

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Bachelor Thesis

**Corporate Culture in German / Austrian Companies
versus Czech Companies and its Influence on Work
Efficiency**

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BACHELOR THESIS ASSIGNMENT

Alina Shorkina

Business Administration

Thesis title

Corporate culture in German / Austrian companies versus Czech companies and its influence on work efficiency

Objectives of thesis

The main purpose of this thesis is to consider the types of corporate cultures in German, Austrian and Czech companies. Furthermore, to analyse how these corporate cultures were formed and how different methods of approach to work affect its success.

Methodology

The work consists of two parts – theoretical and practical. The theoretical part will be based on the study of secondary sources. The empirical part will be compiled on the basis of outputs from quantitative/qualitative research

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Declaration

I declare that I have worked on my bachelor thesis titled "Corporate Culture in Germany / Austrian Companies versus Czech Companies and its Influence on Work Efficiency" by myself, and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

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Corporate Culture in German / Austrian Companies versus Czech Companies and its Influence on Work Efficiency

Abstract

The main purpose of this thesis is to consider the types of corporate cultures in German, Austrian, and Czech companies. Furthermore, it analyses how these corporate cultures were formed and how different methods of approach to work affect its success. The work consists of two parts – theoretical and practical. The theoretical part will be based on the study of secondary sources. The empirical part is compiled on the basis of outputs from quantitative/qualitative research.

It is concluded that the corporate culture in Germany and Austria is more similar, and the whole labour process in the countries is more institutionalised. In contrast, the corporate culture in the Czech Republic is significantly influenced by the imperfections of the country's labour market. As such, one of the main issues identified in the Czech labour market compared to the German and Austrian ones is higher working hours with lower annual earnings.

Keywords: corporate culture, corporate culture in Germany/Austria/Czech Republic, companies, work efficiency, work performance, influence

Firemní kultura v německých / rakouských firmách versus české firmy a její vliv na efektivitu práce

Abstrakt

Hlavním účelem této práce je zvážit typy podnikových kultur v německých, rakouských a českých společnostech. Dále analyzuje, jak se tyto firemní kultury formovaly a jak různé metody přístupu k práci ovlivňují její úspěch. Práce se skládá ze dvou částí-teoretické a praktické. Teoretická část bude založena na studiu sekundárních zdrojů. Empirická část je sestavena na základě výstupů z kvantitativního/kvalitativního výzkumu.

Dochází k závěru, že firemní kultura v Německu a Rakousku je více podobná a celý pracovní proces v zemích je více institucionalizován, zatímco firemní kultura v České republice je výrazně ovlivněna nedokonalostmi trhu práce v zemi. Jako takový, jedním z hlavních problémů identifikovaných na českém trhu práce ve srovnání s německým a rakouským je vyšší pracovní doba s nižším ročním výdělkem.

Klíčová slova: firemní kultura, firemní kultura v Německu / Rakousku / České republice, firmy, efektivita práce, pracovní výkon, vliv

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1 Introduction

In the intricate tapestry of global business, corporate culture stands as a pivotal thread that weaves its way through the fabric of organizational success. It encompasses the shared values, beliefs, and norms that permeate a company's ethos, influencing employee behaviour, decision-making processes, and, ultimately, organizational outcomes. Understanding the nuances of corporate culture across different regions is akin to deciphering a foreign language, revealing the hidden drivers of work efficiency. This thesis embarks on a comparative exploration of corporate cultures in Germany, Austria, and the Czech Republic, unveiling their distinctive characteristics and their profound effects on work productivity.

This thesis concludes by emphasizing the importance of cultural sensitivity and adaptability in an increasingly globalized business environment. Embracing the diversity of corporate cultures can lead to enhanced collaboration, innovation, and, ultimately, organizational success. By understanding the cultural landscape and its impact on work efficiency, businesses can navigate the complexities of international markets and achieve sustainable growth.

2 Objectives and Methodology

2.1 Objectives

The main purpose of this thesis is to consider the types of corporate cultures in German, Austrian, and Czech companies. Furthermore, it analyzes how these corporate cultures were formed and how different methods of approach to work affect its success.

2.2 Methodology

The work consists of two parts – theoretical and practical. The theoretical part will be based on the study of secondary sources. The empirical part will be compiled on the basis of outputs from quantitative/qualitative research.

3 Literature Review

3.1 Corporate Culture: Definition

Prior to delving into the distinct disparities among the corporate cultures of the chosen countries, it is imperative to establish a clear understanding of the fundamental notion of corporate culture or organizational culture, which encompasses a set of beliefs, values, and expectations that dictate the accepted standards of conduct inside an organization. The concept of corporate culture has been a topic of discussion in management theory and organizational psychology since the 1970s. The most significant contribution to its development was made by E. Schein in the 1980s (Schein, 2009).

The focus of corporate culture is the corporation as a cohesive structure, which may encompass distinct subcultures. The purpose of corporate culture is to address two primary categories of issues: the organization's ability to react to external conditions and the integration of internal structures and processes (Schwartz & Davis, 1981). The elements comprising corporate culture encompass the established leadership system and style, dispute resolution approaches, the existing communication system, explicit and implicit conventions and regulations, prevalent behavioural patterns within the firm, guidelines for interacting with employees and customers, and other relevant factors. Several pragmatic forms of corporate culture are classified as "*country club*", "*team*", "*family*", "*besieged fortress*", "*culture of subordination to the boss*", and so on (McCracken, 2005).

E. Schein posits that company culture is established through three distinct levels. The superficial, or symbolic level, is established via the use of artefacts that embody the essence of the company (Hogan & Coote, 2014). These artefacts include corporate symbols, logos, uniforms, tales, stories, commonly used speech patterns, jokes, slogans, holidays, and rituals of the organization. The level of stated values is established by the company's leadership and encompasses values and norms that are deliberately documented and intended to direct the day-to-day actions of the organization's members. The third level, known as the "*deep level*," encompasses the fundamental concepts held by the organization's staff, typically existing in their unconscious or being assumed without question (Alvesson, 1989). The concepts regarding the company and its external business environment, as well as the standards of

operation and communication, adaptive strategies, and so on, form the foundation of corporate culture. Corporate culture, in turn, influences decision-making processes and individuals' conduct. Employees who do not have common fundamental ideas are considered "*culturally isolated*" from their colleagues and are seen as "*strangers*" within the organization (Heller & Rowlinson, 2020).

Corporate culture frequently emerges and persists organically, primarily throughout the latter part of the 20th century. Corporate culture management has become the prevailing practice, serving as a primary means for managers to attract and incentivize employees, foster team integration, and oversee and synchronize organizational activities. The prescribed corporate culture may not align with the culture that is already in place; its superficial characteristics, which lack a profound foundation, hold no inherent significance. An established corporate culture can only be discussed when the patterns of thinking and behaviour that define it have become ingrained and customary for most organization members (or its active core) (Linnenluecke & Griffiths, 2010).

Assessment is based on factors such as stability, integration strength, adaptability, and employee orientation toward self-realization and self-development. Corporate culture can have varying effects on the overall efficiency of a business, leading to the identification of "*positive*" and "*negative*" corporate cultures. The essence of corporate culture is demonstrated by employees' disposition toward their professional and job endeavours, as well as their attitude toward the organization (Kotter, 2008). It is also reflected in the functional and interpersonal dynamics among employees. Corporate cultures that are deemed "*negative*" exhibit traits such as apathy, detachment from problems, unquestioning obedience, resistance to change, lack of trust and respect for superiors, and a high rate of employee turnover. Employees in such an organization exhibit physical, intellectual, and emotional presence, but their engagement is lacking since they only perform essential tasks, and their work performance is subpar (Zapf & Holz, 2006).

A positive culture is defined by employees sharing common goals, recognizing each other as valuable contributors to the overall outcome, taking personal responsibility for the product, striving to find and implement the most effective methods in their professional activities, displaying enthusiasm for their work and acknowledging its positive influence on

their self-esteem and the respect they receive from colleagues. Additionally, a positive culture is characterized by efficient business interactions and friendly interpersonal relationships within the team (Sparrow, 2006).

The ongoing intensification of globalization in the modern world has led to the emergence of multiculturalism. This highlights the importance of understanding and embracing the diverse range of cultures to facilitate effective communication in various aspects of society, including business, economics, politics, and culture (Kivisto, 2008). The prioritization of humanities in scientific studies in the 21st century includes a significant focus on culture as a fundamental aspect. The statement does not imply diminishing the importance of other fields of knowledge, such as technical and social disciplines. Rather, it suggests that the rapid advancements in technology and the overwhelming presence of objects and information in our world necessitate a corresponding need to explore and uphold humanitarian values. These values have been intrinsic to human existence and society since the beginning, which is why there is a growing interest in the study of humanities. This aligns with the fundamental principles of understanding and acquiring knowledge about human beings (Kagan, 2009).

This perception and knowledge of the objects of reality are also crucial for the phenomena that underlie the second main component of the given topic - management. Management, as the study of overseeing individuals, places a strong emphasis on understanding and prioritizing human characteristics and attributes in its research. Emotional intelligence, as described by Goleman in 2006, is a well-recognized notion that is crucial for the performance and advancement of managers and leaders (Medina, 2023). When evaluating a prospective manager, the emotional quotient (EQ) is more important than the intellectual quotient (IQ). The EQ measures their capacity for empathy, understanding, effective communication, and collaboration with colleagues, clients, and individuals in general. Emotional intelligence, primarily influenced by intuition and emotions, is predominantly developed through the functioning of the right hemisphere of the human brain. The examination of the topic's relevance and significance is influenced by a key trend in the advancement of science at the present stage, which is the growing interest in interdisciplinary research (Reinaldo et al., 2021).

3.2 Types of Corporate Culture

As a result of the processes that emerge inside the company, it is evidently feasible to ascertain the various types of corporate culture. The emergence of organizational culture takes place within the team. It makes little difference whether or not significant efforts are being made to develop a successful corporate spirit; this is something that occurs regardless. A great number of sociologists have actively pursued the identification of specific patterns in the development plans of large organizations and the various types of corporate cultures (Cloutier & Ravasi, 2020):

- With the help of European cross-cultural management specialists Fons Trompenaars and Charles Hampden-Turner, a set of seven criteria was devised for the purpose of determining the type (Hampden-Turner, 2020).
- Geert Hofstede, a sociologist from the Netherlands, defined five factors that determine the many types of corporate cultures that are present in firms with locations all over the world. At the same time, consideration was given to the cultural traditions of the nation as well as the particulars of the activity being carried out (Sent & Kroese, 2022a).
- The classification that Charles Handy devised consisted of categorizing the many types of corporate cultures that are seen in commercial organizations into four distinct groupings (Handy, 2020).
- Psychologists Don Beck and Chris Cowan put out a theory that divides people into six distinct categories (Schiewer et al., 2022).

This means that each of the ideas that have been produced can be utilized to develop a strategy for the development of corporate culture in particular, as well as the organization as a whole, in either the domestic or international market. Taking into consideration the preconditions that played a role in the establishment of the company, the components of the organization's corporate culture are categorized (Martínez-Caro et al., 2020). They bring to light new developments in the management of human resources and in the ways that businesses are conducted. It is important to discuss the value of the organization for each individual worker, but this is contingent upon the sorts and types of corporate culture that are developed during the stages of the company's establishment, development, and operation.

In accordance with the idea that was developed by Don Beck and Chris Cowan, the following categories of organizational culture are presented (Efimova et al., 2021):

- **Accessories.** Within the context of the team, which functions as a single family, the psychological environment is prioritized for its comfort.
- **Domination.** On the top of the list is the power and authority that is bestowed upon leaders.
- **Regulations.** Norms and rules are the bases. There are bureaucratic issues that arise as a result of the fact that making a choice involves a whole chain of approvals.
- **Success.** These individuals are viewed in great esteem because they have been able to achieve success via the demonstration of excellent performance and effective effort.
- **Consents.** The concept of synergy serves as the foundation, and the ability of employees to come to accord with one another in the process of addressing significant difficulties is the primary value.
- **Synthesis.** When evaluating the employee, both their level of professionalism and their level of originality in handling the task at hand are taken into consideration. A very high level of team spirit is maintained (Efimova et al., 2021).

The established company ethics and corporate culture are a direct manifestation of the team's internal dynamics and the management's endorsed development initiatives. Hence, it is feasible to anticipate the prosperity or potential challenges of the organization.

G. Hofstede's typology of corporate culture is widely recognized as a prominent framework for categorizing different types of organizational culture. Geert Hofstede performed a study within the departments of IBM, one of the world's largest multinational enterprises. The corporation has offices in several nations, enabling the identification of common factors for analyzing the corporate culture of organizations. Hofstede's established typology identifies five elements that identify the sorts of corporate cultures based on an assessment of national features in business practices (Isfahani et al., 2020):

- **Individualism versus Collectivism.** On the spectrum of individualization and collectivism, the furthest ideals are "complete submission to the established interests of the collective" and "dominance of personal interests over collective ones." The metric measures the degree of cohesion among employees, reflecting their inclination to collaborate in order to accomplish a shared objective.
- **Power distance** refers to the extent to which individuals in a society accept and expect unequal distribution of power and authority. Measures the extent of disparity and sway in significant determinations.
- **Attitude towards the unpredictability of the future.** The greater the level of neutrality in society towards future uncertainty, the higher the level of tolerance among the company's personnel towards scenarios involving specific risks.
- **Gender Identity - Gender Expression.** Illustrates the societal expectations assigned to individuals of various genders within a specific cultural context. This greatly influences how the individual is perceived as a representative of a particular profession and the level of efficacy in their work.
- **Time scope for prospective orientation.** Stable and promising projects are distinguished by their comprehensive plans that include a precise assessment of risks and potential achievements. Unstable companies prioritize short-term gains (Sent & Kroese, 2022).

Given the challenges present in any labour market, Hofstede's typology holds significance for managers of enterprises of varying scales (Minkov & Kaasa, 2020). The manager can utilize the gathered analytics to evaluate the kind of relationships established inside the team, the potential for international collaboration with partners from various nations, and effectively strategize for development (Awan et al., 2021).

Tereke Deal and Allan Kennedy proposed a hypothesis that identifies four primary categories of corporate cultures inside a business:

- **Tough guy culture.** Typically, this sort of possession is seen in organizations that operate in dynamic marketplaces, characterized by significant risks and the requirement for prompt decision-making.

- **Bet on your company.** The culture of an organization is shaped by the presence of risks and the conditions in which the organization's operations yield concrete outcomes over an extended duration.
- **Work is enjoyable.** The company's growth is contingent upon the individual motivation and engagement of each employee. This type of mentality typically emerges within huge trading organizations because employees' employment is not inherently linked to any dangers.
- **Cultural process.** This form of business culture is more commonly adopted by large government organizations.

The categorization of corporate cultures mentioned here does not apply to the analysis of public organizations. On the other hand, the notion of corporate culture emerged in the 1980s with the objective of enhancing staff efficiency. Jeffrey Sonnenfeld advocated categorizing the procedures that occur in large corporations into four distinct types of corporate cultures (Sonnenfeld, 1991):

- **A baseball team culture.** It is commonly observed in firms that operate within rapidly expanding marketplaces. Success in such firms is attained by individuals who are proactive, possess innovative thinking, and are willing to assume accountability.
- **Club Culture.** Club refers to the culture and lifestyle associated with nightclubs and their activities. Established inside reputable organizations that prioritize collaboration among employees and appreciate the capacity to unite efforts in order to accomplish predetermined objectives.
- **Academy culture** refers to the culture and environment of academia. It is one of the most efficient forms of traditional corporate culture and is dominant among firms that have consistently maintained top positions in their own market. For instance, Coca-Cola, Ford, and General Motors.
- **Fortress (fortress or defensive culture).** The corporate culture is shaped either among market players or within a team, characterized by an ongoing struggle for survival. Employees must consistently exhibit their aptitude for the role. Only individuals who exhibit exceptional performance or have spectacular ideas have the potential for career advancement (Sonnenfeld, 1991).

By analyzing the structure of corporate culture, it becomes feasible to accurately forecast the potential for individual and professional advancement for employees, as well as to effectively formulate a strategy for the company's future growth (Savickas et al., 2009). Charles Handy's typology is the definitive definition of types of organizational culture and is one of the most widely used typologies in world culture. Handy identified the following types of corporate culture of an organization (Janićijević, 2012):

- **Authorities.** The primary focus is on the leader, who possesses and controls the key managerial resources. An organization characterized by such a culture consistently seeks individuals who are focused on achieving outcomes, willing to undertake risks, accomplish their objectives, and thrive in a fiercely competitive setting.
- **Roles.** The organizational culture of firms is established by the allocation of responsibilities and adherence to a stringent set of regulations. Every individual inside the company holds a certain position in the hierarchy and is provided with explicit directives. The effective development of the organization is facilitated by corporate culture, provided that roles are correctly distributed and staff are carefully selected.
- **Tasks.** Dedicated to the effective execution of concepts. The key to efficiency resides in the synergistic effect of group cooperation and the expertise of each member in the process.
- **Personalities.** A forward-thinking corporate culture values the unique attributes of each person, including their creativity, curiosity, and eagerness to provide novel ideas in order to accomplish the company's intended outcomes.

Each of the above instances of corporate culture has the potential to enhance an organization's efficacy or impede its progress. The outcome is contingent upon the particular objectives and principles that are advocated by the management. The manager's task is to create conditions in which the formation of corporate culture will take place in the required direction, taking into account national characteristics, the chosen development strategy, and company policy, and at the same time, show the effect and conclusion of organizational culture on the overall picture of the company and, as an example, the achievement of set goals (Kotter, 2008).

3.3 Effect of Corporate Culture

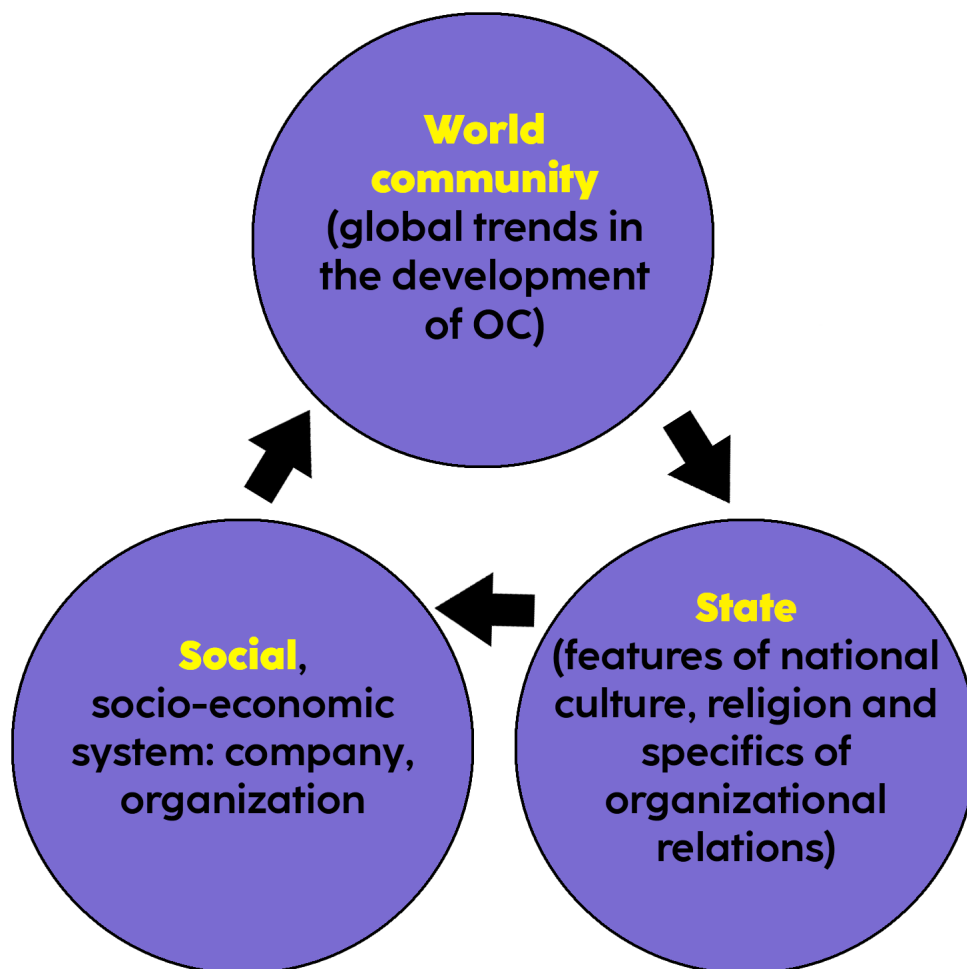
Today, the topic of organizational culture holds significant importance for global organizations. Culture, with its changing values and attitudes, plays a crucial role in driving market transitions in society. When establishing an organizational culture, it is important to consider factors such as the competencies of the staff, distinctive characteristics of the national mindset, the level of technological and economic advancement, and the impact of the external environment (Kowo et al., 2018). An organization's actions should not rely just on technology or administrative hierarchy. The foundation of the activity lies in individuals who are guided by distinct ideals, religion, and the organization's history, fostering connections among themselves and with their superiors (Smircich, 2007). Collectively, these elements encompass the cultural milieu of the company. An organization's culture encompasses conventions, beliefs, traditions, habits, rituals, and informal interpersonal interactions that are established along the progression of management activities (Martin, 2001).

Several academics emphasize that the act of considering organizational culture is a crucial aspect of management. Following the Japanese economy's surpassing of the United States and Western Europe, a hypothesis emerged suggesting that efficiency is driven not only by business processes and systems but also by cultural attributes. Significant focus should be directed towards the employee as an individual, with a particular emphasis on fulfilling their social requirements. Management encompasses three distinct layers of culture: global culture, state-level culture, and organizational culture (Luu et al., 2023). Although cultures may vary in their stages of development, there exists a distinct correlation among them, as depicted in the image (Fig. 1). Organizational culture, like the culture of humanity, is established through the collaborative efforts of individuals within an organization (Tomasello, 2020). Nevertheless, disparities exist among these civilizations.

Culture, in a broad sense, arises organically with the progression of human advancement, whereas the culture within an organization is established by individuals who own their own set of values, traditions, customs, and ceremonies. Global cultural development shapes global patterns, which in turn influence the direction of progress at the national level (Bak-Coleman et al., 2021). National culture evolves gradually over time,

transmitted from one generation to the next, encompassing the accumulation of knowledge, observance of holidays, commemoration of significant dates, and pursuit of the nation's primary objective. At this stage, worldwide patterns are modified to prioritize the distinctive national culture and identity of each country. National culture also has an impact on organizational culture, which is influenced by factors such as the organization's type of activity, size, and number of staff. The organization's personnel are established at the micro level.

Figure 1, The relationship of organizational culture at the level of the world community, state, and individual social system



Source: (Tsai, 2011)

Consequently, this has an impact on the overall worth of human resources within the entire state and influences the welfare of humanity on a worldwide scale. Thus, this figure indicates that organizational culture refers not only to a particular organization but also to

the entire global system of culture, which has been established over millennia. The organization serves as a specific form of social infrastructure development. In a society that is becoming increasingly digitalized, an organization achieves its objectives primarily through the diverse manipulation of information, as the primary commodity in such a society is information itself (Sandberg et al., 2020). For a firm to be competitive and esteemed in the business world, it is imperative to establish a strong corporate identity. This encompasses the company's objectives, mission, values, strategy, and employee code of behaviour. The work motivation of employees is directly influenced by the organizational culture and environment that develops within the organization (Paais & Pattiruhu, 2020).

The onset of the fourth industrial revolution is marked by the rise of the service sector in the economy, the integration of information technology, and the streamlining of various aspects of our daily lives. Digital technologies include rapid advancements and significant transformations in both individual economic actors and their modes of interaction. The world resides inside a society that is predominantly driven by consumerism. The advent of the digital economy brings about transformations across all aspects of the organization, encompassing corporate culture as well as business operations (Rotatori et al., 2021). Amidst an economically volatile environment, only the most durable, resilient, and exceptionally adaptable organizations manage to thrive in the market. Continuous development of human capital is essential for maintaining competitiveness in the market (Sima et al., 2020). The employee must consistently engage in self-reflection and possess professional attributes such as proactivity, creativity, and a drive for excellence in all endeavours. Consequently, an increasing number of multinational corporations are organizing diverse training programs, seminars, and courses for their staff to enhance their effectiveness in unpredictable and high-risk work environments.

3.4 Corporate Culture in Selected Countries

3.4.1 Germany

Germany is a nation characterized by a significantly elevated quality of life. Given the long-standing presence of order and effective regulation in several sectors of life, interactions with Germans typically evoke a sense of tranquillity and reliability. This country stands out from many others due to its robust social security system, advanced infrastructure,

and exceptional security measures. The German corporate culture is widely recognized for its combination of formality, organizational framework, and an unwavering commitment to achieving high standards of performance. This distinctive combination has moulded the nation's economic strength and still exerts an impact on business methods globally. The German character is primarily characterized by clarity and order in all aspects. To ensure this, it is crucial to consider these characteristics while establishing a mutually advantageous collaboration. The basic concept of German organizational culture is around the principles of order and structure (Kowalczyk & Kucharska, 2020).

Germans approach business with a fastidious attention to detail and a methodical focus on organization and framework. This is evident in multiple facets, ranging from the prescribed attire to the manner in which meetings are carried out. Wearing formal apparel, such as black suits for men and fitted suits for women, helps to establish a professional environment that encourages concentrated talks. Business meetings are conducted in meticulously arranged environments, featuring explicit agendas and strict schedules. Being punctual is of utmost importance since it showcases a high regard for others' time and a strong dedication to the current task (Veile et al., 2019). A business meeting is a strictly formal occasion in which all experts are expected to be thoroughly prepared, according to their perspective. Spontaneity in talks is unwelcome. Proficiency and profound expertise are regarded as the fundamental benchmarks for an individual in the field of business. Hence, one can confidently assert that the higher the rank held by a German individual, the more proficient they are in their respective domain. German individuals anticipate their partners to have a similar approach to conducting business. Additionally, it is noteworthy that Austrians tend to have a greater inclination towards individual decision-making rather than group decision-making across all levels of management. This preference for independence is reflected in their decision-making approach. Based on the information provided, it is evident that permission to meet in advance and be punctual is greatly appreciated (Jonsen et al., 2021).

German organizations often conform to a hierarchical framework characterized by distinct lines of power. Decisions are formulated by upper management, and employees are required to adhere to and comply with directives. Nevertheless, this does not indicate an inflexible hierarchical method. German corporations prioritize meritocracy, a system in

which promotions are determined by individual talent and expertise (Giesenbauer & Müller-Christ, 2020). This fosters a culture that incentivizes hard effort and commitment, so cultivating a sense of motivation and involvement among employees. The Germans are known for their formal demeanour, which is evident in their adherence to a rigorous and tidy work dress code, typically consisting of a business-style suit. This formality extends to their communication practices as well.

In Germany, the practice of using last names to address individuals is common, especially among coworkers who are close. Therefore, it is advisable to transition using the informal "you" form of address with a German individual only after they have shown their preference for it (Kracke & Klug, 2021). However, a notable characteristic is that Germans use last names when addressing each other in German, whereas they use first names when talking in English. Frequently, one may encounter a request for an individual's professional or academic credentials. The business card of a German individual prominently displays all the honours and decorations he has received for his professional achievements (Bünning et al., 2022).

Germans possess an unyielding dedication to ensuring high standards of excellence and dependability. This passion is firmly grounded in their culture's emphasis on excellence and meticulousness. German enterprises allocate significant resources to research and development, continuously endeavouring to enhance their products and services. In addition, they uphold rigorous quality control protocols to guarantee uniformity and dependability. The steadfast dedication to quality has garnered German products and services globally renowned for their exceptional standards. Germans prioritize work-life balance, acknowledging the significance of maintaining a robust boundary between their professional and personal lives. This is evident in the fact that Germans generally have a lower number of working hours in comparison to their counterparts in other nations. The focus on equilibrium fosters the well-being of employees and diminishes stress, resulting in heightened production and morale.

The German people are renowned for their straightforward and meticulous approach to communication. They prioritize conciseness and directness, placing a high importance on sincerity and openness. The direct style may appear abrupt to individuals from more indirect

cultures, yet it arises from a desire to communicate clearly and effectively (Matthijs & Meunier, 2023). The focus on meticulousness is a key factor contributing to Germany's renowned ability to manufacture superior products and provide exceptional services. Germans have a strong preference for making a clear distinction between their professional and personal lives. Consequently, they seldom extend invitations to business colleagues for supper at a restaurant or their residence, opting instead to deliberate on all business matters during lunch at a restaurant. The host selects the meal and venue. It is usual to refrain from discussing business matters until after a meal has been consumed. The discussion regarding business is consistently initiated by the individual who convenes the meeting. If someone receives an invitation to a business lunch, the inviting party will cover the price. Conversely, if a person extends the invitation, they will be responsible for paying the bill. When dining at a restaurant, tips are typically included in the payment amount rather than being left on the table, which is the common practice in America (Schilling, 2022).

3.4.2 Austria

There are a lot of business people who are interested in doing business in Austria because it is a wealthy country. Austria has one of the greatest gross domestic products (GDP) in the world and one of the highest living standards in all of Europe, even though it has a relatively small population and very few environmental assets. Geographically speaking, Austria can reap the benefits of the expansion and prosperity of the European Union (Pina & Sicari, 2021). Additionally, Austria possesses the built infrastructure that is expected to facilitate connection between Eastern Europe and Western Europe. Because of this, it is reasonable to anticipate that the corporate culture of Austria has its own norms and a rather high level of attitude within the organization. Business in Austria is conducted in a formal and traditional manner. There is a distinct hierarchy, and individuals who hold leadership roles, particularly those who have more experience and training, are shown the utmost respect throughout the organization. The secret to success is to be well-organized, neat, and considerate of the time that your coworkers have available to them (Gorton et al., 2022).

Senior management in Austria is typically less receptive to the idea of group decision-making than senior management in other nations where these issues have been addressed. Frequently, management will provide its personnel with unambiguous instructions, and it is

expected of them that they would carry them out without any doubt. In the Austrian corporate culture, there is a lack of emphasis on reaching a consensus, and it is expected that managers are subject matter experts. As a result, managers are thought to be capable of making choices without consulting their subordinates (Lorincová et al., 2020). Because of this, the concepts of politeness and respect in the workplace in Austria have a somewhat archaic quality to them. Senior managers typically do not exhibit autocratic tendencies, even though they hold more power inside a company. The reality is that managers spend a significant amount of effort into making their workplaces more pleasant. Their primary objective is to maintain the support of each employee. The tone of all forms of communication, including emails and memos, ought to be formal to preserve a courteous atmosphere in the workplace.

Being punctual is a quality that is truly ingrained in the Austrian culture (Katelieva et al., 2020). Not only are accuracy and scrupulousness important traits for a businessperson, but they are also commendable virtues in the country. It is common practice in our nation to prepare for events several weeks or even months in advance. When it comes to the ability to do business in an exact and efficient manner, punctuality is believed to be one of the signs. The slightest delay, even if it's just a couple of minutes, can cause your Austrian partner to feel quite offended, will be interpreted as a sign of contempt, and will be detrimental to your professional reputation. Respecting the non-working time of Austrian partners is not just a sign of good manners but also a proof of good citizenship. It is not a good idea to schedule a business trip to Austria during the usual holiday months (July and August), the Christmas holidays, or national holidays such as October 26, which is the National Day of the Republic of Austria.

The concept of social partnership, which promotes collaboration and communication in topics pertaining to labour relations, is something that the highest echelons of Austrian corporate culture take great delight in. The importance of close collaboration and collaboration with business partners and companies in Austria cannot be overstated (Herget, 2023). The Austrians are quite cautious when it comes to titles and titles. The formula for addressing someone looks like this: "Herr/Frau + rank or profession + surname." This is used during the initial communication. It is important to note that the interlocutor's wife is addressed in the same manner, with the word "Herr" being replaced with the word "Frau":

Frau Doctor Mauer. In Austrian business etiquette, the term "doctor" refers to an academic title rather than a vocation. This is an important distinction to highlight.

Do not ever consider that Austrians are comparable to Germans. The entire region of the former Federal Republic of Germany exhibits a shameful attitude toward its history, even though this is a nation that has a long and illustrious history, as well as a culture that is distinctive and speaks German.

There are four primary types of legal structures in Austria:

- Partners in a partnership who share in the losses, liabilities, and debts of the partnership. Each member is personally responsible for the debt for an undetermined amount of time.
- Limited liability partnerships are distinguished by the fact that they allow for a contrast in liability between confederates. In contrast to the other partners, who are only responsible for a predetermined sum, at least one partner is bound by an endless amount of responsibility. One characteristic that is typical of these limited liability organizations is that the unlimited partner is itself a limited liability corporation, which implicitly restricts responsibility as well.
- The limited liability company is the most common type of legal entity in Austria since it provides more leeway for operation and requires fewer formalities than other organization structures. All the company's obligations are protected by its assets. Shareholders are only liable for their initial investment above and above that. It is possible for a single shareholder or a group of shareholders to establish a limited liability corporation in Austria for any number of legal reasons. Shareholders can be individuals or legal entities located anywhere in the world, including globally.
- JSCs are subject to more stringent regulations than Austrian limited liability companies (LLCs), although they are nevertheless able to be listed on the stock market. The authorized capital is used to acquire shares of the company. All the company's obligations are protected by its assets. Shareholders' legal responsibility is restricted (Fina & Fechner, 2021).

3.4.3 Czech Republic

Since the structural and political shifts that occurred in the 1990s, the economy of the Czech Republic has performed exceptionally well. Even though economic development came to a halt following the banking crisis, it looks to have recovered thanks to a combination of government spending and direct investment from overseas. Several important statistics, including rates of inflation and unemployment, indicate reasons for optimism over the future (Slaný & Lipovská, 2020). Additionally, the Czech Republic had very high scores on several important indicators that pertain to "well-being," with personal safety, work-life balance, education, and skills receiving very high scores. In general, it seems that the nation has done a much better job than some of its neighbours in Central and Eastern Europe of navigating the transition from a Soviet satellite state to a contemporary social economy.

From all these considerations, it is possible to draw the conclusion that the future of the country is bright and that conducting business in the Czech Republic is likely to make good financial sense. It appears that all the necessary components are present to achieve success in the Czech market. The economy is generally robust, the country is situated in a geographically advantageous location, the workforce is highly educated, and the consumer culture is rapidly evolving. Nevertheless, as is the case with any new market, some study needs to be carried out, and it is essential to take into consideration the business culture of the Czech Republic (Skawińska & Zalewski, 2020).

For instance, there are issues that can arise in the life of a firm in the Czech Republic that are related to the generations of employees they employ. Having an understanding that the Czech Republic is a multinational country is essential. A significant number of the people who currently dwell in this country, as well as those who migrated here in search of financial gain, received their education and employment during the time that the Soviet Union was in existence. It is, therefore, possible that the two groups will conduct business in a manner that is drastically different from one another. This is only one of the many cultural concerns that should be brought to light prior to engaging in any business partnerships within the country.

It all begins with a handshake, and the Czechs typically base their initial opinion of a new acquaintance on the way they shake hands with that person. It is also common for women in the Czech Republic to give a firm handshake. Additionally, not only women but also guys. Having said that, this is more of a greeting for commercial purposes. In a recent publication, the results of an intriguing investigation were made available by the worldwide organization SC&C. When compared to other women in Europe, it has been discovered that Czech women over the age of 50 had the strongest handshake. On top of that, when communicating with Russians, Czechs have feelings of awkwardness and offence (Lazarova, 2013).

When conducting business in the Czech Republic, it is common practice to carry a business card. The fact that these business cards are written in Czech or, at the very least, in English is very significant. Czechs are generally a little bit fascinated with a variety of personal accomplishments, and they will not miss an opportunity to flaunt and indicate on their business cards that they are professors, associate professors, or have some kind of professional knowledge, such as being an engineer.

A Czech person can be addressed by his or her last name, followed by the title "*Mr.*" or "*Mrs.*" The prefixes "*pan*" and "*pani*" can also be used. On the other hand, Czechs are frequently ready to suggest choices as to how they can be addressed, which eliminates the awkwardness that is associated with formal communication. On the other hand, people in this region typically only use their names when addressing close friends, relatives, and acquaintances. The unsaid rule that should be followed when it comes to networking is "never eat alone." Czechs firmly adhere to this rule. Czechs will most likely sit at different tables if there are any available vacancies (Vrabcová & Urbancová, 2021).

In general, Czech business cultures are more focused on reaching a consensus than German corporate cultures. In other words, choices are reached through a process that involves all the relevant parties engaging in negotiation and reaching a compromise. The decision-making process in German corporate cultures is more hierarchical and based on a top-down approach. In most cases, senior managers are the ones who make decisions, and the input of other employees is given less weight than it would otherwise be. Corporate cultures in the Czech Republic tend to avoid conflict and confrontation. It is possible for this

to present itself in a variety of ways, including indirect communication, subtle conflicts, and a hesitancy to oppose authority.

Conflict is more commonly addressed and dealt with directly in German corporate cultures than in countries like the United States. When the situation calls for it, Germans are more prone to challenge authority and voice their ideas in an open and honest manner. Corporate cultures in the Czech Republic are typically more focused on the family than those in Germany. It is possible to observe this in the way Czech managers interact with their staff members, which is frequently more paternalistic and helpful. The corporate cultures of Germany are more transactional in nature. Contracts are normally the foundation upon which employee-employer relations are built, and there is less of an emphasis placed on the development of deep personal ties between managers and employees generally (Sommerlatte, 2023).

4 Practical Part

4.1 Comparison of the Labor Market

Before proceeding to the comparison of the corporate cultures between the three selected countries, it is downright crucial to first provide a comparison of the countries' labour markets since labour markets are traditionally the basis of any corporate culture. As a matter of fact, differences in the labour markets can positively contribute to explaining the differences between the individual corporate cultures in the Czech Republic, Austria and Germany. The very first aspect of the labour markets that is worth taking into consideration is the development of the unemployment rate, which is indicated in Table 1.

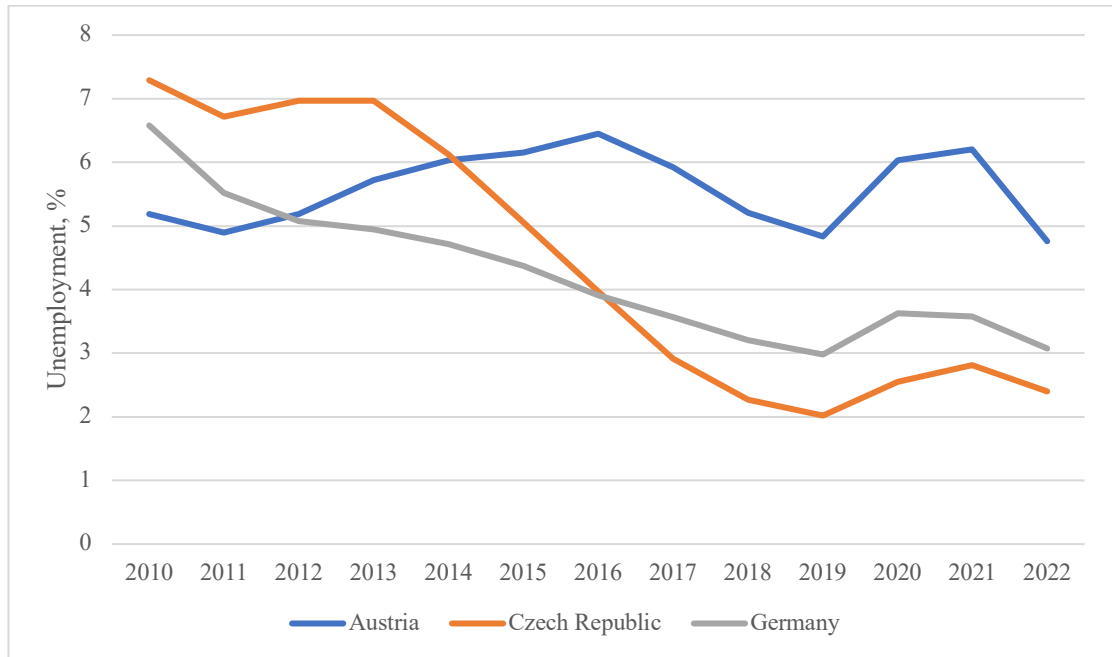
Table 1, unemployment in the selected countries (2010-2022)

Year	Austria	Czech Republic	Germany
2010	5.19	7.29	6.58
2011	4.9	6.72	5.52
2012	5.19	6.97	5.08
2013	5.72	6.97	4.95
2014	6.03	6.12	4.71
2015	6.15	5.06	4.37
2016	6.45	3.97	3.91
2017	5.92	2.91	3.57
2018	5.21	2.27	3.21
2019	4.84	2.02	2.98
2020	6.03	2.55	3.63
2021	6.2	2.81	3.58
2022	4.76	2.4	3.07

Source: OECD, 2023

Based on the table with the unemployment rates for the selected countries, it is possible to see that the level of unemployment was highly dynamic and rapidly changing for all the countries from the list. This dynamic can be traced thanks to the chart presented in Figure 2, indicating the behaviour of the curves over time.

Figure 2, the chart of unemployment rates (2010-2022)



Source: own processing based on OECD, 2023

Based on three curves, it is possible to indicate that the Czech Republic entered the second decade of the 21st century as a country with the highest unemployment out of the analyzed 3, and was followed by Germany and Austria, where the latter had the lowest level of unemployment. However, as time progressed, both the Czech Republic and Germany made huge progress as their level of unemployment decreased substantially, especially since it is applicable for the Czech Republic became the country with the lowest level of unemployment out of the three. Germany was the second, while Austria did not make any significant progress as its level of unemployment remained at more or less the same level.

On the other hand, the dynamic of the three countries is more or less identical, with surges mainly happening during complex times such as the European Debt Crisis in the early 10s and the COVID-19 pandemic, both of which increased the level of unemployment. Overall, despite slight differences in the magnitudes of the unemployment rates, there is still enough evidence to highlight that the dynamics of the indicators between the three countries are somewhat similar. The next indicator that is addressed in the thesis is the share of women in the total labour force of the countries. This is an important indicator since the participation

of women in the labour market is likely to inevitably influence the corporate culture. Table 2 presents the statistics that will be analyzed.

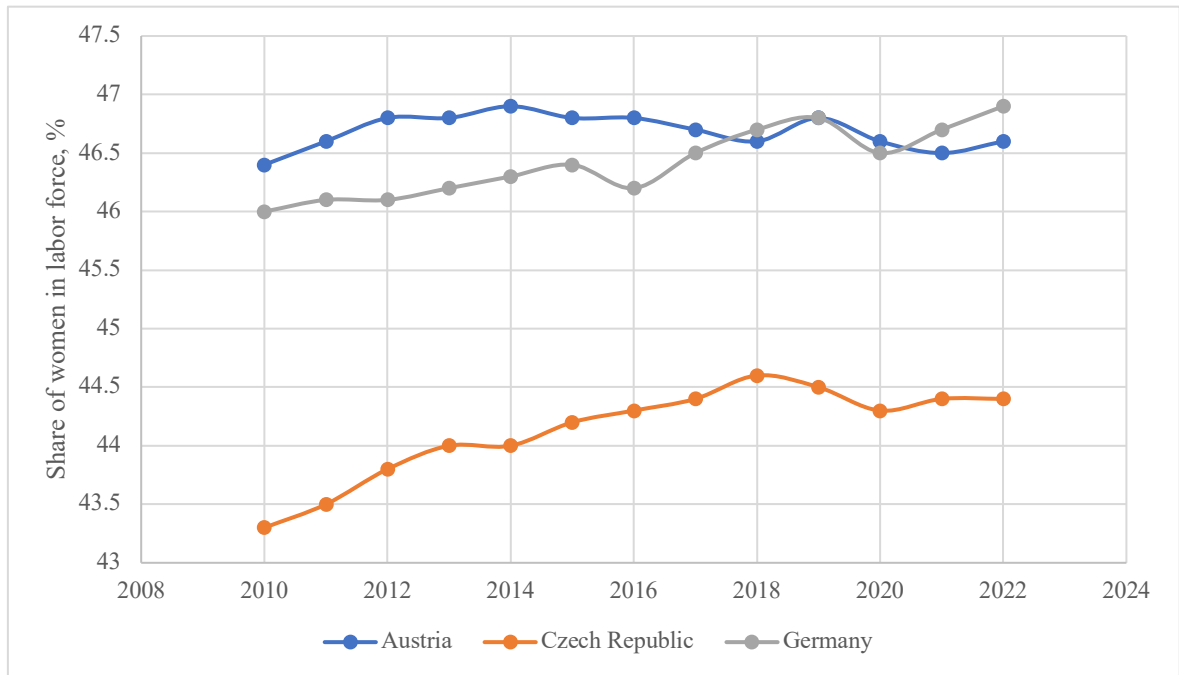
Table 2 the share of women from the labour force in the selected countries (2010-2022)

Year	Austria	Czech Republic	Germany
2010	46.4	43.3	46
2011	46.6	43.5	46.1
2012	46.8	43.8	46.1
2013	46.8	44	46.2
2014	46.9	44	46.3
2015	46.8	44.2	46.4
2016	46.8	44.3	46.2
2017	46.7	44.4	46.5
2018	46.6	44.6	46.7
2019	46.8	44.5	46.8
2020	46.6	44.3	46.5
2021	46.5	44.4	46.7
2022	46.6	44.4	46.9

Source: OECD, 2023

Once again, it becomes quite apparent that the individual performance of countries is not far from each other. At the same time, the country with the highest participation of women in the labour force is Germany, followed by Austria and the Czech Republic, where the participation of women is evidently lower than in the two countries discussed earlier. Figure 3 presents the chart of the variable.

Figure 3, the chart of women's participation in the labour force (2010-2022)



Source: own processing based on OECD, 2023

On the other hand, when looking at the performance of individual countries on the chart from Figure 3, it becomes highly apparent that there is a slight gap between the Czech Republic, Austria, and Germany that approximately equals 3-4 percentage points. On the other hand, it is also wise to mention that the Czech Republic was rapidly closing this gap over the course of the analyzed time period, but the recent pandemic of COVID-19 stopped the increase, and it is yet not clear whether the tendency will continue even further or not.

The next indicator that is addressed is the number of average annual hours actually worked, which is obtained from the OECD database. The data is presented in Table 3.

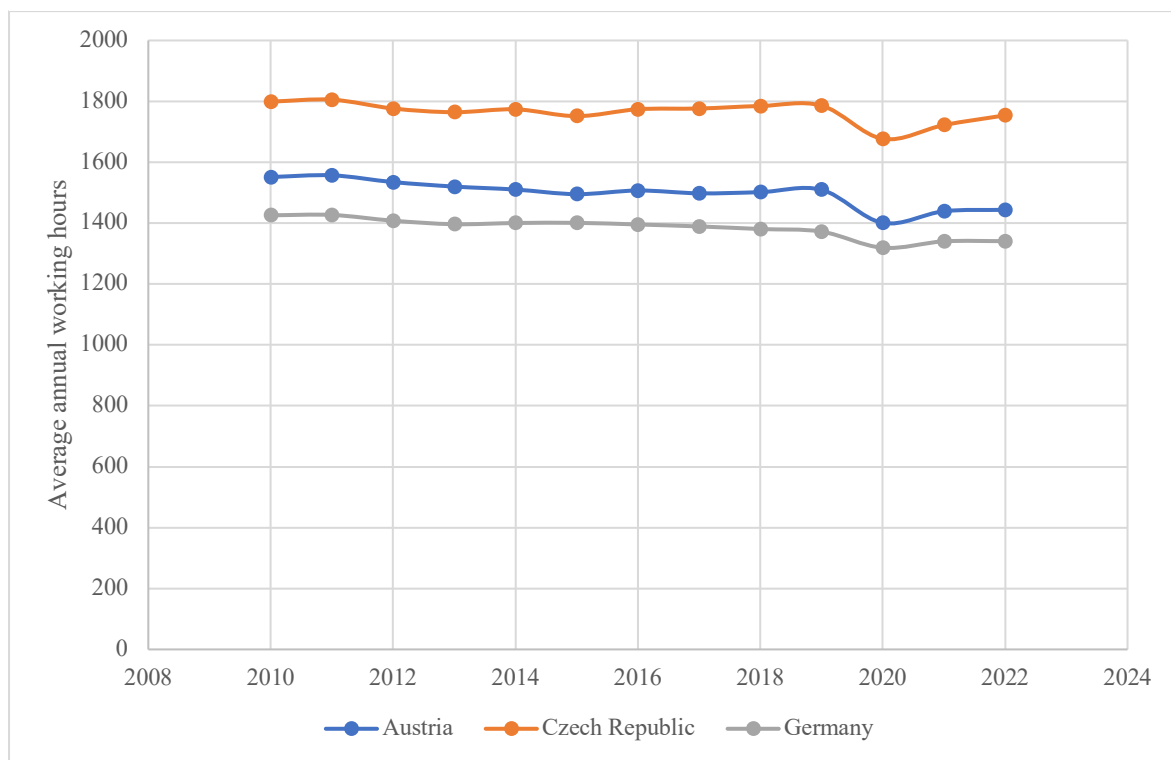
Table 3 the average annual real worked hours in the selected countries (2010-2022)

Year	Austria	Czech Republic	Germany
2010	1551.53772	1799.099746	1425.742
2011	1556.98065	1805.47337	1426.901
2012	1534.78122	1776.448316	1407.988
2013	1520.07912	1764.302008	1396.467
2014	1510.29787	1773.81181	1400.413
2015	1495.13011	1751.474214	1400.952
2016	1507.1731	1774.046355	1395.597
2017	1497.90433	1776.447703	1389.133
2018	1501.7403	1784.666363	1380.677
2019	1509.59166	1786.033445	1372.153
2020	1400.78692	1676.853401	1319.131
2021	1439.09392	1722.123952	1340.166
2022	1443.72037	1754.05033	1340.862

Source: OECD, 2023

According to the table with the data, it can be suggested that the country with the absolute highest working hours among the three is the Czech Republic, whose number is significantly higher than the number of Austria and Germany. Consequently, Figure 4 presents the chart indicating the performance of the three countries against the indicator.

Figure 4, the chart of average annual real working hours (2010-2022)



Source: own processing based on OECD, 2023

The gap between the Czech Republic and the remaining set of countries is even more apparent after looking at Figure 4. Interestingly enough, the country that clearly has a lower degree of market maturity and economic development has the absolute highest average annual real working hours, which, on the one hand, underpins the strength of the other two countries' labour policies, but this is equally a bad sign for the Czech Republic, especially from the perspective of a proper work-life balance.

On the other hand, it is also vital to indicate that there was no major progress or change in the value of the indicator for nearly all countries, with the exception of the period during the COVID-19 pandemic. Yet, in the case of both Austria and Germany, there is a subtle downward-sloping tendency, while the average annual working hours in the Czech Republic seem to be stationary. At last, the final indicator that is essential for understanding the overall

picture of the labour market in the three countries is the annual average salary in each of the three countries, which is presented in Table 4.

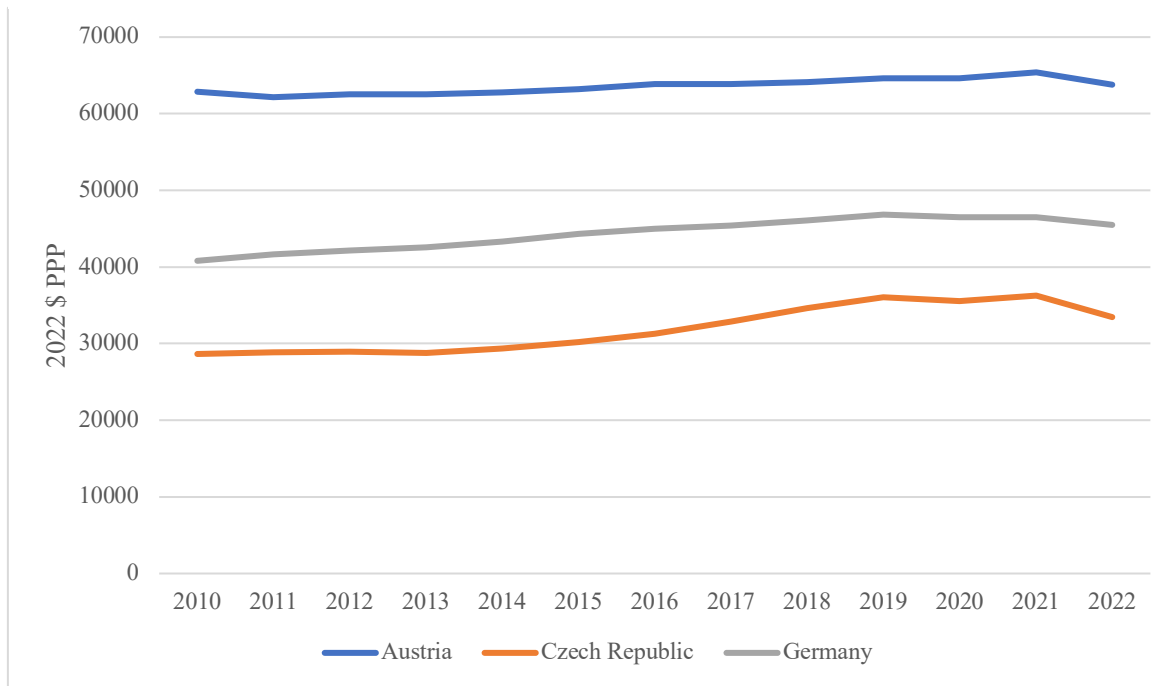
Table 4 the annual average salary in 2022 \$ PPP in the selected countries (2010-2022)

Year	Austria	Czech Republic	Germany
2010	62831	28648	40808
2011	62159	28882	41631
2012	62515	28934	42186
2013	62568	28754	42584
2014	62801	29360	43298
2015	63231	30224	44293
2016	63860	31291	44972
2017	63856	32891	45445
2018	64101	34633	46082
2019	64623	36071	46839
2020	64648	35552	46513
2021	65402.3163	36269.70799	46499
2022	63801.6205	33475.51974	45457.1889

Source: OECD, 2023

Interestingly enough, based on the collected data, it becomes obvious that the country with the highest average salary in 2022 \$ PPP is Austria, which is, in turn, followed by Germany, with the Czech Republic in absolute last place. Furthermore, the average annual salary in the Czech Republic is almost two times lower than in Austria, while the difference between the Czech Republic and Germany might not be as high as one would assume. Nevertheless, it is still vital to take a look at the visualization of the variables for the selected countries, which is presented in Figure 5.

Figure 5, the chart of the annual average salary (2010-2022)



Source: own processing based on OECD, 2023

The Czech Republic is located in the absolute last place when it comes to the annual average salary, according to the power purchasing parity, which leads to the suggestion that upon taking the nominal values, the gap is even higher. On the other hand, it is vital to indicate that Austria managed to significantly overpass not just the Czech Republic, which finished its economic transition in the 00s, but the country also managed to overpass Germany, which is often regarded as one of the strongest and best-performing economies not just in the European Union but also in the whole world.

At last, the final piece of information worth presenting is the fact that the Czech Republic, despite having the absolute highest average annual working hours, has the lowest average salary out of the three countries, which is likely to inevitably affect the well-being of workers that might be tempted to switch to alternative labour markets. In that regard, the labour markets of Austria and Germany offer a perfect alternative as those countries have a better ratio of salary to working hours. At the same time, finding a job for Czech seekers in

the aforementioned countries can be rather complex as the average level of unemployment in those countries is higher than that in the Czech Republic. Overall, based on the analysis of the labour market, it is possible to conclude that the situation in Austria and Germany is significantly better off in all aspects apart from the unemployment rate. The next chapter relies on qualitative analysis and notably uses scientific publications to compare the states.

4.2 Comparison of the Corporate Culture

To compare corporate culture in Germany, Austria, and the Czech Republic, it is essential to consider the influence of corporate governance, social responsibility, and cultural dimensions. The corporate culture in these countries is shaped by various factors such as self-regulation, diversity, and sustainability practices (Mensi-Klarbach et al., 2019; Saeed et al., 2021). For instance, Austria's corporate culture is influenced by its regulatory tradition and governance characteristics, which are also shared by Germany (Mensi-Klarbach et al., 2019).

Furthermore, the impact of corporate support programs is expected to unfold well in Germany due to its cultural properties (Engelen et al., 2017). Additionally, the stakeholder system of corporate governance is prevalent in Germany, which differs from the Anglo-Saxon model dominant in the USA and the UK (Chhillar & Lellapalli, 2015; Koutsias, 2019). Moreover, the literature provides insights into the determinants of corporate social responsibility (CSR) disclosure in developed and developing countries, shedding light on the attitudes towards disclosure and the influence of the board of directors on disclosure (Ali et al., 2017; Chen & Bouvain, 2008). Furthermore, Hofstede's cultural dimensions theory has provided a foundation for understanding corporate cross-cultural training programs, which is relevant when comparing corporate cultures across different countries (Taras et al., 2012).

In addition to these factors, the role of organizational culture in strategic human resource management and corporate entrepreneurship is crucial in understanding the corporate culture in these countries (Hinteregger et al., 2022). Moreover, awareness of and interaction with corporate governance practices and competitive advantage in global cultures, such as those in Germany and Austria, are also important considerations (Apfelthaler et al., 2002; Mager, 2018). Furthermore, the impact of digital transformation on

leadership competencies in different cultural contexts, including Germanic/Nordic Europe and Latin Europe, provides valuable insights into the leadership dynamics within these corporate cultures (Philip et al., 2023).

To draw an intermediate conclusion, the comparison of corporate culture in Germany, Austria, and the Czech Republic requires a comprehensive understanding of various factors such as corporate governance, social responsibility, cultural dimensions, leadership competencies, and the role of organizational culture in driving entrepreneurship and innovation. These factors collectively shape the distinct corporate cultures in these countries, reflecting their unique regulatory traditions, governance characteristics, and cultural dimensions.

Examining the corporate cultures of Germany, Austria, and the Czech Republic in the context of working conditions, wages, and their potential impact on overall business environments reveals a nuanced picture. While each country possesses unique attributes that contribute to its corporate culture, the Czech Republic, with its higher average working hours and lower wages compared to Germany and Austria, may face challenges that could potentially influence its corporate landscape adversely.

One critical aspect influencing corporate culture is the average working hours expected of employees. Germany and Austria are known for their strong emphasis on work-life balance and the implementation of relatively shorter working hours. In Germany, the "Arbeitszeitgesetz" (Working Hours Act) regulates working hours, promoting a standard 40-hour workweek. Austria, similarly, has a legal framework in place to ensure reasonable working hours, contributing to a culture that values employee well-being and a healthy work-life equilibrium.

In contrast, the Czech Republic has witnessed a trend of longer working hours, surpassing the European Union average. While the reasons behind this phenomenon are multifaceted, including cultural factors and economic considerations, the extended work hours could potentially have adverse effects on the corporate culture. Longer working hours may lead to burnout, reduced job satisfaction, and diminished overall well-being among

employees. This, in turn, could impact creativity, innovation, and employee engagement, key elements of a thriving corporate culture.

Moreover, the discrepancy in wage levels across these countries plays a significant role in shaping their respective corporate cultures. Germany and Austria, known for their robust economies, have comparatively higher average wages, contributing to a higher standard of living for employees. The social market economy in Germany, characterized by strong social welfare systems, collective bargaining agreements, and a focus on fair wages, fosters a sense of security and well-being among the workforce.

Conversely, the Czech Republic has lower average wages, reflecting economic disparities within the European Union. While lower wages can attract foreign investment and promote competitiveness, they may also lead to challenges such as talent retention, job satisfaction, and employee motivation. In the long run, the combination of longer working hours and lower wages could potentially erode the overall job satisfaction and commitment of the Czech workforce, impacting the country's corporate culture.

The potential negative effects on the Czech corporate culture extend beyond the immediate implications for employees. Lower wages and longer working hours may contribute to a more transactional relationship between employers and employees, focusing solely on the economic aspects of work. In contrast, the emphasis on fair wages and reasonable working hours in Germany and Austria nurtures a corporate culture that values employee contributions, fosters loyalty and promotes a collaborative and innovative work environment.

Furthermore, the economic disparities may exacerbate social inequalities, affecting the overall societal fabric and potentially influencing corporate values. A sense of fairness and social responsibility is integral to the corporate cultures of Germany and Austria, where the emphasis on equitable compensation and a balanced work-life structure contributes to a more inclusive and supportive workplace environment.

Addressing these challenges requires a holistic approach involving both governmental and corporate initiatives. The Czech Republic may benefit from a review of labour policies

and practices to align with the evolving expectations of the modern workforce. Implementing measures to improve work-life balance, reassessing wage structures, and fostering a culture of employee well-being could contribute positively to the country's corporate landscape.

5 Results and Discussion

This chapter presents the results and subsequent discussions derived from the comprehensive analysis of corporate culture in Germany, Austria, and the Czech Republic. The study focused on the influence of corporate governance, social responsibility, cultural dimensions, leadership competencies, organizational culture, working conditions, and wages on the corporate landscapes of these countries. The discussion delves into the nuanced differences and similarities observed, shedding light on potential challenges and implications for each nation's corporate culture.

The examination of various factors influencing corporate culture revealed that regulatory traditions, governance characteristics, and cultural dimensions play pivotal roles. Germany and Austria share a regulatory tradition that shapes their corporate culture, contrasting with the Czech Republic. The stakeholder system of corporate governance in Germany stands in stark contrast to the Anglo-Saxon model. Additionally, the impact of digital transformation on leadership competencies highlights the evolving dynamics within corporate cultures.

The analysis of working conditions and wages underscores significant variations among the three countries. Germany and Austria prioritize work-life balance and implement shorter working hours, fostering employee well-being. In contrast, the Czech Republic exhibits longer working hours, potentially contributing to adverse effects on corporate culture, such as burnout and reduced innovation.

The discrepancy in wage levels further distinguishes these nations. Higher wages in Germany and Austria contribute to a higher standard of living, while the lower wages in the Czech Republic may pose challenges related to talent retention and employee motivation. The potential negative impact extends beyond immediate job satisfaction, affecting the overall relationship between employers and employees.

The observed differences in working conditions and wages have profound implications for corporate culture in each country. Germany and Austria, with their emphasis on fair wages and reasonable working hours, nurture a culture that values employee contributions

and fosters loyalty. In contrast, the Czech Republic's challenges with longer working hours and lower wages may lead to a more transactional employer-employee relationship, potentially eroding job satisfaction and commitment. Furthermore, economic disparities may exacerbate social inequalities, influencing corporate values. The emphasis on fairness and social responsibility in Germany and Austria contributes to a more inclusive and supportive workplace environment. In the Czech Republic, addressing these challenges requires a holistic approach involving both governmental and corporate initiatives to align labour policies with modern workforce expectations.

6 Conclusion

This bachelor thesis focused on the comparison of corporate culture in Germany, Austria, and the Czech Republic, focusing on factors such as corporate governance, social responsibility, cultural dimensions, leadership competencies, organizational culture, working conditions, and wages. The findings have shed a brighter light on the distinctive attributes that shape the corporate landscapes of these nations and highlighted the potential challenges and implications for their respective corporate cultures.

The comparative analysis revealed that regulatory traditions, governance characteristics, and cultural dimensions significantly influence corporate culture in Germany and Austria, setting them apart from the Czech Republic. The stakeholder system of corporate governance in Germany stood out as a distinguishing feature. Additionally, the impact of digital transformation on leadership competencies underscored the evolving dynamics within corporate cultures, reflecting the adaptability and resilience required in the contemporary business landscape.

The examination of working conditions and wages provided crucial insights into the divergent approaches of these countries. Germany and Austria, with their emphasis on work-life balance and fair wages, cultivate corporate cultures that prioritize employee well-being, loyalty, and innovation. Conversely, the Czech Republic's longer working hours and lower wages may pose challenges that extend beyond immediate job satisfaction, potentially eroding the overall commitment of the workforce and shaping a more transactional employer-employee relationship. On the other hand, a positive aspect of the Czech labour market, such as the unemployment rate, could play a positive role in the process of shaping Czech corporate culture.

The implications for corporate culture are profound, with the observed differences influencing employee satisfaction, innovation, and broader societal dynamics. Economic disparities, when unaddressed, may exacerbate social inequalities, impacting corporate values. Recognizing these challenges, a holistic approach involving both governmental and corporate initiatives is necessary. The Czech Republic, in particular, could benefit from a

review of labour policies and practices to align with the evolving expectations of the modern workforce, fostering a culture of inclusivity, fairness, and employee well-being.

In conclusion, this thesis contributes valuable insights to the understanding of corporate cultures in diverse international contexts. It serves as a foundation for future research and provides guidance for policymakers and corporate leaders seeking to enhance workplace environments, promote fairness, and adapt to the evolving dynamics of the global business landscape. As one navigates an era of continuous change, the lessons drawn from this study underscore the importance of fostering corporate cultures that not only meet the needs of employees but also contribute positively to societal values and expectations.

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8.3 List of Abbreviations

EQ	Emotional Quotient
IQ	Intellectual Quotient
GDP	Gross Domestic Products