

**Powerful Intrinsic Motivations that Attract South Korean  
Coders – Promoting Finland**



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ABSTRACT

The purpose of this thesis to find out which intrinsic values motivates South Korean programmers when it comes to choosing workplaces.

The global coder shortage is becoming more predominant and it is not difficult to predict that many advanced countries will compete with each other to locate more competent coders for various sectors such as robot engineering, self – driving cars, software business and so on.

The commissioning company KOTRA strives to facilitate many activities between government and company level. Therefore, this essay will be helpful for them to organize programs that attract Korean programmers to Finland effectively.

To find the most preferable intrinsic motivations and factors that are undermining their motivations, quantitative research was done with 16 respondents who are currently working in South Korean IT firms, in the effort to deeply understand what motivates employees in Finnish companies. An additional qualitative research was held to deeply understand what motivates employees in the Finnish working environment.

The findings revealed that Finland is a good country to achieve intrinsic motivations on many levels. Most respondents are motivated and answered Finnish companies are good work environments to achieve work motivations. However, the findings also revealed what could have more to make better work environment to achieve more work motivations

**Keywords** Motivation, Talent attraction, intrinsic motivation

**Pages** 31 pages including appendices 37 pages

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## 1 INTRODUCTION

The Fourth Industrial Revolution are happening and all the promising sectors in the Fourth Industrial Revolution such as machine learning, AI, self-driving systems do require competent programmers. However, even though there are massive needs of competent coders globally, there are not enough programmers who could fill this gap

### Average Entry-Level and Senior Software Developer Salaries in the World

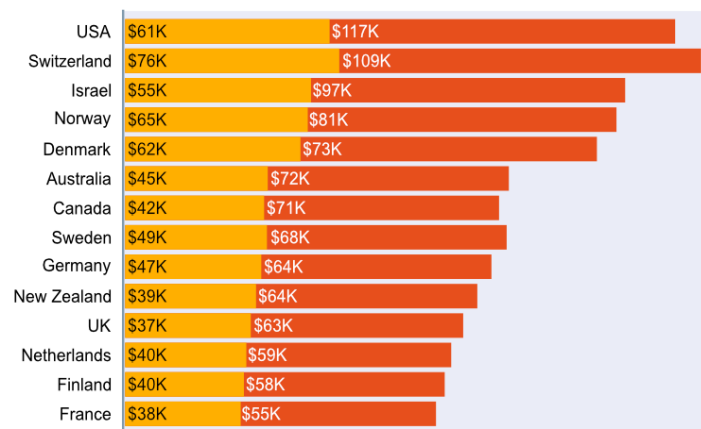


Figure 1 : Programmers salaries in advanced countries. (Melnichuk,2019)

According to Ncube, there were 500,000 software developer jobs in the US market, and it was estimated that there will be another 500,000 software developers needed since 500,000 software developers were expected to be retiring (Melnichuk, 2019). Finland was not in better situation either, According to Business Insider, 7000 software developers were in need in 2017 and if this trend situation continued, 15,000 software developers are in need in 2020 (Muhonen, 2017)

There are several reasons why there are not enough coders globally like lack of software developers graduating, entry level of coding etc, it is not difficult to predict that if this situation continues, countries and companies will compete with each other to attract more programmers to their countries and the country that has more human resources are less

likely to waste time and effort, instead they will likely concentrate on their core businesses

There are multiple ways to motivate and attract workers. However, the author think that Finland will have big challenge to attract South Korean coders if they only approach with extrinsic values

Average entry level salaries in the USA is \$ 61,000 and \$ 117,000 for senior software developers in 2019. On the other hand, Finland's average entry level programmer salaries were \$40,000 and \$58,000 for senior software in 2019. (Melnichck,2019)

But at the same time, the author thinks that if Finland approaches with intrinsic values, Finland has a bigger opprtunity to attract more competent coders. Finland was selected the happiest country in the world two years in a row in, 2018 and, 2019. Also, Finland is known for great work / life balance, good gender equality and is a good place to raise children because of the advanced education system. (Broom,2019)

This thesis demonstrates that which intrinsic values South Korean coders are seeking, and it shed light on how Finland can this information to promote their domestic companies and country to attract more competent South Korean coders.

## 1.1 Research objective and research questions

This research question for this thesis is as follows : If Finland have less extrinsic values to offer South Korean coders competing with the US , the UK and, China, how can Finland use intrinsic values to win over and attract global coders. The author highlights the competitive intrinsic values that Finland has.

This research focuses on finding which intrinsic values are most attractive to South Korean coders and how this research result can be used to promote Finland and Finnish companies so that more South Korean coders are interested in working in Finnish companies in Finland.

## 1.2 Case company

The case company for this thesis is KOTRA (Korea Trade-Investment Promotion Agency). The vision of KOTRA, the field of its activities and what the author can offer to KOTRA from this thesis will be addressed as follows.

The quasi-government entity, KOTRA was instituted in 1962 and there are 1,840 people working in KOTRA. (KOTRA,2020)

Their vision is to contribute to the national economy by supporting global business. Their main projects include supporting and attracting overseas experts, intergovernmental export contracts, trade promotion and investment and industrial technology cooperation between domestic and foreign companies. (KOTRA,2020)

KOTRA is contributing to facilitate many activities between government and company level. Thanks to these efforts, in 2019, South Korean and Finland concluded a MOU(Memorandum Of Understanding) contract to foster many start-up ideas that can lead to good start-up ventures. In addition, many start up related events were also held in Finland and South Korea. For example, idea pitch competition was held for Finnish and Korean university students in Helsinki organized by Association: N15 and junction.

However, brand awareness about Finland is still relatively low in South Korea compared to countries like The USA, China, Australia etc and this low brand awareness has always been pointed out as the main problem of facilitating more interesting activities between these two countries. But awareness of Finland is increasing at present because more and more Korean people are interested in good work/ life balance and sustainable lifestyle. The Korean media keep exposing Finland as great place to have those needs met and therefore many people are trying to move to Finland but there is a struggle because there are not many successful case studies compared to other countries

By using this thesis, KOTRA can find out what intrinsic values Korean coders are pursuing in their workplace and also what intrinsic values can be offered from Finnish companies. Also, what intrinsic values are not emphasized in Finnish companies too so KOTRA can promote Finland to Korean coders effectively and encourage Finnish companies to attract competent Korean coders with more specific and effective strategies.

### 1.3 Why should a Finnish company consider hiring Korean programmers?

#### 1.3.1 Korea is an attractive place to start a business to target Asian market

Asia is an attractive market for many global businesses. Especially many Finnish companies consider going abroad since their domestic market is relatively small. However, many companies hesitate on which country would be a good place to start for targeting Asian market.

South Korea can be the answer. Firstly, Korea's impact on other Asian countries is very high because of the phenomenon called "hallyu". Hallyu is the term to refer to the outstanding growth of Korean culture that

includes music, movie, drama, online games to other countries. This is also called as Korean wave. (Martinroll, 2020)

Thanks to hallyu, many famous Korean products and services also happen to be popular in other Asian countries such as China, Japan.

It indicates, once Finnish companies launch their business successfully in the South Korean market, expanding their business to other Asian nations can be easier as well and having South Korean professionals in the company will be a good asset to start the project of launching business in South Korea also further in the Asian market.

### 1.3.2 Korean workers positive work ethic

When it comes to hiring international workers, one of their priorities is a strong work ethic. Korea is well known for its positive work ethic in Asia. According to Dr. Chris Baumann, Korean's good and positive work ethic has been formed by its Confucian pedagogical approach in its school. Therefore, people are ready to go extra mile for their task and they are always driving success (Chae, 2015)

## 2 THEORETICAL BACKGROUND

### 2.1 Motivation

A motive is underlying reasons that lead people's behaviour and motivation could refer to forces that make individuals take actions to meet their needs or wants. All motivation comes when one or multiple needs or ours are unsatisfied and Maslow almost states that strong sources of motivation come from unsatisfied needs. Thus, it also means satisfied needs do not create motivations. (Pardee, 1990)

There are three factors that explain why motivations are varied by individuals. Firstly, the motivation to work itself also varies among people. Secondly, there were dramatic changes about employees' attitude toward their work and lastly, the increase in various government social support programs rather led to a lack of work motivation in lots of people. (Pardee, 1990)

Motivation can be divided by characteristics consisting of extrinsic motivations and intrinsic motivations.



Intrinsic motivations refer to motivation that arrive from procedure itself like solving crossword puzzles in a newspaper. On the other hands, extrinsic motivation refers to motivation that arrives from rewards by doing certain behaviour like doing exercise to lose their weight. (Cherry,2020)

Motivation can be used in many different situations. Deep understanding of motivation can make great impacts on an individuals and organizations level. Understanding motivation can help people to act as motivation helps people to believe they are doing the right thing. Also, it also helps people to believe they have control of their lives. Lastly, it boosts overall well-being and happiness of individuals. (Cherry,2020)

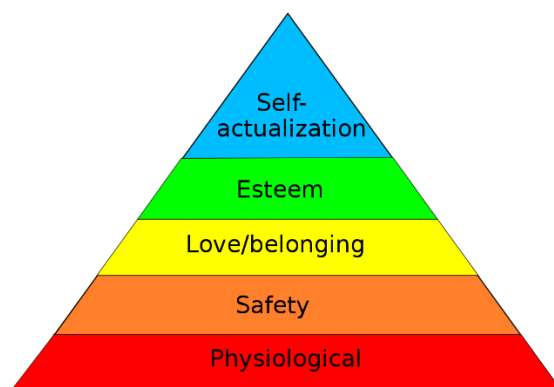
Motivation consists of three major components, activation, persistence and lastly intensity. Here are specific explanations of these components as follows. Activation. It refers to the decision to initiate a behaviour. Enrolling in English lesson can be an example of this. Persistence. Enrolling in English lesson itself cannot make people master their English skills. Persistence refers to continuous effort to achieve their goals even though they encounter obstacles for the goal. For example, taking extra English speech lessons every morning could be the one because it requires time, energy, and resources. Intensity refers to the extent of effort towards their goal. For example, one person just goes to English lessons once a week, but another student takes English lessons every day and finds all opportunities to apply his/her English skills. In that situation, the latter student has higher intensity than the formal student. (Cherry,2020)

## 2.2 Maslow's hirearchy of needs

According to Maslow, every human born with their needs and these needs can be categorized by five stages such as psychological needs, safety needs, belongingness and love needs, Esteem needs and self-actualization needs depending on extent and importance. And this theory is commonly used for classifying human needs (Ronald, 1990)

Maslow's hierarchy of human needs can be divided into two groups, deficiency needs and growth needs. (Huitt, 2007)  
For the first four needs are called deficiency needs which are activated due to deprivation and satisfying these needs are important for avoiding unpleasant feeling or consequences (Cherry, 2019)

Human needs are placed from lower stage to higher stage and needs of lower stage must be satisfied in order to have another need from higher stages until esteem needs. (Huitt, 2007)



(Figure 2, Maslow, Hierarchy of Needs) (Cherry, 2019)

For example, hunger is placed on the first stage of human needs and having lots of followers from personal Instagram accounts is placed on fourth stages. In that situation, hunger must be satisfied first to expect us to have needs from having lots of Instagram followers which is placed on higher need than hunger.

However, self-actualization needs which placed on top of the human need pyramid by Maslow activated differently. Other needs are activated from lacking something, but self-actualization need is activated from desire to grow as a person, so this need is also called as "growth needs". Besides self-actualization does not always follow hierarchy order rigidly. For example, some people have stronger needs of self-esteem than the need for love and this self-actualization need can even be stronger than a basic need depending on individuals. (Cherry, 2019)

To sum up, Maslow's hierarchy of needs state human needs are placed in hierarchical order based on importance and intensity. It is not possible to expect human needs 100 percent with this hierarchical order, but it is enough to indicate universally people start trying for achieving higher needs once lower needs such hunger or safety are satisfied.

### 2.3 Herzberg's motivation -hygiene theory

Herzberg's motivation – hygiene theory focuses on the question; what motivates people? Unlike other conventional need theory, Herzberg stated that There are different types of need one is for avoiding something unpleasant and another is a desire of accomplishing with constant individual growth.(Ronald, 1990)

There were two separate factors based on the need of characteristic, motivating factors and hygiene factors.

Firstly, hygiene factors are essential job factors for the existence of motivation at the workplace. These hygiene factors include company policy, supervision, working conditions, interpersonal relations, salary, status, job security, personal life. Herzberg stated that hygiene cannot motivate, and it can lead negative effects for a long run. So, this hygiene can play a substantial role in decreasing dissatisfaction level but have nothing to do with increasing satisfaction level for workers. Hygiene is not related to work itself it is more related to work environment. (Ronald, 1990)

On the other hand, motivators are directly related to the content and nature of the job itself which include achievement, recognition, work itself, responsibility, advancement, possibility of growth). Motivators directly affect satisfaction level in their workplace, but absence of the motivators will not lead to job dissatisfaction. (Sameh, 2010)

To sum up, hygiene factors are those factors that are related to the work environment and it helps to remove job dissatisfaction but not leading to job satisfaction, What matters for job satisfaction is a motivator that is related to the work itself and it helps to increase job satisfaction but absence of this does not lead to job dissatisfaction.

#### 2.4 McClelland's theory of needs

McClelland's theory of need explains the motivation process by breaking down what and how needs are and how they must be approached. According to McClelland, regardless of our age, sex, race, or culture, all the people possess one of these needs and drive their action. (Kukreja, n. d.)

Since he stated every person has one of these three needs, this theory is also called a three-need theory. This theory shows how achievement, power and affiliation strongly influence individual behavior. Here is a specific explanation of three needs that impacts on individual behavior as follows. (Kukreja, n. d.)

Need for achievement, as it literally mentioned, it means a strong desire to achieve something in what you do. For a male football star, he must score the most goals or most assist on the season and be recognized by others. For a composer, he/she needs to compose outstanding songs and be recognized by others. They always try to ace their work avoiding low-risk situations and the reason why they are avoiding low-risk situations is because they believe that achievement they make from low-risk situations is not genuine but at the same time they also avoid high-risk situations because they believe that achievement from this situation is beyond one's effort. Their performance grows as they make more achievements because these achievements motivate them even more.

They always try to find innovative and smart ways to achieve their goals and they adore their achievement better than financial rewards. They make calculated decisions and are willing to hear feedback when the work is done. They tend to make difficult objectives and try their best to accomplish them. They like to work in a results-oriented work environment by working alone. (Kukreja, n. d.)

The need for power is the need that person wants to hold control and desire decisions that he/she makes influence on person to person. Enhancing self-esteem and reputation is their goal and that is what they drive for. These people are best suited to leading positions. Competition is their good motivator and they do not mind playing zero sum game (Kukreja, n. d.)

The need for affiliation is the desire for having good social relationships with groups of people. Since they fear rejection, they try not to change social norms and play with the given rules and they spend lots of their time to maintain their relationship checking and hoping they are loved and accepted. They tend to work by collaborating with others and placing competition as their second choices. These people are suited to social interaction fields such as client service or customer interaction. (Kukreja, n. d.)

This theory helps to identify individuals and place them in the right places. Besides, this theory can be broadly applicable because this theory can be applied regardless of sex, age, race, culture. (Kukreja, n. d.)

## 2.5 Extrinsic motivation vs Intrinsic motivation

Basic distinction between extrinsic motivations and intrinsic motivations is that if main drive for motivations lies on separable outcome, we call it extrinsic motivations but if main drive for motivations lies on genuine interest of activity itself, we call it intrinsic motivations. (Ryan, Deci, 2000)

If you are extrinsically motivated, you are motivated by external factors instead of activity itself. For example, if the main reason of diet is to lose weight, you are extrinsically motivated since your main motivation is on losing weight which is a separable outcome of exercising. (Bernazzani, 2017)

Even though it seems that extrinsic motivation is underrated compared to intrinsic motivations, extrinsic motivation can be used in multiple situations. For example, extrinsic motivation can motivate people who cannot complete their job only with their intrinsic motivations and we can encourage people to do something new using extrinsic motivation such as bonus, praise, etc. and it could lead them to find new interests in their work life. However, this tactic must be used carefully because study shows that offering too much extrinsic motivations for activities to

people who are already motivated with intrinsic value can lead them to take their activity as "work" than their genuine "interest" (Bernazzani, 2017)

On the other hand, if you are intrinsically motivated, you are motivated by activity itself. For example, if you like to read books because this process gives you enjoyable moments, you are intrinsically motivated since your motivation is on activity itself instead of separable outcomes or reading. (Bernazzani, 2017)

According to the research, positive feedback can promote intrinsic motivation. However, if you accompany too much external rewards it could decrease intrinsic motivation so moderate praise will be given to people who are already intrinsically motivated (Bernazzani, 2017)

## 2.6 Intrinsic motivations

Intrinsic motivation explains human behavior when people are motivated by activity itself that provides novelty and challenge based in people's natural interest. Unlike extrinsic motivations that require separable rewards, since people enjoy their activity itself, intrinsic motivations do not require any external rewards such as bonus or money. (Deci&Ryan, 2010)

Before 1950, theories were focused that all human behaviors are based on need of physiological drives such as hunger, thirst, and sex. However, this prerequisite was not enough to demonstrate various phenomenon. So, White suggested the importance of knowing psychological motivation to fully understand motivation and he proposed an intrinsic, psychological motivation in the means of interacting with the environment. (Deci&Ryan, 2010)

Later, Deci and Ryan stated strong correlations between intrinsic motivation and the psychological needs for competence and autonomy. Humans are believed to avoid high stimulation but seek minimal stimulation in drive theory however, humans keep seeking to optimal stimulation in intrinsic motivation theory so that people keep finding optimal challenges to satisfy their need of having moderate stimulation and then they try to master these activities. After this process, they again try finding new activities in order to have moderate stimulations to satisfy their needs. (Deci&Ryan, 2010)

Multiple activities such as painting or reading books can be intrinsically motivated to many people, but everyone has different subjects for them to be motivated intrinsically. If they are intrinsically motivated, since they find this activity interesting, they must do it no matter what. (Deci&Ryan, 2010)

There are multiple advantages of intrinsic motivations, it leads to greater creativity, better cognitive flexibility and besides, it helps for our well-

being. These multiple advantages of intrinsic motivations were enough for researchers curious about the condition in which increased or decreased intrinsic motivations. That means that even though intrinsic motivation is inherent needs, level of intrinsic motivation can be changed by social conditions. (Deci&Ryan, 2010)

### 2.6.1 What increase or decrease intrinsic motivations

To find out the answer to question; if intrinsic motivations are changeable by social conditions, what increase or decrease intrinsic motivations? A meta-analysis of 128 experiments were held and that shows tangible extrinsic rewards could lead them to have lower intrinsic motivation after all. Because, if people receive tangible extrinsic rewards for an activity they are interested in, they show less interest in doing these activities spontaneously. (Deci&Ryan, 2010)

According to additional studies which were held with young children, teenagers, college students and adults, it showed that multiple external events tend to decrease intrinsic motivations as well like directives, surveillance, deadlines, threats of punishments, negative performance feedback. Even though these extrinsic rewards could control individuals' behaviours, since it hindered people's interest and persistence it led to less performance on activities that require resourcefulness, deep thinking, or creativity. However, intrinsic motivations could be increased with other external factors like offering choices, acknowledging people's feelings, and providing positive performance feedback. (Deci&Ryan, 2010)

From these results, Deci and Ryan (2000) found that determining factors of increasing or decreasing intrinsic motivations were needed for autonomy and competence. For example, external factors that hinders their need for autonomy on an activity such as rewards, directives, deadlines and threat tend to decrease their intrinsic motivation but if external factors support their autonomy like giving choices, then these factors tend to increase their intrinsic motivations. Similarly, if external factors hinder their need for competence, it will decrease intrinsic motivations but if these support their need for competence it will increase intrinsic motivations. (Deci&Ryan, 2010)

However, external factors that typically control individuals such as rewards, feedback, deadlines can increase intrinsic motivation if the characteristics of these have strong informational aspects but if external

factors have strong controlling aspects, these factors decrease people's intrinsic motivations. (Deci&Ryan, 2010)

To make these external factors have a stronger informational aspect, it is important to maintain autonomy-supportive context. (Deci&Ryan, 2010)

## 2.6.2 Four Intrinsic rewards

A sense of meaningfulness

A sense of meaningfulness is the feeling you have when you are on a work that is worthwhile. So, people feel this sense of meaningfulness when they can feel that they are performing important work and they are not wasting their time and effort. (Thomas, 2010)

A sense of choice

A sense of choice is the feeling you have multiple choices to perform your work. When they have autonomy to use their own judgement of what to do and how to do, they feel a sense of choice. (Thomas, 2010)

A sense of competence

A sense of competence is the feeling when you know you are doing a great job for what you do, and this feeling tends to excel people to experience pride and satisfaction. (Thomas, 2010)

A sense of progress

A sense of progress is the feeling when you feel like you are on the right track and can be sure that work is moving forward so you can be confident that you are in the process of achievements. (Thomas, 2010)

## 2.7 Self determination theory

The concept of intrinsic motivation and self – determination theory have strong correlations in between. Self- determination theory was introduced by psychologists Edward Deci and Richard Ryan in 1985 from a book called self -determination and intrinsic motivation in human behavior. (Cherry, 2019)

Here are key assumptions of the theory as follows.

The first assumption of the theory is people are constantly working toward growth and the second assumption was autonomous motivation is important so internal sources of motivation such as desire to gain knowledge or independence was highlighted. (Cherry, 2019)

According to self -determination theory, in order to achieve psychological growth, feeling competence, connection or relatedness, autonomy should be comprehended. Here are more specific explanations of three feelings as follows. Competence refers to the urge or learning different skills and to gain mastery of tasks. When people sense that they have

required skills for success, they are more willing to take other steps to achieve their goals. Connection refers to the urge that people want to feel a sense of belonging and attachment. Lastly, Autonomy refers to the feeling that their behavior and goals are in their control. This feeling is helpful for making people feel self – determined bringing real changes. (Cherry, 2019)

People who have high self- determination tend to admit their own fault when things go wrong and try to fix and correct the mistake they have made. On the contrary, those who have low self – determination tend to try to blame mistakes on others, making excuses, and not believing there is still a way to fix the mistake they have made. (Cherry, 2019)

Psychological growth described by self-determination theory is not happening overnight, it needs constant maintenance. Social support is a key factor, we can expect personal growth throughout interaction with others. On top of social support, multiple other factors play a key role helping or interrupting the three elements needed for growth. First, extrinsic motivators can hinder self -determination as external rewards tend to give a feeling that they are controlled so people feel that they have less control of what they are doing. Secondly, offering positive feedback could help to grow self -determination as this praise can give confidence of what they are doing so it can positively impact on autonomy and competence (Cherry, 2019)

Improving self -determination is important because it leads people to be more passionate, committed, interested and satisfied with what they are doing and in order to improve self-determination, it is recommendable to find social support since social connectivity is the main element of self-determination theory. Close knit relationship can be helpful to grow personal motivation. However, a poor relationship can hinder motivation and lead you to have weak motivation. Also, it is important to become skilled in an area that you are interested in. From the process of learning and improving, you can feel more competent and it helps you to become more self-determined. Lastly, feeling like you have full control of designing your life is not only helpful for making you become self -determined but also make you have well-being life too. (Cherry, 2019)

## 2.8 Finland as the place for intrinsic motivations

According to explanations regarding intrinsic motivations, the extent of intrinsic motivations could be changed by social condition.

In this chapter, the author will address how Finland society encourages people to have more intrinsic motivations and will demonstrate why Finland is a great place to grow your potential intrinsic motivations.

What decreases intrinsic motivations? The main answer is on controlling factors, it impacts intrinsic motivations negatively such as directiveness, surveillance, deadline, threats of punishment, negative performance feedback. Fortunately, if you are living in Finland, you have less chance of experiencing those things while you are working or studying. Reasons are addressed as follows



Unlike many other OECD countries such as China, South Korea, The US, Finland educational system does not require many tests for students, Finland has no standardized test, only exception is a test called national matriculation exam. In addition, this test is also a voluntary option. Instead of competing with other students, their academic performance is graded based on individual progression by their teacher. (Colagrossi, n, d) Since there are less exams they must take, they can face less pressure of deadlines which is a controlling factor in motivation theory. In addition, they also have less chance of experiencing negative performance feedback because the only comparison they make is themselves, so it reduces a chance of hindering intrinsic motivations that students have in Finland.

Another highlighting point of Finland education is that they highlight cooperation rather than competition. There is not much of competition between students, schools, and top performing teachers. Instead, cooperation is the common norm of organizing Finland's education system. (Colagrossi, n, d)

It indicates that students face less chance of experiencing negative performance feedback because many students feel defeated from the result they obtain from competition. It also helps students not to lose intrinsic motivations they have.

Last highlighting point of Finland education is there are relatively less required homework and outside work to pass their grade. (Colagrossi, n, d)

For example, teens in Shanghai spent 13.8 hours doing their homework weekly but Finnish teens spent only 2.8 hours doing their homework weekly. But still, Finland is located in a high rank group of PISA. (Kohli, 2014)

Because Finnish students can get everything they need from school and they can fully concentrate on homework without less concern of deadline, threats of punishment. (Colagrossi, n, d)

This moderate amount of homework and mandatory activity enables them not to lose intrinsic motivations as well.

Just as Finnish education institutes encourage people to have more intrinsic values, Work culture in Finland also fosters people's intrinsic motivations as well and there are many reasons how Finland enables their company to make the best place to work at enhancing individual intrinsic motivations.

Firstly, equal and low hierarchy working culture reduces many aspects of controlling factors that negatively impacts inherent employee's intrinsic motivations. (university of Helsinki, 2020)

Since workers can communicate with each other sharing their ideas by not being heavily bound by job titles, their own voice can be spoken easily so they can feel that they are controlling their work project on their own terms. In addition, they can feel that they receive less directives. Secondly, Finland has a good work-life balance and it also boosts inherent intrinsic motivations. Even though the length of holidays and working days can be varied by their field of work, still 8 hours work per day is

normal in Finland. In addition, a four-week annual paid summer holiday is commonly granted to workers in Finland. (university of Helsinki, 2020) These advantages give workers to think less about their favourite things becoming a work, so it helps to prevent not to lose their intrinsic motivations. Also, these holidays enable them to search for what they are genuinely interested in by not binding specific work projects. Lastly, Finland is a good place to boost intrinsic motivations in general. Every taxpayer in Finland has a right to have a free education system until a PHD degree so they have less restriction of studying what they really like. Also, there are many places you can learn and apply the knowledge in a very entertaining way like games and puzzles. Therefore, Finland can be addressed as a good place to foster inherent intrinsic motivations.

### 3 RESEARCH

This chapter will introduce the research question and approach and data collection system for this thesis.

#### 3.1 Research question and approach

The purpose of this thesis is about attracting competent Korean coders to Finland, so this research was conducted to examine what Korean work environmental factors decrease worker's intrinsic motivation also which intrinsic motivations do Korean coders wants to achieve

In addition, to find out whether Korean coders are having satisfying intrinsic motivations in Finland. The author conducted qualitative research throughout interviews with Korean coders living in Finland currently.

Quantitative research was mainly held to collect data, because this research approach is a good way to obtain and analyze the statistics of certain variables and I believe that these certain variables from the research will play a key role to find out what must be held to attract more competent Korean coders and promote Finland efficiently.

## 3.2 Data collection methods

The data collection was conducted with quantitative research and qualitative research. Qualitative research was held among Korean coders living in Finland to deeply understand which intrinsic motivations they have achieved and Quantitative research is held to Korean coders living in Korea to understand what hinders for them to achieve intrinsic motivations in their job place and what intrinsic motivations they value the most. Also, what other steps are needed for them to consider moving to other countries.

### 3.2.1 Qualitative data collection

Data collection was held with survey and data collection period was 1 week. I reached out to target respondents throughout the programmer's internet gathering place in South Korea also personally using my personal network. The total number of respondents was 16 people. Those 16 respondents are programmers working in app and web developments sectors.

The survey consisted of 16 questions. One question is about asking their work experience period to briefly distinguish between senior and junior programmers. Next eight questions are about examining which types of intrinsic motivations they value the most. First two questions are about sense of meaningfulness, the next two questions are about sense of choices, the next two questions are about sense of competence and the last two questions are about sense of progress. Question 10 to 13 is about examining how much decreasing factors of intrinsic motivations exist at the workplace in South Korea. Question 13 is asked to fill out a qualitative answer to find out deeply what decreases their motivations in their job places. Question 14 to 16 is about willingness for them to move abroad and what are those underlying reasons of moving or not wanting to move.

The research tool was a Google survey because this is a simple and easiest tool for the author to reach people. In addition, answers can be filled out very easily via the internet in their free hours.

The research analysis was held with Google survey tool and further analysis was held using Microsoft Excel.

It took one week to receive all the data throughout the survey.

### 3.2.2 Qualitative data collection

Qualitative data collection is held with four Korean coders, Hyunbin Park on 31st of August 2020 and Minu Lee, Wookjin Lee, Daewoong Moon on

12<sup>th</sup> of October 2020. Because he has work experience in South Korea as a coder and currently working in Finnish firm as a coder so the author thinks that he could give objective answer by comparing two countries. It took about an hour to have interview and the agenda was how Finnish companies are supporting four categories of intrinsic motivations: sense of meaningfulness, sense of choice, sense of competence, sense of progress also what kinds of efforts are Finnish companies making to encourage employee's motivations. What hinders their work motivations when they worked in Korean firm were asked too.

## 4 DATA RESULT

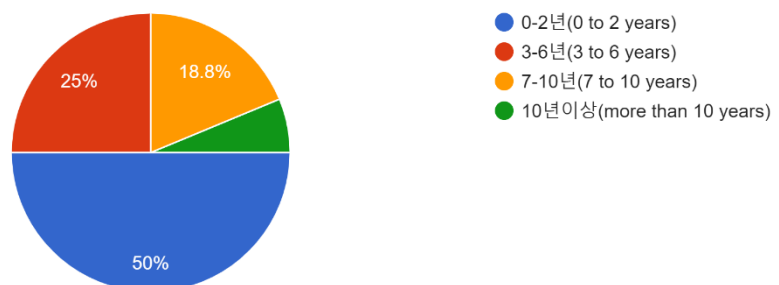
These following data shows quantitative results of surveys for knowing intrinsic motivations preferences among Korean coders & undermining factors of intrinsic motivations.

### 4.1 Quantitative research results

#### Working experiences of Korean coders living in Korea

1. 업무경력이 어떻게 되십니까?(How long have you been working as a programmer?)

16 responses

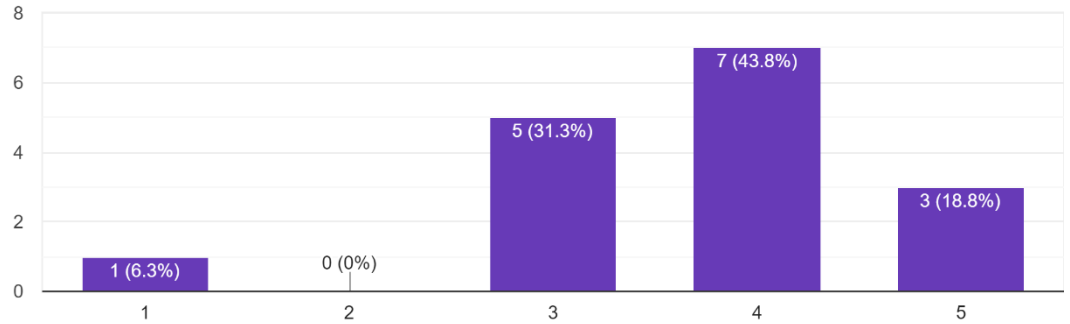


Out of 16 respondents, 50 percent of respondents have 0-2 years of experience and 25 percent of respondents have 3-6 years of experience. 18.8 percent of respondents have 7-10 years of experience. 6.3 percent of respondents have more than 10 years of experiences

Sense of meaningfulness related questions

2. 회사에서 중요한 일을 수행하고 있다는 감정을, 나는 일할 때 중요하게 생각한다.(it is important to have a feeling that I am performing important task for the company)

16 responses

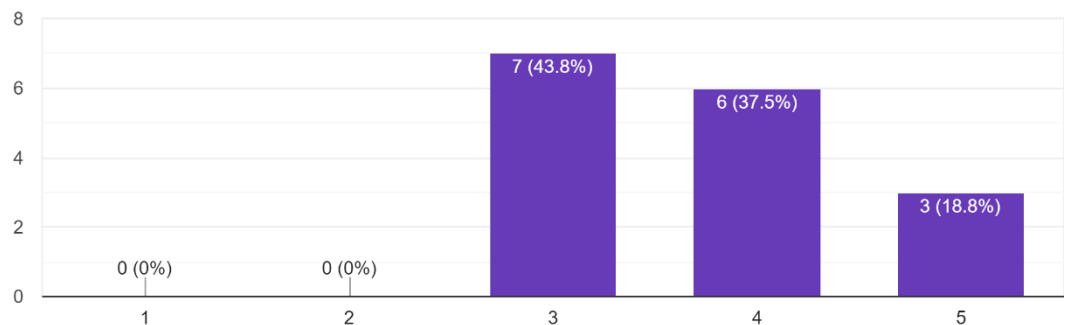


The first question was about finding out how Korean coders take sense of meaningfulness for their motivations.

18.8 percent of respondents choose 5 it means “very importantly” 43.8 percent of respondents choose 4 it means “importantly, 31.3 percent of respondents choose moderately and 6.3 percent respondents choose “not at all”

3. 직장에서 시간낭비를 하고 있다고 생각하는 순간 나는 진지하게 퇴사를 고려해 볼 것이다.(I will consider to resign my position when I feel like wasting my time in work place)

16 responses

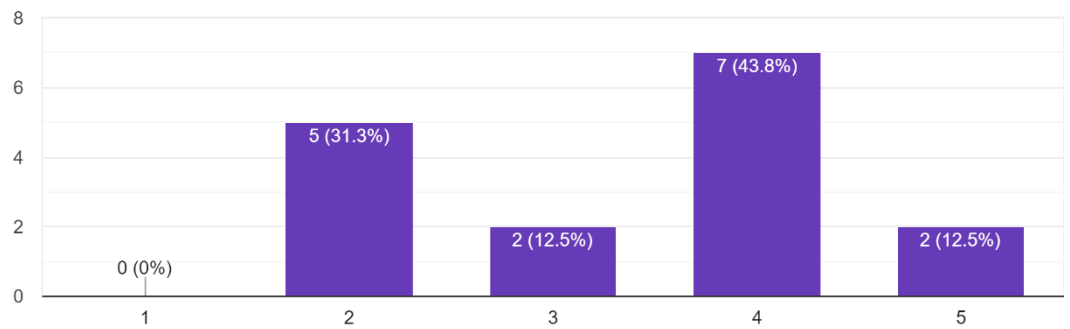


The second question was also about asking how Korean coders take sense of meaningfulness for their motivations. 43.8 percent of respondents choose moderately, 37.5 percent of respondents choose importantly, 18.8 percent of respondents choose very importantly.

Sense of choices related questions

4. 나는 특정한 규범과 일처리에 대한 패턴이 정해진 회사보다 자율성을 최대한 존중받는 회사에서 일하는 것을 선호한다.(I prefer to work in workplace w...wn customs and pattern for work performing.)

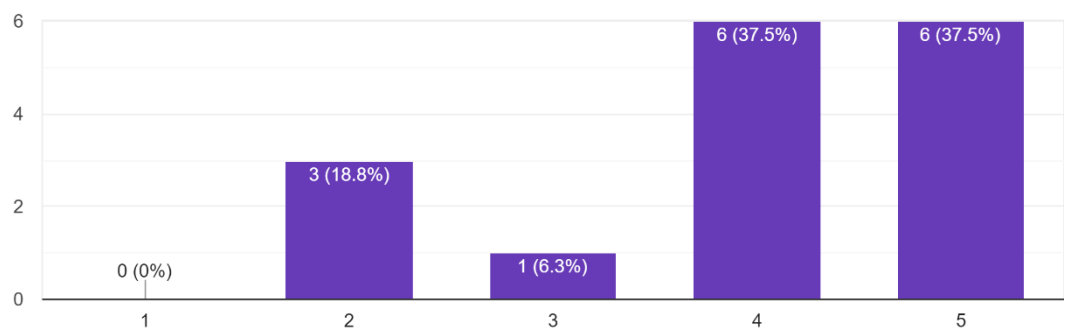
16 responses



The third and the fourth questions were to find out how sense of choices impacts on motivations of Korean coders. 12.5 percent of respondents choose “very importantly” 43.8 percent of respondents choose “importantly” 12.5 percent of respondents choose “moderately”. Lastly, 31.3 percent of respondents choose “unlikely”

5. 나는 내 선택과 자율성이 최대한 존중받는 곳에서 일을 해야 최대한의 업무성과가 발현되는 편이다. (I tend to perform my tasks better in the place where my choice and autonomy are respected)

16 responses



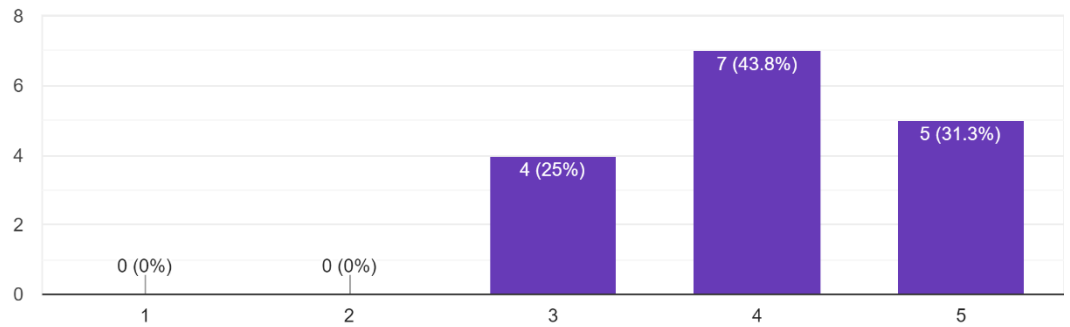
37.5 percent of respondents choose “very importantly”. 37.5 percent of respondents choose “importantly” .6.3 percent of respondents choose moderately. 18.8 percent of choose “unlikely”

Sense of competence related questions

Following two questions were about asking how sense of competence impacts on Korean coders.

6. 나는 내가 회사에 크게 이바지한다고 느낄 수 있는 곳에서 일하는 것을 선호한다. (I prefer to work in the place where I can feel that I contribute a lot to the company)

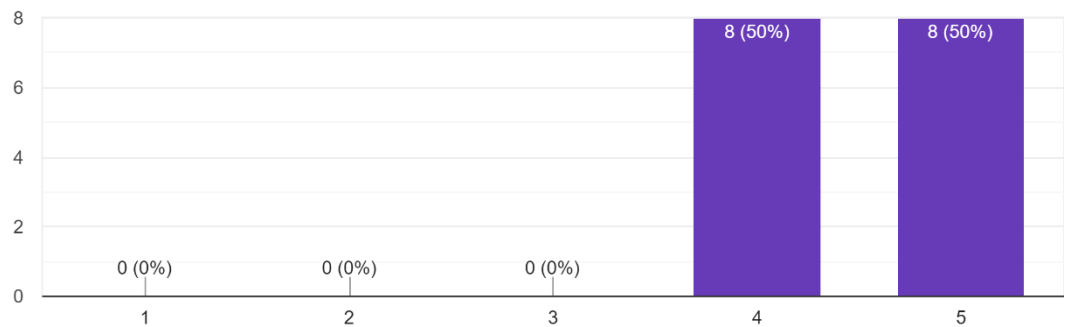
16 responses



31.3 percent of respondents choose “very importantly” 43.8 percent of respondents choose “importantly”. Lastly, 25 percent of respondents choose “moderately”.

7. 회사에서 받는 인정이 내 업무능력에 큰 향상요소로 작용한다. (Recognition from the company operates as a big aspect of boosting my work performance)

16 responses



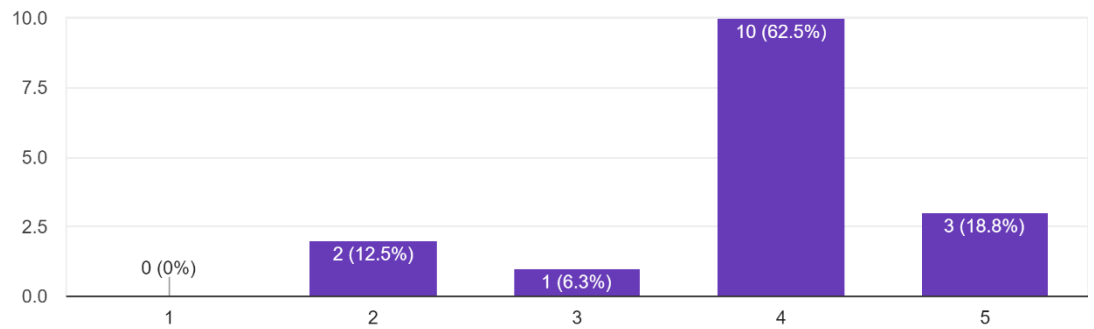
50 percent of respondents choose “very importantly” and 50 percent of respondents choose “importantly”.

### Sense of progress

Following two questions are asked to find out how sense of progress impacts on coders in South Korea

8. 나는 프로젝트가 진행되지 않는다고 생각될때 업무능력과 동기가 떨어지는 편이다.(My work ability and motivations tend to decrease once I feel that projects are not forwarded)

16 responses



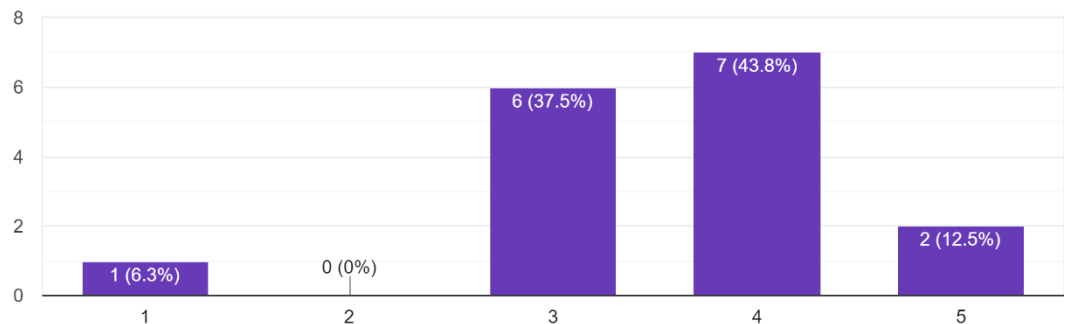
18.8 percent of respondents choose “very importantly”. 62.5 percent of respondents choose “importantly” 6.3 percent of respondents choose “moderately”. Lastly, 12.5 percent of respondents choose “unlikely”

Work environment that hinders intrinsic motivations measures.

The following three questions were asked to find out to measure work environments that cause bad impacts on intrinsic motivations of Korean programmers.

10 나는 직장내에서 내 페이스대로 일을 진행하는데 아무 문제가 없다.(I do not have any problems of performing my tasks on my won term.)

16 responses

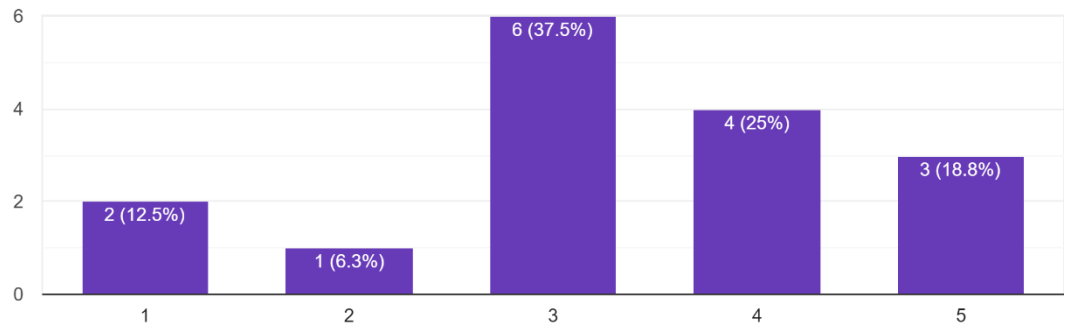


12.5 percent of respondents choose “absolutely”. 43.8 percent of respondents choose “highly”. 37.5 percent of respondents choose “moderately”. And 6.3 percent of respondents choose “very unlikely”



11. 내 모든 업무는 보통 엄격한 마감일과 감시가 항상 달려오는 편이다.(Most of my tasks are usually followed with strict deadline and monitoring.)

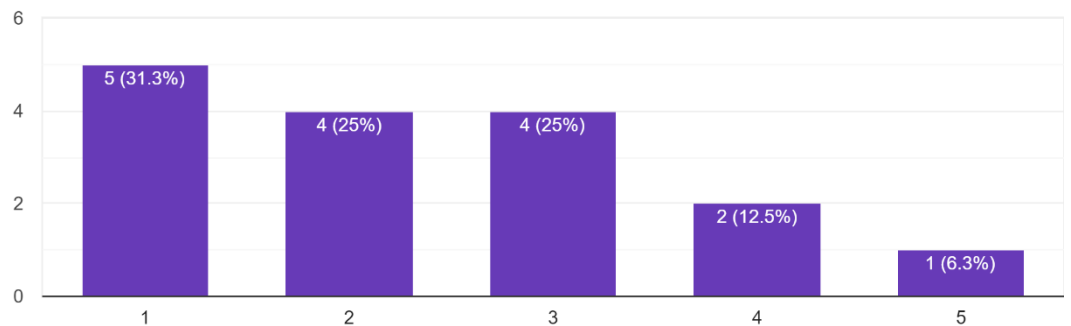
16 responses



18.8 percent of respondents choose “Absolutely” 25 percent of respondents choose “highly” 37.5 percent of respondents choose “moderately”. 6.3 percent choose “unlikely” and 12.5 percent of respondents choose “very unlikely”.

12. 직장 내 폭언이나 부정적인 피드백때문에 심한 스트레스를 겪은 적이 있다.(I have stressed with personal insult and negative feedback in workplace)

16 responses



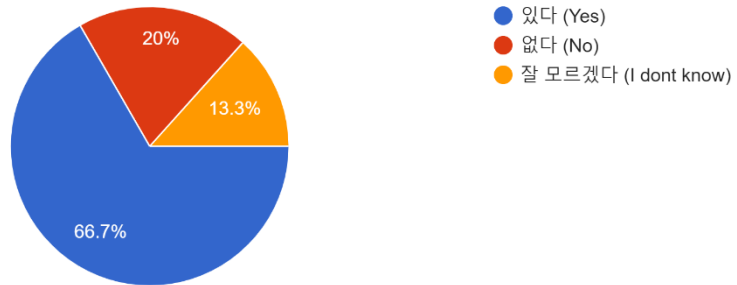
6.3 percent of respondents choose “absolutely”. 12.5 percent choose “highly”. And 25 percent of respondents choose “moderately” 25 percent of respondents choose “unlikely”. Lastly, 31.3 percent of respondents choose “very unlikely”

How many programmers working in Korea consider working in abroad?

This question is asked to find out how many Korean coders are interested in working in abroad.

14. 해외이직 혹은 해외이민을 고려해본 적이 있으십니까? (Have you considered immigration or working in abroad?)

15 responses



66.7 percent of respondents choose “yes” to move abroad for work. And 20 percent of respondents choose “no”. 13.3 percent of respondents answered “I don’t know”

### Qualitative answers from the survey

In order to find out deeply what dynamics of work environments in South Korea undermines employee’s intrinsic motivations and what aspects make them have interests of moving abroad or hesitate to go abroad, these following three questions are asked for answering qualitative answers

Answers to the question: if you say “yes” to the question: Have you ever considered immigration or working abroad, what are the reasons?

Respondents answered

- To experience different work environments
- For achieving better living in working environment
- Fairness of rewards
- Would be exciting to experience in global company
- For experiencing more flexible working environments
- Could not find any vision as coders in South Korea

Qualitative answers for “if you hesitate to work abroad or immigration, what are the reasons?” are addressed as follows

- Fear of big changes
- Adaptation of environment
- Could not feel a huge necessity.

- Family and language

Question: “Which work environments fatally undermine your work performances and motivations?” is asked to answer as qualitative answers and here are answers as follows

- When I encounter a difficult project but there are no people I can ask to.
- Strong hierarchy
- When my ability is undervalued
- When I am not trusted
- When I could not see any progress
- Depletion of good idea
- Too strict deadline and surveillance
- Giving their own responsibility to others

#### 4.2 Qualitative research results

First question was

According to them, there were no actual programs that helped new employees to adapt to the new company, they often had to find their own answers for the issues they were having in the beginning of their career in that company.

Second question was “Do you think individual autonomy is respected in the company? If it is, please specify how the company respect employee’s autonomy”

Every interviewee stated that no one interferes with individual tasks if they show work performance and participate in official work meetings. Break time and working hours are very flexible too.

According to Minwoo, there was no direct order of what they must do for the project from the manager. Instead managers let people discuss the project for enough period and facilitate the topics & communication step until the team feels they have the right solution and goals. Then the lead decides where/what should they do.

Third question was “Were there many supports and programs that make you feel you are doing a great job? When you usually feel you are acing your job?”

According to everyone, there were not many chances to make them feel they were acing their job. Minwoo Lee stated that could be related to Finnish working culture that never blames or points fingers to the individual but we as a team have full responsibility for the outcome. He thinks that this is good culture but sometimes it gives unclear feedback to the personal performance.

Wookjin stated that sometimes you can hear positive feedback if you make really remarkable achievements for the company.

The fourth question was “How do you cope with difficulties and challenges from the projects? Were there many help from the company?”

Everyone answered that there were no specific many programs that are made for helping for this situation. Mostly, they had to overcome their challenges by themselves or asking their colleagues who had similar situations but according to Daewoong, he stated the company sometimes changes work schedules or supports more human resources.

The fifth question was “What hinders your work motivations when you work in Korean work environment?”

According to Hyunbin Park, when he worked in South Korean firm, he noticed that many workers tended not to be proactive in resolving matters because they are scared to be scolded by their managers by trying in a wrong way. However, workers in Finland tend to solve issues proactively and collaboratively because there is no strong hierarchy or heavy surveillance.

Daewoong Moon stated that he experienced that company set impossible deadlines and force them to dedicate their tasks and it heavily undermines his work motivations when he worked in Korean company. According to Minwoo Lee, he stated he has worked in Korea for 6 years and never been motivated at all by the company or company’s compensation system. The main motivation should come from the right goal setting in terms of individual achievement and the team/project achievement; however, he thinks that many Korean companies don’t consider them as an important matter on the compensation program. Wookjin Lee has a different perspective, he stated that he often had more motivation when he worked in Korean company because he always could feel that he could be eliminated if he don’t work hard enough and it led more work motivations.

The last question was “What helps you to find more work motivations working in Finnish company?”

Minwoo Lee answered that the company provides a much better work-life balance and that gives him a very creative & innovative environment to focus more on his work even though he is working less hours than Korean or other international companies.

Daewoong answered that project schedules based on working and life balance are helpful for him to find more work motivations and he was amazed that companies often blame wrong scheduling rather than individuals when the project does not go well.

Wookjin answered that more flexible communication because of flat work system was very helpful for him to be more innovative and productive.

Hyunbin answered that a collaborative working environment was the key. He could seek help and guidance freely from any people in the company and everyone proactively tried to find a solution to the problem. Since

the company does not always highlight competition, workers could work better as a team.

## 5 RESEARCH ANALYSIS

### 5.1 Quantitative research analysis

There were no specific intrinsic motivations that are outstandingly preferred or not preferred. However, each intrinsic motivation has different preferences from programmers in South Korea.

Question 2 and 3 was about how respondents think of a sense of meaningfulness in their workplace. only 6.3 percent of respondents choose not caring about sense of meaningfulness from question 3 but most of respondents choose “moderately” and “highly”. However, only 18.8 percent and 12.5 percent respondents choose “absolutely” from question 2 and 3.

It indicates that the majority of respondents regard sense of meaningfulness as an important aspect for their motivations but not many of them regard sense of meaningfulness as their priority.

Question 4 and 5 was about asking how respondents think of sense of choices in their workplaces. 31.3 percent and 18.8 percent respondents choose “unlikely” from questions 4 and 5. 56.3 percent and 43.8 percent respondents choose “moderately” and “highly”. Lastly, 12.5 percent and 37.5 percent respondents choose “absolutely”

It indicates that many people do not regard sense of choices as an important thing but at the same time, also many respondents think sense of choices as their priority.

Question 6 and 7 was to examine the importance of sense of competence among respondents. No respondents choose “very unlikely” or “unlikely” from those two questions. 43.8 percent and 50 percent of respondents choose “highly” and 31.3 percent and 50 percent respondents choose “absolutely”.

This indicates that more than majority of respondents take sense of competence importantly for their work motivations

Question 8 and 9 was to examine the importance of sense of progress among respondents. Only 12.5 percent of respondents choose “unlikely” from question 8. 62.5 percent and 43.8 percent respondents choose “highly” from question 8 and 9 and 18.8 percent and 43.8 percent respondents choose “absolutely” from question 8 and 9

This indicates also that more than majority of respondents think that sense of progress is very highly important for their motivations

For all information on above, the author could find out that a sense of competence is the most preferred motivation and many people prefer to have a sense of choices but also many people do not prefer to have so much sense of choices in their workplace.

Main factors of undermining their motivation in their workplace was strict hierarchy and constant deadlines and too much request from their boss. Besides, many respondents also stated that their motivations are heavily undermined when there is no support when they are struggling with their projects.

The author found out that too much surveillance and hierarchy are the main factors of harming employee's motivations and more than 43 percent of respondents choose "moderately" "highly" "absolutely" to the questions : I have stressed with personal insult and negative feedback in the workplace. It means that many respondents are suffering from negative feedback and insults in their workplace.

66.7 percent respondents consider moving abroad mainly to experience better work environments but languages, family, fear of big changes are main reasons why they hesitate to move abroad.

It indicates that more than half of respondents take moving abroad as their option to seek "better life and work environment" but a lot of them still doubt that option because they do not know working abroad will be a better option taking a risk of learning languages and their family adapting in a new country.

## 5.2 Qualitative research analysis

According to the interview, some companies are introducing systems for new employees to adapt to new work systems and colleagues in the company but also a lot of companies do not have programs for new employee's adoption.

However, everyone experienced how much Finnish companies are trying their best for employees to feel autonomy and choices and every person I interviewed said that this factor affects very positively to boost their work motivations and productivity.

Since there is a Finish working culture that never blames or points fingers to the individual but we as a team have full responsibility for the outcome, company's effort of treating their outstanding workers are not developed compared to other nations.

When they face challenges in the company, even though there are no specific programs for those situations, the company's cooperative working atmosphere is a great breakthrough to overcome their challenges.

When they work in a South Korean firm, surveillance, too tight a deadline undermines their work motivations also Strong hierarchy system hinders well flowing communication with others. Negative feedback from colleagues was another reason for experiencing low work motivations in the company too.

By working in Finnish companies, they experienced great work and life balance and it helps them to be more productive and innovative. In addition, since there was no too tight deadline or too much surveillance, they had more time to think about their projects and it led them to have effective plans and solutions before execution.

Flat work structure enables company workers to communicate better for challenges and a collaborative work atmosphere helps them to find solutions as a team player.

	Korean company	Finnish company
Work structure	Strong hierarchy	Flat work structure
Factors of undermining intrinsic motivations	<ul style="list-style-type: none"> <li>• Surveillance</li> <li>• Strict deadline</li> <li>• Negative feedbacks and personal insults</li> </ul>	<ul style="list-style-type: none"> <li>• Causing loss of sense of progress by maximizing employee's sense of choices</li> </ul>
Factors of increasing intrinsic motivations	<ul style="list-style-type: none"> <li>• Multiple workshops and system to help new employees</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative and supportive work environments</li> <li>• Offering choices and autonomy</li> </ul>

(Figure 3: differences between Korean and Finnish companies regarding Motivations)

## 6 RECOMMENDATIONS

### 6.1 Recommendations to Korean programmers who wants to work in Finnish companies

Most Finnish firms introduce flat work systems for their work environments so communication and work regard collaboration will be easier than working in Korean firms that usually have strong hierarchy. However, less hierarchy also can cause less proactive guidance on your task because they do not want to bother what you are performing. This can cause lots of stress especially to Korean programmers who are used to having multiple workshops for new employees and mentors who teach about what they should do in the company.

It is better not to expect this kind of workshops and mentor system in Finland. Since Finnish firms maximize sense of choices for workers, it is desirable to have a more proactive mindset. Rather than waiting what they order you to do, you should proactively find what you can do for the project. In addition, the author recommends taking advantage of a flat work system. There are only limited people you can talk to about your work progress or challenges in Korean company, but you can ask about your project to anyone in Finnish firm.

Therefore, the author suggests to proactively find what you can contribute to the company and ask around your project to anyone in the company. That way, you can feel that your work is progressing and also you can feel that your work is meaningful by sharing your ideas with other workers. Like I mentioned above, there is not much company's effort of arbitrary encouraging sense of meaningfulness and sense of progress but the author thinks that "proactive mindset" will surely help you to feel "sense of meaningfulness" and "sense of progress" having sense of choices working in flat work environment society.

### 6.2 Finland as a good country to minimize your concern to work in abroad.

As it noticed from the research result, although many Korean coders consider moving abroad to seek a better work environment for their career, they still hesitate to move abroad due to many reasons.

The main reasons are because of their family and adapting to new environments such as language and environments. Finland offers many good programs and help so immigrants could quickly integrate to this society.

When considering moving to another country, the partner's career in a new country can be a big concern. So, Finland offers a three years training period to over 17 years of unemployed people who have lived in



Finland less than three years. For three years, they could have free Finnish language education, picking up civil and working lifestyles and consulting support for your future career. In addition, you could receive financial support during the projected years. (Te-pavlut, 2013)

Therefore, moving to Finland can minimize your concern of your family member adapting to a new environment because Finland offers many supports in the beginning of your life in Finland.

On top of governmental efforts, there are many individual movements that help immigrant's integration issues. One successful case is a hidden gem project started in Tampere region. This program started from the issue that many spouses of workers who immigrate to Finland could not find the job due to languages, lack of professional network, etc and this situation caused unhappiness of a spouse. Hidden gem program helps them to discover a helpful professional network for their employment and offer mentoring and coaching services. Also, this hidden gem program helps companies to boost innovation drive, internationalization by coordinating perfect human resources to companies. (Suominen, n,d)

Finland is a good country to adapt not only for spouses but also to children as well. For those who have a type A visa in Finland, their children are eligible to have free education until completing PhD degree. In preschool education in Finland, if the child's mother tongue is not Finnish or Swedish, they will receive extra support in learning Finnish or Swedish. (infofinland, 2019) So they can help immigrant's children adapt in Finnish school.

When a student enters higher education, they can apply for a study grant. (Kela, 2020) it means living in Finland costs less money on children's education than South Korea.

### 6.3 Suggestions to Finnish companies to effectively locate and foster competent Korean coders.

According to the research, there are many Korean coders who prefer to have sense of choices as their priority but at the same time, lots of Korean coders are not comfortable with having too much sense of choices in their workplace.

Since Finnish companies maximize employee's autonomy, there is a high chance of many Korean programmers having difficulty adapting to this kind of work environment because they are already so used to working with more guidance and control. It will take money and time just waiting for them to adapt to Finnish work environment, so the author strongly recommends having workshops for helping new Korean employees. For example, there is senior culture in South Korea so it will be very helpful if Korean programmers who already have worked in that firm proceed to a speech about how to wisely work in a flat work structure and how to find

his/her own value in that company mentioning his/her own experiences. And the author thinks that there should be more company level effort for new employees to take a step in a direction. Here is multiple successful case study in Korea that can be adapted to Finnish firm

### **On the job training**

Many leading Korean companies such as Samsung electronics introduce "on the job training" to the program for new employees. Even though employees have multiple working experiences and degrees from prestigious universities, still it feels new working in a new company, and it causes many confusions and feelings of loss of progress. On the job training can be an answer to this problem. By experiencing work in a diverse department, understanding of business can be widened also it gives the possibility of thinking about how they contribute to the company with a more specific point of view.

### **Mentorship program**

Of course, it is okay to ask around to anyone about their challenges in Finnish firm, however it can be very big challenges to Korean programmers who are used to working in a hierarchical work environment. Therefore, it is important to have a person in the beginning of their career in that company. Mentors give advice not only about mentee's challenges regarding work but also helps him/her to adapt to a new working environment so he/she quickly finds how they can contribute to the company with their assets.

## **7 CONCLUSION**

The purpose of this thesis was to find out which intrinsic motivation is appealing to Korean coders and which intrinsic motivations you can achieve working in Finnish companies. The theory part of the thesis highlights why achieving motivation in the workplace was important and how it impacts on work performance and general well-being. The research was conducted with quantitative and qualitative methods. The quantitative research was held to 16 Korean programmers working in Korean firms to find out which intrinsic motivations are appealing and what hinders their work motivation working in Korean firms. In addition, multiple questions are asked to find out what makes them want to move

abroad for working and what hesitates them to move to other countries for working as well. The qualitative research was held by four Korean programmers working in Finland to find out which intrinsic motivations they are achieving in Finnish work environment.

The quantitative research result showed that Korean programmers working in Korea often suffered with communication issues due to strong hierarchy in their workplace, negative feedback, too many deadlines for their projects and these problems were also the main drive why some of respondents were considering going abroad for work.

There were no dominant intrinsic motivations that Korean programmers want to achieve but sense of competence and sense of progress were the most preferred motivations they wanted to achieve. Sense of choices were also their priority to multiple workers, but some workers do not regard sense of choices as their “must” motivations to have.

The qualitative research result showed how Finnish companies respect choices and autonomy well to their employees. Also, it was very rare to encounter personal abuse and negative feedback in the workplace. In addition, a flat work structure enables better communications among employees and encourages a collaborative work atmosphere. However, too much sense of choices sometimes made people puzzled especially in the beginning of their career.

Based on the research results, the author concluded that working in Finland is a great opportunity for Korean programmers to achieve intrinsic motivations. Also, Finland has an advanced education system and safe social net and many programs for people from other countries. So, programmers that come with their family could ease their mind too. However, since many Korean programmers working in Finland stated that they feel confused in the beginning, programs that help them to adapt to new companies are strongly recommended.

From this research, the author could know how to facilitate human resource attraction from South Korea effectively. Also, the author could learn how to make smart strategies from the relevant data.

The author hopes that the commissioning company, KOTRA can benefit to facilitate activities between Korea and Finland from my research.

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## Appendix 1

### APPENDIX HEADING

#### 7.1 Attatchments : Quantitative questions

1. How long have you been working as a programmer
2. It is important to have a feeling that I am performing important task for the company(1: not at all 2: unlikely 3: moderately 4: importantly 5: very importantly)
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
3. I will consider to resign my position when I feel like wasting my time in work place
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
4. I prefer to work in workplace where my autonomy can be respected rather than working in place which contains many their own customs and patters for work performing
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly

5. I tend to perform my tasks better in the place where my choice and autonomy are respected
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
  
6. I prefer to work in the place where I can feel that I contribute a lot to the company
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
  
7. Recognition from the company operates as a big aspect of boosting my work performance
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
  
8. My work ability and motivations tend to decrease once I feel that projects are not forwarded
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
  
9. Constructive and positive feedback that makes me assure I am on the right track are important
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly
  
10. I do not have any problems of performing my tasks on my own terms
  1. Not at all
  2. Unlikely
  3. Moderately
  4. Importantly
  5. Very importantly

11. Most of my tasks are usually followed with strict deadlines and monitoring.

1. Not at all
2. Unlikely
3. Moderately
4. Importantly
5. Very importantly

12. I have stressed with personal insult and negative feedback in workplace

1. Not at all
2. Unlikely
3. Moderately
4. Importantly
5. Very importantly

13. Which work environments deadly undermine your work performances and motivations

1. Not at all
2. Unlikely
3. Moderately
4. Importantly
5. Very importantly

14. Have you considered immigration or working in abroad?

1. Yes
2. No
3. Maybe

15. If you say yes on questions above, what are the reasons?

16. If you hesitate to work in abroad or immigration, what are the reasons?

## 7.2 Attachment : Qualitative questions

1. Were there many programs that are made for helping new employees to adapt to the new company?
2. Do you think individual autonomy is respected in the company?
3. Were there many supports and programs that make you feel you are doing a great job? When you usually feel you are acing your job?
4. How do you cope with difficulties and challenges from projects? Were there many help from the company?



5. What hinders your work motivations when you work in Korean work environment?
6. What helps you to find more work motivations working in Finnish company?