

KARELIA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in International Business

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EFFECTIVE LEADERSHIP IN DIGITAL WORKING
ENVIRONMENTS

Thesis
May 2021



THESIS
May 2021
Degree Programme in International Business

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Title
Effective Leadership in Digital Working Environments

Abstract

Many business leaders and employees face challenges with adapting and adjusting to digital management and working environments. The COVID-19 pandemic has caused an unprecedented crisis affecting the businesses. Due to extensive safety measures, employees and employers shifted to working remotely to keep businesses running. With scarce literature on diverse management during the pandemic era, the study's main objective is to report on effective digital leadership, comparing the virtual working settings of the Philippines and Finland brought on by the COVID-19 pandemic. The topic contributes to the literature on the fast-paced disruption of leadership in a digital working environment.

The research methods of the cross-cultural study are semi-structured interviews and qualitative data analysis. The theoretical framework is fulfilled by reading literature on leadership, possible cultural clashes, digitalization, and gathering information from digital sources such as digital articles. A total of eight people from various business fields, four leaders from Finland and four from the Philippines, were interviewed to compare the developing countries' perspectives regarding the digitalization of work. Moreover, a survey from both countries (160 answers) was collected to explore the employees' perspectives on the effectiveness of leadership mediated by cultural differences and organizational cohesiveness.

The research is specifically interesting as the sudden switch to digital settings is accompanied by challenges for workers. The findings need to be validated in Finland and the Philippines. Additional research should be integrated internationally to understand the similarities and differences or if specific generalizations can be made.

Language
English

Pages 46
Appendices 2
Pages of Appendices 3

Keywords
leadership, digitalization, Covid-19, culture

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1 INTRODUCTION

Teleworking has come to stay, which is increasingly shifting work from physical premises to digital work environments. Due to COVID-19, many companies had to make this shift faster than expected. Half of us will need to reskill due to the "technological disruption" of the pandemic's economic impacts and increased automation transforming jobs. The vast majority of business leaders and employees face challenges in adapting and adjusting to digital management and working environments. Implementing a digital workplace as part of a digital transformation plan has become more critical than ever for companies to boost employee engagement, increase efficiency, and embrace the mainstream remote working trends.

Even after the crisis, the pandemic is likely to result in a lasting rise in remote working — the majority of people who work from home claims that it has no negative impact on their productivity. However, many problems exist, and companies must take steps to ensure that they can adequately support their workers. Even before the coronavirus outbreak, a growing number of people preferred to work from home, and many companies have introduced more flexible workplace models.

The study focuses on finding a leader's practical leadership skills and characteristics in a challenging digital working environment and focusing on employees' motivation and digitalization.

1.1 Motivation

The motivation for the thesis is inspired by the researchers' studying and practical training background. The two researchers have been studying remotely since the COVID-19 pandemic reached Finland in spring 2020 up until the present. Researchers witnessed and experienced the rapid transformation and sudden virtualization of studies and working environment, introducing new leadership methods on remote work in Finland. The Filipino-Finnish researcher delivered the

Filipino perspective. She worked remotely in Finland for a Spanish firm for five months, pre-pandemic. Remote working is a rising trend, and many workers have shifted to work from home because of the pandemic. It was a big adjustment for everyone in the business field, from the researchers' own experiences, challenges, and benefits of working and studying remotely through the crisis.

The researchers hope to deliver the importance of leaders in adopting the new technology, as virtual work settings require flexibility no matter the country. Suppose a leader fails to cope with the changes. In that case, the risk of low motivation is high. It will be challenging to discipline both employee and leaders themselves, leading to frustrations and severe business challenges. The researchers trust that this thesis topic will contribute to the digital leadership literature to domestic and international audiences and professionals.

1.2 Objective and Purpose of the Study

Most business leaders and employees face challenges with adapting and adjusting to digital management and working environments. This research aims to find new characteristics for Filipino and Finnish leaders to adapt to the digital working environment during the COVID-19 pandemic. The empirical study focuses on understanding the company's primary conflicts and challenges of digitalization and the role of communication in remote work. The main research questions are:

1. What are the most effective leadership skills for a thriving digital working environment?
2. How does one employee adjust to a shift towards a digital working environment?
3. Could there be traits of qualities for leaders in domestic and international business regardless of cultural differences?

In any organization, leaders are arguably the most critical asset and are counted on as pillars to hold up the rest of the workforce and support them. Their role is

the most scrutinized, and their performance is connected to organizational performance. Leadership abilities are the abilities used to guide coworkers with workplace goals towards successful results.

A considerable amount of responses from the survey are derived from effective communication between leaders and their employees to create a conducive working environment. A good communicator and listener motivate employees to do their best and feel valued. Can managers motivate their employees in the same way in a digital work environment as in a regular workplace? This study will research how leadership skills need to transform when the work changes from the physical to the digital.

1.3 Research Methods

The research methods of the study are semi-structured interviews and qualitative data analysis. Research questionnaires were based on the data collected from the interviews conducted. The theoretical framework is fulfilled by reading literature on leadership and cultural studies, digitalization and gathering information from digital sources such as social media and articles, for example, Google Scholar. A total of eight people from different business fields, four leaders from Finland and four from the Philippines, were interviewed to compare the developed and developing countries perspective regarding the digitalization of work. Moreover, a survey from two countries (160 answers) was collected to explore the employee's perspective on the effectiveness of leadership mediated by work-related tension, autonomy, cultural differences, and organizational cohesiveness.

1.4 Thesis structure

This thesis consists of six chapters. The structure of the study is built on a literature review and electronic and digital sources on leadership, cultural comparisons between Finland and the Philippines, and digitalization. The first chapter focuses on understanding the study's objectives and background and the researchers'

motivation for the study. The second chapter, the literature review, aims to understand leadership in the digital working environment, leadership styles, and vital leadership skills emphasized due to the Covid-19 pandemic. The third chapter furthers the understanding of Diversity, Culture and Leadership in Finland and the Philippines. The fourth chapter discusses more profound knowledge of the New Normal, introducing the digitalization of the working environment, challenges, trends, and relevant factors that may affect the future of work. The fifth chapter analyses the gathered data from the survey and interviews, revealing the research results. Finally, Chapter Six reveals the concluded summary, validity of study and recommendations for future research.

1.5 Reliability and Limitations

In the early spring of 2020, the coronavirus spread had vast implications in Finland and the Philippines. With the pandemic implications, leaders are being forced to make some significant adjustments to keep the organization afloat, shifting to a digital working environment. Leaders must provide examples such as a sense of direction that bring an organization sustaining high performance even in a rapid change of work. As there is limited publicly available research on the current shift to the working environment's digitalization, the study bases it widely on the interviewed leaders and workers' experiences during remote work. The number of interviewees was limited to eight people, and the survey respondents were 160 people, divided equally between Finland and the Philippines.

2 LITERATURE REVIEW

2.1 Leadership

Leadership is an interesting term because it has as many interpretations as there are interpreters. Leadership is, for example, showing direction, taking responsibility, building trust, insights, and the ability to make decisions. Leadership is needed to take organizations in the right direction, at the right time, and at the right speed. Leaders are expected to be interested and aware of making the front line. The modern manager already works in an open office and is reachable through social media like anyone. Leadership is a helping task, and the crowd achieves all significant results. Indeed, the digitally changing generation that is changing the world has brought new values to work environments that do not bow to traditional power structures. Leadership is not just the exclusive right of leaders and it belongs to everyone. (Caramela 2018.)

Everyone can demonstrate leadership through their job role, for example, by taking responsibility, presenting their views, and sharing information through their professional skills. It also means that well-being at work or motivation cannot be outsourced to one's supervisor, but rather that everyone is responsible for it. Ideally, there is an atmosphere in the work community where resilience can also be discussed openly, and the issue is valued. Supervisors need to consider both their own resilience and well-being as well as those who they manage. Goals and resources need to be in balance so that everyone has a chance to succeed in their work. If someone is in the wrong position concerning their skills, changes should be made by valuing the individual. Modernity is based on the desire to follow the leader's message voluntarily. Leadership is needed throughout the organization and it requires extensive communication. Leadership also includes a genuine assessment of whether the employee is in the proper position. (Caramela 2018.)

2.2 Leading Digital

Leaders face a two-pronged digital challenge that makes an impact not only on the company and its employees but also on the managers themselves. Leaders need to support their organization's adaptation to digital technology and the challenges it brings as well as adapting to change itself. As traditional management models have lost their relevance over time due to innovation and ever-changing business conditions, digitalization and the accelerated pace of change put more significant pressure on managers and force them to shift focus to the challenges of digital leadership.

1. **Proximity vs Isolation:** Managers need to maintain a sense of togetherness in their teams, especially for telecommuters, so that no one becomes isolated or feels they have lost their purpose.

2. **Involvement and Development vs Exclusion:** Leaders need to identify and develop various digital skills and mindsets to ensure employee participation and long-term employment.

3. **Self-determination vs management:** Wider self-determination or autonomous job planning often increases an employee's sense of responsibility and satisfaction but at the same time takes power away from managers who need to learn to understand the significant difference between self-determination and independence.

4. **Democratization vs authority:** Peer communication and access to (significant) data increase democracy both inside and outside the organization. This results in young digital workers no longer accepting authoritarian management styles. Leaders, therefore, need to change their approach from the exercise of power to the sharing of power.

5. **Agility vs Leadership Responsibilities:** Innovative and agile ways of working reduce the need for leaders to support and guide their teams daily. However, there is a danger that managers do not have an overall picture of the performance of individual employees. Thus, it is difficult for managers to develop the potential of their employees and create team spirit or strengthen team cohesion.

These digital challenges have far-reaching consequences, which is why leaders need to adopt new leadership skills to overcome them. Increased self-awareness and openness to cooperation are crucial. In addition, leaders must use emotional intelligence in their communications and focus on clarity to successfully communicate the organization's vision. Strong change management skills also help to succeed in digitalization. (Space Management 2017.)

2.3 Maslow's hierarchy of needs, motivation theory

In any organization, leaders are arguably the most critical asset and are counted on as pillars to hold up the rest of the workforce and support them. Their role is the most scrutinized, and their performance is connected to organizational performance. Leadership abilities are the abilities used to guide coworkers with workplace goals towards successful results. A considerable amount is derived from effective communication between leaders and their employees to create a conducive working environment. A good communicator and listener motivates employees to do their best and feel valued. Can managers motivate their employees in the same way in a digital work environment as in a regular workplace?

According to the questionnaire conducted, 57.5% of the Finnish respondents answered that motivating is one of the biggest challenges leaders face in digital remote work. Remote working is not a novel definition. Remote working has been trending in recent years, offering more flexible working hours and no-place restrictive offices. With more free time and malleable work weeks, the specifically younger workforce has enjoyed the benefits that remote working has offered.

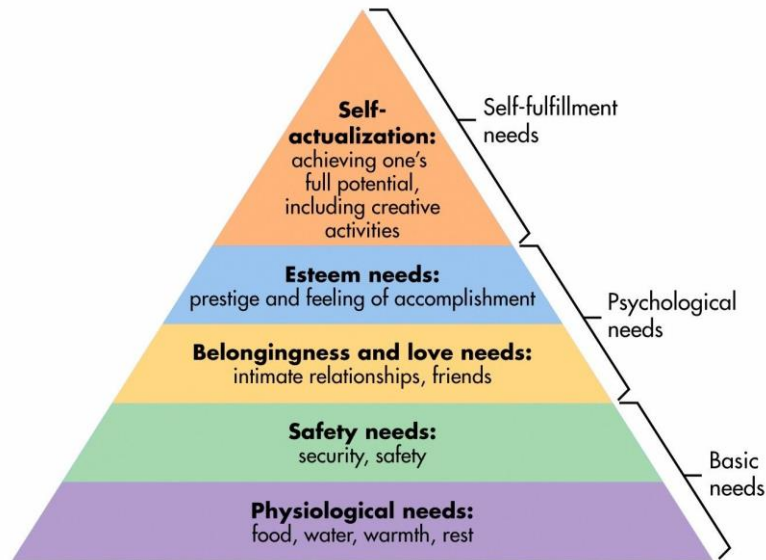


Figure 1. Maslow's hierarchy of needs (McLeod 2020)

Maslow's hierarchy of needs states that five categories of needs dictate human behavior. Maslow organizes these needs from most important to least important. Those needs could be represented as a hierarchical triangle (Figure 1). This theory demonstrates how basic needs must be met before the hierarchy can be "climbed" to address more complex needs (McLeod 2020).

Physiological needs are vital human requirements. (Figure 1.) Employees must have access to vital resources and opportunities while still feeling as if their basic needs are met. A toilet, a water source, meals and breaks, and an enjoyable work environment are essential. One of the physiological needs in the workplace is a steady stream of income to sustain and pay for accommodation, food, utilities, and other necessities. (McLeod 2020.)

Safety needs. (Figure 1.) Health is another critical need that can affect overall workplace satisfaction. It is normal to be worried about one's own and one's loved ones' safety. Another aspect of workplace safety is the feeling of being emotionally safe and supported. Fear of losing one's employment due to layoffs or budget cuts makes it increasingly challenging to find the motivation to climb the corporate ladder and perform at the highest level. Workplace morale suffers as a result of uncertain futures. (McLeod 2020.)

Belonginess and love needs. (Figure 1.) Employees may not feel engaged at work or as motivated to succeed if they do not have a sense of belonging. People may find it challenging to establish and sustain relationships at work. Companies that organize social events and have more opportunities for relationship-building outside of the workplace have higher employee involvement than companies that do not emphasize these elements of work-life balance. When workers feel like they belong and are a part of the workplace and team, it is easier for them to work hard and produce results. (McLeod 2020.)

Esteem needs. (Figure 1.) Employees' self-esteem is based on their belief that they contribute to a larger goal and that their contributions are valued. It is essential to feel at work that employees are growing, progressing, and achieving results and that those around them are aware of these accomplishments. Employees are more likely to succeed when they have faith in themselves and their abilities and receive positive feedback and encouragement. (McLeod 2020.)

Maslow's Hierarchy of Needs culminates in self-actualization or realizing one's full potential at work. (Figure 1.) People feel they are doing their best in their current job, which encourages them to stay on track and excel. Self-actualized employees feel motivated and trusted, which fosters development and participation. One of the keys to ensuring that this need is met is to provide opportunities for employees to expand. Supervisors should focus on their employees' strengths and talents, assisting them in advancing their careers without pushing them into roles that are not a good match for them. Employees should be challenged at work but not overwhelmed or overburdened to feel self-actualized. (McLeod 2020.)

Before Covid-19, people felt safe primarily in their everyday life, but now it has taken some radical changes, and the fear of an unknown infectious virus without a cure has shaken this basic need. A psychological need that includes relationship and friends has also taken a hit during this pandemic. Social distancing has

affected people's mental health and motivation. (Nearchou, Flinn, Niland, Subramaniam & Hennessy 2020. 2) Those who have worked in an office and are used to seeing their work friends and colleagues during lunch cannot do that anymore. Those who worked remotely to have more free time and flexibility cannot travel or go to stores or see their friends.

Maslow's hierarchy of needs stated that basic needs must be met before the hierarchy can be "climbed" to address more complex needs (Maslow 1943). What happens now that all those needs are not met? Esteem needs such as "a feeling of accomplishment" and "prestige" or self-fulfillment needs and "self-actualization" are left to be accomplished. Should leaders try to find ways to rebuild these needs with new intangible and safe solutions? Could changes in leaders' actions and characteristics effectively help workers find motivation?

Maslow's hierarchy has been criticized, among other things, for not distinguishing between individualist and collective cultures. Finland is a more individualist country, and the Philippines is a more collective country. In an individualistic culture, values are generally more self-centered, while a collaborative culture emphasizes members' interdependence. The order of the hierarchy varies, among other things, according to the environment. The order of the hierarchy has been different during times of war compared to times of peace. Age also affects hierarchy. Children prioritize physical needs, while older people need a sense of security the most. Whether people's needs can be considered even the same and thought to run precisely in the same order is debatable. Also, if a person is missing these levels, they are broken or even mentally on a primitive level, and on that basis would never reach the fifth level is an issue of criticism. (Nyysönen 2003.)

Out of the Finns who answered, 76.3% noticed a change in their physical, social or mental state when the work changed to digital work. Lack of social contacts was the most significant disadvantage that the Finnish people found. A large 82% of them found that lack of social connections was an essential disadvantage that remote work has brought to them. This lack of social connections can be compared to the belongingness and love need section of the hierarchy of needs. From

the interview form, Interviewee 1 (I1) pointed out that they have also faced challenges socially, including the lack of social connections to the other workers. Interviewee 2 (I2) also pointed out that they also lack social connections to the other workers, and it can be seen during lunch or coffee breaks. Interviewee 2 also pointed out that leaders and employers should contact the employees, support, and communicate more with weekly video calls to motivate and share compassion

2.4 Vital Leadership Skills

A good supervisor's characteristics are good interaction skills, fairness, decision-making ability, provision of necessary resources, self-confidence, and self-knowledge. Supervisor training is especially needed in administrative matters, team management and teamwork, change-related issues, and negotiation and interaction skills.

People define good leadership in many ways, and leaders can be required to have different abilities in various industries and organizations. At the same time, however, many of us recognize a good leader when we see one. Therefore, there have to be some universally valid and essential qualities that good leaders usually have. Qualities of a good leader were gathered from interviews and then applied in the questionnaire. Results show that the essential quality of a leader from these qualities is fairness and equality.

Fair/equal

One of the powerful dynamics in a productive workplace is fairness. A fair leader learns about the team member's strengths and talents and works to engage them. They want to learn as much as they can from as many people as possible. Fairness does not imply that everyone will be recognized in the same way (job functions, promotions, pay raises, etc.), but it does indicate that everyone will have an equal chance to be recognized. When dealing with issues that affect many

people, fair leaders hold themselves accountable for the remaining objective. (Legacy Business Cultures 2016.)

Supportive

Supportive leaders are those who can concentrate on understanding what improvements and support are needed to ensure their team's well-being and, as a result, achieve a high level of success by removing any unnecessary barriers (Brearley 2018).

Good communication skills

The leader needs to communicate goals and practices consistently. Successful communication makes work easier and reduces the risk of misunderstandings. It is imperative to state the organization's vision, the visibility of which the leader takes care of. A clear vision inspires work, which is ultimately reflected in the results. (Indeed 2021.)

Empathetic

Even though empathy is rarely mentioned among the keys to effective leadership, it motivates leaders to identify the source of poor performance. Empathetic leaders will help underperforming workers improve and succeed. Empathy allows leaders to form and maintain relationships with those under their influence. (Naseer 2011.)

Decision maker

Effective management and leadership require the ability to make decisions. The ability to make and stick to decisions is a crucial component of good leadership. Every business, large or small, must make decisions on a regular basis. Critical thinking skills enable a person to recognize a problem and formulate a solution that benefits both the company and its employees. (Miller 2021.)

Responsible

Responsible leaders strive for excellence and put forth the effort necessary to achieve it. Make high-quality goals, and accountability will naturally follow, regardless of the circumstances they produce. The ability to finish is an essential quality of a responsible team leader. (TBAE Team 2015.)

Respectable

Great leaders must be respected in order to be effective, but winning that respect takes time and effort. Employees who admire their boss are more likely to put in extra effort to accomplish a shared objective. (Hyanie 2016.)

Approachable

An approachable person is an effective leader. Leaders want their staff to feel comfortable approaching and speaking with them to maintain clear lines of communication. Approachability refers to the ability of others to feel secure delivering either good or bad news to their leader and making their leader listen to them. (Daskal 2012.)

Ability to see the needs of the company and employees

Leaders face many challenges, and they need to make demanding choices regarding the company and its employees. When making these decisions, many senior executives are concerned about being perceived as cold or uncaring. When fear takes over, they can become overly sensitive and begin to personalize other people's misery. People in positions of power must balance making decisions that represent the greater good of their organizations and being correctly concerned about the emotional well-being of those below them to overcome this anxiety and become better leaders. (Carucci 2019.)

Intelligence

Due to self-awareness, an intelligent employer understands the team's strengths and weaknesses and can help them work together. Intelligence allows leaders to assess the opinions of others and hypothetically place them into the plan to see if they fit. Using valuable inputs that improve employee morale and efficiency is expected. Leaders who have access to intelligence can often predict how specific strategies will perform and adjust their plans accordingly. (Dhake 2015.)

3 CULTURE AND LEADERSHIP

3.1 Leadership in Finland

The Finnish leader's expertise and confidence in the processes are in a class of their own. At the same time, the research conducted by government in 2018, results emphasize the inability of Finnish leaders to inspire subordinates. The study examined the nature of the Finnish leader and leadership. There are three clear strengths and three weaknesses in the Finnish leadership style. Strong factual expertise, a typical value base, and equivalence are emphasized as the best aspects of Finnish management. The creation of a more open discussion culture, a more people-centered inspiration, and a higher level of ambition, in turn, emerge as clear areas for development. In the study, the Finnish leader's strength was perceived as a top-level competence and understanding of processes. The weakness of the Finnish leader is seen from poor ability to inspire people and give his subordinates a sense of the relevance of the work. It is also difficult to generate dialogue within a company. According to the study, leadership in Finland is direct, straightforward, and honest. The Finnish manager is easily approachable, and there is no hierarchical gap between employees and management.

Another strength was that an essential tool for the Finnish leader is a standard set of values. A typical value base becomes a weakness at a stage when the

organization lacks diversity and contradictions. If everyone agrees, creativity and innovation will not be developed. Many good ideas may not be born in an atmosphere where everything is already wordlessly decided upon. (Työ- ja elinkeinoministeriö 2018.)

3.2 Leadership in the Philippines

The classic leaders in the Philippines belong to a hierarchical and disciplined organization. Usually, Filipino leaders portray strong authoritative management while being involved in the civil service affairs towards the Filipino countrymen (Parreñas 1993, 64–65). Employees are valued as an essential asset for the organization even though competition between employees is always present. Filipino leaders are considered competitive and risk-takers with tremendous and careful analytical skills, especially in decision-making. Filipino culture and values play a significant role in leadership in the Philippines. However, the Covid19 pandemic has changed the traditional leadership in the Philippines. Figure 2 represents the Ideal Filipino Leader emphasizing the "wholeness" of a leader.

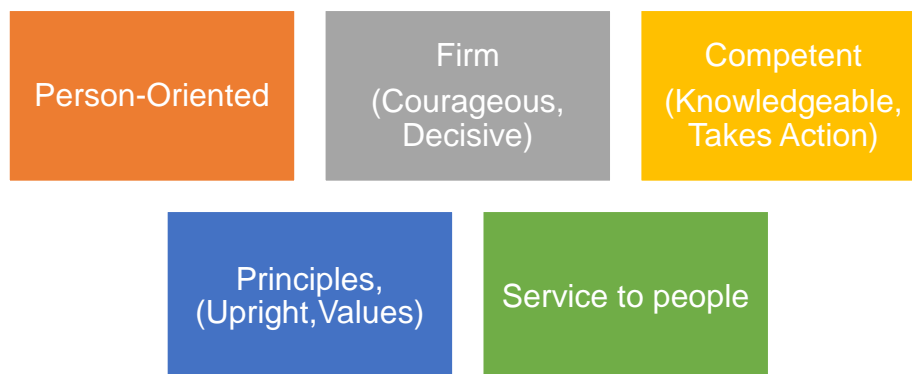


Figure 2. Ideal Filipino Leader (Franco 2020)

Filipinos see leaders who are "authoritarians" as ones to follow. Figure 2 shows two distinct meanings of a leader for both male and female Filipino leaders. The characteristic **Firm** is defined in two ways as an individual who is powerful and disciplined. Another perspective for firmness is a leader who expresses courageousness to stand up for his/her beliefs for the company's success. During these

challenging times, the ideal Filipino leader must demonstrate both descriptions of firmness qualities.

3.3 Cultural differences

There are cultural differences in interpersonal skills, but what cultures have in common is that positivity helps achieve a better outcome than negativity. The cultural difference of Finns compared to many other countries is silence. Finns usually speak directly, and this is not considered rude. Direct speech is also standard in working life. When the employee does not have enough time to do the job, it is worth saying it directly to the supervisor. When it comes to bad news, other cultures may try to sound optimistic, but Finns prefer their business partners to be straightforward. (European business review 2021.) For example, for Finns, silence does not mean that something is wrong, or it would be rude to be silent, but a foreigner can interpret it quite differently. (YLE 2016.)

Filipinos' communication style is assertive, lively, and outgoing, in other words extroverted. Most likely, when having a conversation, Filipinos have the urge to interrupt often. They want to be heard and defend themselves when an argument arises. Filipinos are loud thinkers and talkative, which leads to uncomfortableness or worriedness when an awkward silence is in the atmosphere. Body language is expressed a lot.

On the cultural features, Filipinos are more conservative. Even with the modernized world, the culture and traditions are still highly valued. The Philippines shows a high commitment to complete action chains, believing that it must be done if something is started. Filipinos are multi-active and reactive; they still manage to listen to others while getting into the works. Filipinos are relatively homogenous as a culture. Punctuality is somewhat less emphasized with the Philippines; hierarchism and respect towards elders are valued and are collectivistic. (Cimene 2013.)

3.4 Cultural Diversity

Diversity is a favorable aspect in any business organization. The flexibility, fresh perspectives, and multicultural experience contribute to the growth of the organization. Diversity allows the differentiation of the employees in the company or the society by characteristics: race, age, gender, over which the individual is born to. Work background, geographical situation and education are also considered as diversity. (Gomez-Meija 2001.)

Trompenaars and Woolliams (2000, 20–21) introduce the framework of transcultural competence entailing the capability of expanding cultural diversity in two sublevels of competencies:

1. **Cross-cultural competence** – is the capability to follow the company rules while taking the cultural system into account appropriately.
2. **Intercultural competence** – involves effective communication in a diverse group with awareness, encouraging fresh perspectives respectively.

By developing the connection of values and culture, transcultural competence serves as a bridge to form solidarity in the working environment. Leaders may analyze and build their competencies by communicating the needs of the employees for performance improvement, what factors can be helped, and how every strategy affects each of the employees. Hearing feedback from everyone in the organization is crucial for the success of the international company, expressing the value, diversity and equality of workers.

Diversity is vital for companies, local and international. Communication, adaptation, and acculturation are required for the leaders to have a skill and enhance intercultural settings outside and inside the company. Good management is very crucial to avoid misunderstandings leading to disagreements that may obstruct the quality of performance.

Moore (1999, 212) analyzed the four perspectives of diversity in the organization, stating *diversity blindness, hostility, naiveness, and integration*. The first three perspectives are the provision with the denial of existing problems in relations with the multicultural group and difficulties coping with the challenges the diversity

may cause. Upon the active presence of diversity, the organization should integrate the communication between leaders and employees within the multicultural workforce. Figure 3 shows an example of communication confusion in a multicultural group.

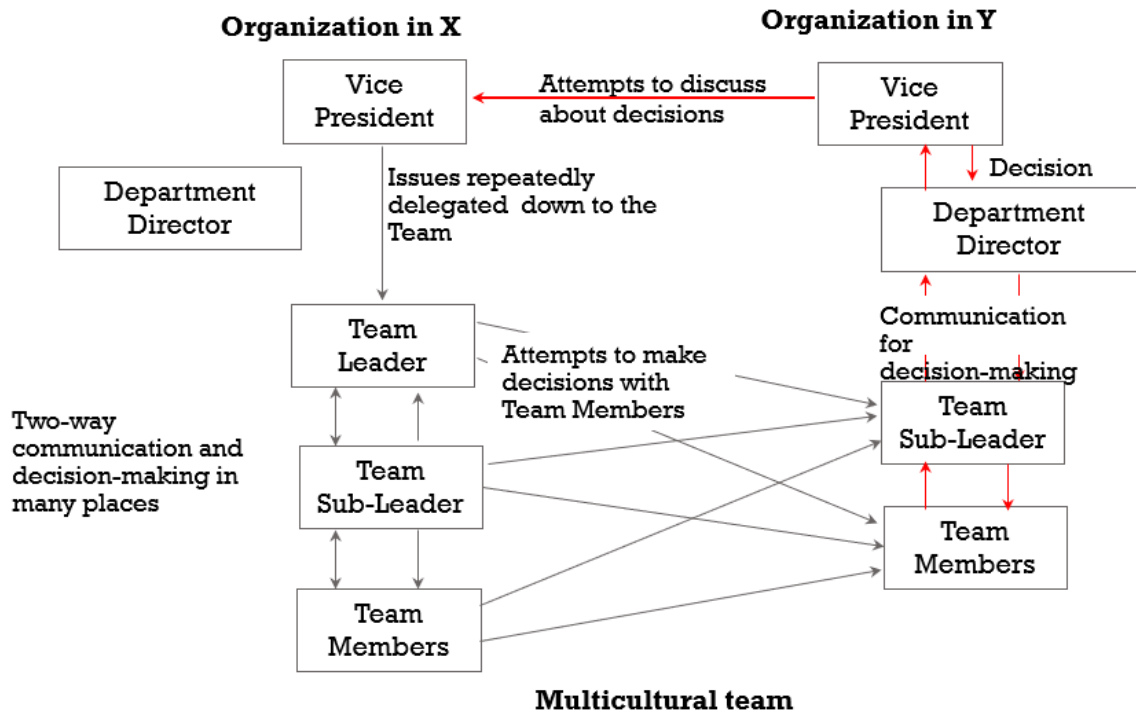


Figure 3. Communication Confusion (Toivanen 2019.)

To develop the effective multicultural leadership of the company, the leaders must be familiar with the rule of intercultural management. Planning and considering a backup solution secures the accomplishment of the goal during a virtual meeting. Being transparent with the mission and vision during the digital meeting makes it easier for employees to visualize the project goals as explicitly is the key. Leaders must always check upon the understanding of the diverse workforce before proceeding to an official agreement. The process of cross-cultural leadership is not easy but not impossible.

4 DIGITAL WORKING ENVIRONMENT

The year 2020 was an unplanned milestone in the progress of digital transformation. Due to required social distancing to avoid the spread of the COVID19 virus, companies enabled employees to work from home and adjust their business models to the resultant new demands. The challenge to transforming the working environment is not the availability of technology but developing new leadership competencies. Most companies are evaluating and planning the adoption of digital leadership (DL) to support the digitally enabled business models by changing the behaviour of leaders, organizational structures, and employee management. (Wuest, Kusiak, Dai, & Tayur 2020.)

Interpersonal leadership skills face new challenges as a result of the lack of physical contact. With digital interfaces, understanding who is a leader and who an employee is limited from what one can see and hear in front of the screen. Although the monitoring of the hourly work performance is accessible, the motivational support needs of the employees are not fully expressed, which may cause the quality of work to decrease. (Kollmann 2020.) The transformation of leadership skills for virtual settings needs constructive studies to balance online and real-life management. Although the traditional form of communication may express the urgency of the message, the new normal of the digital working environment requires digital savvy, understanding of human emotions and capabilities, and constant adaptation through a crisis.

4.1 Digitalization of work

Leonhard (2019) stated that the general population will be signing up online and suffice personal data a decade from now. Building a customized operating system for companies will start disrupting and running 24/7 to analyze and track every movement and the online activities of humans being. This disruptive idea may be advantageous when it comes to monitoring the participation and qualitative performance of the employees. However, all workers must be wise and selective

with the information and data they will share regarding their virtual working system. Deloitte Digital (2020) introduces the four phases of digital transformation in Figure 4. The phases define the cycle of constant changes to promote the innovation in the digital working environment quickly.

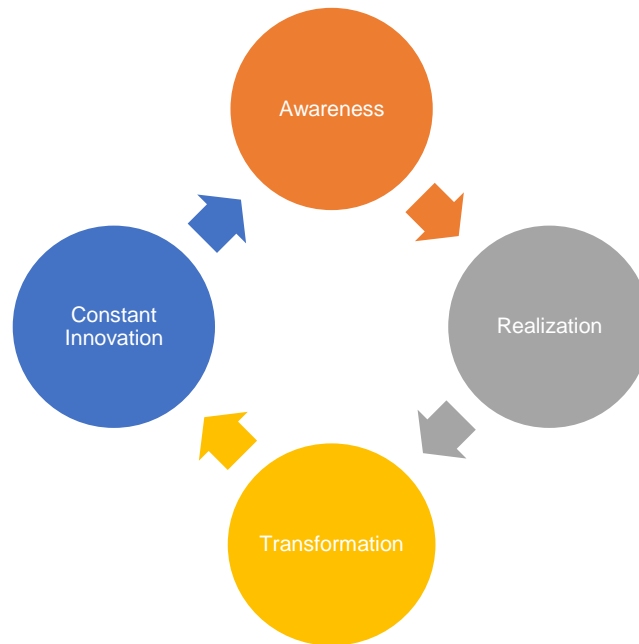


Figure 4. Phases of Digital Transformation (Deloitte Digital 2015)

Virtual team leaders should demonstrate transparency when interacting with one another. Neither party should neglect compliance and motivating each other to deliver a sustainable quality of work. The team should build a sustainable strategy, appreciate the small efforts from each member, and try to solve the organization's problems through the crisis together. (Thaddeus et al. 2018.) The challenges of virtual team building need further research for the adaptation of effective digital working environment. For effective leadership in the digital age to succeed, further research should uncover the varieties of digital media and other communication tools for team dynamics and the foundation of trust in the company.

The digitalization of work brings flexibility to everyday life. Teleworking is constantly becoming more accessible, and it is increasingly possible to perform work

tasks regardless of time and place. Among other things, it reduces the need to make business trips and thus reduces the workload.

The facilitation of reconciling work and leisure will also impact well-being at work. In addition, new tools often make the job more meaningful. Advanced software robotics or artificial intelligence (AI) can remove routine mechanical tasks and transfer them to the machine for processing. Artificial intelligence (AI) eliminates unnecessary time for manual work. Digitalization has opened up new possibilities, such as self-employment, and boundaries between companies have changed. The flexibility of work brings its challenges. One of these is related to the increase in teleworking. Teleworking reduces encounters between people and that can also be pretty stressful. On the other hand, now that an employee is constantly available, the workday may go unnoticed. Especially in global jobs, due to time differences, an employee may have to be on a Zoom or Skype call at the oddest times of the day.

As forms of work change, employees need to update their knowledge actively. Digitalization requires constantly learning new things, whether it is about using a new system or new tasks. Today's employee is expected to be aware of what new developments in the industry will emerge. The employer needs to understand that digitization may involve all sorts of fears, caution, and uncertainty. Especially if the employee's skills are at stake, the organization should have the tools and ability to respond to this concern. Although full responsibility for an employee's skills and learning cannot be assumed or accepted, it can be supported in many ways.

4.2 Challenges of digital work

Remote work and the stress of living through a pandemic are causing people to be overworked and lose time management. Filipino and Finnish workers re-evaluate priorities between family, work, and free time, and even a possible career change is an option. The way leaders and the organizations approach the virtual setting impacts the workers' loyalty and potential applicants. (Microsoft 2021.) Investments in workers' well-being should be prioritized by leaders, especially investments for essential workers. Support and revised policies such as flexible

work schedules for workers with family should be implemented considering every worker's life situation. As we shift towards hybrid work, the employees learn to seek the balance of well-being and be effective workers. Learning from experiences through the digital transformation during the pandemic might be a long process to take. Still, it is not impossible to stay engaged and exert the proper supportive management that every worker needs.

4.3 Artificial Intelligence

The advances in Artificial Intelligence (AI) are visibly high, and they impact leadership. The use of the communication platform in virtual meetings during the pandemic is incredibly increasing. However, the humane perspective in the digital working environment is not entirely shown or expressed during the sessions. The limit in monitoring employees' performances offers less support from the management and the interaction in the organization. Leaders, in general, must be adequate in digital knowledge, including the machine learning that AI offers in the systematic organizational model. (Canals & Heukamp 2020, 138.) In orchestrating collaboration, leaders must act critically and reengineer the management's strategy regardless of the challenges a pandemic brings. AI tools offer interactive functions for company meetings where every employee can freely express the agreement or disagreement from the ideas or plans being discussed virtually.

Today's leaders must be capable of good decision making, judgement and continuous willingness to learn. Influential leaderships consist of making decisions in an uncertain environment. A decision-maker or a group considers different alternative options, evaluates the uncertainty or risk of possible outcomes, and connects the outcomes to the decision maker's preferences. This process requires a prediction about how the observed reality is linked to potential consequences from the empirical reality through the decision-making process.

In general, judgment can include the willingness and ability to take risks, the interaction between diverse workers and a deep understanding of what is good and acceptable as an outcome for an organization, thus connecting with how it sees

itself and the values it wants to reflect. Learning in decision making is about improving the quality of a decision and its prediction and judgment elements based on the observed outcomes of initial decision thoughts.

As AI will offer a greatly enhanced capacity to predict and make the operation cheaper, using machines is very likely to be used much more often in many different businesses. It is fair to say that leadership work is demanding in the era of AI. A more expansive complexity in many tasks must be handled by humans followed by the uncertainty of what the future beholds.

4.4 Remote working

Remote working is not a novel definition. Remote working has been trending in recent years, offering more flexible working hours and no-place restrictive offices. (Castrillon 2020.) With more free time and malleable work weeks, the specifically younger workforce has enjoyed these benefits that remote working has offered. Remote work opens new opportunities for time use and has provided more time for family, friends and hobbies. Remote work enriches the flexibility of time and widens the market to discover employees' new talents and skills, for example, multitasking. The growth of small jobs posting has been emerging since the pandemic. Workers do not have to move from their hometown and spend time on the commute.

Aside from the positive side of remote work, Filipino and Finnish workers are becoming exhausted, seeing the unsustainable threats for the future of work. Remote work can lead to unmonitored working hours. The lack of social connections such as casual coffee breaks with co-workers has affected productivity for some. The bond created during office hours in the physical working environment seems different for Finnish workers, lacking presence in virtual settings.

The global shift to a digital working environment has put the leaders and workers to the test regardless of their residing country. Opportunities and challenges are present, but unique circumstances teach workers to create empathy and shift perceptions in inclusive remote work.

4.5 Hybrid working

The idea of hybrid work is the blended combination of virtual environments, working from home and presence in the physical office. The shift from physical to remote and hybrid work is sudden — but two things are certain: flexible work is staying, and talents have fundamentally shifted. The global workforce's move towards a hybrid model breaks the limited option of working from home. (Microsoft 2021.)

Hybrid working serves a new and essential objective by ensuring flexible options for the employees that fit their preferences when they are most productive. An example is if the individual is a night owl or a morning person. The office machines or advanced technology access is more straightforward and maybe equally used by the workers and management in a hybrid system of work.

4.6 Well-being

The Covid19 pandemic has been challenging for both leaders and employees in the company in many ways. Some companies are benchmarking their strategies when supporting their workers through the crisis. The leaders must serve the right level of communication with frequency and sincerity. The well-being of the employees and employers is not just a trend but also necessary for a company to pay attention and support. (McKinsey 2021, 4.) In remote or hybrid working settings, leaders must encourage caring for each other well.

Back-to-back video meetings are a hallmark of the pandemic era. One conversation ends, another begins, and too often, there is no chance to stretch, pour a glass of water, or clear the head. Breaks are essential for the improvement of workers' focusing skills and engagement while participating in the meetings. Below are the effective ways for remote working while taking care of the employee's well-being, according to research done by Microsoft 2021.

1. **Shift the mindset.** View breaks away from the computer as an essential part of the workday; it is effective for refreshing the mind, as resetting the brain mind set may lead to fresh ideas.
2. **Find break activities that calm the mind.** These activities might be walking, doodling, meditation or anything that takes the mind away from work-related things. This will help workers to recharge upon starting the next meeting.
3. **Consideration of varietal form of communication.** Leaders must think critically if scheduling a meeting is necessary. Sometimes, the use of chatting platforms can replace the forced meeting for the smooth process of the project. Constant video meetings may exhaust employees or employers.
4. **Intentional meeting agendas.** The most effective meetings do not need to take too much time to be considered effective. Planning and adequately sending meeting agendas ahead of schedule is favourable for everyone in the organization. The agendas of the meeting should be taken into account, along with possible breaks. Taking minutes of the meeting is crucial in reaching the goals in less time.
5. **Keep participants engaged and energized.** In virtual meetings, it can be hard to chime in remotely. A moderator can help ensure remote participants are included. Features like raising a hand, whiteboard, and Breakout Rooms in Microsoft Teams are great ways to use technology to elicit creative and strategic conversations.

In creating a compelling future of digital work, addressing the workers' well-being must be a top priority for leaders in the Philippines, Finland, and global scope. Embracing authenticity at the workplace is a challenge in digital settings or physical office. However, the balance of synchronous and asynchronous collaboration requires mutual respect and sensitivity for the multicultural organization.

5 RESEARCH RESULTS

5.1 Findings from the interview

All the interviewees from Finland have experienced remote digital work. Three of them started working remotely in spring 2020 due to Covid-19, and only one of them had had a chance to work remotely beforehand. Interviewee 1 (I1) stated efficiency and increased productivity as the primary positive side of remote working. Interviewee 3 (I3) and 4 (I4) also pointed out that commuting to work does not take as much time as it did before. The Finnish interviewees stated that their biggest challenges are work ergonomics and separating work life from private life. Interviewee 2 (I2) does not have a separate office or space where they could work peacefully. Interviewee 2 (I2) said that it is complicated and sometimes awkward when their partner and their pets live in the same living space where they have to work eight hours per day. Interviewee 3 (I3) is happy that they are close to their family during the day, and the commuting from the office back to home does not take time away from family. Interviewee 3 (I3) has a home office and therefore their response to the effectiveness and focus for the work can be seen more clearly in a positive light. These differences in interviewees' responses and living situations show that the working environment does affect the motivation, effectiveness, and overall happiness of the employee.

"Breaks. You, as an employee, have to remember to take proper breaks during work hours. It is easy to forget to eat properly and keep working or just fetching something easy and then eating and working at the same time." – Interviewee 1 (I1)

All the Interviewees from the Philippines have experienced working digitally even before the pandemic. Interviewee 5 (I5) and Interviewee 6 (I6) see flexibility as the primary positive side of remote working. Meanwhile, Interviewee 8 (I8) observed how much time can be saved when some non-productive activities are eliminated and start to work on essential projects immediately.

Working digitally makes working life more convenient because of technology. Employees in digital work benefit more when it comes to gaining information. Since the internet is in line with our work, we are the first person to know about recent events and economic issues that have happened or are happening globally. In a fast-paced environment like my previous work, one second is crucial, technology is vital, and latency issues are dreadful. – Interviewee 7 (17)

Time management is seen to be a challenging factor to the Filipino Interviewees and this affects the work and life balance. Three out of four Filipino interviewees admitted to a decrease in physical activities due to ineffective time management. Being in front of the monitor for the whole day takes a toll on everyone's performance. Limited social contact plus the huge workload causes stress, tiredness and worst, burnouts. Another challenge is the poor internet connections common in the Philippines.

The delay of communication between the leaders and the workers are becoming a more common problem because of slow internet connections. It is stated that there is an existing political issue with private internet company providers blocking the fair share of the quality and speed of the internet.

On a positive note, the interviewees maintained a good relationship with their employees regardless of the pandemic. Interviewees expressed the willingness to continue with online management, as there is always room for improvement, and adaptability takes time but is not impossible. All of the Finnish interviewees were willing to continue remote digital work albeit not entirely.

5.2 Data Comparison of Survey

The collected data from the survey is mainly to share the workers' perspectives with the digital working environment for Finland and the Philippines. The answers collected from the two countries totaled 160. In this survey, the answers were primarily multiple-choice questions, and the respondent could pick multiple answers. Therefore, the answers equal more than 100%.

The primary age range for Filipino respondents was 18-32 years old, while most of the Finnish respondents were 18-24 years old. The quantity of women who are willing to answer was higher than males in both countries (Table 1).

Age	Filipino	Finnish
18-24	42.1%	52.5%
25-32	42.1%	26.2%
33-39	6.6%	16.3%
40 and above	9.2%	5%
Total	100%	100%
Gender	Filipino	Finnish
Man	39.5%	33.8%
Woman	55.3%	62.5%
Other	2.6%	2.5%
Prefer not to answer	2.6%	1.2%

Table 1. Age and gender demographics

Half of the Filipino respondents lived in their own house, and smaller forms of housing such as two-room apartments and one-room apartments received the least votes from Filipinos. Filipinos are comfortable working at home and noted that the family is a top priority in Filipino values. Two- and three-bedroom apartments received the most votes from Finnish respondents. apartment or alone in the studio, and only 21% lived in their own house. Regarding from the Philippines, 76% were employees, while from the Finnish side, 75% were university students. Educational culture plays a role in this, as an average Filipino graduate in their early 20s from higher education because of the curriculum. In comparison, Finnish high school students graduate at the age of 18-19 and then enter higher education or take a gap year before.

The first home of a Finnish student is usually an apartment with few rooms, where the kitchen and bathroom are shared with roommates. The studios or one-bedroom apartments are the most sought-after student apartments. Family apartments are for couples and families with or without children. The precondition for obtaining an apartment is the right to study in a post-primary educational institution, such as a university or university of applied sciences. In Finland, young people become independent early on in comparison with the rest of Europe. According to Eurostat, the average age of leaving home in 2019 was 21.8 years in Finland and 26.2 years in Europe. (Custódio 2020.)

The age of moving out is also one cultural difference between Finland and the Philippines, where family is one of the significant values, and children might live with their parents long after graduating from university. Filipinos are known for their ingenuity and hard work, but they also value comfort. The conveniences of the home take precedence. Staying at home ensures that the family can take care of food preparation, housekeeping, and other basic needs. (Gavin 2019)

Living situation	Filipino	Finnish	Occupation	Filipino	Finnish
One room apartment	5.3%	28.7%	Student (University/College)	7.9%	75%
Double or triple room apartment	11.8%	35%	Employee	76.3%	17.5%
Own house	54%	21.3%	Supervisor/employer	5.3%	1.2%
Shared apartment	11.8%	7.5%	Other	7.9%	6,3%
Other	17.1%	7.5%	Prefer not to answer	2.6%	0%

Table 2. Living Situation and occupation

Filipino remote workers highest estimated working hours are 8 hours, which is 39%, while half of the Finnish remote workers work for less than 8 hours. Overtime work seems to be a regular thing for the Filipino workers receiving answers of 31.6%. See Table 3.

Working hours	Filipino	Finnish
Less than 8 hours	28.9%	53.8%
8 hours	39.5%	27.5%
More than 8 hours	31.6%	18.7%

Table 3. Working Hours

For the further questions, the respondents had an opportunity to select more than one answer. Therefore, the total percentage amounts to over 100%. The Finnish

interviews showed that work ergonomics had the most significant impact on decreasing the physical state. Every Finnish interviewee answered that the lack of proper equipment for an ideal working environment had decreased their physical state. Social state and its decrease are shown chiefly from the lack of connections with other employees and work friends (Table 4). Daily coffee and lunch breaks with work friends have affected both Finnish and Filipino workers. For Filipino culture, it is more usual to live with extended family; therefore, the lack of all social connections is not as noticeable as Finns.

Negative Impact of Remote Work	Filipino	Finnish
Lack of social contacts such as coffee break talks, work friends, meetings	57.9%	82%
Lack of daily physical activity such as commuting to work by bike or by foot	53.9%	80.3%
Lack of motivation	23.7%	63.9%
Lack of sleep	19.7%	27.9%
Decreased Work/Life Balance	30.3%	42.6%
Decreased Employee Visibility	26.3%	9.8%
Distractions	44.7%	63.9%
Others	13.2%	8.2%

Table 4. Negative Impact of Remote Work.

The Finnish answers gathered from the survey show that flexibility is the most favorable outcome of remote working with 86.3% of the respondents (Table 5). The second-best result is time efficiency with 42.5%, increased focus, and work-life balance share the third place with 18.8% of the votes (Table 5). These previous features can be compounded with flexibility and the freedom it gives. Flexibility brings much responsibility to the employee and the employer to plan and focus on the core values.

Positive Impact of Remote Work	Filipino	Finnish
Increased focus	27.6%	18.8%
Time efficiency	56.6%	42.5%
Flexibility	77.6%	86.3%
Better work-life balance	36.8%	18.8%
Communication	25%	11.3%
Relationship between employees and employer	15.8%	3.8%
Motivation	23.7%	13.8%
Discipline	53.9%	11.3%
Other	7.9%	7.5%

Table 5. Positive Impact of Remote Work

The most critical leadership traits from the Finnish perspective are fairness, supportiveness, and good communication skills (Table 6). These traits were gathered from the interviews conducted by four Finnish and four Filipino employees and employers and from articles relating to leadership skills and qualities. Therefore, the accuracy and the actual importance of these traits are debatable

Leadership Trait	Filipino	Finnish
Rankings		
1 – Most Important	Fair and equal	Fair and equal
2	Emphatetic	Supportive
3	Supportive	Good Communication Skills
4	Approachable	Responsible
5	Decision Maker	Respectable
6	Responsible	Approachable
7	Respectable	Decision Maker
8	Good Communication Skills	Emphatetic
9	Ability to see the needs of the company and the employees	Ability to see the needs of the company and the employees
10 – Least Important	Intelligence	Intelligence

Table 6. Top 10 Leadership Traits

Obtaining relationships between employee and employer is the biggest challenge the Finnish respondents stated, with 71.3% of the votes. (Table 7). Interviewee 3 (I3) also said that creating or obtaining any relationship with employees has been challenging during remote work, especially during the pandemic when any contact meetings are forbidden. Interviewee 2 (I2) said that it is hard to make contact or make the first approach towards the supervisor. If the supervisor changes multiple times during the year and employees never meet them face to face, it can lower the threshold to contact the employer.

	Filipino	Finnish
Communication	72.4%	66.3%
Obtaining relationship between employee and employer	57.9%	71.3%
Motivating	51.3%	57.5%
Giving regular feedback	43.4%	36.3%
Honesty between employee and employer	52.6%	27.5%
Empathy	22.4%	15%
Other	5.3%	5%

Table 7. Challenges in remote work

Communication has also been a challenge to maintain and keep at a similar level to a regular working environment communication. Obtaining or creating a relationship between employer and employee and communication goes hand in hand. Lack of communication can be damaging to the working environment and the working relationships. In conclusion, regardless of cultural differences and living situations between the Philippines and Finland, the experience brings the workers together towards a preferred leadership style in the digital working environment when faced with a pandemic.

6 CONCLUSION

The thesis explores the more profound knowledge of leadership in the digital working environment in a disrupting pandemic era limited to Finland and the Philippines. During the research, broader issues in digital work and cultural management were discovered, from which supporting recommendations will be expressed by the end of this chapter. The scope of the thesis has successfully covered the research questions.

The most effective leadership skills for a thriving digital working environment are *fair and equal, supportive, empathetic, and good communication skills*. These were voted to be the essential traits of a leader and are valued traits in both the Philippines and Finland. Virtual leadership emphasizes frequent communication, liability, and integrity, clarity in order to improve collaboration. In a digital work environment team, coordination is not done in person; leaders must take a different management approach than collocated staff. As a result, leaders must have excellent writing skills to translate critical concepts such as empathy and comprehension into written words that can be communicated in a virtual setting.

The COVID-19 pandemic shows a significant impact on the present generation's leadership, business organization, culture, and lifestyle. Differences between domestic and international companies have been found during the research. Communication, for example, is a trait that different cultures prioritize differently. The Filipino culture is more collectivist, and Finland has a more individualistic culture. It is important to note that the way communication is conducted differs between the cultures. However, this has not exerted an impact on the ideal leadership style in virtual settings of work. The Filipino and Finnish workers' adjustments to the shift to a digital working environment are the responsibilities of both the employer and the employee.

Companies should invest in new capabilities and ensure that workers gain the skills they need to keep up in a fast-paced, competitive world. It is crucial to place a comprehensive training curriculum for workers to learn about digital transformation's direct and indirect effects. This leads to a mastery of applicable skills and a reduction in frustrations during difficult times. All employees should be encouraged to participate in an immersive training program regardless of their level or department. Digital transformation needs many workers to step outside of their comfort zones. For those that are new to the digital game, a community that encourages innovation is reassuring. Employees will then experiment without fear of adverse effects if they make a mistake. Second, workers who have the freedom

to experiment are more likely to find new and easier ways to complete routine tasks, resulting in increased performance and productivity.

In the end, digital transformation is about more than just technology. The way an organization is structured, how it encourages and fulfils its workers, how it invests in preparation, and how it fosters a change-resistant organizational culture all play a role in effective transformation (Newman D. 2017).

It has been a year since the business environment was disrupted due to the COVID-19 pandemic, which enhanced to the shift of digital working practices. The shift to remote and hybrid work is as challenging as the return to a physical office from the convenience of working at home in the future. It is essential to bring the thriving leaders and workers into an office where the well-being of everyone is nurtured and the balance of diverse work-life and personal affairs are considered. The recommendation for additional studies on digital leadership through a pandemic is in the highest demand. When it comes to cultural leadership, further research for diversity and gender roles in leadership through a crisis could be an exciting topic. As per the shift of distance working and digitalization, the working environment is constantly emerging, studies on Artificial Intelligence promote a wide variety of debatable topics. The thesis has explored the potential effective leadership a Digital Working Environment contributes to the growth of awareness and knowledge from the international business management perspective.

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- Interviewee 1. 2020. ICT Officer. Company A. Finland. December 2020
- Interviewee 2. 2020. Sales. Company B. Finland. December 2020
- Interviewee 3. 2020 Team leader. Company C. Finland. December 2020
- Interviewee 4. 2020. Sales Director. Company D. Finland. December 2020
- Interviewee 5. 2020. Researcher. Company E. Philippines. December 2020
- Interviewee 6. 2020. Founder/CEO. Company F. Philippines. December 2020
- Interviewee 7. 2020. Economist. Company G. Philippines. December 2020
- Interviewee 8. 2020. Entrepreneur. Company H. Philippines. December 2020

APPENDIX

Questionnaire

1. Age
2. Nationality
3. Gender
4. Occupation
5. Living situation
6. Do you have experience with remote working/studies? Yes/No
7. If yes, when did you start working remotely?
8. Did your work environment change from physical to Digital during 2020?
Yes/No
9. How long are your working hours?
10. I manage to have regular break times when working remotely.
11. Agree/ Disagree
12. I manage to separate free time and work time when working remotely
13. Agree/ Disagree
14. My working environment is as good as it would be in an office etc.
15. Agree/ Disagree
16. Select all the applicable answers regarding your remote working environment.
 - a. Better concentration
 - b. Better time management
 - c. Increase in productivity
 - d. Lack of time management
 - e. Lack of concentration
 - f. Lack of work ergonomics
 - g. Lack of equipment and resources
17. Have there been changes in your physical, social or mental states?
Yes/No
18. If Yes, select all the applicable answers
 - a. Lack of social contacts such as coffee break talks, work friends, meetings
 - b. Lack of daily physical activity such as commuting to work by bike or foot
 - c. Lack of motivation
 - d. Lack of sleep
 - e. Decreased Work/Life Balance
 - f. Decreased Employee Visibility
 - g. Distractions
 - h. Others
19. What are the good changes you have noticed in digital remote work?
20. Increased focus

21. Time efficiency
22. Flexibility
23. Better work-life balance
24. Communication
25. Relationship between employees and employer
26. Motivation
27. Discipline
28. Other
29. What are the most important leadership traits? Put in order of importance, 1 (one) being the most important and 10 (ten) being the least important
30. Fair/equal
31. Empathetic
32. Supportive
33. Approachable
34. Decision maker
35. Responsible
36. Respectable
37. Good communication skills
38. Ability to see the needs of the company and the employees
39. Intelligence
40. 18. Do you have leadership experience? If yes how long?
41. 19. In your opinion, what are the leader's biggest challenges in a digital remote work?
42. 20. Have leaders' behavior patterns changed during the shift into a digital working environment?
43. 21. If Yes, how?

Interview Form

Background Information

- Education, Profession, Work Experience
- Leadership experience

Questions for the interview

- Have you worked in a digital environment?
- What are the positive sides of working digitally/remotely?
- What are the challenges you faced while working digitally? Mentally, physically, socially?
- How did the pandemic has impacted your working environment?
- What are the most important traits/characteristics of a leader?
- How did the relationship change between employee/employer during the pandemic?
- What things your leader could have done differently regarding digital working environment? equipment, communication, support, understanding etc.?
- Would you continue working in a digital environment?