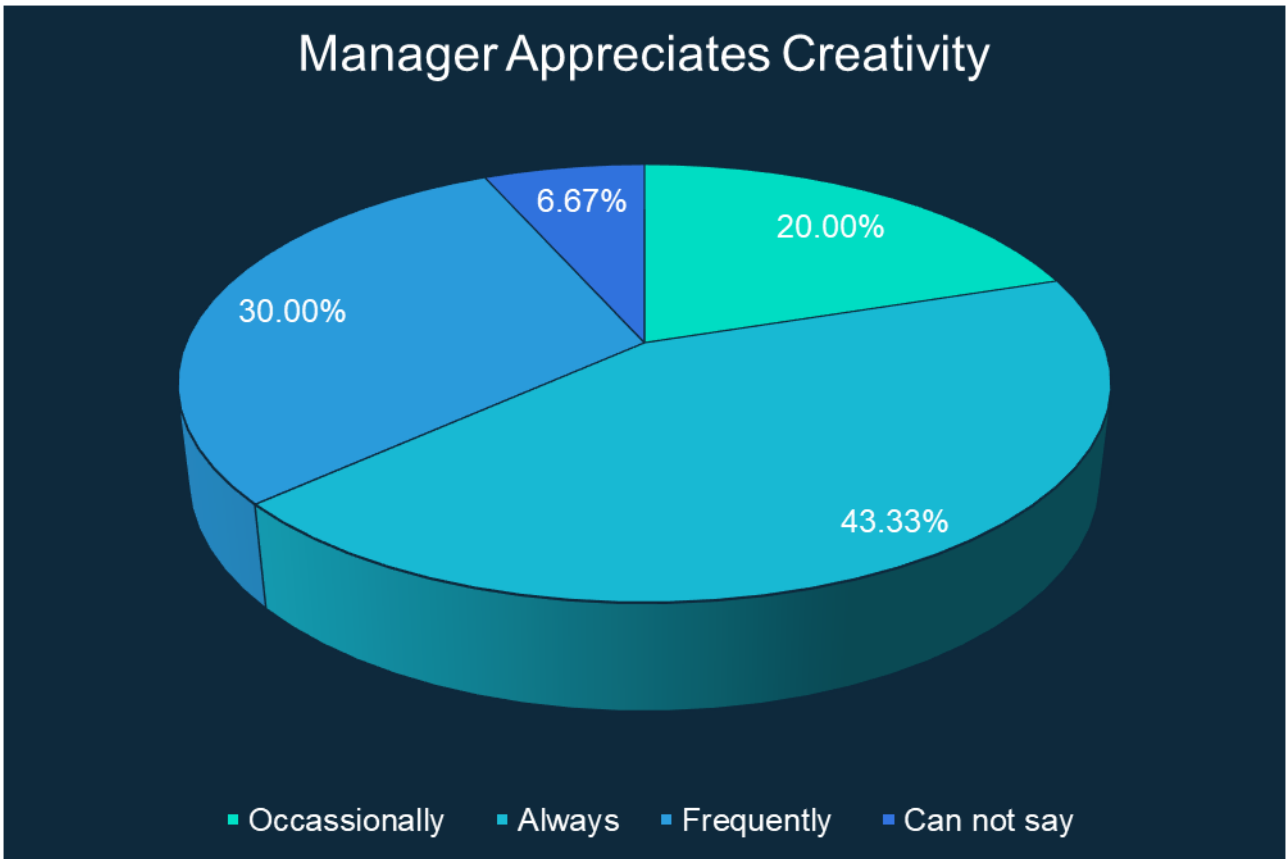


FIGURE 7. Manager Appreciates Creativity (N=28)

6.7 Workplace autonomy

Respondents were asked whether they are getting autonomy at their workplace. As seen in Figure-8 below among the respondents 23.33% of the respondents believe they occasionally get autonomy. Other 23.33% frequently practice autonomy and 20% of the respondents said that they always get autonomy at work. Among the respondents 10% never got the autonomy at the workplace and the remaining 23.33% respondents could not answer the question. The percentage of the respondents who occasionally get autonomy and the percentage of the respondents who frequently get workplace autonomy are the same. The percentage of the respondents who always get autonomy at work is more than double the percentage of the respondents who never get this autonomy. However, almost half of the respondents frequently or always get autonomy at work.

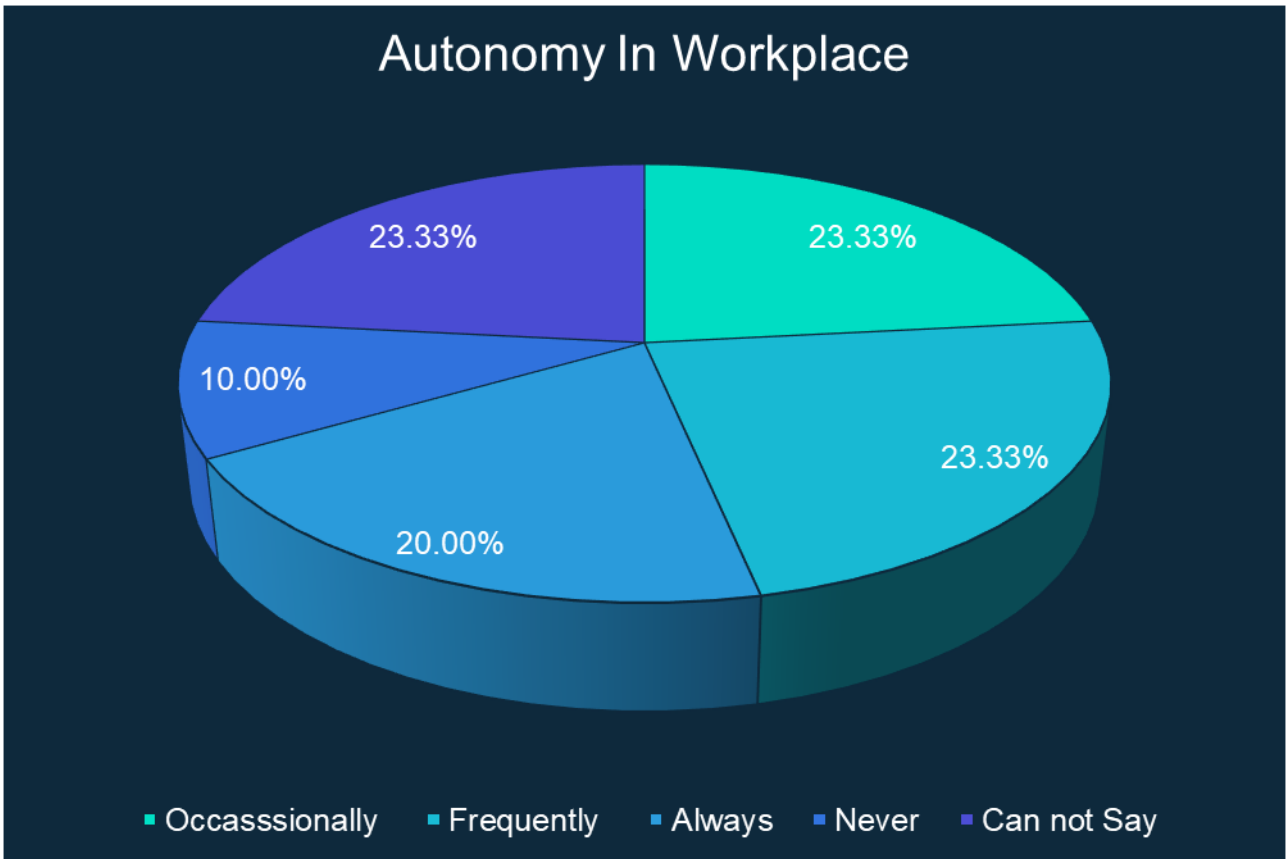


FIGURE 8. Autonomy In Workplace (N=21)

6.8 Taking credit by teammates

Respondents were asked whether their teammates are taking credit for their ideas. As seen in Figure-9 below among the respondents 40% of international employees believe that their teammates occasionally take credit for their ideas. 26.67% of the respondents denied that. 13.33% of the respondents believe that their teammates always take credit for their ideas, 13.33% believe that their teammates frequently take credit for their ideas. However, 6.67% of the respondents could not answer the question. The percentage of the respondents whose teammates never take credit for their ideas is double the respondents whose teammates always take credit for their ideas. In addition to that the number of respondents whose teammates occasionally take credit for their ideas is almost triple the respondents who always face it.

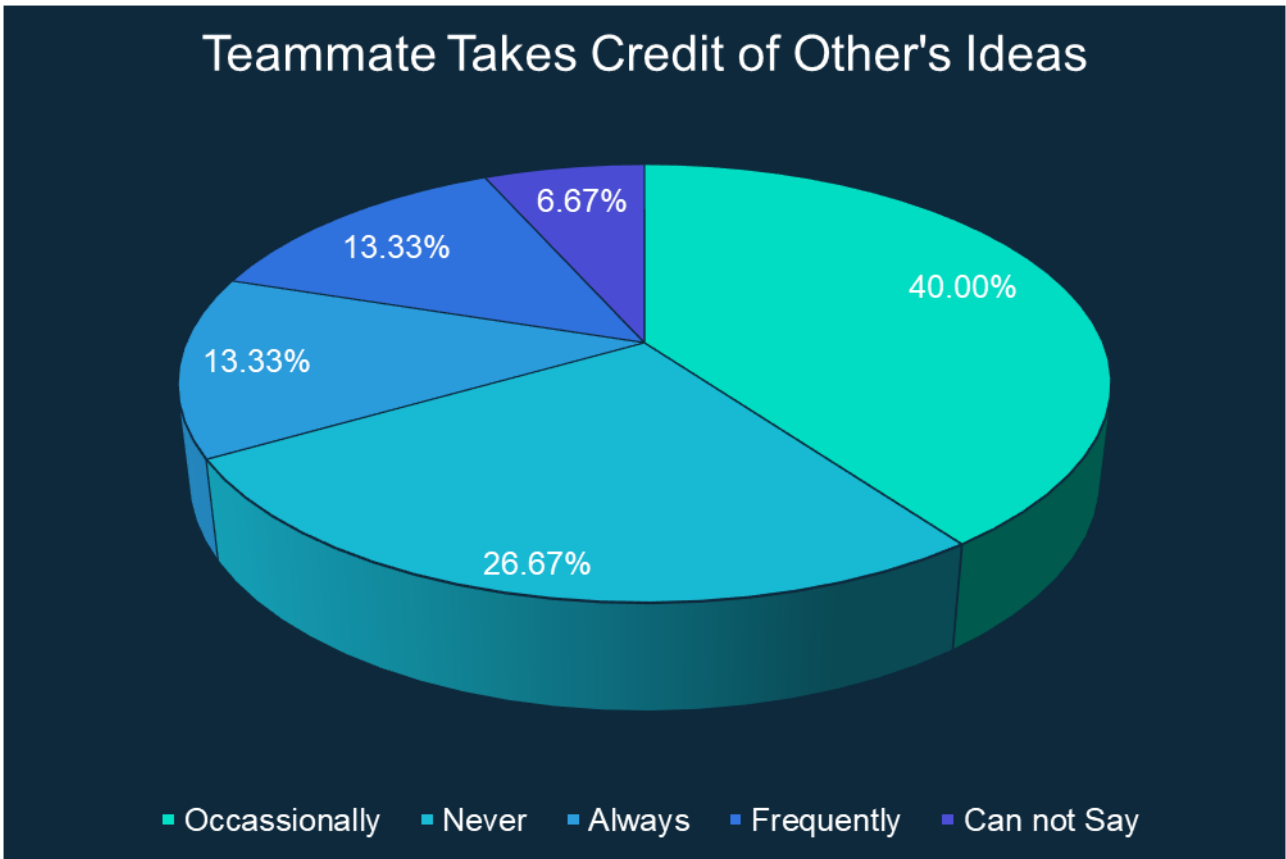


FIGURE 9. Teammate Takes Credit of Other's Ideas (N=28)

6.9 Tendency to resign

Respondents were asked whether they are planning to leave their organization. As seen in Figure-10 below among the respondents 40% of the respondents could not answer the question. Among the respondents, 26.67% occasionally think about leaving their organization. Other 10% of the respondents always think of leaving their organization. However, 56.67% of the respondents never think about leaving their organizations. The number of respondents who never think about leaving their organization is more than double the number of respondents who occasionally think of leaving their organization and more than five times who always think of leaving their organization. The percentage of employees who never think of leaving their organization is more than double the percentage of employees who think of leaving their organization always. Most of the respondents prefer to stay at the workplace.



FIGURE 10. Think of Leaving Organization (N=18)

6.10 Discussion

In this research, 30 responses were collected from international employees. They were asked nine questions. Most of the respondents prefer paid training. It allows them to develop their skills and at the same time, it helps them get financial support. They like to have the opportunity of paid training more than cash compensation and retirement benefits. It shows that most of the employees prefer to develop their skills. International employees prefer part-time jobs. It shows that most international employees like part-time jobs. It helps them to secure financial support. They want fewer breaks and want to share their jobs less. It signifies that most international employees want authority over their work. As most of the respondents are aware of stealing of their ideas, it seems that most of the respondents have the need of self-actualization and self-esteem. Proper performance appraisal can boost their activities more. However, a negative appraisal can damage their performance drastically.

Most international employees in this survey prefer flexible work time over remote office work and limited working hours show that most of them don't bother to work harder and in remote places. Most of them needed flexible working hours. Most of the respondents frequently like shorter goals and some occasionally. Other respondents always and frequently like to have training facilities by their seniors. They believe that it helps them to develop a sense of shared goals among them. They want paternal control by their seniors. Some others believe it helps them to develop a sense of shared goals frequently. Most international employees are satisfied with the appreciation of their creativity.

Most international employees frequently, occasionally, or always get autonomy at their workplace. Very few respondents don't have autonomy in their workplace. It shows that they can arrange their workplace according to their choices and boost their productivity. It will help them develop new ideas and arrange them accordingly. Most international employees said that their teammates always, frequently and occasionally take credit for their ideas. It shows that act of sponging is prevalent in their workplace and it may hamper the productivity of the employees with higher potential and the organizations may lose their employees with products that might be the organizational competitive advantage. However, it is a matter of utter surprise that most of the employees don't want to leave their organizations. They want to stay at their workplace. Most employees believe that their teammate take care of their ideas. This impacts their intrinsic motivation. If organizations do not ensure proper evaluation and reward they may face a higher employee turnover and an increase in organizational expense to train new employees.

6.11 Recommendation

Organizations can assess the needs for training and arrange them. Most of the respondents want to be trained by their seniors. This will help employees learn from their seniors if needed. As international employees like short-term tasks more, organizations can divide their tasks into short term projects. It will help employees receive a feeling of continuous success. In addition to that, they can arrange online training programs which will help remote employees attend. Managers can receive regular feedback from these employees, this will improve their performance gradually. Managers can arrange their feedback process in such a way so that no one can take credit for another's ideas. Appreciating creative ideas of the international employees, organizations can strengthen their competitive advantage. Through proper mentorship, they can be able to align these employees' creativity with organizational mission.

Part-time job opportunities in the organization can give employees flexibility in their workplace. It ensures their work-life balance and ensures better productivity. Organizations may arrange meetings and training programs accordingly. However, training by seniors is often formal. If this training session becomes informal, international employees can engage in their activities easily. Organizations can retain their employees with higher potential referring them to the right mentors. If organizations can speak with their employees freely, these employees can be able to convey their ideas. Even though they are getting proper appreciation from their seniors, they are somehow frustrated as their teammates take credit for their ideas mostly. If management can develop trust among them, this situation may change.

Organizations may develop a culture of trust among employees. Better communication among employees can help balance their autonomies. Organizations can introduce autonomy at work gradually. However, organizations should focus on developing trust among employees. Management can communicate with the employees regularly and develop trust among employees. Organizations may remove excessive unnecessary and reward loyal employees. Organizations may ensure safety at the workplace like career safety and provide them with healthcare facilities so that employees can have a higher potential.

7 CONCLUSION

International employees are contributing to the organizations in Finland. Organizations are benefitting from their ideas and creativity. However, it sometimes becomes tough for the organization to find a balance among different components of strategic human resource management. Employees from different countries have different perceptions. Based on that, they develop different strategies to solve different problems. Thus organizations can achieve their mission. Organizations can expand their business through international employees. As the organizations go to the international market, they are able to develop a multicultural corporate environment. Sometimes the cost of hiring international employees is lower than hiring domestic employees. The more organizations can understand international cultures, the more they can develop a competitive advantage in the market.

International employees want to accept new things and welcome organizational changes. However, they like part-time jobs and paid training as they want to secure their financial positions. Most international employees with a higher potential belong to the level of self-actualization in Maslow's Hierarchy of Needs. However, if organizations can ensure their financial security, they can be benefitted from these employees. Besides these, organizations may provide them flexibility in a controlled way. Employees like short-term goals mostly. Organizations should therefore divide these into sub-tasks and reward them accordingly. They are mostly encouraged by frequent rewards. Training by seniors with feedback may boost their performance. International employees are happy with their manager's appreciation and autonomy at work. However, organizations must be proactive so that no other employees can receive credit for their ideas. Through this organizations may retain their employees with higher potential.

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APPENDIX

Thesis Questionnaire

As the part of BBA program in International Business at Centria University of Applied Sciences, this research is undertaken. This study aims to analyze the impact of current motivational strategies on international employees living in Finland. The privacy of your information is ensured. Your utmost effort will help organizations better employee relationship management. Thank you for your cooperation.

- 1) What type of benefit can help you boost your performance mostly?
 - a) Cash compensation
 - b) Retirement Benefits Like Provident Fund
 - c) Paid Training
 - d) Fringe benefit Like Private Healthcare
 - e) Can not say

- 2) Which of the following do you think mostly helps with maintaining a better work-life balance?
 - a) Part-Time Jobs
 - b) Career Breaks
 - c) Job Sharing
 - d) Term-Time Working
 - e) Can not say

- 3) What type of work flexibility do you like the most?
 - a) Flexible work time
 - b) Remote office work
 - c) Limited working hours
 - d) Job sharing
 - e) Can not Say

4) Shorter goals are attractive

- a) Never
- b) Occasionally
- c) Frequently
- d) Always
- e) Can not say

5) Training by seniors develops a sense of shared goals.

- a) Never
- b) Occasionally
- c) Frequently
- d) Always
- e) Can not say

6) My manager appreciates my creativity.

- a) Never
- b) Occassionaly
- c) Frequently
- d) Always
- e) Can not say

7) I have autonomy in my workplace.

- a) Never
- b) Occasionally
- c) Frequently
- d) Always
- e) Can not say

8) My teammates take credit for my ideas

- a) Never
- b) Occasionally
- c) Frequently
- d) Always
- e) Can not say

9) I think about leaving my organization.

- a) Never
- b) Occasionally
- c) Frequently
- d) Always
- e) Can not say