DIPLOMA THESIS

MASTER OF BUSINESS ADMINISTRATION

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

TITLE
Organizational management: an analysis of a Czech multinational employee's performance

STUDY SUBJECT
Management

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SUMMARY
1. Main objective:
The main objective of this paper is centered on an analysis of the organizational management applied in a selected Czech multinational company. Strengths, weaknesses, opportunities and threats that the company affronts are assessed based on the results from a questionnaire used among employees. The questionnaire applied comprehends four variables (employees' motivation, management attitudes, corporate culture and rewards) which are analyzed based on the demographic data collected. Different perspectives are considered with the aim to identify the factors that affect the foreign and Czech employee's motivation and performance in conformity with attitudes and provenance.
2. Research methods:
The research methodology used in this study represents four variables: employee's performance, management attitudes, corporate culture and rewards applied in a questionnaire which provides proven data regarding to employee's performance vis-a-vis the organizational management and work international environment.
3. Result of research:
Results of research indicate that foreign employees with different provenances and level of studies in the selected Czech multinational company work under diverse conditions and present a variety of perspectives regarding motivation and performance in contrast with Czech citizens. Foreign employees demonstrate more dissatisfaction working in the Czech multinational company environment and company management than Czech citizens who are more positive and motivated to work.
4. Conclusions and recommendation:
The multinational company will improve its productivity when a performance structure is created with the aim to enhance employees' trust and loyalty specially adapted to a multicultural environment. According to findings an adjusted company culture based on the international team is needed to motivate and connect members with management since people with different provenances may have diverse expectations, ideas and knowledge. An international culture will keep foreigners interested in being involved with the organization and not feel excluded if the company remains a Czech tradition work environment. Several ideas are mentioned as a proposal for a better organization and for the retention of qualified employees based on a compensation plan as a strategy for personal motivation and development and for generating a trustworthy communication among foreigners and Czech nationals that cooperate together in the company.

KEYWORDS
Organizational management, Corporate culture, Employees performance, Multinational corporate, SWOT analysis.

JEL CLASSIFICATION
F23, M12, M14, M52

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DIPLOMA THESIS ASSIGNMENT

Name and surname:	Vanessa Orozco Orozco
Study program:	Master of Business Administration Eng (MBA)
Study group:	MBA EN03
Title of the thesis:	Organizational management: an analysis of a Czech multinational employee's performance
Content of the thesis:	1. Introduction – problem declaration, aim, methods, structure of the thesis. 2. Theoretical and methodological part – used terms, organization management, corporate culture, multinational corporate, motivation and performance, processes methodology. 3. Analytical part – characteristics of selected Czech company, analysis and results of investigation in employee's performance, summary of results, recommendations and proposal for a better organization. 4. Conclusions.
References:	• Bravo, R. M. J., Pina, J. M. Corporate Identity Management and Employees' Responses. *Journal Of Strategic Marketing* [0965-254X], 25(1), 1, 2017. • Donaldson, L., Qiu, J., Nanfeng L.B. For Rigour in Organizational Management Theory Research. *Journal of Management Studies*. Blackwell Publishing, 50(1), 153-172, 2012. • Haslam, S. A., et al. *Social Identity at Work. Developing Theory for Organizational Practice*. New York: Psychology Press, 2003. • Podolsky, M. The process of strategic work modeling: Drawing clear connections between organization strategy and human resource management practices. *Organizational Dynamics* [0090-2616], 47(1), 17, 2018. • Ricky, W. G; Moorhead, G. *Organizational Behavior. Managing People and Organizations*, 10th ed. Mason: South-Western. Cengage Learning, 2008.
Schedule:	• Aim and methods till: 01.05.2018 • Theoretical part till: 01.06.2018 • Results till: 15.08.2018 • Final version till: 01.09.2018
Supervisor:	doc. RNDr. Mirko Křivánek, CSc.

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In Prague 01. 04. 2018

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Content

1. Introduction

Companies face a continuous variety of challenges since its establishment, different concerns arise from diverse factors since business generations change over time. No matter the factors involved, companies are frequently influenced by internal and external circumstances that bring positive and negative aspects which should be analyzed according to the needs. As every company goes through an initial stage, its growth and development depend on a variety of criteria and the alignment to the cultivation of a proper managerial practice in order to reach the initial company goals.

Most of the challenges presented during a business life are not only related to the administration activities, time and effort invested but the way of applying acquired knowledge into a proper organizational management and culture. Unlike other factors, the complexity of organizational behavior plays a huge role in the achievement of the business goals and the correlation with the company model. All these factors influence directly to the employee's motivation and performance as every aspect should be determined by an effective management. Therefore, aspects such as organizational management, corporate culture, swot analysis and employees' motivation are evaluated in this paper.

The purpose of this paper is centered on an analysis of the organizational management applied in a selected Czech multinational company. Strengths, weaknesses, opportunities and threats that the company affronts are assessed based on the results from a questionnaire used among employees. The questionnaire applied comprehends four variables (employees' motivation, management attitudes, corporate culture and rewards) which are analyzed based on the demographic data collected. Different perspectives are considered with the aim to identify the factors that affect the foreign and Czech employee's motivation and performance in conformity with attitudes and provenance.

This research is structured by a theoretical framework including organizational management, multinational corporate, corporate culture, swot analysis and motivation and performance literature reviews. Thus, the analytical part covers the characteristics of the Czech multinational company and the findings from the participants of the questionnaire in order to provide relevant recommendations and the proposal for the construction of a better organization.

2. Theoretical and methodological part

Literature review for this study is conducted to analyze the organizational management behavior for an effective management practice in a multinational company bearing in mind that the SWOT analysis contributes to collect relevant information from both internal and external factors that influence the business from social to financial aspects. Corporate culture and multinational corporation theoretical reviews were applied in this paper as the basis to understand the business model and attitudes from management to apprehend employee's performance and motivation.

2.1 Organizational management

The ambition of developing and succeeding a business has brought many studies in around the world with the aim of reaching the ideal business model. In one research, Øystein D. et .al (2018) mentioned that the principal objective of a business is to create a customer and in order to get a customer there should be an objective. The principal objective of any company has a value which is to increment the proportion of contributed value retained as profit, this means that, once the profit is reached the business can keep evolving. Øystein D. et .al also mentioned that a business is based on its activities performance to get the profit which should be efficiently and effectively developed to give value to its customers and the way of performing them is by controlling and coordinating those activities to sustain the business. Other research by Gulati. et al., (2012) suggests that business organizations need to better understand that as time goes by, they need to create new architectures not to only cover traditional organizational boundaries that could affect the emergence, development, and transformation of business models but contribute to generate innovative means to develop and perform the business activities.

All companies face positive and negative situations within their organizational management that can affect the performance of the activities and the behavior of the personnel, which indicates that over time, companies have tried to solve these challenges by understanding the environment and acting to them according to their own perspective and the traditional organization structure. (Pugh. et al. (1963, 1969) believe that size strongly influences organizational structure, the bigger the company, the bigger the challenge since, nowadays, companies are composed by multicultural environments. The challenges that leading members face result directly but the way of concluding and solving them from empirical results instead of committing deeply to any a priori theory. It is valid for managers to be guided by the environment behavior considering complex employee's responses to certain circumstances and use empirical analysis to conduct the best practices to maintain it balanced. However, Hayes (2006) mentioned that it is required to apply a significant intellectual investment and focus more on a complex relation instead of the simple procedure of stimulus in order to create a full behavior analysis combining the a priori and a posteriori knowledge. Therefore, Donaldson, L. et al. (2012) states that the concern for rigor in social researches has led to the development and use of statistical and other methodological measures designed to reduce errors.

While organizations confront challenges and errors, Simon (1993) suggests that organizational problem solving consists of anticipating the future, generating alternatives, and implementing plans. Anticipate the future means comprehending the current context happening within the

organization, employees and managers actions conforming to the development of the activities and their responses; for such situations it is relevant to generate alternatives that improve the behavior when it goes to a negative process, for this reason, the implementations of plans is important before occurring challenges and take actions to avert inconvenient directions from the personnel and the structure of the company. Thus, Donaldson, L. et al. (2012) manifests that planning to pursue the prediction-and-influence of psychological events on employees is made by changing the context of actions. Then, a sustainable company perspective is seen as a social and environmental performance indicator and highlights the importance of the communicative environment and economic responsibility as the organization planning goal.

On the chart 1, Griffin & Moorhead (2010) display the different social responsibilities and their outcomes for an organizational effectiveness.

Figure 1 Organizational Effectiveness
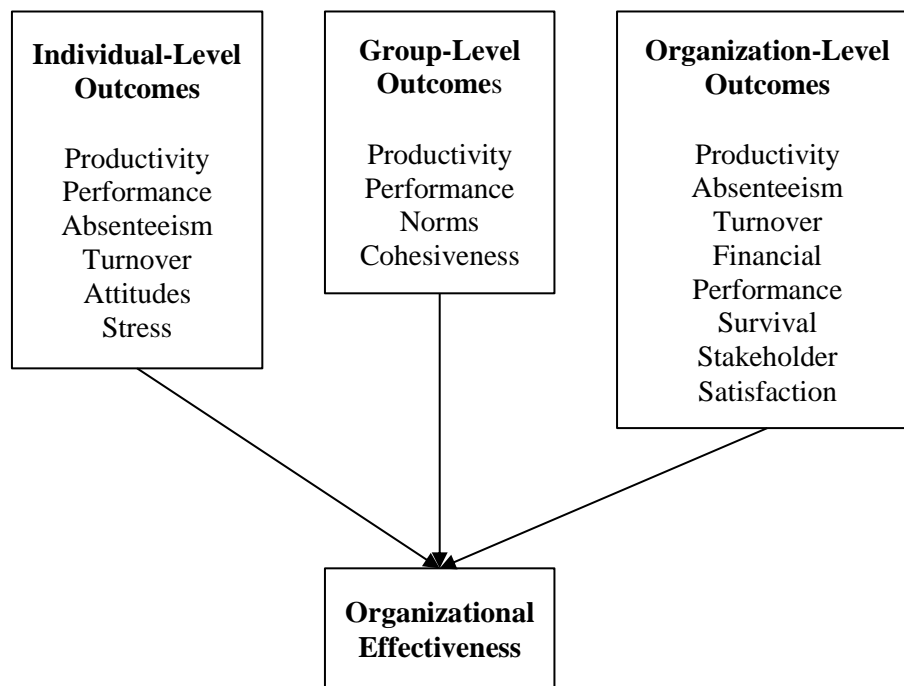
Source: Griffin & Moorhead (2010).

Considering their approach for an organizational effectiveness, it is shown that productivity comprehend all levels in order to reach the goal. Also, organizations must contemplate the important role that each member within a company possess. When it comes to individual and group level outcome, members present a certain productivity and performance plane with the difference that in the individual-level, they evidence of absenteeism, stress and provide turnover and a variety of attitudes, while in the group- level, norms are needed to keep discipline and assess team and projects performance and cohesiveness. On the other hand, the organization-level outcome is more complex and comprehend the whole turnover and integrate the productivity from all members of the organization. Additionally, it shows the administrative and financial realization and the

company's growth, as well as the stakeholder's satisfaction. Summing up the individual, group and organization levels, it is possible to say that the achievement of the organizational effectiveness can be constructed.

Chesbrough (2006) proposes an open innovation on which processes are the means of business adaptation where not only the knowledge is shared between internal managers to accelerate the growth of the organization but including alternative companies' cultures as a way of exchanging knowledge for a collaborative methodology. The wide chain of resources gained by letting bring an open innovation to an organization, generates new perspectives and, therefore, new actions for the planning and controlling of the activities. As explained in the table 1, it is depicted the evolution of innovation models by Kotsemir and Meissner (2013).

Table 1 Evolution of innovation models

| Generation	Period	Authors of fundamental ideas	Innovation model	Essence of the model
1	1950-s – late 1960-s	Usher, 1954, Usher, 1955	Technology push	Linear process
2	Late 1960-s – first half of 1970-s	Myers and Marquis (1969)	Market [Need] pull	R&D on customer wishes
3	Second half of 1970-er – end of 1980-s	Rothwell and Zegveld (1985)	Coupling model	Interaction of different functions
4	End of 1980-s – early 1990-s	Kline and Rosenberg (1986)	Integrated model	Simultaneous process with feedback loops; "Chain-linked" Model.
5	1990-s	Rothwell (1992)	Networking model	System integration and networks (SIN)
6	2000-s	Chesbrough (2006)	Open innovation	Innovation collaboration and multiple exploitation paths.

Source: Kotsemir and Meissner (2013)

Based on the evolution of innovation models, it is crucial to understand that to achieve the current organizational management theories, it has gone through a variety of changes, evolving from a linear process where customer's satisfaction and demand was the key, to the development of new technologies and products for the market demand. These technologies were the pioneer tools where companies started to include for making each task easier, less complex for determined activity and more productive for each department; afterwards, the combination of previous models lead to the phase where the communication network among scientific agents and technology market put different stakeholders together and the interaction in a higher level.

By virtue of the functional integration attainment, emerged the continual feedback and relationships between internal departments called by Kline and Rosenberg (1986) as the chain-linked model which is designed to how continuous innovation works to satisfy customers and companies goals with the use of new technologies and the market demand. Not for long came the fifth generation that allows a better flexibility of the communication system and awareness to unstable markets, involving change and decisions in the whole environment for better processes and results. Consequently, the need of reducing time and cost spent and enhancing productivity, comes the know-how and creative competence for the goal achievement from a standard to high quality and the visionary purpose for the future placing a collaborative integration into a high position as the newest innovative model in the organizational management plan since human connection to the company purpose is the most relevant strategy to put into effect (Nicolov, 2012).

An effective organizational management requires not only planning, controlling activities, analyzing pros and cons and creating and attending internal meetings but setting an structure according to the aim of the company, tangible and intangible resources and information that influence the company's success and development, even though, Kalender (2016) believes that the evolution and performance of any company does not indicate the complete complexity of the organization in view of the multiple demand coming from diverse internal and external stakeholders involved, since the company's objectives are multidimensional, it aligns all resources available with the operation of the mission, the relevance of the vision and the way how the company strategy is conceived. For this reason, the coherence of a clear company purpose provides a gradual natural power with a logical relevance that evidently fulfill a fundamental goal.

Rabbani. et al. (2014) manifested that a corporation's mission and strategy should involve connected factors in the same dimension, those factors such social, economic, learning and grow, internal process and the environmental aspect are the base for the mission and strategy, each one with objectives, measures, targets and initiatives. They believed that those potential and linked factors are associated with certain comprehensive components that are the essential keys to set a company's sustainable balanced scorecard. This study has created a general diagram of a sustainable balanced scorecard interpreted in the following figure 1.

Figure 2 General diagram of Sustainable Balanced Scorecard
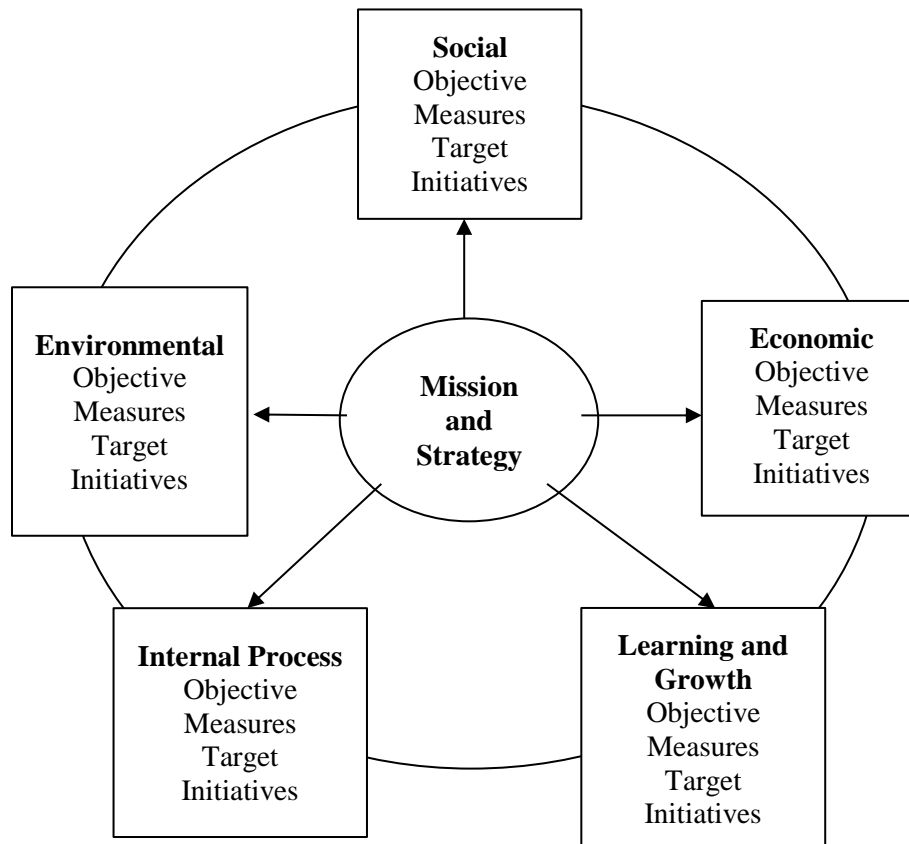

Source: Rabbani. et al. (2014).

Based on figure 1 from Rabbani. et al. (2014), the organizational management plan incorporates four elements on each factor, implemented to constitute a sustainable balanced scorecard and a long-term success. Išoraitė (2008) defines the balanced scorecard as a management system, which is structured according to the logic of the management cycle: plan-do, check-act. For instance, the factors involved are composed by the elements described above: strategic objectives which, according to Quezada, Luis E. et al. (2009), they recreate the relationship among the general strategy and company objectives to define the productivity and its indicators. These researchers propose the implementation of a strategy map combined in the management process to assess the performance. Thus, it allows to constitute the measures to know if the management is achieving the desired objectives and results permitting that this measurement can be quantified and appraised being the reference point for the whole management system (Rigby, 2015).

Once the management has established its objectives and measures, the target segment must be evaluated cautiously as this consists on the potential customer group that leads the company to success. Customers values and profitability guides the company to target current and future needs and expectations within the market (Kalender, 2016). In this sense, the organizational management can implement short-term and long-term initiatives and criteria to identify and structure the right values for internal and external involved factors.

On this perspective approach, the diagram for a sustainable balanced scorecard based from Rabbani. et al. (2014), illustrate the management sustainability, stakeholders, processes and learning, where all together comprehend the success and development of the business management.

In view of the evolution and development of the organizational management, technology plays an important role since many organizations adopt a structure where maximizing technology causes an incremented structure leading to a higher organizational performance (Donaldson, 2012). In the figure 2, it is illustrated how technology is associated to the organizational performance and structure management.

Figure 3 The effects of technology on organizational management
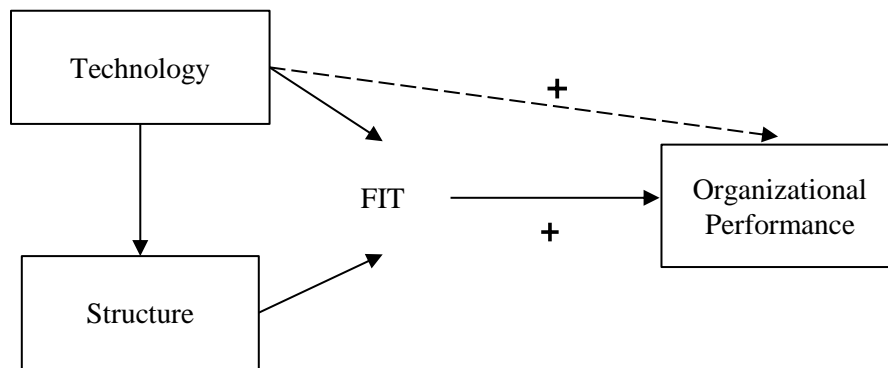
Source: Donaldson (2012).

The logic applied in figure 2 by Donaldson (2012) tells how technology is directly linked to the organizational structure and how both influence the organizational performance. By increasing technology, the enhanced performance is reached. This analysis also shows that technology has a contingency level between technology and the organizational performance which is not directly connected, this means that higher levels of technology denotes higher levels of performance by means of fitting the company's structure; this way can produce a positive impact on the relationship technology-performance. However, the technology variable in terms of getting a positive organizational performance needs to take into consideration the organizational size and strategy. In other words, in order to achieve a positive organization performance, it is important to fit its structure with the strategy and technology involved, therefore, organizations managed by technological constituents, like online shops, tend to need more hierarchical structure and personnel communication, on this view, the triangle: technology, structure and organizational performance will scale satisfactorily.

2.2 SWOT analysis

It is argued that in order to have an effective organizational management, corporations should apply a SWOT analysis to understand how its Strengths, Weaknesses, Opportunities and Threats are performed. Conforming to several studies, the SWOT analytical method emerged from the sixties and seventies developed by Albert Humphrey who investigated the planning deficiency of American corporations to create a system that could change the management and control. First named as SOFT (Satisfactory, Opportunity, Fault, Threat) and later adapted as SWOT. (Vaněk, 2014). Based on this theory, when companies apply the SWOT analysis to their organizational management, it is possible to see and identify the positive and negative aspects involved in both internal and external conditions to either continue enhancing them or modify inadequate directions.

Companies acquired the SWOT analysis because it allows to evaluate the organization, its plans, projects and the business performance. These tools help to recognize the organizational and environmental conditions from internal to external factors which are subject to evaluation. Strengths and weaknesses from the internal perspective and opportunities and threats from external environments.

Gurel. et al. (2017) suggest that this as the era of big data is completely upon us and the promise is huge. The best way for a company is to exploit it to get benefits from it and the new challenges that big data can offer by understanding how this information has effect in the business. Therefore, authors list the possible organizational strengths and weaknesses and the sources of possible environmental opportunities and threats in the SWOT analysis framework proposed in the table 1.

Table 2 SWOT Analysis framework

Possible Organizational Strengths and Weaknesses			
Advertising	Distribution	Leadership	Product/service quality
Brand names	Economies of scale	Location	Promotion
Channel management	Environmental scanning	Management	Public relations
Company reputation	Financial resources	Manufacturing and operations	Purchasing
Computer information systems	Forecasting	Organization structure	Quality control
Control systems	Government lobbying	Physical facilities equipment	Research & development
Costs	Human resources	Product service differentiation	Selling
Customer Loyalty	Inventory management		Technology
Decision making	Labor relations		

Sources of Possible Environmental Opportunities and Threats			
Economic forces Industry forces	Political-legal forces	Social forces	Technological forces

Source: Gurel. et al. (2017)

The SWOT Analysis framework from the table 1, points out all feasible organizational strengths and weaknesses which, depending on the context, one can be a positive or negative influence for the company. Those different factors emerge, on the first place, from the management and the decision making that create a difference compared to competitors. If those differences are strong and effective, they are shown in the general market situation, financial structure, production and technical capacity, other important factors are research and development and the human resources to complete an effective management (Dinçer, 2007).

Other studies have demonstrated that the SWOT analysis is an essential tool to understand the company's strengths, weaknesses, opportunities and threats that influence its management system and according to Berisha's. et al. (2017) research, within the ten most used SMTTs, the SWOT analysis is the most common tool with an 88% usage in different companies. These results are listed in the table 1 starting from the most used and finalizing with the less common tool.

Table 3 The most used SMTTs

Type of tool	Percentage
1 SWOT analysis	88%
2 Benchmarking	36%
3 PEST analysis	32%
4 "What if" analysis	24%
5 Vision and mission statements	20%
6 Porter's five forces analysis	20%
7 Business financial analysis	20%
8 Key success factors analysis	16%
9 Cost-benefit analysis	16%
10 Customer satisfaction	12%

Source: Berisha. et al. (2017)

On the table 1, authors explained the difference between the most SMTTs used in the world and it has shown that the SWOT analysis is not only the most common tool but the most effective one. Also, Berisha's. et al. (2017) study manifests that developed countries use this tool more than different countries or others with transition economies with a significant result displayed in the Figure 2.

Figure 4 The most used SMTTs by country level development

Source: Berisha. et al. (2017)

Authors of this research, expose in the Figure 2 that companies in developed countries, regardless the size of the company, have adopted this tool more than other countries with the Czech Republic in first place in Europe.

Other strategic management tools and techniques like benchmarking, cost-benefit analysis, business financial analysis, customer satisfaction, vision and mission statement, PEST analysis, key competences, what "if" analysis and mathematical and statistical methods are assessed which did not present a high activity like it is the SWOT analysis probably because this tool is able to provide direct results from the company in question. However, in most of the cases, strategic plans were not developed in writing unless they were medium size companies (p. 504). The conclusion of this study indicates that the most probable reason for the popularity of the SWOT analysis in organizations, it is the ability to assess specifically all factors involved directly from the internal management and the external environmental influences.

2.2 Corporate culture

Before going deeper in the topic, it is necessary to understand what culture is and why corporates create a culture inside their premises. Based on Schein (2004), culture is an abstraction and those forces that are created in social and organizational situations derived from culture, are powerful. If people involved in the culture does not understand the operation of these forces, they become victims to them. Schein's idea of culture illustrates how the concept of culture helps to enhance organizational situations.

Bučková (2017) stands that knowledge management practices in corporations depend on several prerequisites and one of those important preconditions for effective knowledge management is the corporate culture. Thus, this is how corporations get to know how it works inside the social and organizational situations. Once the corporate culture is cultivated, it can enable a well-used knowledge management within the corporation. Øystein D. et. al (2018) believes that the corporate culture comprehends a value created in the company and its configuration affects all related with the business model and the organizational design. This approach suggests that corporate culture reflects how people execute and perform tasks, set objectives and administer the relevant resources to achieve those created objectives. The corporate culture is created regarding time and the company foundations, as the company grows and is developed, its culture is created and gradually changing (Blašková, 2010). This means that as time passes, the company shares new standards and corporate philosophies in order to create a common ideology, value and attitudes to make better decisions and to solve short and long-term issues.

Schein (2004) describes in the Figure 3, the three levels of culture from artefacts and espoused values to basic underlying assumptions that affect the corporate culture.

Figure 5 The three levels of culture
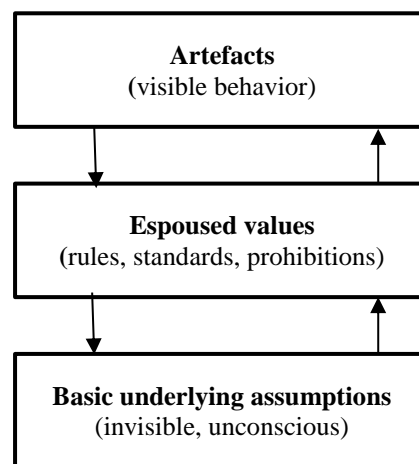
Source: Schein (2004).

Schein (2004) on his figure explains the artefacts as all visible such as the structures that build the environment, language, manner of address emotional behavior and processes creating the climate to know how the organization works. They all are related to the social environment and the means

of communication within the company. Language being the first channel for interaction, it is possible to say that English as the language of business, should be at least understandable and be communicated on a standard and neutral basis so that expressions are well accepted for a proper interaction. If this is not met, social interaction in the company can be interpreted based on each individual believes. As this level of culture is observable and the first step to evaluate the corporate culture, it is difficult to decipher and interpret each individual's feelings and reactions.

The author expresses that in the second level, a more understandable phase is constituted. On the cultural analysis of the espoused values, those members that prevail in the organization become more active for decision making and communication and, therefore, are the leaders that guide the group with more innovative ideas and problem solutions even if they are not predictable. This effect generates a transformation in the organization because there is a common perception of ideas. However, there are cases when the ideas are not shared, then they do not go through the same transformation but they are taken as assumptions by a social validation. This happens since there are a variety of cultural aspects that influence the validation for the reason that there are people with a wide cultural influence from different countries, either from Europe or from other continents. In this stage, believes and values are more relevant in view of that behavior is more predictable and observable.

For instance, this theory can have positive and negative sides where corporates can express that they value their members and argue that possess high quality products and these ideas are either shared and mutually reinforced by their members or are taken as invalid or contradicted by each individual of the organization since believes and values are seen differently by person to person and there should be a mutual interaction, specifically, mutual corporate communication, corporate strategy and corporate culture (Babelová, 2011).

Schein also manifests that the relevancy of the corporate culture is to understand the basic underlying assumptions which are the ones that guide behaviour, tell members how to perceive, think and feel about any idea. However, culture plays an important role as it is a set of basic assumptions (visible and unconscious) that affects the communication, the way of reacting emotionally to certain situations and the acceptance to the variety of point of views. Therefore, several studies argued that culture is a complex system of norms and values that is built over time and affects all kinds of corporate processes and behaviors (Nonaka, 2001).

Paulová. Et. al (2015) affirm that in order to achieve a good corporate culture, communication in the quality management system increment the members engagement and improves the understanding of the management and approach of the organization. Taking this into consideration, organizations involving culture normally try to the set a variety of rules and are often a controlled way of communication for delegating and performing tasks and responsibilities. This is determined by the type of position in the organization and the organization knowledge in order to create an effective decision making aligned with the established culture. Communication is a two-way process, exchanging information and subsequently giving feedback. For a well performed communication, the person responsible for the culture environment is meant to be aware of the company structure and possess an expertise and specialization on the field. The culture affects the means how people involved make decisions, feel and socially address their ideas in response to the opportunities and threats within the corporation and may vary from external cultures and provenances.

Considering the importance of organizational goals, Brunet-Thornton (2016) proved that several organizations in the Czech Republic are not aware of the denotation of implementing a company knowledge management with the achievement of goals as a company for maintaining a continual corporate culture. This research showed that it is not relevant to Czech companies to establish a corporate culture and it does not seem to be fictile for implementation.

2.3 Multinational corporation

The importance of understanding how multinational corporations work and their impact in an international and multicultural country, has been a subject to analyze for many researchers. In the case of Czech Republic, many multinational corporations are opening new offices taking the advantage of the immigration growth that is occurring every year. Many of the immigrants arrive to this Slavic country for the reason of family reunification, seeking for new job positions, study programs and new life opportunities. The Czech Ministry of the Interior reported the number of immigrants with a result of 2370 new legal foreigners in the country for the last 5 years, from 2013 to 2017 (czso.cz). These statistics summary tells us that the work life in the Czech Republic is stable for foreigners and it represents a good opportunity for new people arriving the country. The Czech Statistical Office announced the employment of foreigners in the Czech Republic by status in employment presented in the Chart 4.

Chart 1 Employment of Foreigners in the Czech Republic by Status in Employment
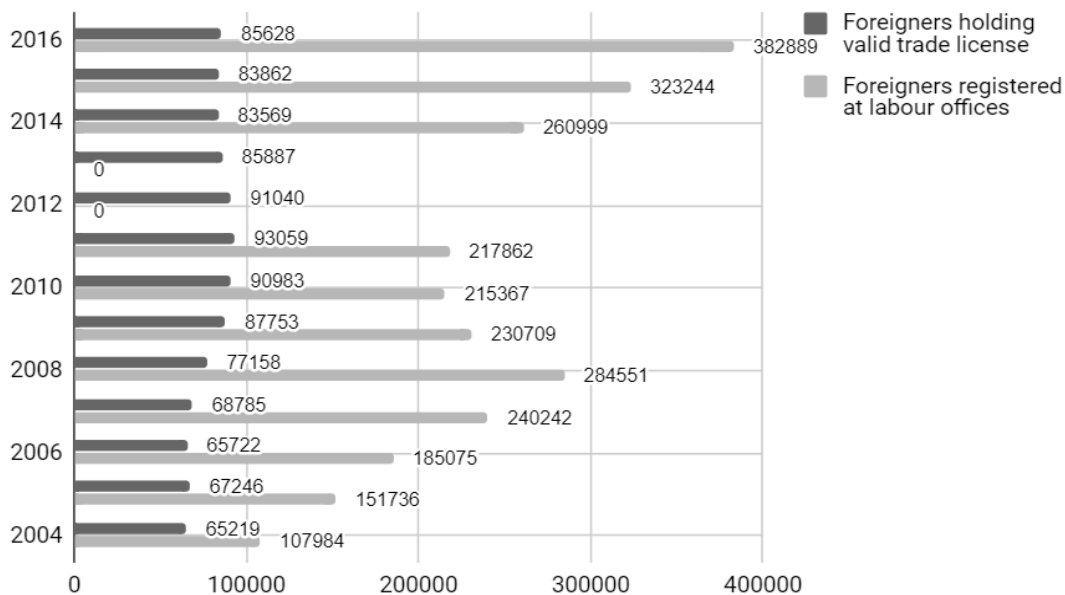
Source: Czech Statistical Office (2018)

Statistics show in the chart 4 how the foreigner's employment has dramatically increased form the previous years, this phenomenon has been a positive opportunity for employers to expand internationally their business with the ease of being part of the European Union and the free trade

that it offers. The Czech statistical Office reports in the latest study the amount of foreigners from all around the world registered legally at labor offices in 2016 with a total of 382.889 people and 85.628 people with a valid trade license, these statistics represent the increment of foreigners and the expansion of the domestic and international labor market giving numerous opportunities for local start-ups and innovation to already established companies.

Multinationals companies in the Czech Republic face a different situation compared with Czech local companies. Talpová (2011) researched this scenario and pointed out that even if companies compete in the same industry, the implementation of heterogeneous strategy-environment is a potential benefit in terms of financial performance. It is proved that local companies prefer to apply a differentiation strategy and differentiation focus strategy for a competitive environment. This subject in contrast with multinationals, bigger corporations often invest on marketing and research and development while the domestic marketplace keeps the mixed differentiation strategy as they are not able to compete with larger organizations and lower prices to match them but they operate with the advantage of having the proper knowledge of the market and targeted segment to react faster and make changes appropriately, which is positive for maintaining the business on a short or long term but limited for expansion and other opportunities.

Mike & Slocum (2003) emphasize that mutual adaptations is more predictable and applicable in situations where it is possible to create cultural conflicts and acculturative stress during intercultural interactions. Their theory demonstrates the effect of communication where foreigners are implicated in corporates situated in a multicultural atmosphere. It is not restricted to be abroad but even in the local premises corporations have multiple foreigners interacting forcing themselves to interact properly and be adapted to the regional capacity. Therefore, with the immigration growth, foreigners are more involved in both small and/or larger corporations and the possibility of adaptation to the cultural environment is higher. On the other hand, Øystein D. et .al (2018) hold the position that effective corporations align their business models to the environmental conditions under which they operate. This statement confirms that cultural aspects affect the business operations on a certain location but the question is if all multinational corporations operate completely based on the local market or based on their already integrated corporate culture.

Even though Czech companies are currently facing a potential economical grow, external studies demonstrate that there is a lack of knowledge management promotion or disinterest by CEOs. Since top managers are the ones in charge of promoting (48.8%), they tend to focus more on IT (34.5 %) instead of the knowledge management. Despite of the fact that knowledge management is needed for all organizations, only the human resources and sales departments get the benefit of it limiting other departments to contribute with knowledge to the development of the organization. Owners and managers responded that there is no time for knowledge management with a 81.5% and a lack of funding with 48.1%. This study also concluded that managers believe that information overload does not allow a good knowledge management application. (Brunet-Thornton, 2016).

Talpová's (2011) study confirms that many multinational corporations have already researched and analyzed the market previously before establishing their premises in the foreign country. This indicates that this previous examination also applies to the size of the company and its strategies. Larger companies have more resources and capabilities to change their company strategies and adapt them to any situation including to political, economic, cultural and social aspects with a

prospector strategy while domestic enterprises tend to use analyzer strategy when they have access to more resources and capabilities for changes.

Larger corporations are perhaps more engaged in larger transactions which are more complex to a large extent since this abstruse situation is related to higher levels of dynamism that multinational companies acquire. A multinational can have a higher dynamism and environmental approach as many of the members are not precedents from the location, opening opportunities to focus on customers, technology, competitors and suppliers for a higher flow. The author also expresses the negative variables affecting the business in the Czech Republic emphasizing that smaller companies may have more hostile situation in comparison of multinational corporations. Many of the enterprises operating in the Czech area face the disadvantage of corruption which affects mainly to local companies as they are more familiar with the environment. This negative point does not apply directly to multinationals established in the Czech Republic as they are unfamiliar with it and they focus more on internal issues that could affect their international businesses. It is also important to mention that since corruption is involved with the Czech national economy, it creates barriers for constituting new local businesses and minimizes opportunities to Czech multinational companies.

Results from Talpová's study show that in the Czech Republic the environment is complex because it changes due to the diversification and the strong competence that is substantially growing as many companies are opening new headquarters in central Europe. This preference of choosing the Czech Republic for business is because of the central location and cheap labor compared to other main European countries. This allows to multinational corporations to focus more on innovation, mainly on innovative technologies that will always be well received and the center of the attention for the economy and the business evolution. Although innovative technologies are supported by small sized companies, only multinationals can have access to it because of financial resources and the continual world economy pressure for improvement and development. Chacar, Celo, & Thams (2010) also mentioned that this internationalization trend helps multinationals to invest more and make use of resources to implement new strategies with new tangible and intangible assets to beat competitors.

2.4 Motivation and performance

Motivation concerns everybody in terms of work to be able to deliver an efficient performance. However, in many cases motivation is not a topic that many managers consider in the moment of evaluating how employees develop their tasks and how they manage time, knowledge and tasks effectively. Muhlfeit & Costi (2017) confirm that when employees are satisfied and happy with their daily routine, they provide a great impact on the organization's performance and profits. Nowadays, the human potential is a new competitive advantage since a motivated person is able to perform daily activities without any hesitation on the positive result and is able to contribute better for the development of the company.

Bortolotti, et al, (2015) agree that people are proud of their organization so they tend to be more loyal. Organizations that take care of employees and have a strategic company culture are more likely to be successful than other which are focused only on creating profit and in this aspect, the

human resources department conduct an important part for achieving this potential result. In cases, some people need a rigorous motivation and others are easily to motivate, all depends on each personal goal and the mean how they want to contribute beyond their managers expectations. Employees who need a rigorous motivation are the ones who crave for more creative tasks that imply more imagination and discipline. The more rigorous and detailed the task, the more creative and motivated is the employee. This is a tool for a circular improvement methodology that opens the possibility to achieve a great performance and positive results (Donaldson, L. et al, 2012).

Considering the well-known Stacey Adams' equity theory, Lăzăroiu (2015) studied the growing responsibility for managers based on the employees' positions and their degree of motivation. Almost all managers seek for employees who are intrinsically motivated to do their tasks correctly and how it is demanded. However, those companies with extrinsic motivated employees are more unrewarding and demand external limitations. Motivational management operates under the constitution of a emotional, positive and dynamic environment with the aim to reach particular objectives and responsibilities. This management should be directed to employ motivational processes suitable for each particular department of the company since employees can manifest negative sentiments because of their interplay with their managers.

Several studies concluded that paying salaries and particular conditions alone do not determine motivation, besides, those employees with a pay-rise and promotions can cause demotivation on others. This effect explained by Adams' equity theory, tells that employees when feeling fairly treated are more likely to be engaged with the company and motivated. Schniederjans. et al. (2012) agree with Adams that a sentiment of equity is aligned with the balance of inputs, what they bring as contribution to the company, and outputs, what they received for it. This sentiment of equity also applies to what employees feel in contrast of other colleagues, their inputs and outputs. Inequity is perceived when arrangements vary from person to person and dispute situations can occur.

Inequity awards is not attractive to employees since it can provoke work discontent and may not retain the better employees of the organization and this generally leads to a negative motivational effect in the workplace. If Adams' equity theory is used as a practice for motivational management, managers are entitled to communicate with their subalterns to address equity and impartiality that can occur among all employees as individuals feel discomfort when inequity is present (Tudor, 2011). First, they are more likely to reduce their inputs to the point that it they believe it is equal to their outputs or what they receive; second, it is expected that demotivated employees need to communicate their displeasure to arrange a better equilibrium between work and return; and third, if the inequity sentiment is higher and communication with managers is inefficient to get a deal, it may compel employees to leave the organization. This theory presupposes a social equity norm which requires a reasonable compensation according to the contribution given during the performance of daily tasks and the social comparison for a fair job environment.

The presence of inequity arouses a negative state of mind or cognitive distortion, creates a temporary demotivating behavior that reduces gradually the demanded inputs until the sense of equity is back and fair (Popescu, 2014). Inputs based on Adams' theory are not only salary compensation but everything that can be contributed, from quality to quantity, within the company. Those input vary from time, commitment, tolerance, effort, loyalty, enthusiasm, support from colleagues, among others. And outputs are also considered as all related to positive and negative

aspects, both tangible and intangible, as a consequence of internal relationships. Such outputs are typically resulted from employee benefits, recognition, job security, expenses, responsibility, etc. (Weathington and Reddock, 2011).

Ineffective performance is generally associated to demotivation which occurs in the vast majority of the cases. As mentioned above, this demotivation is usually understood as the equity sensitivity that every individual perceives of what is and what is not fair and use this material to make predictions about interpretations to inequity. Tak Wing and Yee Man (2011) used the Huseman's equity sensitivity continuum to evaluate benevolents, the equity sensitivity and the entitleds illustrated in the figure 3.

Figure 6 Huseman's equity sensitivity continuum

Traditional Norm of Equity

$$\frac{O\ self}{I\ self} < \frac{O\ other}{I\ other} \qquad \frac{O\ self}{I\ self} = \frac{O\ other}{I\ other} \qquad \frac{O\ self}{I\ self} > \frac{O\ other}{I\ other}$$

Benevolents   Equity Sensitives   Entitleds

$\frac{O\ self}{I\ self}$: Outcome/Input ratio of self

$\frac{O\ other}{I\ other}$: Outcome/Input ratio of other
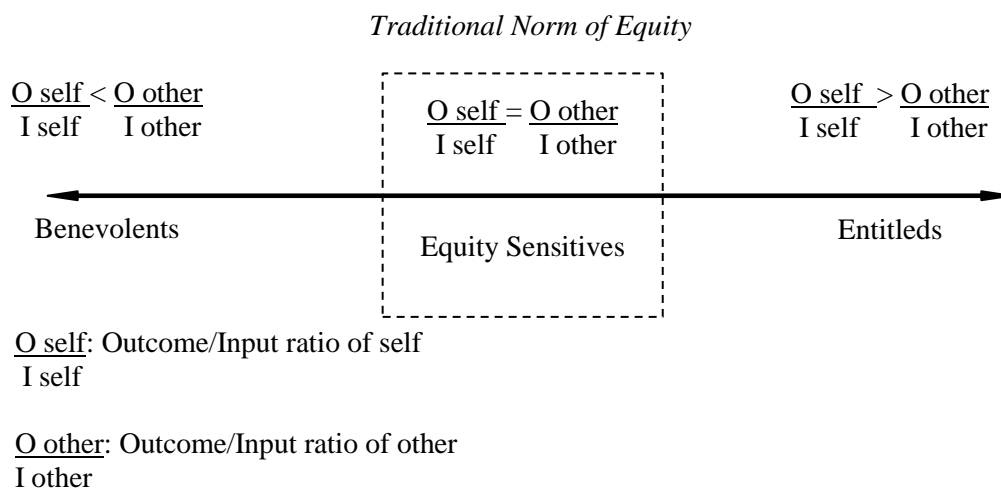
Source: Tak Wing and Yee Man (2011)

The interpretation of the Figure 3 explains that the equity sensitives are located in the middle of the continuum since every negotiator establishes equity as a balance in input and output ratios. Benevolents are the negotiators with a preference to have their input-outcome ratio less than others and are willing to provide their inputs to their colleagues. For instance, benevolents possess a high tolerance and give more instead of receiving in order to create an appreciated contribution to the relationship. On the other hand, entitleds are the ones who focus only on their outcomes and to achieve their own goals instead of demonstrating interest on giving to others. While entitleds and benevolents have different outcomes, the existence of equity has a null value and, therefore, demotivation will be present (Tak Wing and Yee Man, 2011).

Considering all above mentioned, it is important to align this theory with what Taherimashhadi & Ribas (2017) propose, it is a model to evaluate the organizational culture for obtaining motivation and to achieve a lean culture. They illustrate six dimensions of lean culture and the level of importance of each one according to the level of motivation that each individual may require.

The first dimension is authority distribution which is under a moderate level, this dimension indicates that employees require equity and are ability to perform small changes and get a normal job security.

The second dimension possess a high level which is the sense of belonging to the organization. Under this dimension, employees have a general preference for teamwork, respect cultural differences and a friendly environment, minimum occupational gender preferences and similar education attainment.

The third dimension is the courage to accept changes. This has a high level and requires formal and informal interactions, leadership support and disclosure of changing programs before applying.

The fourth dimension is the performance orientations with a high level, its indicator emphasizes on direct and explicit communication, training system, formal feedbacks, daily meetings for problem solving, two-way information flow and transparent objectives.

The fifth dimension focuses on time perspective orientation, the priority is high as it emphasizes on working for long-term success, tendency for flexibility and adaptation.

And the last dimension consists on a lively spirit orientation. This concludes with a moderate priority on which a vivid and happy work environment, adequate emphasis on leisure time, set of boundaries to avoid conflicts besides friendly relationship among employees.

3. Analytical part

The section of the analytical part comprehends the characteristics of the selected Czech company for the organizational management evaluation and the demographic basic information of respondents to whom the questionnaire was applied. The demographic information varies from gender, age to educational level and provenance to get a deeper understanding of the employees' situation and performance. This data is collected to analyze the employee's response based on their personal perspectives according to the company's management strategy, company's culture, is there is a current swot analysis conducted and the motivation to work for a Czech multinational company.

On this analytical part, a survey with sixteen questions derived from four variables (organizational management, management attitudes, company's culture and employee's motivation) was applied randomly to fifty people from which half of them participated with exactly 25 respondents. Participants are selected from different departments in the company such customer care, marketing, information technology and graphic design. The correlation of information gives the findings of the evaluation of the demographic information and the percentage of motivation and performance connected to the organizational management and company culture.

3.1 Characteristics of selected Czech company

The company used for this research was selected to analyze the organizational management and culture, methodology, personnel and motivation and resources. This Czech company founded in 2005 was based on the need of acquiring visual correction tools, handy, fast and cost-effective. Noticing that the market was limited to the public, especially for busy people, elderlies and people with lower economic opportunities, the company began its online marketing activities in the Czech Republic with one website marketing contact lenses, solution for contact lenses and lens case for its storage and cleaning. Knowing that online marketing back in 2005 was not so wide as it is nowadays, the market grew potentially by the urgency of getting contact lenses at home. Since then, the company expanded its services around Europe comprehending an international and multicultural team being well known as a Czech multinational company with markets in 29 countries.

Applying the SWOT Analysis theory and framework to this company is imperative in order to interpret the company's culture and business model. First of all, the strengths that this Czech multinational company possess are merely related to the marketing online field. Advertising, brand names, distribution, inventory management, location, physical facilities equipment, Product service differentiation and selling are the most common strengths. The weaknesses presented are associated to the financial and human resources. Additionally, existing threats may cause negative achievements in the labor relations, leadership, promotion, quality control, research & development and technology as it is an online field company. On the other hand, opportunities for growing are tremendous and the main factors are the benefits of the economic and social forces by being part of the European zone and the unstoppable technological advances.

3.2 Analysis and results of investigation

The data set on the questionnaire was applied based on four main variables: employees' motivation, management attitudes, company's culture and rewards. Each variable had four divided questions and together with the questionnaire, there was a demographic analysis with the aim to get a deeper evaluation of the context. The demographic assessment begins with gender, age, level of studies and provenance which are correlated with each question.

Table 4 Gender of participants

Gender	Frequency
Female	11
Male	14

In the table 4 the number of participants in this project are divided in 11 women and 14 men. In percentage, it represents 56% of men and 44% of women which indicates that in this company the male gender predominates.

Chart 2 Age of participants
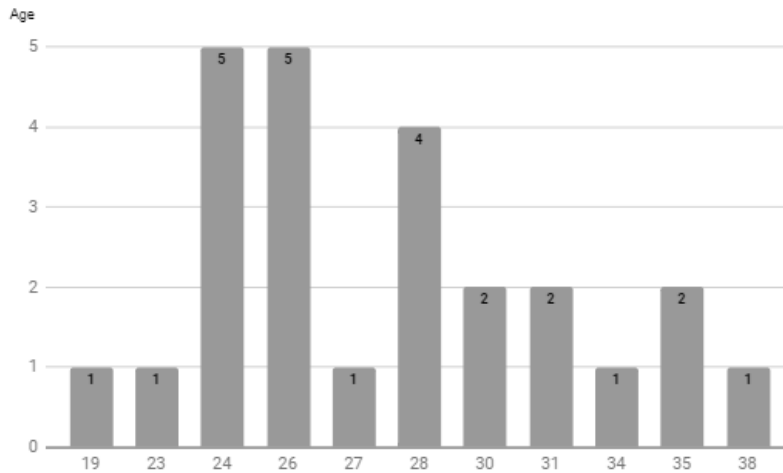
The chart number 2 shows the age of the participants. The average of age is 29 years old. The youngest participant is 19 years old while the oldest is 38 years old. The age 24, 25 and 26 years have the most frequency in the data. The of 24 and 25 have 5 answered each. That represents 40% of the participants are in these ages.

Chart 3 Level of studies
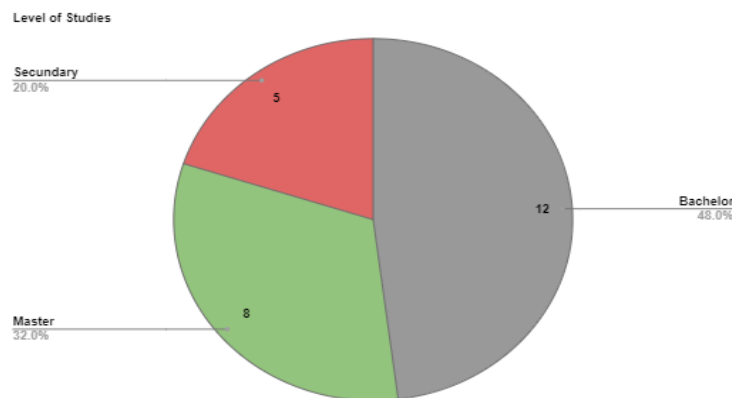
The chart 3 shows the variable of level of studies. The 48% (12 people) of the participants have a bachelor degree, following for master degrees with 32% (8 people) and secondary degrees with 20% (5 people).

Chart 4 Gender vs level of studies
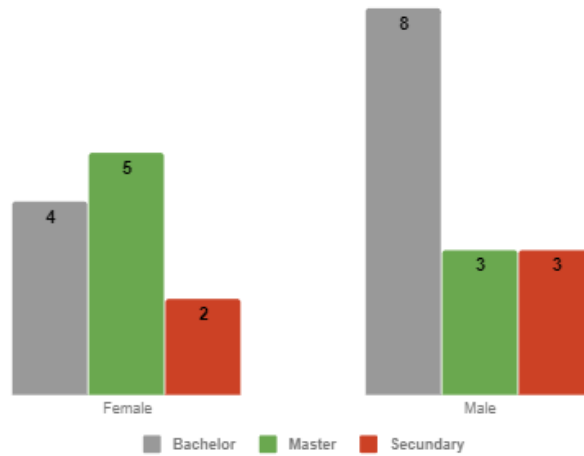
In this chart 4 correlated the variable level of studies and gender. In male gender, the 8 out of 14 people have bachelor degree while 3 people have master and secondary degrees at the same number. However, in the case of female, 5 out of 11 women have master degrees, following for 4 people with bachelor degrees and 2 people with secondary degrees. This graph show that 45% of the female participants have master degrees in comparison with male that only have 21% master degrees. None of the participants have PhD studies.

Table 5 Provenance

Are you Czech citizen or foreigner?	Frequency
Czech citizen	6
Foreigner	17
Foreigner with Czech Citizen	2

The table 5 shows the question about provenance in 3 types of answer: Czech citizen, foreigner and foreigner with Czech citizen. The 68% of participants are foreigners with 17 people being the majority of respondents, following by 24% who are Czech citizens with 6 people and only 8% are foreigners who have acquired Czech citizen.

Chart 5 Citizenship vs Gender

Female | Male
Czech citizen | Foreigner | Foreigner with Czech Citizen
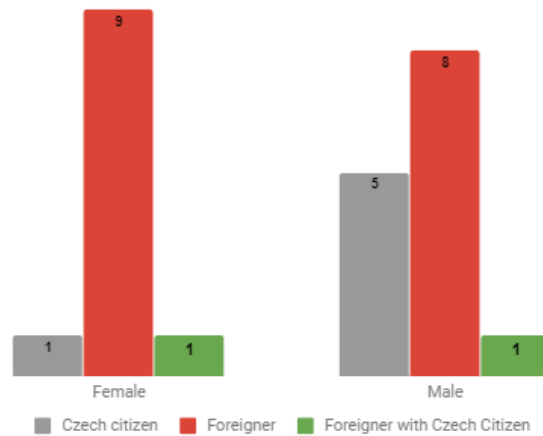
The chart 5 represents the data about citizenship and gender. In both genders, the majority are foreigner with 9 people in female and 8 in male. But in the case of male, it has the majority of Czech citizenship with 5 people while only 1 person is Czech in female gender. With 1 people in each gender is located the Foreigner that have Czech citizenship.

Chart 6 Citizenship and level of studies

Bachelor | Master | Secundary
Czech citizen | Foreigner | Foreigner with Czech Citizen
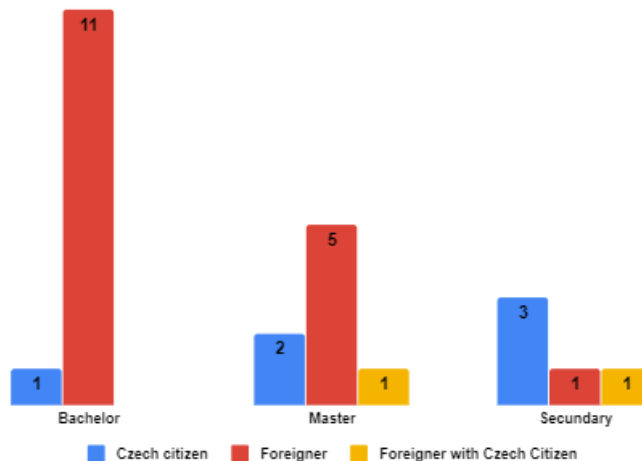
In the chart 6, it shows the information about citizenship and level of study. 11 people that represent 92% of people with bachelor degrees in this project are foreigners. Only 1 Czech citizen has bachelor degree. In the case of the master degrees, the number of foreigners with this level of study are 5, following for Czech citizen with 2 people. This represents that 62% of the master degrees comes from foreigners. In the case of secondary degrees, the highest number are 3 that represents Czech citizens following for 1 person for foreigner and 1 for foreigner with Czech citizenship.

Chart 7 Level of studies and question 1
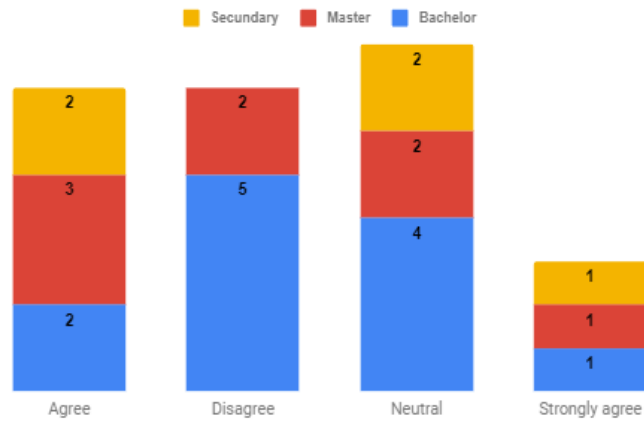
The chart 7 indicates if the participants know their responsibilities and these ones are well defined for them. Half of the answer are located in the answer agree and disagree with 12 responds; on the other hand, 7 people disagree with this statement. Likewise, the graph shows that there is not a trend in the answer related on the level of study. Each degree is located in the responded options.

Chart 8 Provenance and question 1
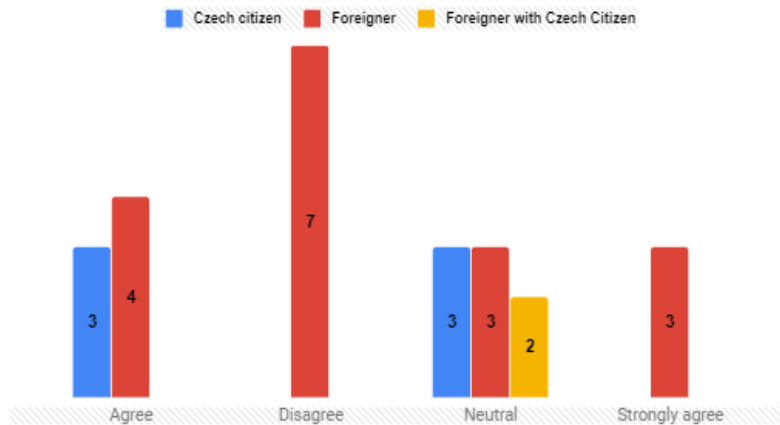
In the case of the variable citizenship, it is visible the trend of foreigners. 7 foreigner participants that represent 28% of the sample disagree with this statement. However, the quantity is located in "agree" answer. In the case of Czech citizen, they are located between agree and neutral. Foreigners with Czech citizen remained neutral.

Chart 9 Level of studies and question 2
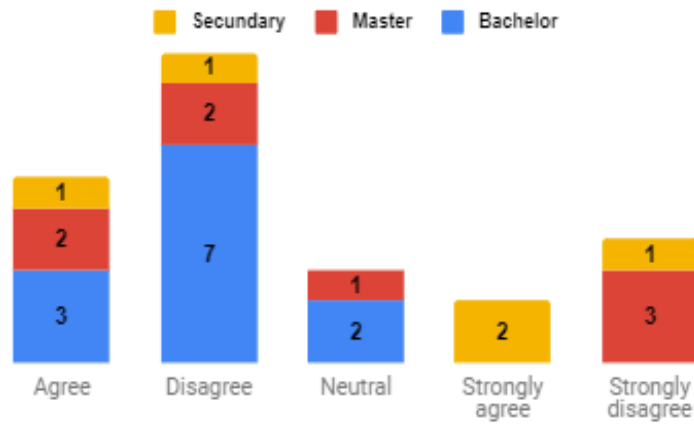
In the chart 9 it is displayed the second question which shows if the participants have received any type of training during this year. The majority of the respondents (56%) disagree and strongly disagree with this statement. At the same time, 32% remained in the opposite side. With the variable of level of study, there is not a trend between this variable and the statement and the answer are divided between the different options.

Chart 10 Provenance and question 2
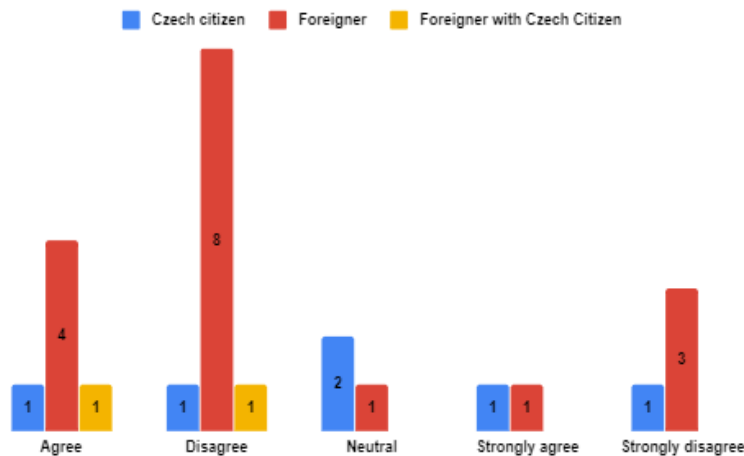
In addition, with the variable of citizenship, again the foreigner participants disagree with the statement with 44% of the answer. Only 20% remained in the other side and 1 person keep neutral. Moreover, the Czech citizen are dispersed in each option of answer.

Chart 11 Level of studies and question three
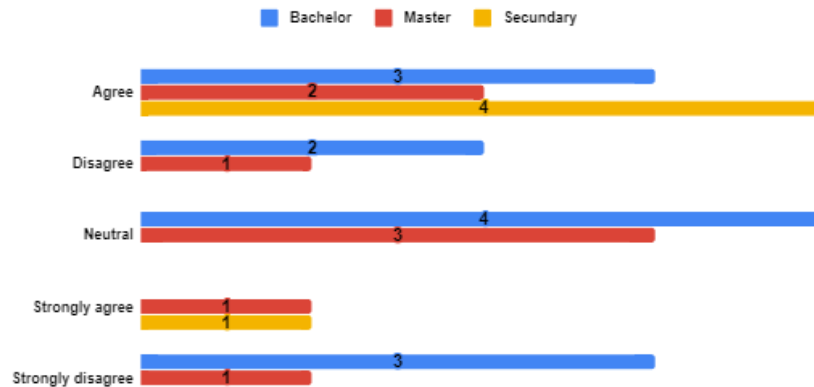
The third question is related on the perception of contribution of the employee from their responsibilities towards the success of the company. Linking the level of study with this statement, the answers are dispersed in the options, however, participants with secondary degrees affirms to agree and strongly agree with the statements. In the case of participants with master degree, the majority are located as neutral answer as same as bachelor degrees participants.

Chart 12 Provenance and question 3
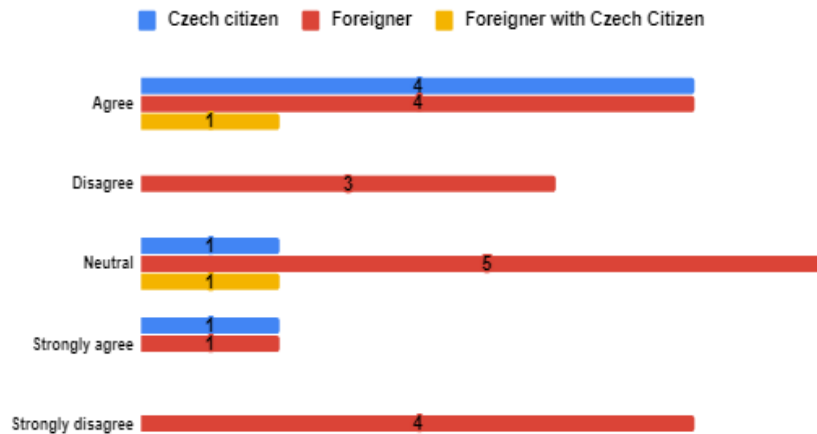
The relationship between the citizenship and the third question show a trend with Czech citizen and foreigners. For the first type of participants, 83% are located in the affirmative part of the statement and most of them feel that the contribute for the company's success; in the opposite side, 46% of the foreigners disagree with the statement and 33% remained neutral. Foreigners with Czech citizen keep the agree position and neutral position in the same proportion.

Chart 13 Level of studies and question 4
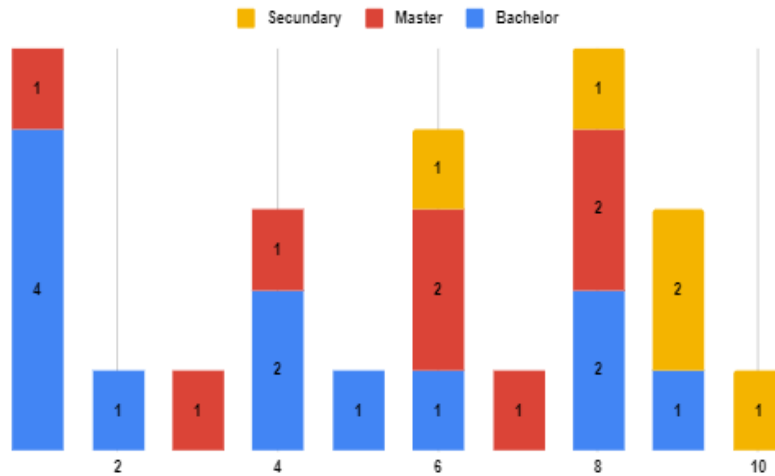
The chart 13 shows the answer about how comfortable are the participants in the moment that they do a feedback to the management of the company. The scale with the level of study as variable point out that people with secondary degrees feel more comfortable doing the feedback. There is not a trend in bachelor and master degree, except that 66% of people with bachelor degree score less than 5 points in the scale of comfort.

Chart 14 Provenance and question 4
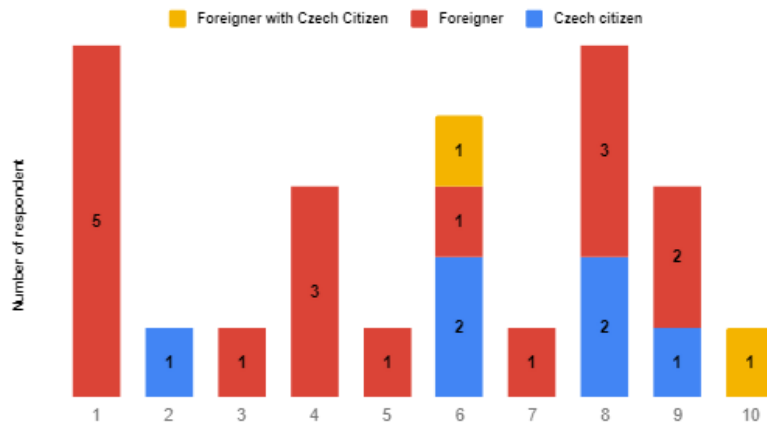
On the other hand, the fourth question with the citizenship as variable, it shows that 67% of the foreigners score less than 5, it means, the majority do not feel comfortable doing a feedback to management. In the case of Czech citizens, 84% of respondents feel good doing a feedback.

Chart 15 Level of studies and question 5
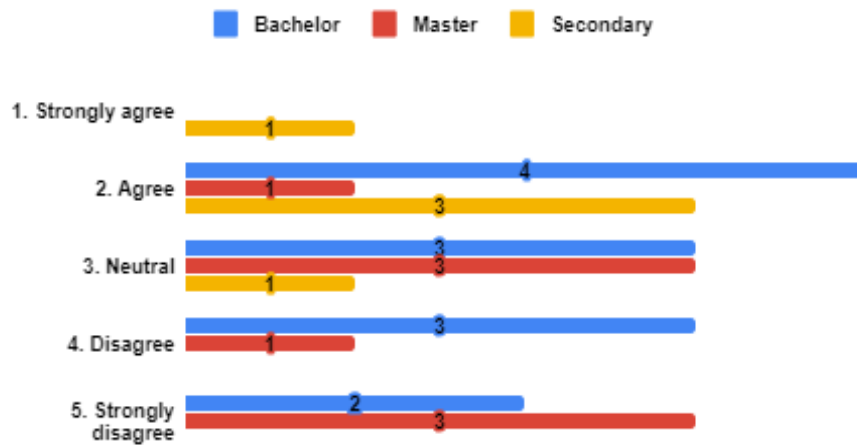
The fifth question represents the level of studies and the perspective of how management values feedback. Statistics shows that 42% that means 5 of the respondents who disagree that management values their feedback are those on a bachelor level. Similar case in respondents (4 people that represents 50%) with a master degree strongly disagree that management values their feedback while others with a secondary degree are more comfortable with the feedback received with 4 respondents which is equivalent to 80%.

Chart 16 Provenance and question 5
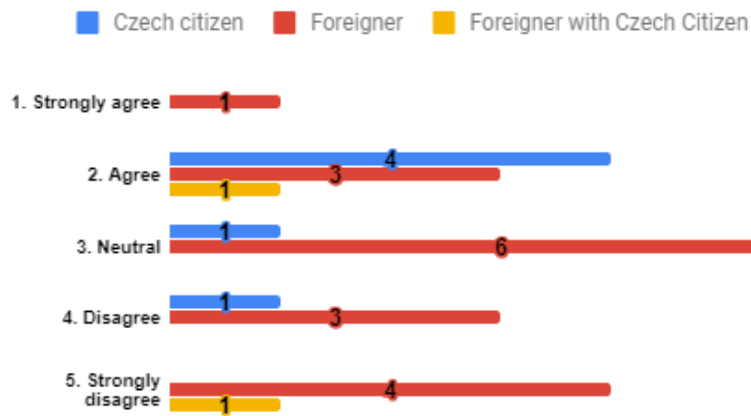
In the chart 16 the tendency on this fifth question in relation to the provenance demonstrates that foreigners tend to disagree more that management values their feedback in contrast with Czech citizens. The chart shows that 6 (40%) of the foreigners are neutral to the subject and 7 (47%) of them completely disagree. The difference lies in origin since 4 (67%) of the Czech citizens are more in agreement.

27

Chart 17 Level of studies and question 6
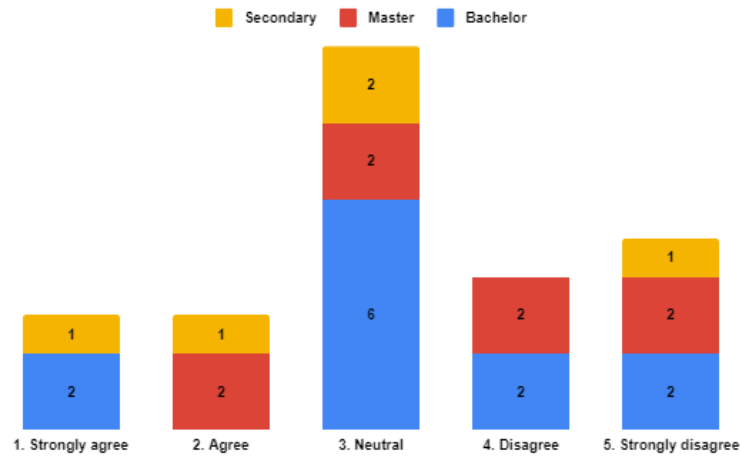
The chart 17 shows the level of study and respondents' tendency to agree or disagree is more neutral. However, most of the respondents with bachelor degree are more inclined to disagreement that management shows by his/her actions that employees' training and development are important. This result shows that 6 (50%) are neutral and 4 (34%) disagree. The relation with this result is the master level of studies, 2 (25%) of respondents are neutral while 4 (50%) disagree. On the other hand, respondents with secondary level presented diverse opinions.

Chart 18 Provenance and question 6
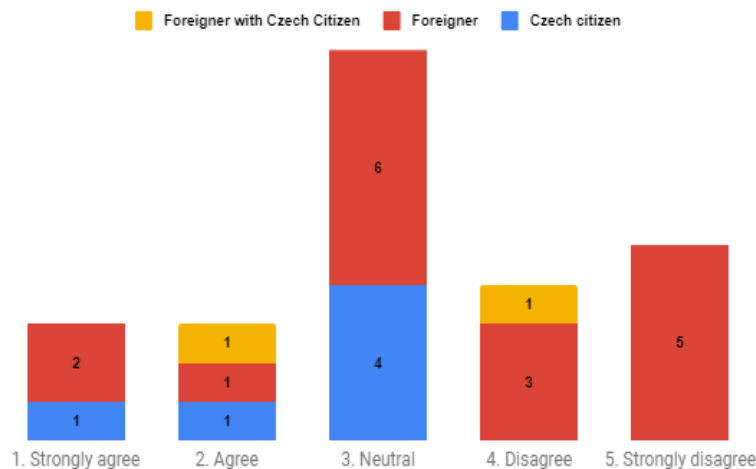
The chart 18 has a notorious result based on citizenship and respondents' perspectives against the manifestation of interested from management to show that employees' training and development are important. 8 (47%) of foreigners disagree and 6 (36%) are neutral while only 3 (17%) agree. The difference with Czech nationals is that 4 (67%) are neutral and 2 (33%) agree. This chart represents the value that Czech participants possess with regards to the importance of training and development provided from management.

Chart 19 Level of study and question 7
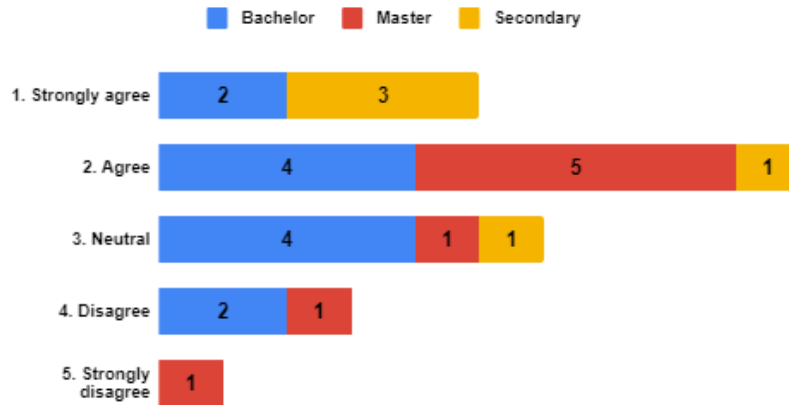
Chart 19 indicates the level of study with the promotion of a positive work environment. The results show that the tendency to agree is more relevant. The 50% of participants (6 people) with bachelor degree agree on receiving a positive work environment and so the 63% with master degree (5 respondents). People with a secondary level also admit that management promotes a positive work environment with the 75%.
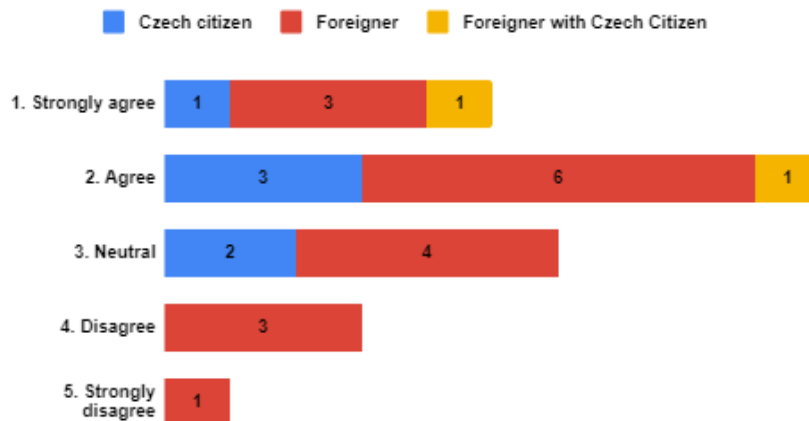
Chart 20 Provenance and question 7

Chart 20 shows the relation of provenance with the promotion of a positive work environment. In this chart results demonstrate that 9 (53% of them) foreigners and all of the foreigner respondents with Czech citizenship are in total agreement. This means that foreigners work in a positive environment promoted by management. The tendency of Czech respondents also shows that they are comfortable with the environment and management behavior since 4 (67%) of them agree.

Chart 21 Level of study and question 8
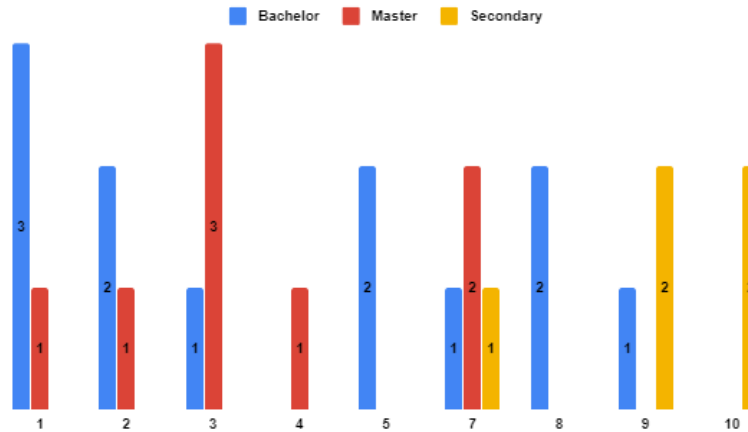
Chart 21 remarks the level of studies and the management engagement with the participant and the team. Respondents with a secondary level are more in touch with their managers than respondents with a master and bachelor degree. The major tendency shows that people with both bachelor and master level believe that their management are less involved with them with 8 (67%) and 5 (63%) respectively.

Chart 22 Provenance and question 8
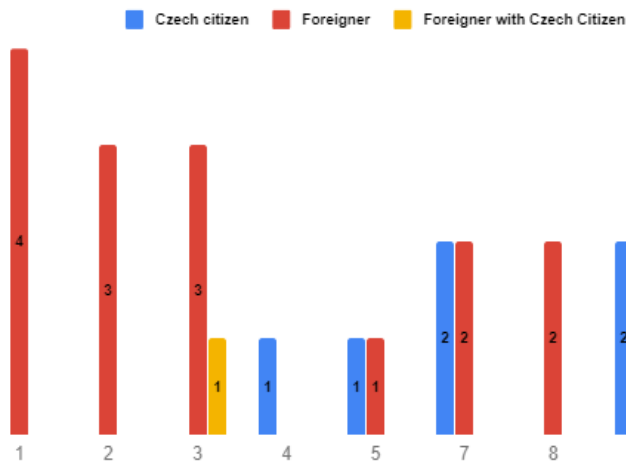
On the other hand, foreigner participants feel that management is not engaged with them because 10 of them (58%) scored under 5 points in the scale, but 7 of them remained near to 10 points. In opposition, Czech citizens (4 respondent completing 66% of them in the project) feel that management is engaged with them and their team. Foreigners with Czech citizen do not show any trend in this statement.

Chart 23 Level of study and question 9
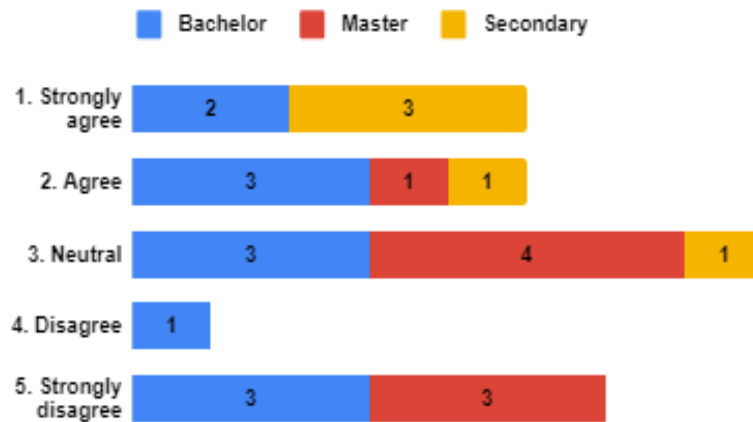
The chart number 23, shows the possibility to exist a good communication between the management level and the current position of the respondents. People with secondary degree affirms the statement with 80%, that means 4 participants. While the 33% of people with bachelor degree do not agree with the statement. In the case of bachelor degree, they remained as neutral.

Chart 24 Provenance and question 9
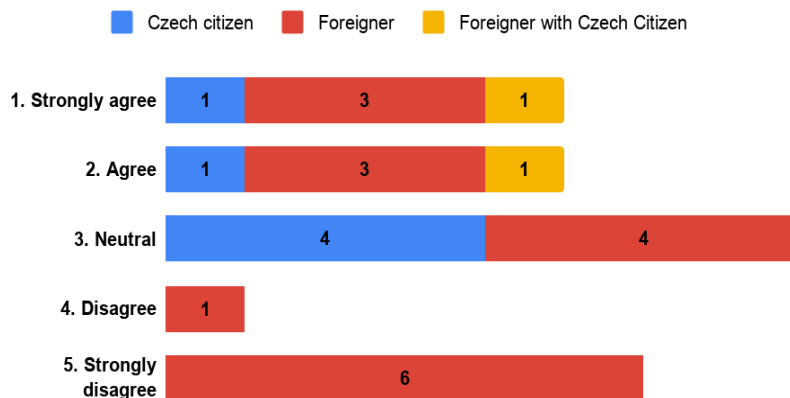
In the case of the variable citizenship, foreigner are distributed equally in agree (6 respondents) and disagree (7 respondents). Likewise, the majority of Czech citizen agree with the statement and anyone of them disagree. In the case of foreigner with Czech citizen, both of them strongly agree and agree with the statement. The high number of respondents are located in neutral option.

Chart 25 Level of study and question 10
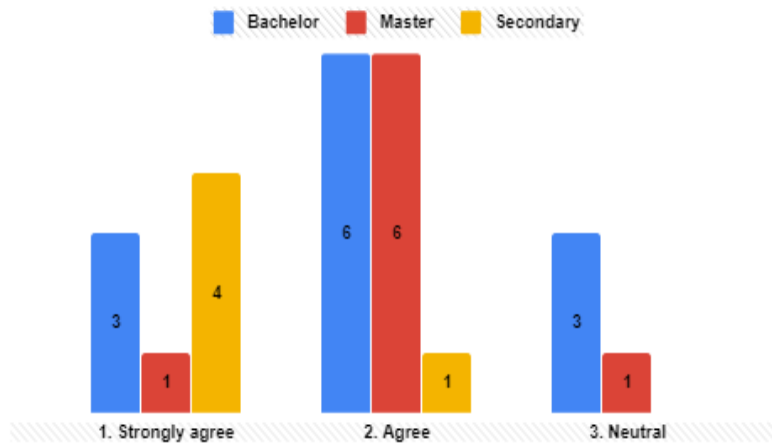
The question 10 is related on the perception of the respondents about if they have learned new things in their job. The most interesting data in this graph that it does not show any option of disagree and strongly disagree. 7 (88%) respondents with master degree agree with the statement and only 1 respondent remained neutral. In addition, people with secondary level agree with the statement. In the case of bachelor, just 3 respondents remained neutral while 9 (75%) agree with the question.

Chart 26 Provenance and question 10
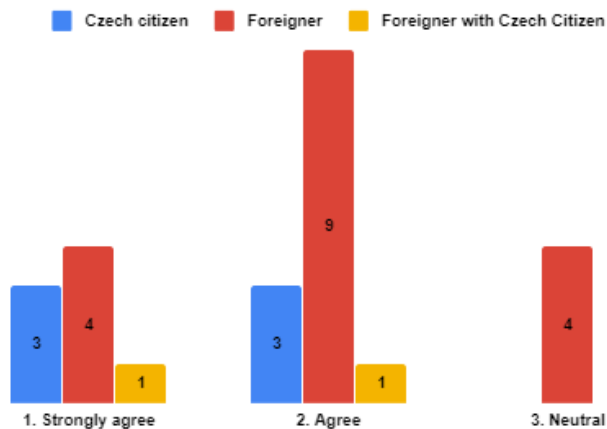
Only 4 foreigner respondents (24%) remained neutral, the rest of them agree with the statement. This information can be discussed together with the information about the training that they have been received and it was asked few questions above. It means, even when the company does not give them training during this year, respondents feel that they learnt new things in their daily tasks.

Chart 27 Level of study and question 11
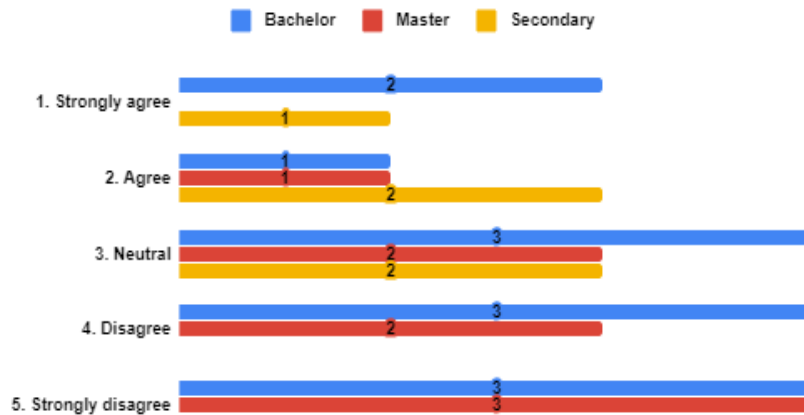
Now, it is discussed about the communication between the management during the last six months in relation with the progress in tasks of the respondents. Only half of the people with secondary degree agree with the statement and the other half remained neutral. In the case of master degree, the respondents disagree with 5 participants, it means the 63% have not talked with the management about their progress. At the same time, respondents with bachelor degree are located in disagree and strongly disagree (6 people that means the 50% of the answers).

Chart 28 Provenance and question 11
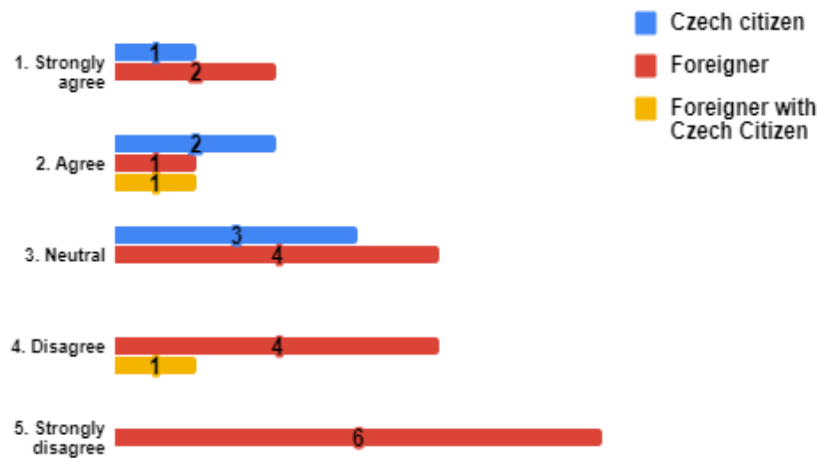
On the side of citizenship, the question 11 shows that 10 foreigners that represent 60% of them have not talked about their progress with the management level. In the case of Czech citizen, 3 (50%) of them agree with the statement and the other 50% remained neutral. Foreigner with Czech citizen are divided equally in the answer agree and disagree.

33

Chart 29 Level of study and question 12
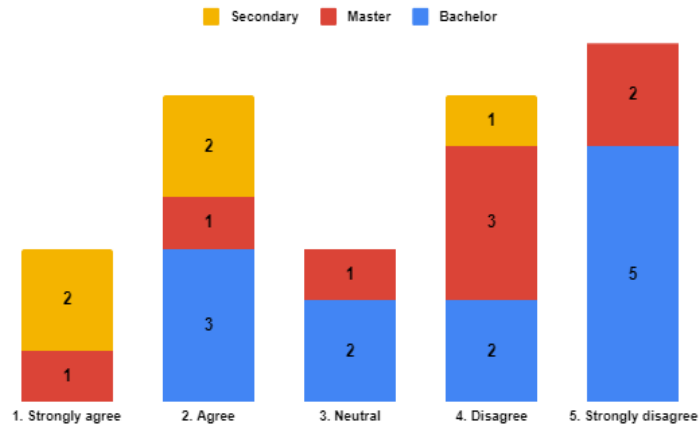
This question is related on the possibility to of the respondent to recommend a friend or relative for any position inside the company. The majority disagree with the statement in the following percentage: Bachelor with 5 respondents (60%) and master with 5 (63%). Only respondent with secondary school agree to recommend someone for a position in the company and only 1 remained disagree position.

Chart 30 Provenance and question 12
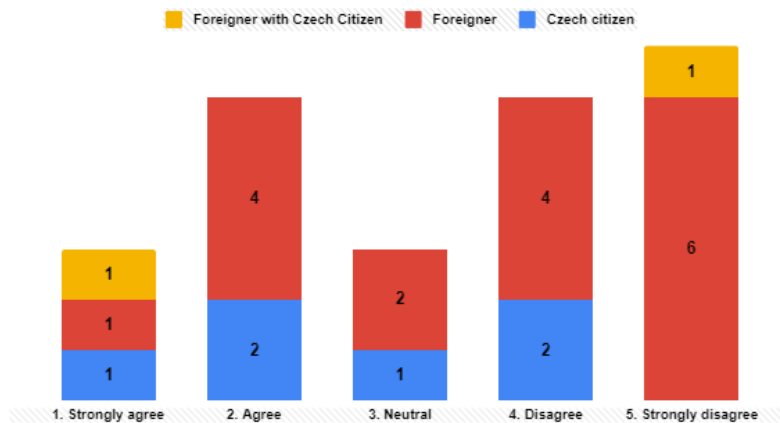
Likewise, the chart number 30, show that 10 foreigners that represents 62% of them would not recommend a friend or relative for a vacancy into the company and only 5 of them (30%) agree with the statement. As Czech citizens and foreigner with Czech citizen kept the same proportion of answer in agree and disagree position.
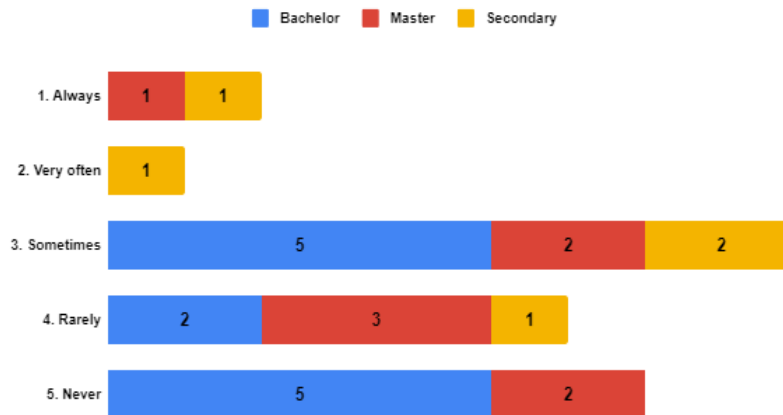
Chart 31 Level of study and question 13

Chart 31 comprehends the thirteen question with the level of study and the frequency of employees getting recognition. The greater part of respondents is dissatisfied with the level of recognition received since the educational level does not influence the result. People with bachelor, master and secondary degrees sometimes receive input recognition indicating that the majority of them are bachelor participants. In parallel with those who never receive recognition, 5 (42%) with bachelor degree and 2 (25%) with master degree sometimes get recognition presenting the same position.

Chart 32 Provenance and question 13
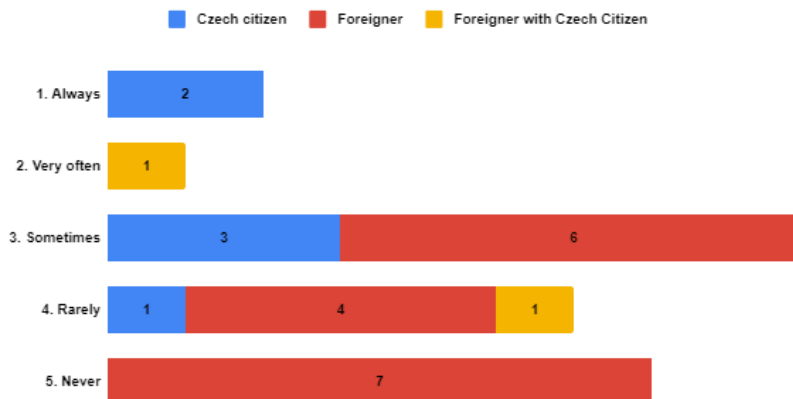
In the chart 32 the provenance indicates that foreigners are prone to be more dissatisfied than Czech citizens as the statistics show that 7 (42%) of foreigners never receive recognition, 4 (24%) rarely do and 6 (34%) sometimes. Czech citizens are more positive as 2 (34%) of them always receive recognition, 3 (50%) sometimes and 1(16%) rarely do.
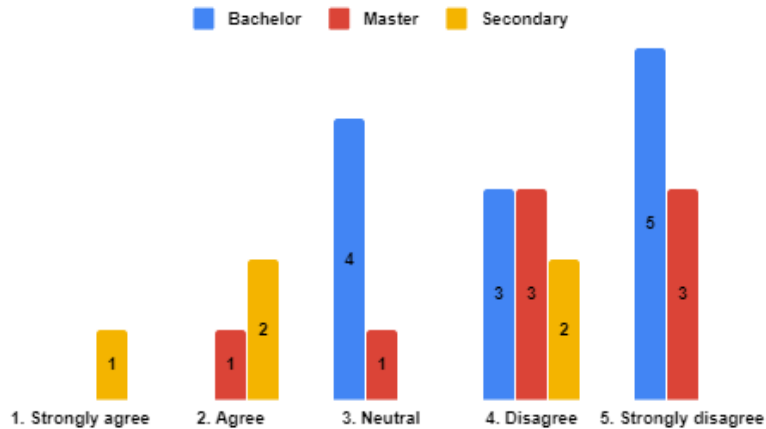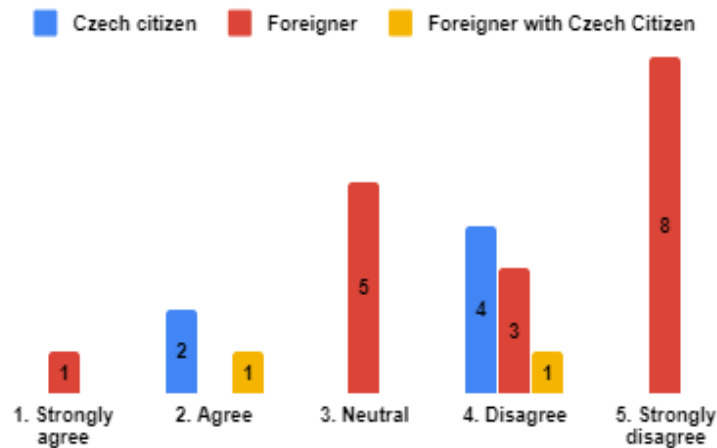
Chart 33 Level of study and question 14

Chart 33 from the fourteenth question reports the level of study with the opportunities offered for career and professional advancement. Only 1 (20%) person with a secondary level strongly agrees that has the option to get professional career while a great part of respondents consider that they do not have the same opportunities. People with a bachelor and master degree disagree on getting better opportunities with 8 (67%) and 6 (75%) respondents respectively.

Chart 34 Provenance and question 14

The fourteenth question displayed in the chart 34 shows the relation of origin and career opportunities. Results confirm that foreigners disagree with 65% (11 respondents) that they have opportunities for meaningful career and professional advancement, 5 (30%) are neutral and only 1 (5%) agrees. Czech citizens also present their disagreement with 67% (4 of 6 respondents) do not consider having meaningful opportunities in the company for future career.

Chart 35 Level of study and question 15
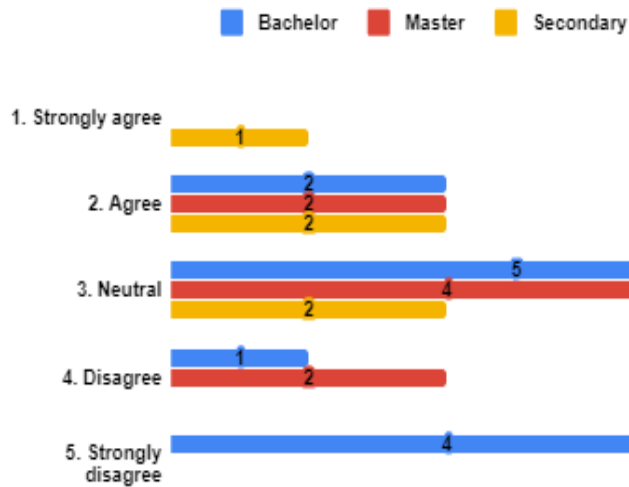
The fifteenth question in the chart 35 compares the level of study with the consideration of fairly paid in comparison with others. Participants with a bachelor degree are more prone to disagree, nevertheless, 5 (42%) of them are neutral and 5 (42%) disagree. Additionally, the inclination of most of respondents are neutral to this affirmation as well, considering that people with a master and secondary level (40% of them) are indifferent or probably do not know if their payment is fair likewise, 3 of them (60%) remained agree with the statement.
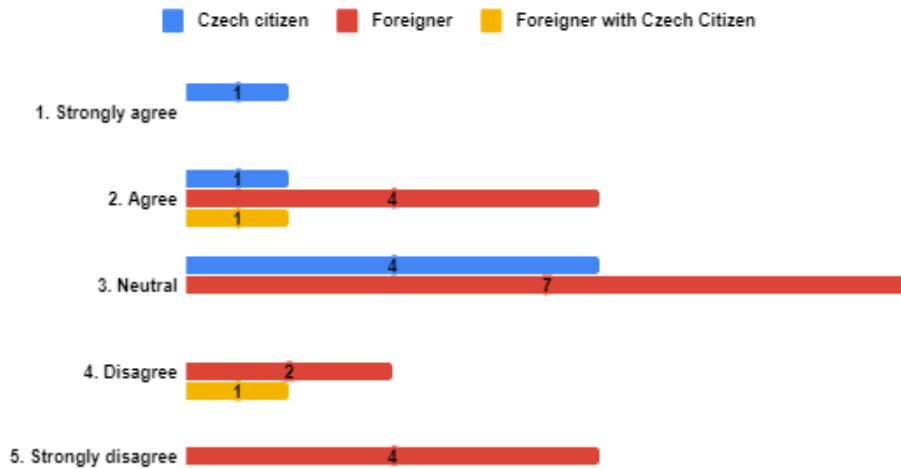
Chart 36 Provenance and question 15

Chart 36 illustrates the origin and the consideration of getting fairly paid. Evidently, Czech citizens with 2 respondents (34%) are satisfied with their payments and consider they are fairly paid, even though 4 (66%) are neutral to the topic. In contrast, foreigners 7 (41%) are neutral and 6 (35%) disagree, indicating that foreigners in the Czech territory are not fairly paid in comparison to Czech citizens.

Chart 37 Level of study and question 16
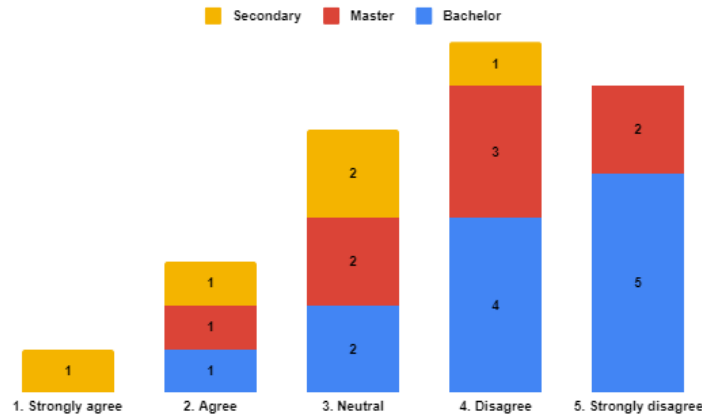
The chart 37 remarks the level of study and the promotional policy in the organization. 9 (75%) participants with a bachelor and 5 (63%) with master degree disagree that the organization has a well-defined promotional policy. On the other hand, 2 (40%) with secondary level agree. This indicates that people with a lower educational level consider that the organization offers a well-defined promotional policy and believe that they have opportunities for a future position, in comparison with respondents with bachelor and master degree, they do not have the same opinion.

Chart 38 Provenance and question 16

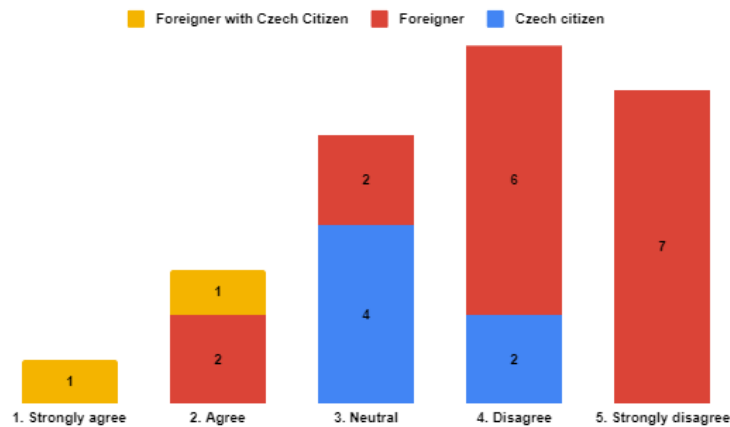Chart 38 with the sixteenth question compares the origin of participants with the promotional policy. It is evident that 13 (76%) foreigners totally disagree that the organization has a promotional policy well defined. Czech citizens are more neutral and foreigners with Czech citizenship consider that the promotional policy is well defined and they have the opportunity to the get a promotion in any future.

All the information collected with the variable employees' performance in this research show that foreigners are more dissatisfied with their daily tasks which are not clearly defined to them. The company works under a variety of elements to be developed which are changing according to market volatility and internal environment. Even though, the company is growing and expanding all around Europe and beyond, most of the employees manifested that they haven't received trainings on new skills during the current year that go align with the market and economic situation to improve its profits and personnel development. Employees who are more dissatisfied with the training and career development are basically foreigners while Czech citizens feel that the opportunity already provided is enough, on this statement, level of studies do not interfere in the results.

Only when respondents were asked if they believe that their contribution is important to the success of the company the level of studies showed that people with secondary degree consider that their contributions are relevant to the company; employees with bachelor and master degree are more neutral, this means, that employees with higher education believe that their contributions can be better if opportunities are taken. Same situation was exposed from foreigners who affirm that their contributions are less relevant than those from Czech citizens based on their daily assigned tasks.

The organizational behavior plays an important role in the results since not of the employees feel pleasant presenting feedback to their managers. Employees who manifested more confidence were those with a secondary level and with Czech citizenship and those from other countries and with bachelor or master degree tend to not communicate frequently with management. In the second variable, managerial attitudes were assessed. Results from the previous questions and how managers respond when employees provide feedback are similar. Only Czechs with secondary level highlighted that management values their feedback and foreigners with bachelor and master expressed the opposite.

Management commitment to employees' training and development is almost neutral but the tendency is that respondents with bachelor degree are more prone to disagree while others remain neutral. This suggests, that employees with already a higher education, require a constant training for new skills which are not provided. In this case, people with a lower education level believe that their managers are committed to their knowledge acquisition.

Despite the fact management do not present a high relevance in training and employees' development, a positive work environment is provided. Almost all participants agreed that the atmosphere in the workplace is pleasant no matter place of origin or level of studies. However, management is not engaged with employees and their teams how it is expected as they expressed that only Czech citizens feel that management is enrolled with them but not directly with foreigners. This situation might happen because of cultural and language differences since foreigners remark that management do no provide the same communication with them even if the Czech company is multinational and multicultural.

Work environment is positive and pleasant and employees are satisfied with the knowledge received even if career development is not fully supported. Respondents in general have said that they have learned new things in the job, this means that level of studies and provenance are not related to the tasks assigned and the job is different from what they have studied in the past. So, the organization focuses on training new people for new skills in the beginning to fulfill its market

necessities. Therefore, career development is not an essential reason to take care because skills are acquired when the employee joins the company and thus, management do not need to talk about progress. This resulted with employees' dissatisfaction as they expect to be informed about progress and receive feedback as well.

Findings from previous questions point out that employees tend to not recommend the company for new positions, this indicates that mostly foreigners are not comfortable with their jobs but Czech citizens are pleased.

The fourth variable associated with rewards emphasizes that people with bachelor degree did not receive recognition from the management, situation that happened with foreigners as well while Czechs citizens did receive recognition probably because communication is easier or nationals are more valuable to management.

On the other hand, being fairly paid is a subject always argued. Both foreigners and Czech citizens are neutral but foreigners tend to consider more that they are not fairly paid. Employees explained that the promotional policy is not well defined specially for those with a higher education and from other countries. Czechs are more neutral and employees with a lower education believe that they have more opportunities and the promotional policy is suitable for them.

3.4 Recommendations and proposal for a better organization

Findings of this quantitative study about employee's performance and motivation are a continuous responsibility and a topic to discuss for management over time. Based on the demographic data analysis it is essential to notice that the Czech multinational company assessed is integrated mostly by foreigners who feel dissatisfied in their work environment, in contrast with Czech citizens who are more positive with their daily activities and performance. According to results from the questionnaire, motivation in foreigners is the subject to propose for getting a better performance and business development.

Motivational management suitable for foreigners in a Czech multinational company should be implemented considering that the Czech Republic receives thousands of immigrants every year which is the opportunity to consider it as a multicultural environment. Diversity requires to fulfill various needs, explicitly those related to cultural aspects involved in the working environment. In order to create an effective motivational management, it is essential to establish an open-minded organizational culture where international employees feel comfortable to express themselves and give feedback to management, this way of communication improves internal relationships and breaks cultural and linguistic barriers.

When a Czech multinational company is willing to improve its productivity, a performance structure should be created with the aim to enhance employees' trust and loyalty specially adapted to a multicultural environment.

Management commitment with foreigner employees should increase, with this method employees will be also engaged with the company and subsequently, the organization will keep satisfied

employees. This should not only be applied to keep foreigners but Czech citizens as well. The best methodology is using a fair communication and salary where all employees value fairness among all of them. Additionally, performance assessment needs to be fair as well, foreigners and Czech citizens should be under the same system.

Including within the organizational goals, a deep SWOT analysis is necessary. Integrating strengths, weaknesses, opportunities and threats to the evaluation of the company's performance but with a double intention, to have the inclusion of foreigners as a basis of the organizational culture and flexible working atmosphere. With this tool, a monthly evaluation is enough to the company to collect information to preserve the existing strengths, improve weaknesses in terms of human potential, marketing, managerial practices and financial resources; also, bearing in mind the opportunities presented by the internationalization and expansion of the company and foreign contributions to avoid threats from external factors that be linked directly by competitors that not only compete in products and prices but are more active in talents hunting which might cause stealing human resources.

As a contribution for enhancing employees' retainment and motivation, a compensation plan is created.

Figure 7 Employees' compensation plan
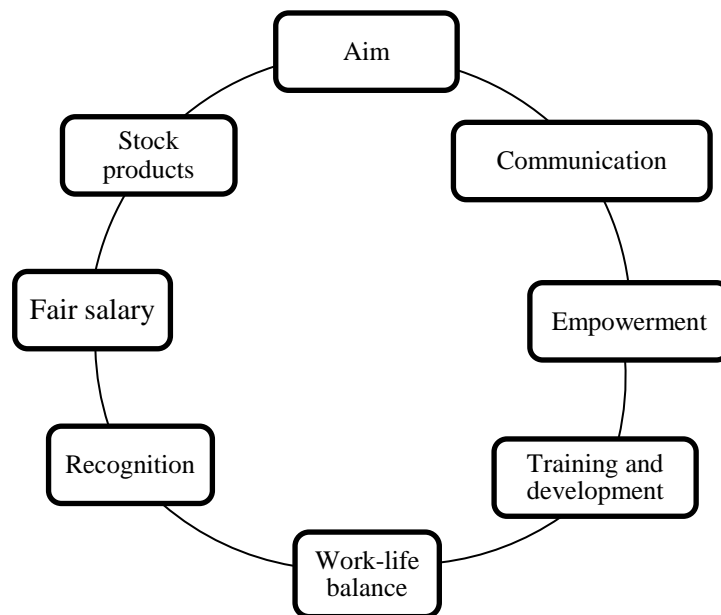
Source: Author

Since there is no perfect workplace and a complete motivation from the employees' perspective, the compensation plan proposed has a variety of variables which operate under a cyclic form. Those variables are all related and are beneficial to improve one another and avoid the turnover of human potential.

- Aim: Employees need an aim to work with motivation and be loyal to the company. The aim should be part of the company which creates confidence to employees if it is a growing and strong workplace. This aim should be manifested as a professional environment where employees feel that they are in the right place and feel proud of the company they are working for.

- Communication: Managers' commitment to their team and interpersonal relations are crucial to maintain a high level of loyalty and reciprocal commitment. A good management communication will improve the development of activities, the desire to innovate and bring new ideas to keep growing the company. Weekly or by-weekly meetings are ideal to communicate and keep information updated, providing feedback to employees is more appreciated than not doing it because good employees will receive it to grow personally and professionally, the same will happen when employees feel comfortable providing feedback on the current situation of the company. As a result, employees will communicate effectively what are good opportunities, what is prejudicial and will make sure to create more profits to the organization with no effort.

- Empowerment: Giving empowerment to employees creates a huge difference regardless of the difficulty of the tasks and job position. This constant treat will make the job more satisfying and worthwhile for each employee because they will feel important and their contribution is positive for the company. The best way of empowering employees is giving them the position as partners instead of just qualifying them as employees.

- Training and development: Training employees does not mean only giving the needed information for developing their daily tasks, it is a constant education on new skills where partners (the empowerment gave) can develop new knowledge and put it in practice. New knowledge and new practical skills impacts on the motivation to stay in the company and be loyal, otherwise, these partners will be encouraged to leave and find the organization that will provide this personal development.

- Work-life balance: Every individual has different needs and lifestyle, some are more focused on their personal hobbies, day-to-day activities or long-term plans and others are more family-oriented; those elements are important to take into account at the moment when the partners choose to work in the selected company. Understand their needs and expectations grows their interest to work in the company and contribute to its development. This aspect is significantly appreciated more than from an indifferent company which focuses only on the profit growth and not on the human side. Giving regular home office or the opportunity to build their own working hours that suits better to their lifestyle (career-family-hobbies), team-buildings including family members and pet-friendly environment is interesting to employees as well. A work-life balance is important to avoid stress, to improve employees lives and to create productive employees.

- Recognition: Promoting recognition within the organization will be more prone to have less resigning employees. Giving recognition increases productivity, better customer and product care and more engagement with teams and managers. Create a recognition program is crucial, using different ways of giving recognition like the employee or team of the month, education

courses, birthday celebrations or just express gratitude for their effort will make a huge difference.

- Fair salary: Fair job and fair salary is important to every individual in the organization. A fair salary compensation means being fair with knowledge, expectations, tasks and the team. When an employee recognizes that is fairly paid will do more for the company, if this is not the case, the employee will be demotivated and will only do the assigned tasks instead of contributing with new ideas and innovation.

- Stock products: Free or discounted products are a good way of motivating employee, either if they are for personal uso or they will share them with family and friends by the word of mouth, testing and giving away, this methodology helps the employee contributing to the business growth.

This cyclic program is important to stress that the human potential is essential to the expansion of the company. Taking care of employees especially to those that are coming from foreign countries, encourage them to achieve better results in the company and to contribute to the company success, not only for the reputation in the Czech Republic but also in other nations. A constant communication between teams and management is the key of success of any interpersonal relationship.

4. Conclusion

Results from this study indicate that there is a significative difference between foreign and Czech employees in the selected company for the investigation, the context is oriented on human potential for encouraging and promoting motivation and generating a productive performance. Also, findings demonstrate the relevance to create a positive and communicative work environment within foreign employees of the Czech multinational company and nationals that work under the same conditions in order to generate a proper interpersonal interaction since cultural differences are presented on the view of what is motivational to work in the company and what is not. Therefore, the demographic study showed that the level of studies, age and provenance influence on the motivation and performance correlated with questions and their respective variables. Most of foreigners presented a negative perspective according to the company management communication and the company culture, in contrast with Czech nationals who are more positive and motivated.

Weather foreigners are considered as essential members to the organization the same as Czech nationals, they cooperate more and contribute to the company success and are more prone to be loyal. Thus, with external and international experience, foreigners are able to bring different and innovative perspectives and ideas that can be a plus to the organization in comparison to other Czech companies. This inclusion not only has the intention to fulfill employees' satisfaction and outcomes but it helps to achieve a significative profit and company development thanks to their contribution. This methodology is an excellent strategic management tool to help the company keep expanding internationally. It is important to point out that the national culture also affects the way of perceiving the company's strategy and model from which the purpose should be clearly

defined. The multinational company will improve its productivity when a performance structure is created with the aim to enhance employees' trust and loyalty specially adapted to a multicultural environment.

According to findings an adjusted company culture based on the international team is needed to motivate and connect members with management since people with different provenances may have diverse expectations, ideas and knowledge. An international culture will keep foreigners interested in being involved with the organization and not feel excluded if the company remains a Czech tradition work environment.

All elements presented in this paper contribute to the success of the Czech company from the employees' motivation and performance point of view. Several ideas are mentioned as a proposal for a better organization and for the retention of qualified employees based on a compensation plan as a strategy for personal motivation and development and for generating a trustworthy communication among foreigners and Czech nationals that cooperate together in the company. It was also proposed to apply a regular SWOT analysis, identifying all internal strengths and weaknesses and estimate potential opportunities for profit and growth, the same as the importance of taking care of possible threats that may cause a negative impact in the organization from internal and external factors. This analysis will enhance significantly the company development and helps to contribute to the achievement of the company goal with thanks to the compensation plan proposed.

Abstract

This research presents an analysis of the organizational management of a Czech multinational company and the employees' motivations response and performance. Theory used to get the data collected was selected based on managerial practices, the SWOT analysis, corporate culture and multinational corporate literature to understand the current company situation and get a deeper interpretation. The methodology used in this study represents four variables: employee's performance, management attitudes, corporate culture and rewards applied in a questionnaire which provides proven data regarding to employee's performance vis-a-vis the organizational management and work international environment.

Findings indicate that foreign employees with different provenances and level of studies in the selected Czech multinational company work under diverse conditions and present a variety of perspectives regarding motivation and performance in contrast with Czech citizens. Recommendations and a compensation proposal for a better organization is added.

Keywords

1. Organizational management
2. Corporate culture
3. Employees performance
4. Multinational corporate
5. Swot analysis

JEL Classification

1. F23
2. M12
3. M14
4. M52

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Appendix

Questionnaire and variables:

Employee's performance
1. Your daily responsibilities are clearly defined
2. You have received training on a new skill this year
3. your work is satisfying, worthwhile and helps contribute to the success of the company.
4. On a scale of 1 to 10, how comfortable are you providing feedback to management?

Management
5. Management values your feedback
6. Management shows by his/her actions that employee training and development are important.
7. Management promotes a positive work environment
8. On a scale of 1 to 10, how engaged is management with you and your team?

Organizational Culture
9. The communication between the company's management and people at your level is good
10. You have learned new things in your job
11. Management has talked to you about your progress in the past six months
12. Would you recommend a friend to apply for any open position here?

Rewards and recognition
13. You frequently get recognition
14. There are real opportunities at the company for meaningful career and professional advancement
15. Considering your contribution, you think you are fairly paid compared to others in the company.
16. The promotional policy is well defined in the organization

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