Leadership methods in the South Korean hierarchical business culture

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The South Korean business culture and leadership styles have a growing impact on the fast-paced economy and growing popularity both within South Korea and worldwide. How people are managed and directed in their corporate fields has a different standpoint and ideal beneath the practices.

This research-based thesis aims to determine the leadership methods and styles presented and practiced in the Korean hierarchical business culture. It works as a guide for people who wish to enter the South Korean corporate market. This research uses books, articles, websites, interviews, and surveys to determine and identify the cultural aspects and leadership methods executed in South Korea. The research question "What leadership methods are executed in South Korean corporate environment" will be answered by conducting a quantitative survey and qualitative interviews concluding with comparing results found in the theoretical research.

Based on the results of the empirical research, South Koreans wish for adjustments in their corporate culture to achieving effectiveness in leadership. It is concluded that the leadership methods practiced in South Korea are team-oriented, self-protective, and paternalistic. Current leadership styles were described as bureaucratic and old-fashioned. However, communication and teamwork efficiency in a corporate environment between subordinates and supervisors was found to not be an issue.

Key words
South Korea, South Korean culture, Hierarchy, Business culture, Leadership, and manager-subordinate relationship.

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1   Introduction

This thesis focuses on researching the South Korean hierarchical structure and the leadership methods implemented in their business culture and potentially differentiating the changes their business culture has faced from the impact of foreign standards. Studying as an exchange student and having personal relations with people in the field of business in South Korea, researching South Korean culture felt natural.

South Korea is a vibrant and economically advanced country located in East Asia. It is known for its rich culture and rapid economic growth. South Korea has emerged as a global powerhouse in various fields, such as technology, and the entertainment industry. And is currently undergoing a cultural wave, also known as "Korean wave" that has had significant influence on the country's global influence (KOCIS 2020).

The thesis process began last year while flying between Finland and South Korea, recalling many situations where people were standardizing Korean business etiquette and culture to across Asia. After further research on Korean business culture, the research on leadership in the South Korean corporate environment was lacking. This topic is necessary and timely as South Korea is gaining popularity, and its importance in the world's economy is increasing.

1.1   Aim of research and research questions

This research aims to understand how South Korean culture and leadership methods are executed in their corporate environment. The research question is, "What leadership methods are executed in the South Korean corporate environment?". The auxiliary questions are presented in Table 1:

Table 1. Auxiliary questions

Question	Auxiliary questions	Discussed in sections:
Q1.	How is hierarchical culture beneficial and disadvantageous to Korean business culture and leadership?	3.5.4, 3.6.3, 2.5
Q2.	In what ways are the leadership methods executed in Korean companies?	3.5.7, 3.6.2, 2.6.5
Q3.	What values are viewed as important to Koreans in corporate	3.5.3, 3.6.1,

	settings?	2.4
Q4.	How are the leadership methods used effectively and beneficial for employees?	3.5.7, 2.6
Q5.	How is teamwork and self-improvement present in Korean corporate culture?	3.5.5, 3.5.6, 2.4

1.2 Main concepts

The main concepts of this thesis are the following:

Culture

Culture clarifies how Koreans act and think. Helping understand South Korea's hierarchical structure and the basis of cultural norms concerning preferred leadership methods (Cambridge Dictionary 2023, Culture). The thesis will cover South Korean social and business culture.

Economy

The economy of South Korea states the country's production and consumption values of goods and services (KOCIS 2020). The thesis covers the basis of South Korea's economic rise, its current state, and the history behind it.

Hierarchy

Hierarchy is a system of organizations and the society ranked according to status and authority (Cambridge Dictionary 2023, Hierarchy). The thesis will discuss the structure of seniors and juniors and its impact on the business culture.

Leadership

Leadership is the individual's and group's ability to influence and guide members in organizations or society (Cambridge Dictionary 2023, Leadership). The thesis will cover South Korean leadership methods and styles based on The Hofstede and The Globe studies.

1.3   Limitations of thesis

This thesis was written during my time in Finland. My subject interviewees were all in South Korea, as such face-to-face interviews would not be possible during this process. One of my limitations was the time difference, as scheduling meetings would collide often, thus I decided to limit my interviews to two. The language barrier had a high impact on the data collection. Because of a lack of Korean language skills on my part, I found it difficult to discuss such topics with my interviewees. This had an impact on the depth of my discussion, and as a result, I decided to conduct a survey as the main source of data collection instead. Also, the research information used could have been presented in greater depth if most of the information found had been available in English.

1.4   Thesis structure

The thesis is divided into four sections, the first being the essential thesis prerequisites. The second chapter is the theoretical framework, and the third will present the empirical research. The data collection was conducted through an online survey sent to Koreans in various positions and fields in business and two interviews with Korean leaders. The third chapter will also include an introduction to the findings. Furthermore, the fourth chapter will summarize the main findings of the whole thesis based on theoretical and empirical research.

2   Theoretical framework

This section will explain the theoretical framework and cover the South Korean market basics, cultural dimensions, and common standards. Then the differentiating factors of leadership, hierarchy, and corporate standards will be discussed.

2.1   Economy of South Korea

The South Korean economy has proliferated over the last two to three decades. Moreover, it is still one of the world's fastest growing economies, currently the 12th largest. The population is about 50 million, and their leading ethnic group is Korean (Schweitzer 2015, **chapter 13**). It is one of the leading countries in technology and culture, such as music. After the Korean Civil War in the 1950s, the country went under what is now known as "the miracle of Hangang River" As they were left with all natural resources to use after everything perished. Thus began the change and growth of exporting and manufacturing, which later led to the export-based economy structure (KOCIS 2020).

South Korea's constitution gives business owners and individuals rights to gain profit and property in a free market economy (KOCIS 2020). South Korea has noted the importance of foreign relations; the country has emphasized this market structure, especially in building new FTAs with countries to build itself and gain connections worldwide. South Korea also supports FDI, short for Foreign Direct Investment. They allow foreign investors to gain 10% more equity from domestic businesses. The FDI and FTA surged more significantly in the 2000s after the 1998 foreign exchange crisis (KOCIS 2020).

As for external and internal economies, different overlays are often distinguished when doing business in South Korea. For example, Chaebols run international businesses in South Korea. Cheabol is an arrangement designed by the government to support and encourage the growth of family-owned industrial conglomerates (Schweitzer 2015, chapter 13).

South Korea plans to place itself at the global center of the world. The country's rapid growth has had its difficulties, and it needs to improve its current economic structure. South Korea values strong and balanced growth in all companies and will strive to practice it in the future. Thus, it influences how individuals treat each other in companies.

2.2 South Korean culture

South Korean culture has developed vastly over the last few decades. We must look at South Korea's history to understand where the culture originated. This chapter will cover aspects and dimensions related to South Korean culture. Knowing and understanding a country's culture is essential for fluid integration into its business culture and how it works. Recognizing how individuals work in teams and how corporate environments are built in society helps understand the culture and its functions. Knowing the main characteristics of a culture is vital when trying to integrate it into a corporate environment.

South Koreans are typically very welcoming towards new acquaintances, but when it comes to business, they tend to show more reserved behaviour while communicating. When Koreans meet new people, they often try to find their acquaintance's age, origin, and other distinctive features to determine how they can act around each other (Hoare 2021, 42-44). Koreans have a hierarchy in their culture, and it primarily takes place when getting acquainted with new people. Seniors are respected and should always be on a higher pedestal when making decisions. In corporate business environments, subordinates expect their superiors to advise them on their tasks; once done so, they must respect it (Hoare 2021, 165).

Despite a strong emphasis on hierarchy, South Koreans strongly depend on being a group. This comes from their history of fighting against other nations and growing their economy. South Korean people see loyalty as a big part of the corporate world, and often, working in South Korea comes with the stake of having to devote oneself to long working hours: a work dinner with colleagues, and other tasks to show how they value the job and the company for what they do. If neglected, this can often damage the person's reputation as being selfish (Hoare 2021, 171-172).

2.3 Cultural understanding

Analyzing South Korea's values and culture will also enhance our understanding of why certain leadership methods are emphasized and practiced. Reviewing cultural studies such as Hofstede and the GLOBE will help gain deeper insight into South Korea.

2.3.1   Cultural dimensions by the Hofstede

Hofstede's study is well known as it covers multiple countries, defining their cultural dimensions that affect and impact the country's leadership. The five dimensions are stated in Table 2. as follows (Hofstede 2011):

Table 2. Hofstede cultural dimensions (Hofstede 2011)

Power distance	The extent of inequality that exists and is accepted by members in organizations.
Individualism	A degree to bonding of the people in a society.
Masculinity	Refers to society's beliefs and values of traditions and roles.
Uncertainty Avoidance	Refers to whether members of society feel uncomfortable or comfortable in unknown situations.
Long Term Orientation	The society's perspective on future and profit in economy. Related to the belief of Confucius.

In Hofstede's study, the scale is 1-100 for each dimension. In South Korea, the dimensions in Figure 1, are as follows (Hofstede insights):
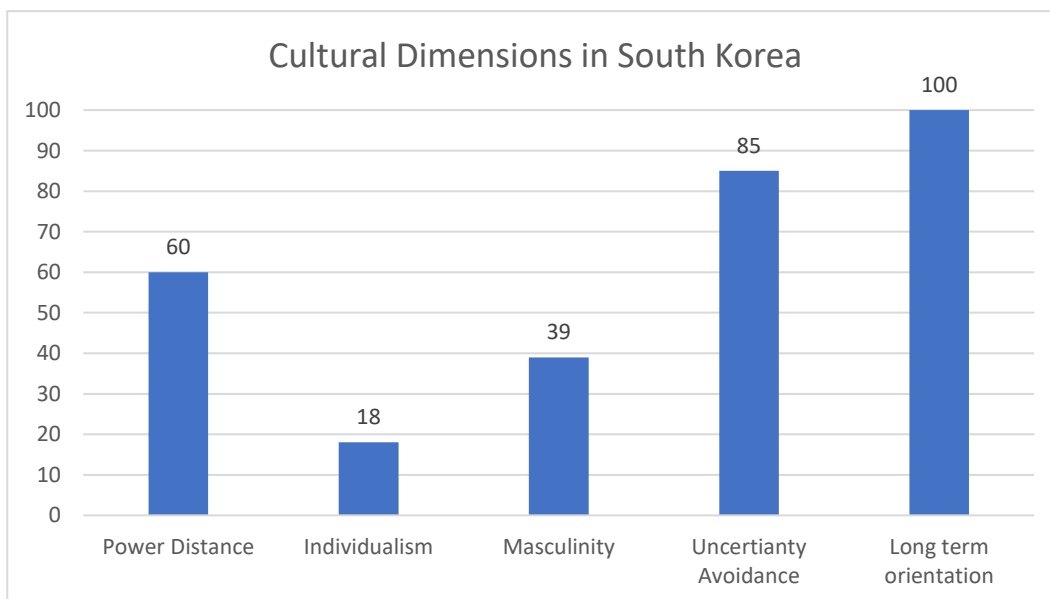

Figure 1. South Koreas cultural dimension scores (Hofstede cultural dimensions)

South Korea scores moderately high on Power distance, which means Korea is considered a hierarchical society, and Korean people understand their position and the importance of hierarchical order. Team members in many corporate environments follow their leaders and the tasks they are given without further questioning. With a low score in individualism, South Koreans are considered a collectivistic society. They value loyalty, family, and building bonds with people. Masculinity is scored moderately low; South Korea is a feminine country where people focus on earning enough money and leaders keep the standards equal. South Korea scored high on uncertainty avoidance, as security, devotion, and the need for rules are often used in corporate environments. In long-term orientation, Koreans score high, valuing life with good energy and examples. Rather than fast change, they prefer steady growth (Hofstede 2011).

2.3.2 Cultural dimensions by the Globe study

Global Leadership and Organizational Behaviour Effectiveness, also known as GLOBE, is a research project that began in 1991 and studies how culture and leadership relate to each other. Influenced by Hofstede's study, they defined nine cultural dimensions. which are in table 3. as follows (House 2004):

Table 3. The Globe cultural dimensions (House 2004)

Power distance	The extent of inequality that exists and is accepted by members in organizations.
Preformance orientation	Scope of which a society rewards and encourages high standards, preformance and innovation accomplishments.
In-Group Collectivism	A degree of bonding within people in a society. Taking pride amongst each organizations, employers, and families.
Gender Egalitarianism	Refers to the societies ideals of gender equality.
Humane Orientation	How individuals in society present kind, generous, caring and fair acts towards each.
Institutional Collectivism	Refers to the motivation of society to work integrated despite reaching personal goals in an organisation.
Uncertainty Avoidance	Refers to whether memebrs of society feels uncomfortable or comfortable in unknown situations.
Future Orientation	The society's exebition of behaviours towards future orientation such as planning and time.
Assertiveness	Society's reflection of beliefs on encouragement towards being assertive, aggressive, and confrontation.

It should be noted that the context can differ despite the dimensions having similar names as in Hofstede's study. The dimensions in GLOBE highlight their cultural values regarding how society practices them and how they should practice them. In contrast, Hofstede's study focuses on values and practices in general.

Presented in Figure 2. below are South Korean cultural dimensions comparing their practices to their values (GLOBE 2004):
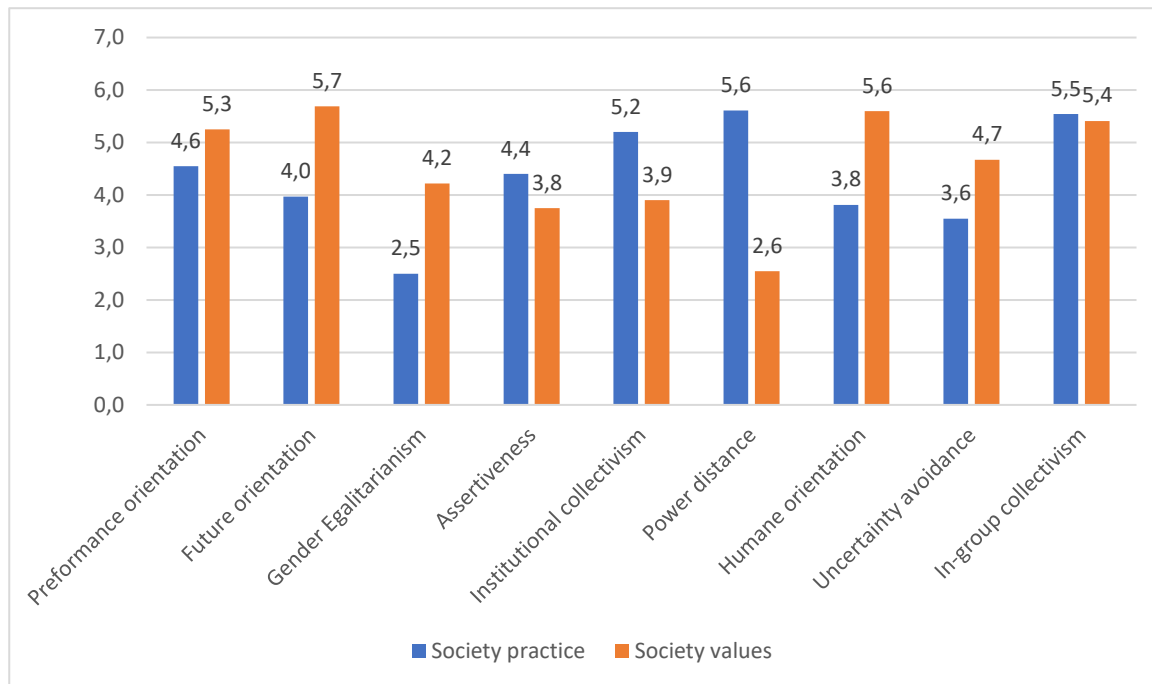

Figure 2. South Korea's practices and values score on the Globe scale (House 2004)

As seen on the graph, we can detect that South Korean practice and values slightly differ, with South Korea scoring mid-high on the seven-point scale. Some key figures we can note; South Koreans value long-term success, dedication to work, rely on bonding with groups, tend to avoid conflicts, and in corporate culture, gender inequality is present (House 2004).

2.4   Business culture and etiquette

Confucian principles heavily influence South Korean business culture. Confucianism relies on supporting group harmony while showing respect for their authority. When subordinates encounter seniors viewed as their authority, they must respect and obey their wishes and actions (Hoare 2021, 162). Typically, they avoid confrontation in situations, hoping to uphold good relationships with acquaintances to achieve success. They are also known as "Kibun," an ethic to keep harmony and goodwill among each other (Keating 2008, 15-16). Korean business relies on relationships;

thus, companies often call themselves a family rather than just a corporation. They respect traditions, rank, and age to be practiced in daily encounters and events to uphold Confucian principles (Keating 2008, 36-37).

In corporate settings, employers are always favoured. Thus, the employees must show their dedication and loyalty by sacrificing their time for their job during and after work by working long hours and having meals with colleagues (Kim & Jaffe 2016, chapter 11). This is also the case when colleagues work together; to maintain respect and good relations, each must work together. It means avoiding actions that could potentially damage someone else's reputation. Hence, it is crucial to avoid confrontation and blaming others publicly, instead address such matters privately. This also extends to negotiations, meetings, and other daily counteractions with corporate acquaintances (Hoare 2021, 131-132).

Business etiquette

To be successfully incorporated into the South Korean corporate world, it is vital to understand how the company addresses new employees, acquaintances, business partners, and others. Koreans always use the structure of surname, generation name, and given name when addressing each other. In a corporate culture, it is highly unusual for someone to address their colleague by their given name unless they are close enough to be friends. People will call their acquaintances by their surname following obligations such as manager or CEO (Schweitzer 2015, chapter 13).

South Korean people approach business more formally. In meetings and negotiations with larger groups, many stay silent as they have chosen their spokesperson before the meeting, often the one in the highest position or the eldest of the group. South Koreans also find it impolite if someone intervenes during the meeting. Thus, everyone present should be there more as moral support and, if needed, give written consultation to their spokesperson if they forget to mention something (Keating 2008, 53-55).

Being timely signifies profound respect for Koreans (World TP 2010, 26). They are also known as the "palli palli culture," where everything is expected to be completed fast and precisely. If a person makes a mistake, it can be frowned upon. Thus, many work overtime to uphold their employers' standards. "Palli Palli" in Korean means "fast fast" and it is highly noticeable in everyday Korean life (Schweitzer 2015, chapter 13).

When getting acquainted with new people, men offer handshakes when bowing. The senior usually offers first, and the rest follow as a sign of respect. People should introduce themselves and their

position and present their business cards to the seniors with both hands (Hoare 2021, 134-136). Furthermore, it is also essential because of the hierarchical standards mentioned later in the thesis.

2.5   Hierarchical structure

South Korea needs a better sense of hierarchy in corporate culture (Hofstede 1980). Depending on the company, the way the hierarchy is presented differs. In South Korean companies, leadership values are mandated based on the company's values and regulations. Most of the decisions made are always made by the seniors and then given to the subordinates to implement in their work.

Power and authority in Korean corporate culture are highly valued, and most businesses work from top to bottom in the corporate structure. For example, when negotiating, it is essential to have people of high rank present to ensure positive outcomes. High-ranking people rarely associate with lower-ranking people (Schweitzer 2015, chapter 13).

South Koreans value social class and will keep that in mind when recruiting new employees and working together. A person from a prestigious background or whose family has had considerable influence often gets more recognition and popularity among their colleagues and seniors. Someone who has struggled most of their life and, despite displaying significant input and change in the corporate field, often is left in the cold with their work as they do not have a name behind them (Keating 2008, 34). Age is important in South Korean life, as it is associated with wisdom. Subordinates should look up to their seniors and obey their wishes (Keating 2008, 35).

South Korea has a keen sense of names in its corporate environment. Moreover, it is also visible in everyday life. They make sure people know each other's age and position in the hierarchy by using the titles senior, also known as seonbae, and the lower ranking, called hubae (Tudor D 2014, 81).

South Koreans still have a very traditional approach to work. The attitude towards women in corporate settings is still developing due to the emphasis on the South Korean Confucian corporate environment. Women tend to rank lower in such a hierarchy. Thus, it is highly unlikely to see a woman as a supervisor or a high-ranking individual in a corporate setting unless they have inherited the position or founded the company. This is an evolving topic in South Korea as women are trying to push themselves to be seen in public more and fight against discrimination in employment and corporate fields, as most are still male dominated (Hoare 2021, 130-131).

2.6 Leadership methods

This chapter will cover the definitions of leadership, its different methods, and the styles expressed in Korean hierarchical culture. *Leadership* can be defined as accomplishing, giving directions, and providing assistance to reach a goal with the help of other people (Cambridge Dictionary 2023).

Korea's relationship-oriented behaviors are built upon the country's set culture of Jeong and Woori. Jeong is a state of accession, closeness, and empathy in relationships and Woori, as a feeling of belongingness in a group is practiced as individuals are combined to become whole (Kim et al. 2020, 1). As Confucianism is stressed in South Korean culture, loyalty and obedience are strongly present in a leader-subordinate relationship. Despite Korean leadership being often hierarchical and paternalistic, they emphasize harmony between people's ranking and position. This is also known as Woori. As a result, Koreans value teamwork and bonding, a good leader invests effort and time in building good relationships among subordinates (Kim et al. 2020, 3).

South Koreans rely on decision-making made with consensus; despite the leader making the so-called "final call" on the decision, they prefer that everyone in the team has a say in the decision being made (Kim et al. 2020, 3).

2.6.1 Leadership dimensions by GLOBE study

The GLOBE study has divided leadership into CLT dimensions. CLT is also known as culture-endorsed implicit leadership theory, which sets leadership profiles for distinct cultures (HOUSE 2004, 669-670). The study found six leadership dimensions based on the existing nine cultural dimensions which are in Table 4. as follows (House 2004, 46-48):

Table 4. The Globe study leadership dimensions (House 2004)

Charistmatic/value-based Leadership	Reflects the ablitiy to inspire, motivate and expect high preformance outcomes.
Team-Oriented Leadership	Reflects on the importance of team work and bonding with a common goal.
Participative Leadership	Reflects on the amount others can participate in making and implementing decisions.
Humane Oriented Leadership	Supportive, generous and considerate leading.
Autonomous Leadership	Indiviual and independent leadership.
Self-protective Leadership	Reflects on groups and individuals security and safety.

As seen in Figure 3, the most influential South Korean leadership dimensions are presented as follows: Charismatic/value-based leadership; Team oriented leadership scoring high; participative and humane-oriented leadership scoring neutral; and autonomous/self-protective leadership scoring low (House 2004).
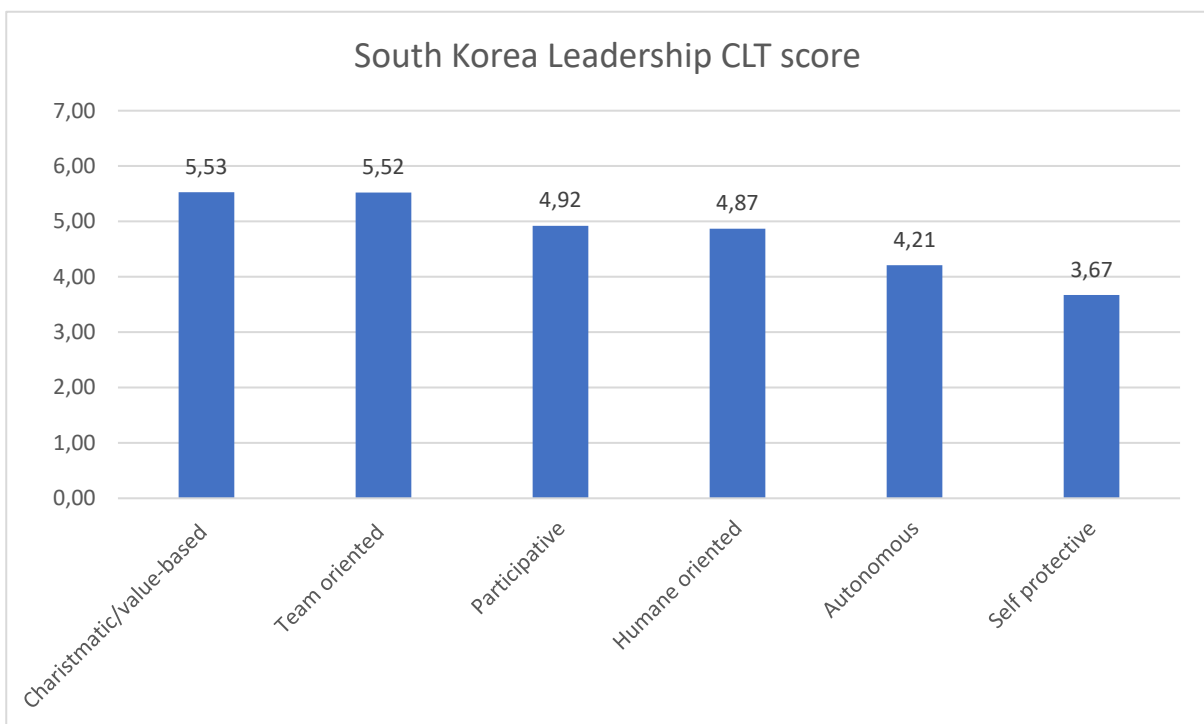

Figure 3. South Korea Leadership CLT score (House 2004)

However, taking into consideration the cultural dimensions and their relation to the CLT scores and the leadership dimensions that are ranked based on societal respect from most to least effective in South Korea, the results in Table 5. are as follows (House 2004, 682-688):

Table 5. South Korean most to least efficient leadership methods (House 2004, 682-688)

Self protective	South Korea scores overall fairly low on Power distance and uncertainty avoidance.	Koreans prefer leaders whom make desicions for them.
Team-oriented	South Korea scores low uncertainty avoidance and high in-group collectivism.	Indicates that Koreans prefer working in Teams and leaders making thought desicions for all.
Humane leadership	Humane orientation and uncertainty avoidance are scored as middle.	Leaders in Korea try to practice being considerate and calculated.
Charismatic/value-based	South Korea scores high based on performance orientation and in-group collectivism and low for gender egalitarianism.	Leaders are given credit and pride from their followers for their achievements. Gender inequality is present and most credit is given to males.
Autonomous	Performance orientation has positive effect as to in correlation institutional collectivism is seen affecting negatively.	Koreans don't prefer this leadership method as they value the groups opinion rather than the pride given to just one.
Participative	Performance orientation, gener egalitarianism. High score in uncertainty avoidance has negative effect towards this dimension.	This style is usually prefered for those who wish for a more byreocratic work environment.

2.6.2   Self-protective leadership

Self-protective leadership is described as the most effective leadership style in South Korea. It ensures safety and security for individuals or groups (House 2004). This is often present as Koreans practice "save face" or "face," which means avoiding hurting their counterpart's reputation among others, order to avoid losing "face" (Hoare 2021, 165). This is seen as supporting each other's reputations in a corporate environment. Leaders should confront the issue privately with the personnel involved rather than in front of others. Koreans prefer their leaders to make the decisions for them. It is a way for them to show their loyalty and trust in their leaders. This concerns their Confucian ideals of being status-conscious, face-saving, and avoiding conflict (House 2004, 708).

2.6.3   Team-oriented leadership

Team-oriented leadership in South Korea is visible in most daily encounters with work. Taking note of Korean's paternalistic behaviour towards others, leaders maintain good relationships among employees. In Hofstede's study, South Korea scored low as a collective society (Figure 1.). As such, loyalty and teamwork are highly valued in corporate fields. The Globe identified that Koreans

prefer their leaders to make decisions based on collaborating, interrogating, and being diplomatic amongst teamwork (House 2004, 704). Practicing team-oriented leadership enhances harmony and solidarity in corporate culture.

2.6.4 Humanistic leadership

Humanistic leadership, when practiced, has displayed satisfaction amongst leaders and subordinate relationships (House 2004, 588). GLOBE defines humane-oriented leadership as "the satisfaction of belongingness and social needs that can be achieved with considerate leadership" (House 2004, 587).

South Korea is known for its high work ethic and can-do attitude. For a leader to be successful in the corporate environment, they should be motivated when articulating and communicating their visions to others (Kim & Park 2020). South Korea is foreseen as a feminine country, and the relationship between the supervisor and subordinate should be supportive rather than individualistic (Hofstede 1980).

In a study of South Korean humanistic leadership, it was discovered through analyzing Korean leaders' behaviors in a corporate environment that three key traits were combined amongst humanistic leadership: sincerity, benevolence, and continuous learning and innovation were seen as having positive effects on leader-subordinate relationships (Kim & Park 2020).

2.6.5 Leadership ideologies

South Korea has a unique basis of invisible cultural concepts that often underlie these ideals. Many companies use these cultural codes to run their businesses. As mentioned earlier, Jeong is a mutual bond between people, often from the same society, group, or family (Tudor D 2014, 23). In a corporate environment, leaders are expected to help their colleagues and subordinates, as they are connected to working in the same company (Tudor D 2014, 23-24).

Leadership methods practiced in South Korea can be summarized based on the theoretical framework as directive, supportive, team-oriented, paternalistic, and self-protective. Some of these leadership methods are used more in corporate culture than others. The styles used often depend on the companies' and leaders' values.

3 Empirical research

This chapter will cover the empirical research conducted for this study. The initial segment will detail the research methodology, followed by the data collection process. Furthermore, the analysis based on the gathered data will be presented in the last section.

3.1 Research method

The research was conducted in two parts, the first of which was quantitative research. Quantitative research aims to understand a topic deeper by grouping individuals. Quantitative research uses deductive reasoning, where the goal is to prove the hypothesis true or false—using descriptive and correlational research in the survey conducted for this thesis. Descriptive research aims to describe the status of a variable. Correlational research uses statistical data to determine the extent of a relationship between variables (Winston-Salem State University 2022).

The second part was conducted as qualitative research. Qualitative research aims to understand an individual's interpretations, experiences, and attitudes towards certain experiences (Lilli. E. 2022). The interviews were conducted as qualitative research to gain deeper insight into the interviewees personal experiences working as a leader.

The findings for the research were conducted using a survey and interviews based on the information gathered in the theoretical framework. The survey was conducted in Korean due to the need for more English skills among the survey participants. The results were analysed in English with the help of translators and Korean acquaintances. The interviews were conducted in English, but the interviewees were given the option of answering in Korean as it was found more comfortable for in depth answers. The target of data collection was Koreans in subordinate and leadership positions in corporate fields, and the focus was quantitative research, understanding, and analysis to present a generalized opinion of the respondents.

The survey consisted of 21 questions related to the participant's background, experiences working, and fact-based questions based on the theoretical framework. The goal was to gather numerical data, opinions, and individual experiences that were commonly noted among the respondents. The interviews consisted of five questions related to leadership, working experiences, and habits of Koreans in managerial roles.

3.2   Data collection

The data collection was conducted using the Google Forms web tool. The Google Forms tool was the simplest to use due to its familiarity and fast analysis when combining all the results together. The tool also enables participants to access the form easily and anonymously. Thus, it does not require survey participants to do extra work or take on extra responsibility when answering. The survey was sent to the participants with a link.

The second part of data collection was conducted as online interviews on the web tool Zoom. The interviews were conducted to gain further insight to the results of the survey and evaluate the interviewees thoughts on leadership and their work habits.

3.2.1   Target of Data Collection

For diverse findings and answers, the data collection had to be conducted with a wide target selection. The survey aimed at engaging South Korean individuals from diverse positions within the corporate field, such as various age groups and genders. The purpose behind this approach was to gain a comprehensive and varied understanding of Korean corporate culture and its norms, it was important to gain responses from people of different backgrounds and roles through a quantitative research method. Thus, when considering corporate culture, the views, and opinions of each individuals carry significant importance, regardless of their position, age, or sex.

3.3   Data analysis

The data analysis was conducted based on the Korean business culture and leadership survey. In quantitative research, the results are measured with numerical data and the occurrence of similar themes within the survey results. The data findings were grouped based on the topic of the question. The first part covered the statistics based on the background information; the second and third part analysed the satisfaction and values of the respondents. The fourth sought to find the ideals of hierarchy and the fifth the individual's thoughts on teamwork and conflict. The sixth part sought answers for awareness, and the seventh analysed leadership ideals. Finally, the survey was concluded with a section on future reference to seek thoughts and opinions related to leadership and corporate culture.

3.4 Findings

In this section, the findings of the data collection will be presented. The summary will be presented with the help of graphs from the survey conducted. The graphs serve to illustrate and provide a visual representation of the key outcomes obtained from the survey responses.

3.5 Survey

The survey was sent to 20 people, only 10 people had responded to the survey. The number of responses aimed for was not reached. It was a challenge to reach the target of 20 survey respons-es due to limited connections and the restricted ability of my acquaintances to spread the survey. Moreover, some participants provided feedback indicating difficulty in understanding the questions, which may have led to some unanswered responses in the questionnaire.

3.5.1 Background questions

Presented in Figure 4. The respondent's dominant professions were divided with workers at 40%, if including part-time workers and students, the increase will be 50-60%. Managers are the second largest respondent group, with 30% of responses.
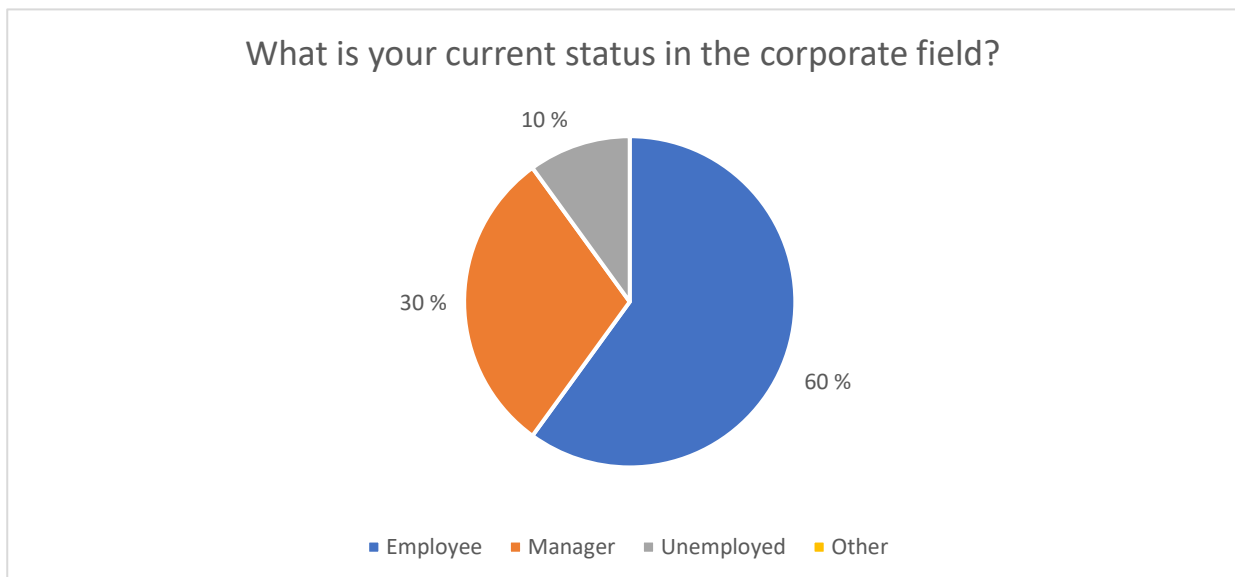

Figure 4. Profession

In Figure 5**.** Most respondents were in their late 20s and early 30s. When calculated, 50% of the respondents were 25-30 and the second largest group was 40% of 31-35 years old. The remaining 10% came from one person who was 39.
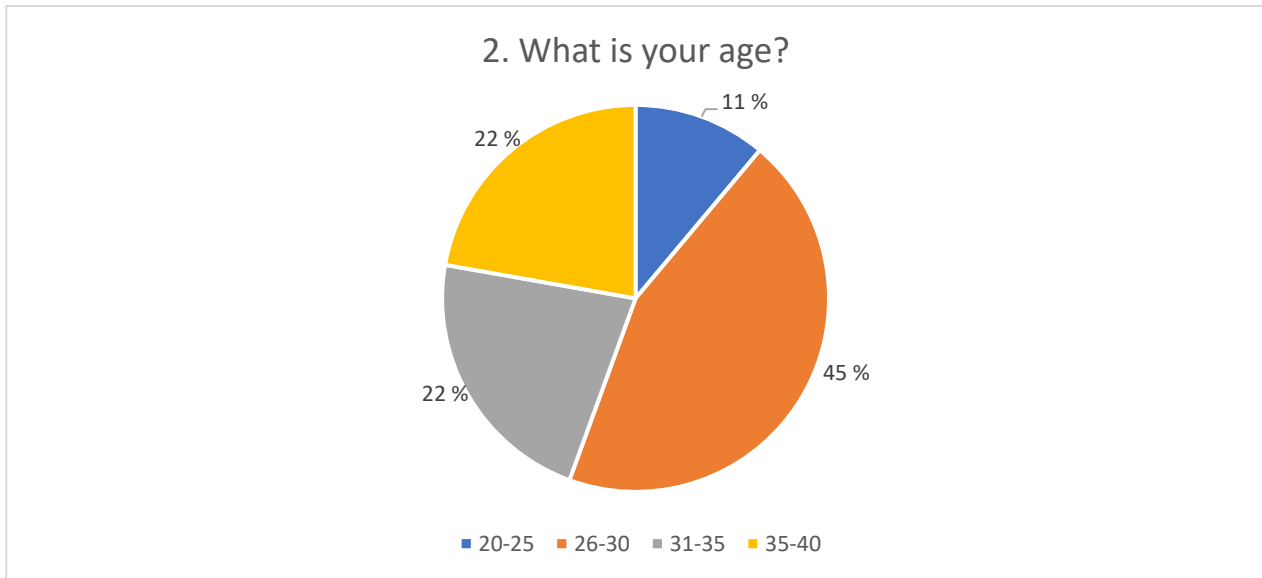
Figure 5. Age

Figure 6. Presents the gender of the respondents. 5 of the respondents were female, and the rest were male. Both equalling 50% of the survey.
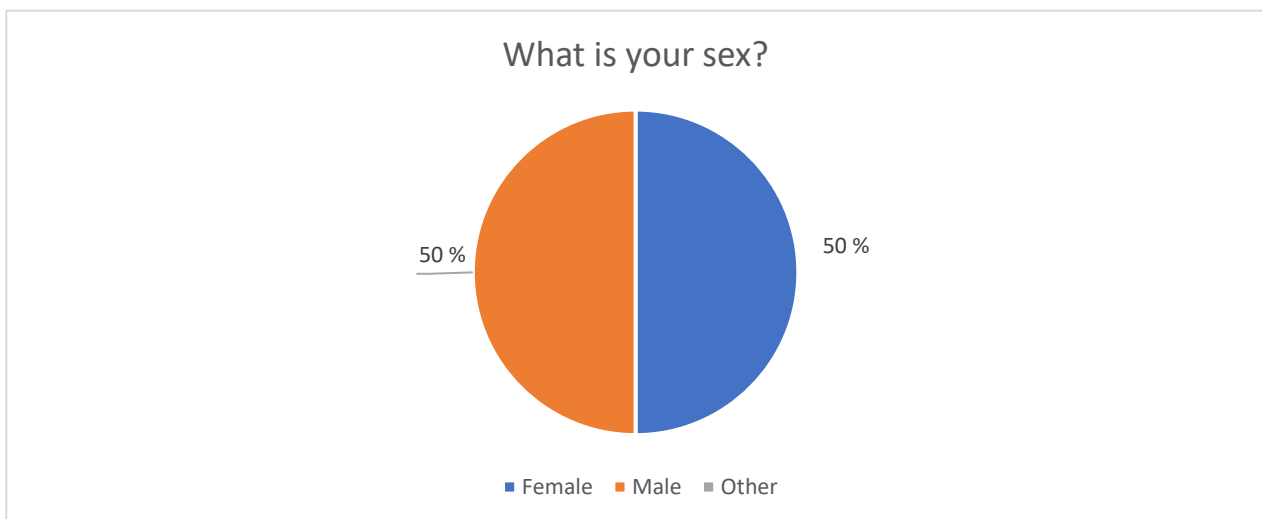
Figure 6. Gender

Question 5. asked the participants to describe their organisational culture and style presented in Figure 7. The respondents emphasized the importance of respect and hierarchy, and how labor division is often present. Similar to what was found in the theoretical chapter, organisational culture

is noted as being conservative, fast paced and vertical. It was also mentioned that compensation based on results and merit was given to the employees as a reward for their work.

| Can you describe your organizational culture and style?	It is a vertical culture that values respect and courtesy for the elders.
	The relationship between the upper and the lower is important culture.
	My organization is vertical and conservative.
	Organizational system and division of labor are cool.
	Free compensation based on responsibility.
	The culture of doing and playing.

Figure 7. Can you describe your organisational culture and style (Kim et al. 2020, 16).

3.5.2   Satisfaction

Question 4. aimed to determine the satisfaction towards the participants employer presented in Figure 8. A ten-point scale was used, where 1 signified dissatisfaction and 10 extreme satisfaction, most participants felt they were fairly satisfied with their current employer. 80% of the participants scaled between six and eight. The lowest score for dissatisfaction was scored in the mid-range, indicated as a neutral stance.

Overall, based from the figure representation it highlights the participants attitudes towards considerable satisfaction. Based on the participants gender, men tended to express higher satisfaction with their current employer, scoring between six and ten. In contrast, women scaling between five and eight. This is in correlation to men having more authority in corporate settings and women often having to undertake unwanted roles.
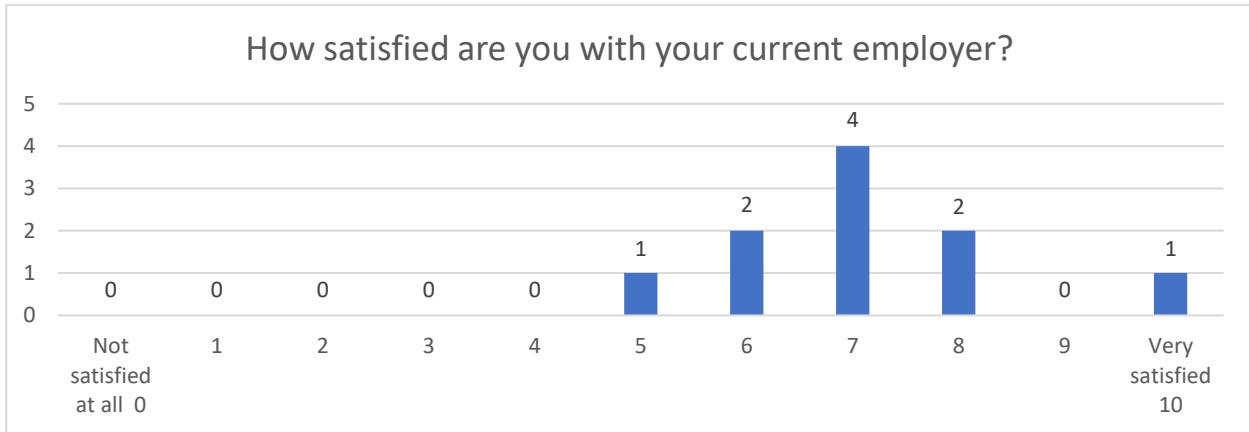
Figure 8. How satisfied are you with your current employer?

3.5.3   Values

Questions 6 to 8 focus on the participants values towards their work, employer, and supervisor. Understanding the participants values is an important section in the empirical research to determine the attitudes and ideals towards leadership and corporate culture they wish to experience in work life. Based on the questions 6 and 7, the values found most important were identified as success, freedom, and benevolence as presented in Figure 9. The values were justified based on having clear goals, motivation based on accomplishments, and positive impact from collaborative teamwork as presented in Figure 10. In correlation to previous questions similar opinions such as positivity, motivation, instructiveness, and growth orientation were presented, when asked about the participants values towards their employer and supervisor in question 8. Presented in Figure 11.

As for the participants thoughts on working in leadership roles asked in question 9. And presented in Figure 12. 80% of the respondents viewed the thought favourable, half of them were male and the remaining 30% were female. The remaining 20% expressed lack of interest in leadership roles, all of whom were female. Based on context of South Korea being lenient towards conservative ideals towards leadership, the ideal that men are more drawn to such positions aligns with the societal norms and expectations.
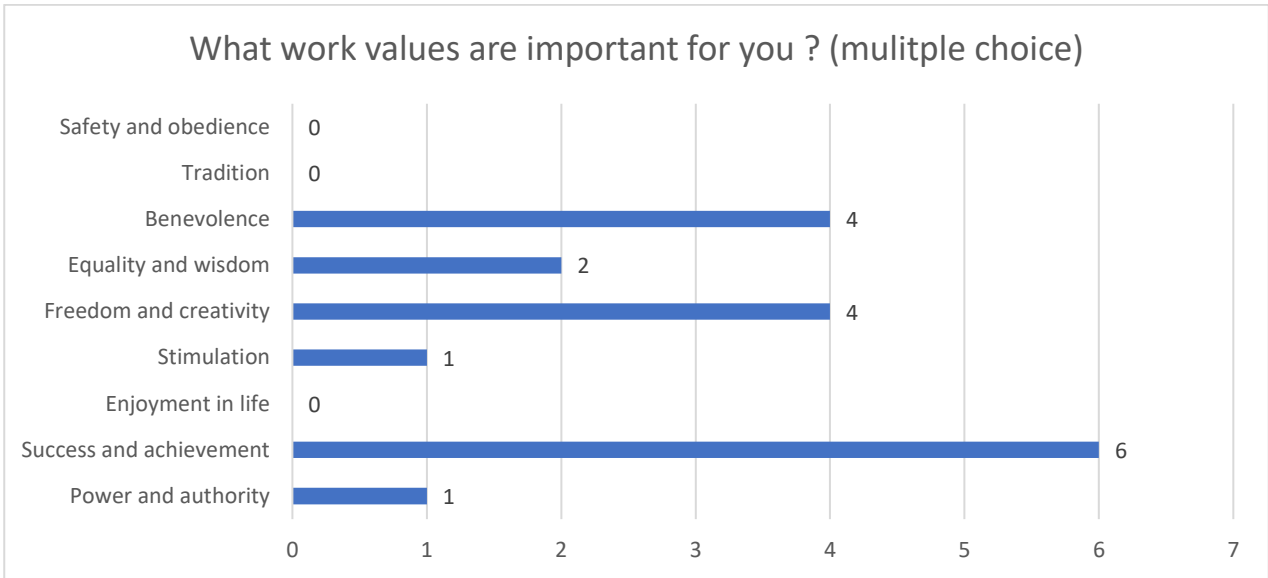
What work values are important for you ? (mulitple choice)

Value	Count
Safety and obedience	0
Tradition	0
Benevolence	4
Equality and wisdom	2
Freedom and creativity	4
Stimulation	1
Enjoyment in life	0
Success and achievement	6
Power and authority	1

Figure 9. What work values are important for you (Kim et al. 2020, 16).

Why are these values important to you? Have you been able to implement these values to your work life?	Self-direction is important to achieve harmony and value.
	Achievement brings motivation and drives for growth.
	Clear goals help with achieving success.
	Group orientation helps for an overall harmony and effort.
	Good teamwork brings positive work environment.
	You get rewarded based on the amount of work you do.

Figure 10. Why are these values important to you?

What do you value from your employer and supervisor?	Appropriate negotiations to fit the expectations of both parties in relation to my job and position.
	Ability to learn from each other for growth
	Positive mindset
	Clear and instructive
	Motivating and guiding

Figure 11. What do you value from your employer and supervisor (Kim et al. 2020, 16).
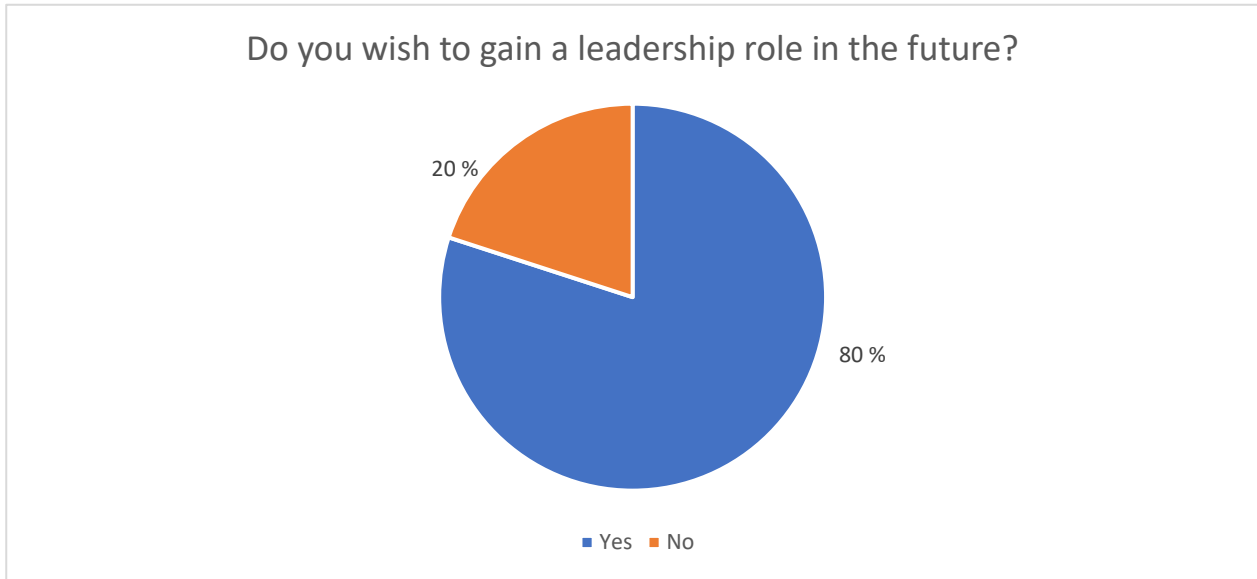

Figure 12. Do you wish to gain a leadership role in the future?

3.5.4 Hierarchy

In order to understand the process of attaining a leadership position and working successfully in one, participants were asked about their respective corporations' hierarchy in questions 10 and 11. The results from question 10, are presented in Figure 13. As seen on the ten-point scale, the participants find climbing the corporate hierarchy as challenging rather than effortless. All females scaled between 2 and 4. Despite that the results were evenly distributed on the scale. Aligning with the results from question 11.

Presented in Figure 14. It was found that the participants respective corporations were all lenient towards moderately high hierarchical standards. These findings align with the research gathered in the theoretical research chapters 2.5. and 2.3.1. South Korea was sought as a high hierarchy society, making these responses unsurprising.
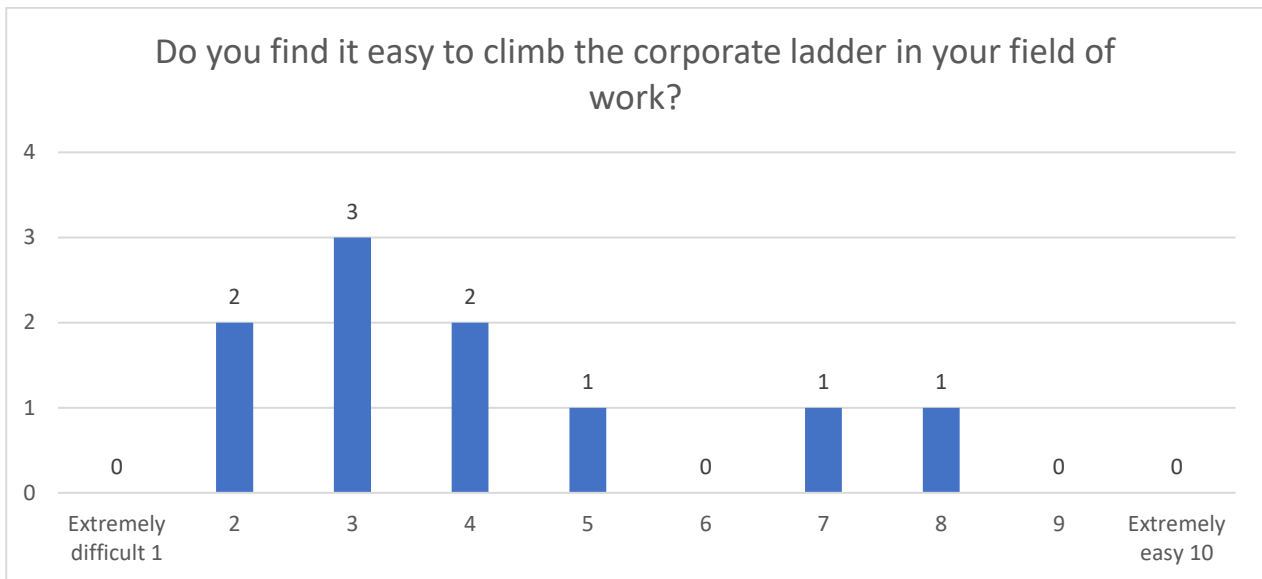
Figure 13. Do you find it easy to climb the corporate ladder in your field of work?
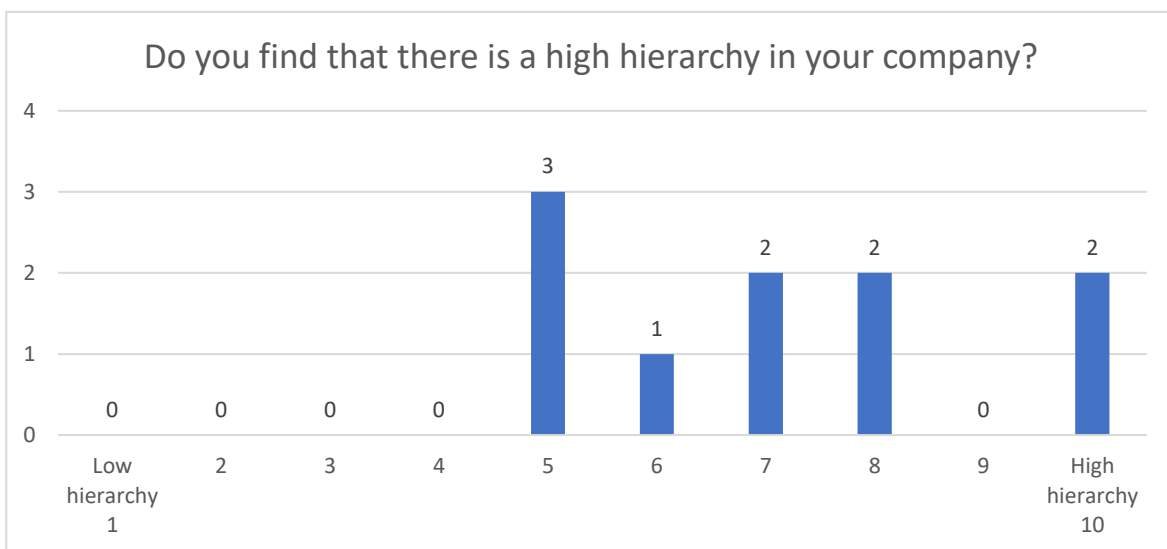
Figure 14. Do you find that there is a high hierarchy in your company?

3.5.5   Teamwork and conflict

This section covers the participants corporate culture such as independence and teamwork. In question 12, the participants were asked about their work style. a ten-point scale was used pre-sented in Figure 15. To evaluate the independence of each individuals work. The results were fairly evenly distributed across the scale: 30% indicating being highly independent, while 70% noting their work being neutral to moderately independent. Regarding the participants thoughts on collab-orating with colleagues and supervisors in question 13. The participants mentioned the importance

of effective communication, aligned values and ethical standards for a motivated work environment presented in Figure 16. It is also seen that approaching supervisors to discuss issues had differing thoughts, Presented in Figure 17. 60% of the participants find it being reasonably easy to discuss issues with their supervisors as to 40% perceiving it to being somewhat difficult. Question 15. covered the participants approaches to conflict resolution.

 Preferred methods to approach such issues were honesty and open discussion, thoughtfulness, as presented in Figure 18. The results reflect on Koreans cultural values for team-orientation and self-protectiveness, showcasing how parties prefer to work together and solve conflicts effectively for fluent communication.

Figure 15. How independent is your corporate work?

How would you describe your experiences working with your supervisor and subordinates?	Working with someone whos values and ethic are alined with yours makes working smoothly.
	It requieres consideration and attentiveness, so relationships stay neutral.
	Working together can be described by helping eachother and forming a bond.
	Strong work ethic from all froms a strong bond and motivated work enviroment for all.

Figure 16. How would you describe your experiences working with your supervisor and subordinate? (Kim et al. 2020, 16)
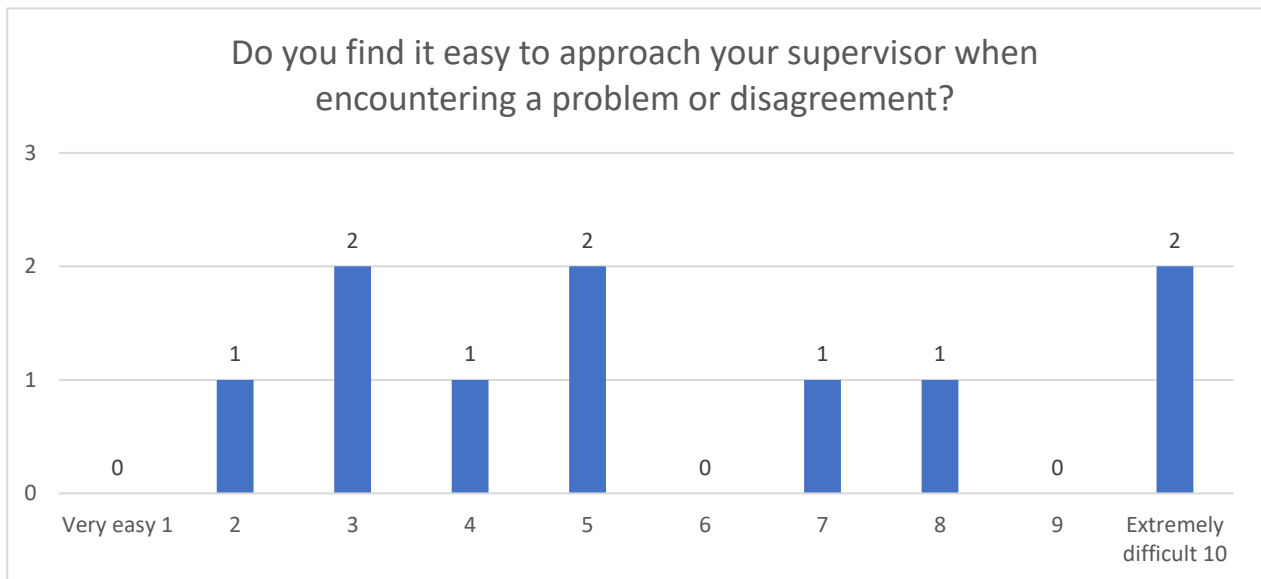
Figure 17. Do you find it easy to approach your supervisor when encountering a problem or disagreement (Kim et al. 2020, 16).

How do you approach conlifct at your work?	Identifying and thoughtfullness based on negotiations.
	It is desirable to resolve conflict with conversation.
	Honesty and straightforward approach.
	Respectfullness and compromise.

Figure 18. How do you approach conflict at your work?

3.5.6   Awareness

This chapter covers the participants and their corporations' options regarding employee training, particularly focusing on leadership and career development. Question 16. asked the participants whether their corporation offers training and the specific types of training offered. Over half of the respondents mentioned their company does not provide any form of training. The remaining, mentioned their company offering training related to their employers' field of business and often con-

ducted as seminars that revolve around the corporation objectives. The results are presented in Figure 19.

Voluntary training presented in Figure 20. Similar outcomes were presented with over half of the participants mentioned they do not participate or that their company does not offer training for employees. Only 40% mentioned participating in voluntary training.

Does your company provide training and education on leadership, corporate culture? Can you explain what type of training and education is it?	My company doesn't offer training.
	Provides a wide range for multiple training both voluntary and obligatory.
	Company hold seminars about corporate environment and objectives.
	Essentials for the employers field of business, voluntary training is not offered.

Figure 19. Does your company provide training and education on leadership, corporate culture? Can you explain what type of training and education is it?
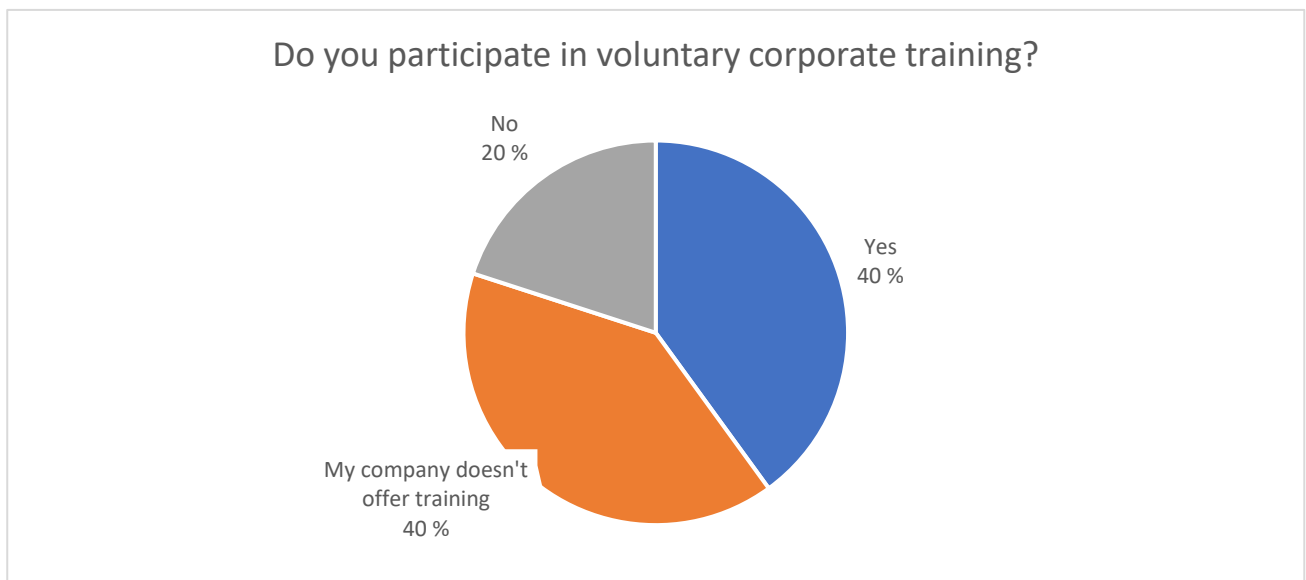

Figure 20. Do you participate in voluntary corporate training?

3.5.7   Leadership

Based on the primarily questions results gathered on the survey, we can now analyse the survey questions 18 to 21, related to leadership. Comparing Figure 21 and 22. Which focus on what participants associate as a good leader and their supervisor's leadership style, we can conclude similar ideals and practises lie between both. A good leader is associated as someone who offers acknowledgment, is growth oriented and motivating. The participants supervisors were described as result driven and meticulous, conservative, self-protective, and open-minded. A common theme amongst the participants was that their supervisors value effort and results, rewarding when goals are achieved. Similar to what is seen in Figure 16.

Humanistic leadership was covered in the theoretical chapter 2.6.4. In question 20, The participants were asked to describe their understanding on humanistic leadership. Presented in Figure 23. Positive attributes identified were, care for employees, being empathetic, and having the ability to assess and manage. When asked about whether the participants supervisor exhibited such behaviour (Figure 24.), 80% of the respondents gave a negative response. Only two mentioned them being empathetic towards personal matters and treating all employees equally. Based on the results, it is identified that humanistic leadership is still uncommon among corporate leaders in South Korea.

What qualities or characteristics do you associate with a good leader? Can you provide examples of notable leaders in your field?	Someone who has a strong work ethic and effectively directs and leads staff.
	Manages growth in company.
	Coordinates opinons and practices teamwork.
	Recognises hard work, and rewarding.
	Respective, supportive and motivating.

Figure 21. What qualities or characteristics do you associate with a good leader? Can you provide examples of notable leaders in your field (Kim et al. 2020, 16).

Can you describe your supervisor's leadership style?	Goal oriented.
	Constant practice and learning for growth.
	Liberal, work effiently to recieve rewards.
	A mixture of concervative and liberal.
	Straightforward and hierarchical.

Figure 22. Describe your supervisor's leadership style (Kim et al. 2020, 16).

What do you think is humanistic leadership? Can you describe humanistic leadership?	Ability to take control of sorroundings in a considerate and attentive manner.
	Someone who is thoughtfull.
	Empathetic and humanistic leader.
	Care and value for equality, employee health and opinions.

Figure 23. What do you think is humanistic leadership, Describe your interpretation of humanistic leadership (Kim et al. 2020, 16).

Has your supervisor exhibited humanistic leadership traits?	After having personal problems with my family my employer cared and valued my need for personal time. He also contacted me during this period asking about my wellbeing.
	He treats everyone equally and justifies his actions and gives reasonable compensation when needed.
	I haven't met such a leader.

Figure 24. Has your supervisor exhibited humanistic leadership traits? (Kim et al. 2020, 16)

3.5.8   Future reference

For future reference question 22. asked of the survey respondents was whether they felt that the Korean leadership styles should be developed or cultivated. Presented in Figure 25. All the respondents wished for a change in the current style of leadership. The majority of the respondents found that the current leadership styles are very bureaucratic and conservative, as they heavily lie on hierarchy. The respondents mentioned they find leadership in Korea should be more liberal and not rely as heavily on educational and social background as on the individual's performance.

Do you think Korean leadership and corporate culture should be developed or cultivated? Can you explain why and in what ways?	Current leadership and corporate culture is conservative, an open and flexible environment should be practiced more.
	For a more development people should be educated on the topic and given more exposure from others.
	Leadership should be developed to a more liberal style.
	People should be recognized more based on their tallent rather than numbers and social backgrounds.
	Conservative leaders are strongly present. This type of leadership does not work for younger generations and should be taken more into condideration.
	The current style is old fashioned and requieres work for a open and humanistic approach.

Figure 25. Do you think Korean leadership and corporate culture should be developed or cultivated? Can you explain why and in what ways? (Kim et al. 2020, 16)

3.6   Interview

The second part of the empirical research was conducted through interviews. The interviews were conducted with two participants who have experience working as leaders. The interviews were analysed based on qualitative research. The interviews seek to answer hypothesis and support the data collected in the survey.

The interviews were held online in Zoom on 4 June 2023. The following questions were asked during the interview:

Q2. What motivated you to become a leader?

Q3. What are the most beneficial and rewarding leadership methods you have practiced or seen others practice?

Q4. How do you perceive the qualities you value in your supervisor, and how would do you incorporate and adapt these attributes in your own leadership style?

Q5. How would you describe your leadership style?

Q6. As someone living in South Korea, do you wish leadership would be delt and perceived differently?

Q7. How is a hierarchy present in your corporate culture, and what type of hierarchy do you prefer to practice?

The interviews aim to justify the hypothesis and strengthen the views based on the survey. The first interview was with Mr. Park 29, a restaurant owner with extensive experience in management positions. The Second interview was conducted with Mrs. Kang 53, Academy owner, professor, and CEO. The idea of choosing people from different age groups and sexes came from acknowledging the differing ideals of leadership in different age groups and genders.

3.6.1   Power and achievement

Both interviews conducted revealed the importance of power. When asked why they wanted to become leaders, both answered that rewards and decision-making power were essential to their jobs. They crave achievement and are satisfied by it. Park, mentioned that he prefers to see concrete results from his work. Once something is set on paper, he is motivated to work harder. Kang, on the other hand, found that to create her own company, she had to take leadership upon to achieve her career path goals. She wanted to have a place where her employees would be respected and comfortable; other companies in her field did not offer such to her liking.

3.6.2   Leadership style

For the emphasis on leadership and styles of leadership, they prefer to practice, the interviewees were asked to describe their leadership style. Park, mentioned that he values teamwork and rewards. He prefers his subordinates to communicate and be honest. Being supportive, he guides and challenges his employees while at work and rewards them based on their merit. He prefers not

to interfere in one's work if it is executed well. Kang, mentioned that her style of leadership is honest and outspoken; she does not fear mentioning whether someone is lacking and prefers her subordinates to learn from their mistakes. However, when need be, she shows her paternalistic approach by taking care of and guiding her subordinates. "Since I am a perfectionist, it is hard sometimes to accept that people make mistakes and are there to work so they can develop and learn. I have had to practice finding a good way to approach my employees" Kang.

"Leadership is taking a turn as internationalization takes place. Younger generations are also shifting the thoughts on how people work and lead in corporate cultures", Kang, mentioned.

3.6.3 Hierarchy

Hierarchy is strongly present in corporate culture; Mr. Park, and Mrs. Kang, both mentioned a notable gap between the older and younger generations. "Koreans prefer structure, thus is why hierarchy is practiced", Kang 53, mentioned. Younger generations value liberal approaches and a balance between work and private life, while older generations wish to respect traditions rather than build change. The relationship between the top and bottom of the organization is divided, and respect for the superiors and Career-based promotion are essential. This also plays part in the approach to working; as many people in leadership positions are older, they expect the younger to act the same as they do. "My thought on the ideal is that there needs to be a balance between work and free time. The free time will be rewarded when the employee has been working effectively. In South Korea, there is still a long way to go with this, as the ideal is to work to live", Park.

The hierarchy was mentioned as bureaucratic, yet different companies execute it differently. Younger companies are more open to new ideas than older ones, which are firmer than those made a while ago. Change is to be expected as younger generations approach the corporate marketplace.

4   Analysis

This chapter will cover the analysis and evaluation of the thesis. First, the main findings will be presented. The second part will answer the research and auxiliary questions. The third part will cover reliability and future research.

4.1   Summary of main findings

With the help of theoretical- and empirical findings, the hypothesis of what leadership methods are executed in the South Korean corporate environment will be answered. Based on the studies analysed in the theoretical framework, the results showed that specific attributes were more common in South Korean corporate culture: humanistic, directive, team-oriented, paternalistic, and self-protective.

On the basis of the data collected, the survey revealed that most young, middle-aged adults value leadership roles but wish for change in the current methods commonly executed. Men found leadership roles more approachable than women. The survey also found that when thinking of a good leader, they hope for someone supportive and humanistic. The current leadership styles mentioned were found to be bureaucratic and old-fashioned. Based on the interviews, leading people are sensing a change in corporate culture as internationalization occurs. The corporate structure is slowly turning toward a flexible and open environment rather than a traditional one.

4.2   Answering the research questions

After analysing the results based on the survey and interviews, the auxiliary questions and research questions can be answered.

The first auxiliary question is, "How is hierarchical culture beneficial and disadvantageous to Korean business culture and leadership?" The results suggest that hierarchy brings structure and balance between people in corporate environments. Hierarchy can be linked to South Korean paternalistic and team-oriented leadership, as South Koreans prefer working in groups. There is a significant portion of South Koreans who wish for change in the current hierarchical system.

In addition, the second question aims to answer, "In what ways are the leadership methods executed in Korean companies?" Based on the results it suggests, the most commonly presented leadership methods are paternalistic, team-oriented, and self-protective. South Koreans find the

current leadership methods effective but wish for change, as some seem old-fashioned and bureaucratic.

Question three, "What values are viewed as important to Koreans in corporate settings?". The results suggest that teamwork and support were notable traits among Koreans. Based on the results, South Koreans prefer working in teams, gaining achievement and success in their work while still having people around them for support.

The fourth auxiliary question, "How are the leadership methods used effectively and beneficial for employees?" discovered that working together and having open discussions with each other was viewed positively. Having a supportive and guiding leader was found to be beneficial for employees. The results suggest that the effective leadership methods that were mentioned in auxiliary question two were discovered to be the most effective for employees as well.

Lastly, the fifth question, "How is teamwork and self-improvement present in Korean corporate culture?" revealed that within Korean corporate culture, a preference exists for collaborative teamwork and rewarding individuals based on their merits, encompassing career development opportunities as well as employee benefits.

4.3   Research reliability

The thesis used two different studies as the base of the findings, The Globe and Hofstede; it was reliable to justify the findings as multiple sources verified and used the studies in their work. The data was lacking, and the number of responses could have been higher in the survey. The interviews are reliable as they are based on the individual's experiences. South Korea's leadership methods will evolve; thus, the research and data found in this thesis could change over time.

4.4   Future research and recommendations

This thesis primarily focused on exploring the existing leadership methods practiced in South Korea, aiming to understand the country's culture and work style. The research also provided insights into potential future changes based on the data findings. For future research the topic remains relevant as businesses continuously evolve, and further investigation could delve into the influence of foreign cultures on South Korean leadership. Additionally, analysis on younger generations approaches towards leadership or comparison of leadership styles between different companies could be interesting.

Leadership studies related to Asia, particularly South Korea, are popular, but often lack depth due to the limited information available in English. Furthermore, Korean corporate settings have not been extensively analyzed due to their culture of self-protection and hierarchy. However, given the increase in South Korea's popularity, it would be interesting to see the change in foreign influence in their culture.

For individuals or groups seeking to adopt new leadership methods to execute besides the ones covered in this thesis, it is recommended to do further research on the topic to gain a comprehensive understanding of each style. Engaging in discussion with experienced leaders or with individuals who have had extensive careers as employees can provide valuable insights and ideas for effective implementation.

5   Conclusion

5.1   Meeting hypotheses

The research question of "What leadership methods are executed in the South Korean corporate environment?" was found and can be summarized as follows:

Teamwork: South Koreans prefer working together and solving conflicts through discussion.

Save face: South Koreans have a keen sense of Self-protection for others. They value support and helping each other's reputations.

Humanistic behavior: South Koreans prefer honesty and support at work. They wish humanistic behavior to be presented by their leaders for a positive and supportive work environment.

Achievement: South Koreans value achievement and success in their work. They wish for their leaders to be motivated and driven to reach their goals.

Hierarchy: Despite hierarchy being present in leadership, South Koreans hope for low bureaucracy and a newfound sense of openness in their leaders.

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Appendices

Appendix 1. Survey

Survey on Korean hierarchical business culture and leadership. / 한국의 위계적 비즈니스 문화와 리더십에 대한 조사.

This survey was formed in the process of writing my thesis/research paper about the South Korean hierarchical business culture and leadership. The base of these questions is to gain understanding, discover and strengthen the ideals and fundamentals Koreans experience in their corporate culture. I would appreciate for in-depth answers in order for me to gain deeper insight on this topic. Please answer latest Wednesday 5/3/2023. Answer with the language most comfortable for you.

이 설문조사는 한국의 계층적 비즈니스 문화와 리더십에 대한 논문/연구 논문을 작성하는 과정에서 구성되었습니다. 이러한 질문의 기반은 한국인이 기업 문화에서 경험하는 이상과 기본을 이해하고 발견하고 강화하는 것입니다. 이 주제에 대해 더 깊은 통찰력을 얻을 수 있도록 심도 있는 답변을 부탁드립니다. 2023년 5월 3일 수요일에 답변해 주십시오. 귀하에게 가장 편안한 언어로 답변하십시오.

ida.silvonen@gmail.com Switch account

Not shared

* Indicates required question

1. What is your current status in the corporate field? 기업 분야에서 귀하의 현재 위치는 무엇입니까? *

☐ worker / 노동자

☐ manager / 관리자

☐ part-time worker / 아르바이트

☐ unemployed /한가한

☐ student / 학생

☐ Other:

2. What is your age? 당신의 나이는 무엇입니까? *

Your answer

3. What is your sex? 당신의 성별은 무엇입니까? *

○ Male / 남성

○ Female / 여성

○ other / 다른

4. How satisfied are you with your current employer? 현재 고용주에 대해 얼마나 만족하십니까? *

          1   2   3   4   5   6   7   8   9   10

not satisfied at all / 전   ○ ○ ○ ○ ○ ○ ○ ○ ○ ○   very satisfied
혀 만족하지 않는다   / 매우 만족

5. Can you describe your organisational culture and style? 조직의 맥락, 문화 및 스 *
타일을 설명할 수 있습니까?

Your answer

6. What work values are important for you? (Multiple choice) 당신의 직업 가치는 *
무엇입니까? (다중 선택 가능)

☐ Power and authority / 권력

☐ Success and achievement / 성취

☐ enjoyment in life / 삶의 향유

☐ Stimulation / 자극

☐ freedom and creativity / 창의성, 자유

☐ equality, and wisdom / 평등과 지혜

☐ Benevolence / 자비심

☐ Tradition / 전통

☐ Safety and obedience / 안전과 복종

☐ Other:

7. Why are these values important to you? Have you been able to implement *
these values to your work life? 이러한 가치가 귀하에게 중요한 이유는 무엇입니
까? 직장 생활에 이러한 가치를 구현할 수 있었습니까?

Your answer

8. What do you value from your employer and supervisor? 고용주와 감독자로부터 *
무엇을 중요하게 생각합니까?

Your answer

9. Do you wish to gain a leadership role in the future in your current or different company? 현재 또는 다른 회사에서 미래에 리더십 역할을 하고 싶습니까? *

○ Yes / 예

○ No / 아니요

10. Do you find it is easy to climb a corporate ladder in your field of work? 귀하의 업무 분야에서 회사의 사다리를 오르는 것이 쉽다고 생각하십니까? *

	1	2	3	4	5	6	7	8	9	10	
very difficult / 매우 어렵다	○	○	○	○	○	○	○	○	○	○	very easy / 아주 쉽게

11. Do you find that there is a high hierarchy in your company? 회사에 높은 계층 구조가 있다고 생각하십니까? *

	1	2	3	4	5	6	7	8	9	10	
low hierarchy / 낮은 계층	○	○	○	○	○	○	○	○	○	○	high hierarchy / 높은 계층

12. How independent is your corporate work? 귀하의 회사 업무는 얼마나 독립적입니까? *

	1	2	3	4	5	6	7	8	9	10	
very independent / 매우 독립적	○	○	○	○	○	○	○	○	○	○	rarely independent / 드물게 독립적

13. How would you describe your experiences working with your supervisor and subordinates? 상사 및 부하 직원과 함께 일한 경험을 어떻게 설명하시겠습니까? *

Your answer

14. Do you find it easy to approach your supervisor when encountering a *
problem or disagreement? 문제나 의견 불일치가 발생할 때 상사에게 쉽게 접근
할 수 있습니까?

	1	2	3	4	5	6	7	8	9	10	
very difficult / 매우 어렵다	○	○	○	○	○	○	○	○	○	○	very easy / 아주 쉽게

15. How do you approach conflict in your work? 작업에서 갈등에 어떻게 접 *
근합니까?

Your answer

16. Does your company provide training and education on leadership, *
corporate culture? can you explain what type of training and education
is it? 귀사는 리더십, 기업 문화에 대한 훈련 및 교육을 제공합니까? 어떤 유형의 훈
련 및 교육인지 설명할 수 있습니까?

Your answer

17. Do you participate in voluntary corporate training? 자발적인 기업 교육 *
에 참여하고 있습니까?

○ Yes / 예

○ No / 아니요

○ My company doesn't offer training / 우리 회사는 교육을 제공하지 않습니
다.

18. When you think of a good leader what comes to your mind? Can you *
give examples of good leaders in your corporate field? 좋은 리더를 생각하
면 무엇이 떠오릅니까? 기업 분야에서 좋은 리더의 예를 들어주실 수 있나요?

Your answer

19. Can you describe your supervisors leadership style? 상사의 리더십 스 *
타일을 설명할 수 있습니까?

Your answer

20. What do you think is humanistic leadership?Describe your interpretation of humanistic leadership. 인본주의적 리더십이란 무엇이라고 생각하십니까? 인본주의적 리더십에 대한 귀하의 해석을 기술하십시오. *

Your answer

21.Has your supervisor exhibited humanitic leadership traits? / 당신의 상사는 인도적 리더십 특성을 보여주었습니까? *

Your answer

22. Do you think Korean leadership styles should be developed or cultivated? Can you explain why and in what ways? 한국의 리더십 스타일을 개발하거나 배양해야 한다고 생각하십니까? 그 이유와 방법을 설명할 수 있습니까? *

Your answer

Appendix 2. Survey email to respondents

Hello,

I am Ida Silvonen a Bachelor of Business Administration Student at Haaga-Helia University of Applied Sciences in Finland. I am contacting you since I am currently writing my bachelor's thesis on Leadership methos in South Korean hierarchical business culture. To gather further research on my thesis topic I have conducted a survey related on the topic of leadership and corporate culture. I chose this topic after noticing significant differences in Leadership styles while studying in South Korea Spring 2022.

I would appreciate if you could take your time and care when responding to the questions I have given in the survey. I have also translated the questions in Korean in case you have challenges understanding and responding in English. I am gathering the survey results until mid-April.

I have attached the survey link here. If you have any questions, please don't hesitate to contact me.

안녕하세요.

저는 핀란드의 Haaga-Helia 응용과학 대학에서 경영학 학사 학위를 받은 Ida Silvonen 입니다. 저는 현재 한국의 위계적 비즈니스 문화에서 리더십 방법에 대한 학사 논문을 쓰고 있어서 연락드립니다. 논문 주제에 대한 추가 연구를 수집하기 위해 리더십과 기업 문화에 관한 설문조사를 실시했습니다. 저는 2022 년 봄 한국에서 공부하면서 리더십 스타일에 큰 차이가 있다는 것을 알고 이 주제를 선택했습니다.

제가 설문조사에서 제시한 질문에 답변할 때 시간을 내주시고 신경써주시면 감사하겠습니다. 영어로 이해하고 답변하는 데 어려움이 있을 경우를 대비해 질문을 한국어로 번역했습니다. 저는 4 월 중순까지 조사 결과를 수집하고 있습니다. 설문조사 링크를 여기에 첨부했습니다. 궁금한 점이 있으시면 언제든지 연락 주시기 바랍니다.

Yours sincerely,
Ida Silvonen
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