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CONCEPT FOR ORGANIZATIONAL CULTURE CHANGE IN A COMPANY

NÁVRH ZMĚNY ORGANIZAČNÍ KULTURY VE VYBRANÉM PODNIKU

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Abstract

This master's thesis deals with an organizational culture of STORRA s.r.o., identifies its weaknesses and strengths based on the chosen model, and therefore proposes suitable solutions to foster a change of organizational culture concerning the company's long-term strategic goals.

Keywords

organizational culture, organizational culture change, long-term strategic goals, performance, elements of organizational culture, leadership

Abstrakt

Diplomová práce se zabývá organizační kulturou společnosti STORRA s.r.o., identifikuje její slabé a silné stránky na základě zvoleného modelu, a navrhuje vhodná řešení pro podporu změny organizační kultury s ohledem na dlouhodobé strategické cíle společnosti.

Klíčová slova

organizační kultura, změna organizační kultury, dlouhodobé strategické cíle, výkon, prvky firemní kultury, leadership

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DECLARATION OF ORIGINALITY

I hereby declare the originality of this master's thesis. The entirety of the thesis was elaborated by me, under the guidance of my supervisor. I declare that all sources were fully referenced, in accordance with the copyright law No. 121/2000 Sb., on copyright and rights related to copyright.

In Brno 28.6.2020

.....

Bc. Šárka Mikulčíková

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INTRODUCTION

Tomáš Baťa, one of the biggest Czech entrepreneurs and visionary, was convinced that the company is only as good as its employees. Baťa even relied more on individual character traits when hiring people than on technical skills and was willing to wait for the right person. He was determined to find the most suitable employees, particularly for upper management positions. A well-formed organizational culture is the basis of a well-functioning organization, and companies have been proving this for the last century (Cekota et al, 2018).

More and more companies are emphasizing the corporate culture, which became a competitive advantage especially in fields where there is a high demand for skilled workers. Start-ups and innovative firms disrupt the traditional hierarchy concept of a company and establish a more flexible one, even to a flat or a bubble organizational structure (Kwiatkowski, 2016).

This diploma thesis deals with the organizational culture of the company STORRA s.r.o. The thesis aims to analyse the culture of the selected company, to evaluate the content of this culture. Therefore, to propose such changes that would bring it closer to culture desirable with consideration of STORRA's long-term goals.

STORRA s.r.o. is a Czech manufacturing company operating on the international market. It has about 80 employees. The main focus is on the automotive industry, however, due to very dynamic environment in this field, the company is looking for other opportunities for product diversification.

Accuracy and precision are very important factors in the automotive industry and STORRA has managed to be successful on the market for the last 20 years. However, in recent years, the company has changed several employees who simply did not fit into the team.

Based on this experience, the company's management decided to have training on organizational culture and defined the desired culture in 2018. Since the top-management formally defined the culture, further implementation has not taken place.

Due to this year's corona crisis (2020), when employees were stressed by external factors as well, it turned out that not everyone is on the same page and working as one

team towards the same goal. The culture inside the organization influenced the overall performance and energy. The CEO and owner of STORRA s.r.o. is determined to work on the corporate culture and improve the functioning of the team.

The aim of this thesis is to analyse the current organizational culture, identify its weaknesses and strengths based on the chosen model and therefore propose a suitable change of organizational culture in relation to company's long-term strategic goals.

The author's personal motivation for choosing this issue to solve is her interest in psychology and internal organizational processes.

Objective of the Thesis

The aim of the thesis is to propose a feasible solution and recommendations for company STORRA s.r.o. in relation to company's long-term strategic goals and therefore get closer to the company's vision.

Methodology

The author will use a combination of both **deductive and inductive methods** with the aim to provide a feasible solution. In theoretical part of the thesis the author will critically review the literature regarding the organizational culture, its relation to the leadership and performance of the company that have been on the issue so far published. In order to achieve a change, the methods of how this change can be conducted and what can be a possible limiting factor or risk will be explained.

In practical part the author will use methods of both qualitative and quantitative research. For the quantitative data collection method, **a questionnaire** based on Denison Culture Model will be used. For the qualitative part, **an interview** with the CEO of STORRA will be performed. Techniques used to describe STORRA's environment includes both logic and empirical methods such as analysis, comparison and description. More about used strategies is in the chapter regarding ***Research Methodology***.

The last part consists of author's practical recommendations and proposals for the company which are feasible and likely to positively contribute to STORRA's performance.

THEORETICAL PART

1 CONCEPT OF CULTURE

The concept of culture was described by ancient philosophers from Greece and they determined a key difference in order of *nomó* and *fysis*. The order set by the human agreement as rules or laws is *nomó*. The natural world order separated from human influence and organized by the universe is *fysis* (Soukup, 2010).

Plato and Socrates named another concept, *the care of the soul (epimeleia)* which was associated with the *nomó*. Later, during the Roman Empire, Cicero had introduced the Latin translation of *epimeleia* as a **culture**. Soukup (2010) explains, that *nomó* is not *fysis*, therefore **culture cannot be studied as a nature**.

Typically, culture is defined by anthropologists as “*a sum of all of the artifacts, behaviour, institutions, and mental concepts transmitted by learning among members of society, and the holistic patterns they form*” (Lumsden and Wilson, 1981, p.368).

Behaviour of people is shaped by culture (Hofstede, 1991). The concept of culture was explained in Schein (2017) as a dynamic phenomenon and refers to cultures in 4 different categories (**Figure 1**). The broadest are *macrocultures* which are on the national level, exist globally as ethnic and religious groups and occupations. Then, the *organizational cultures* follow as being public, private, government or non-profit organizations. Groups within organizations are called *subcultures* and even smaller are microsystems outside or within the organization which are *microcultures*.

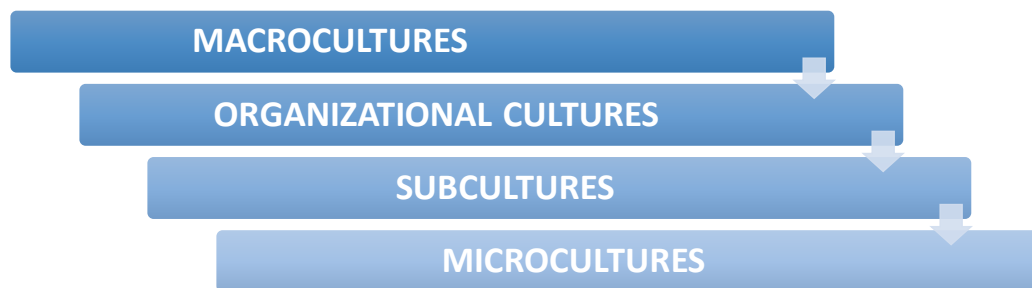


Figure 1: Categories of Culture

(Source: Schein, 2017)

2 ORGANIZATIONAL CULTURE

When a person comes into an unknown environment, he encounters a number of things that seem strange and new to him and he feels a strange atmosphere that affects him. Organizations, businesses or companies build their own value systems and patterns of conduct that manifest themselves in the same or similar actions of individuals within and outside the whole. (Lukášová and Nový, 2004). According to Tureckiová (2004) a man is an integrative part of the organization.

The first boom in the use of this term “organizational culture” (in this thesis used with the same meaning for organizational, corporate or firm culture) is associated with the early 1980s, when the economy peaked in Japan. The increase in interest in corporate culture is associated with the study of the management system of Japanese companies in connection with the "Japanese economic miracle." Emphasis was placed on the relationship between the success of the organization and the influence of soft skills of management (Lukášová and Nový, 2004).

One of the definitions says that: *„Fulfilment of tasks, duties and order can be ensured in the company through a mix of own beliefs, corporate ideology, rituals and myths, which we combine under the etiquette of corporate culture.* “(Pettigrew, 1979, p. 24 cited in Brooks, 2003).

One of the Czech authors defines the organizational culture as *„ a certain character, the spirit of the company, the internal rules of the game that affect the thinking and actions of employees, but also the overall atmosphere in which all internal life takes place.“* (Šigut, 2004, pp. 9-10).

According to Armstrong (1999, p.357) organizational culture is *“a system of shared beliefs, attitudes, assumptions, norms and values existing in the organization. This the system was probably not explicitly formulated anywhere, but in the conditions of non-existence of direct instructions shape the way people act and interact and significantly influence the ways of how work is done”.*

Ashkanasy Wilderom and Peterson (2010, p.14) argues that the corporate culture consists of the public expression of symbols and significance, especially within group interaction and through both tangible and intangible objects.

Schein (2017) states that cultural concepts need to be built on more complex and deep anthropological models rather than just an abstraction. He defines culture as “*a pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems*” (Schein, 2017).

Simply said by Deal and Kennedy (2000), organizational culture is “*the way things are done around here*”.

2.1 Elements of Organizational Culture

Elements of corporate culture are not defined and categorised by authors in a completely uniform manner.

Schein’s model of organizational culture originated in the 1980s (the first ed. in 1991, cited from 5th ed., 2017) and he distinguishes between 3 levels of culture manifestation and says that it is the lack of distinction what is the main issue in the modern organizations as shown in **Figure 2** below.

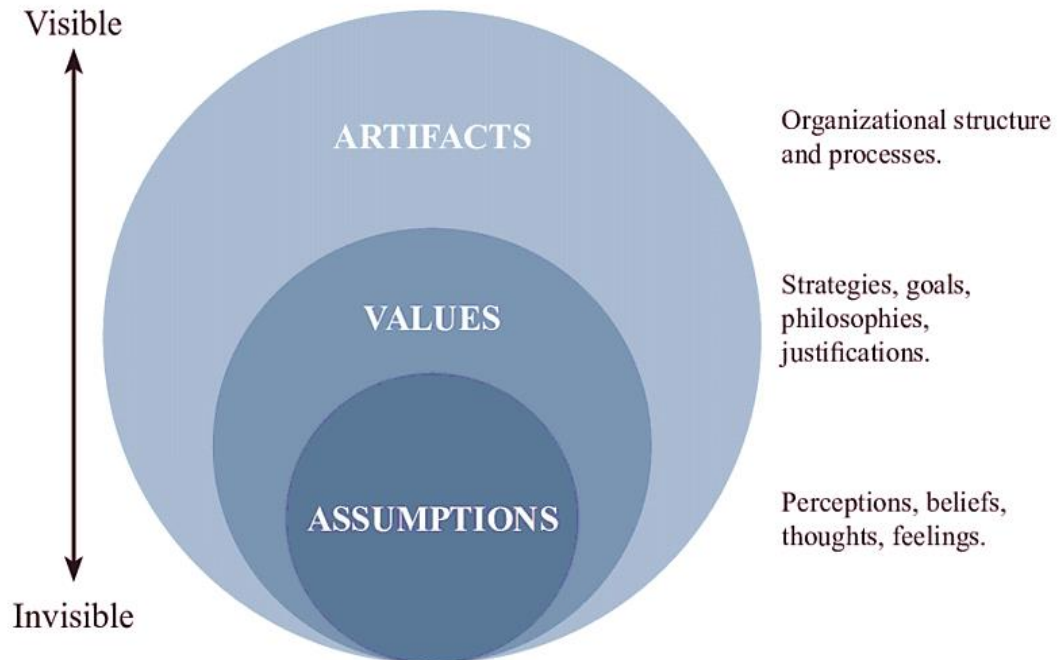


Figure 2: Multi-layered Organizational Culture Model

(Source: Schein, 2017)

1. Artifacts and Symbols

In the first level, there are visible products and behaviour of specific culture in the organization. This could be both tangible and intangible as for example language, routines, style, clothing, technology and products, manners, architecture, stories and myths about the organization, etc. (Schein, 2017).

It also includes the “group climate” which Schein (2017) explains as a manifestation of the culture. Even though, these artifacts are visible, they are hard to decipher. To understand their meaning and not only to assume, the observer must be part of a group for a longer period of time. It is faster done when considering the next layer (Schein, 2017).

2. Espoused Beliefs and Values

Learning in every group is defined by what someone thinks and believes is right or wrong. These individuals are the group influencers and are later recognized as founders or leaders. Even though the group have not yet made any decision based on common consensus, the action is taken according to what the leader wants. There must be a joint decision made, the outcome observed and therefore the validity of leader’s action determined (Schein, 2017).

These beliefs are therefore transformed into organizational norms, rules of behaviour and values which are espoused by the company members. It is a base for company’s decision-making (Schein, 2017).

3. Basic Underlying Assumptions

Basic assumptions in a particular group have little variation among the group members. It is caused by repeated implementation of certain beliefs and values, as it is explained in the second level. In this sense, assumptions guide the behaviour, feelings and thinking of the group members. Schein (2017) explains, that it is very hard to change such embedded assumptions because it destabilizes our interpersonal world for a moment and therefore causes anxiety and defensiveness.

The human mind enjoys stability, people feel extremely comfortable around others with the same assumptions, it creates feeling of identity and self-esteem. On the other

hand, around people with different assumptions, we would not feel at ease and often misjudge and misinterpret their behaviour (Schein, 2017).

These assumptions about “human nature” makes the culture changes very difficult. Schein (2017) describes example with home office. If a particular manager sees work from home as an attempt to take an advantage from the situation and lack of care about performance rather than an individual preference, he or she can have a wrong view at an employee. These basic assumptions are the core of the organizational culture and are very hard to change.

Tureckiová (2004) emphasis “**attitudes**”, as individual predispositions to react in a characteristic manner to particular situations, ideas, persons or objects and explains that inside the company it relates to the overall attitude to work, commitment, devotion and loyalty.

Hofstede (1991) created a model which is called Onion Model of Culture. It consists of 3 layers around the core:

- Rituals
- Heroes
- Symbols

In the middle is “**the core**” of the onion, which stands for the certain values of a culture. They are not easy to change as they are transmitted from the environment individuals grow up in. In the next layer, there are “**rituals**” as greetings or meetings and other free-time activities. In an organization, this would be seen in the form of daily meetings and greetings of employees. The second layer from the core is “**heroes**”. Those are either real or fictional individuals, which are popular in the particular culture. Inside the organization, this could apply to the leaders or popular co-workers. The layer furthest from the core is “**symbols**”. Symbols can vary from colours, monuments, logos, to gestures and images etc. From the managerial point of view, this would be the way how

the organization is characterized. Only the core cannot be changed and trained, the other layers can be learned by “practices” as illustrated in the **Figure 3** below.

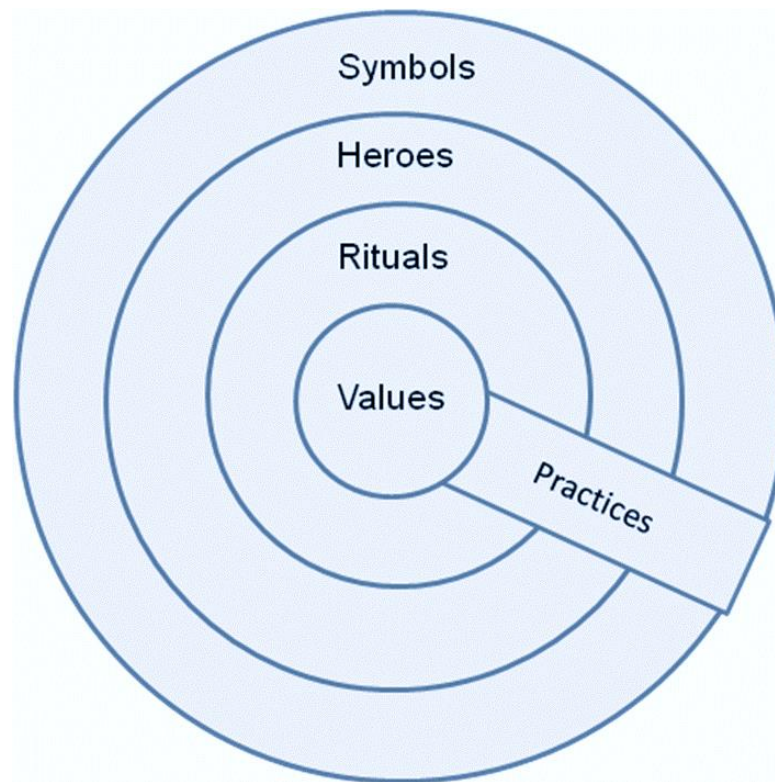


Figure 3: Hofstede: Onion Model of Culture

(Source: Hofstede, 1991)

The elements of organizational culture are often illustrated as an iceberg. Rick (2014) argues, that “*organizational change is like turning a ship*” and he refers to the giant Titanic which sank in 1912.

In the context, the story refers to the unsinkable Titanic. Titanic tragically hit an iceberg which was only visible from 10% and Rick (2014) compares it to the seemingly well-structured organization and the organizational culture (see **Figure 4**). He recommends managers to pay attention on the corporate culture as it can cause troubles or even an unexpected fall of an organization (Rick, 2014).

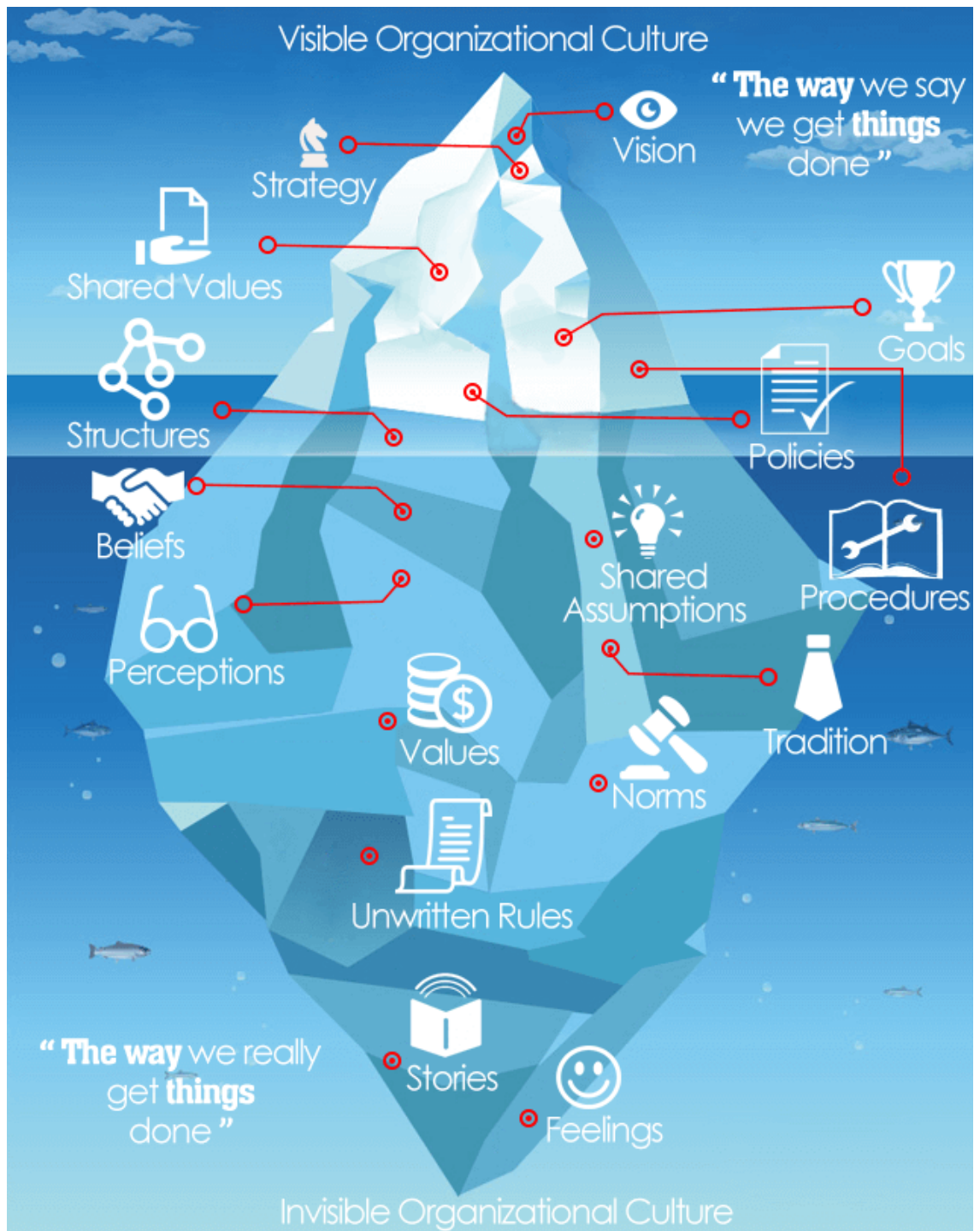


Figure 4: The Cultural Iceberg Model

(Source: Rick, 2014, torbenrick.eu)

2.2 Role and Function

The impact of the organizational culture improves the organization's performance and enables the change management. In particular, the use of corporate culture in the management of change can be considered as key considering the long-term goals of the company (Armstrong, 1999).

The main functions of organizational culture according to Kasper and Mayrhofer (2005, p.115), are:

- identification,
- integration,
- coordination,
- motivational,
- learning and development

According to Lukášová, Nový et al (2004), a strong organizational culture shows an extraordinary ability to influence the character of business processes. A weak organizational culture has little or no influence. In order to be able to talk about a strong organizational culture, it must meet the following criteria (Bedrnová and Nový, 1998, p. 470):

- **CLARITY** – clearly and comprehensibly tells all employees what is desirable, what is required of them and what is not,
- **PREVALENCE** - to acquaint with the organizational culture of all employees and to remind its existence everywhere,
- **ANCHORAGE** - the degree of identification and acceptance of corporate values

Lukášová (2010) states that corporate culture which is effective, can:

- reduce conflicts within the company,
- ensure continuity,
- facilitate and mediate coordination, control and communication,
- ensure harmony inside the company
- take care of discipline, resp. desirable behaviour of employees,

- reduce employee insecurity and affect job satisfaction and emotional well-being (employees know what is expected of them and how things should be done),
- be a source of motivation (identification with the company leads to higher performance and work in the company is taken as a mission),
- be a competitive advantage (perception and thinking of people in a desirable way is an advantage for the organization that cannot be quickly and easily emulated).

Brenton and Driskill (2010) compare strong and weak organizational culture and argue that having a strong culture is not equal to positive culture and that a weak culture is not necessarily linked with low performance.

Strong culture is characterized by:

- clear message of cultural elements,
- employees recognize heroes and know stories about history,
- employees feel identified with culture,
- employees' beliefs and assumptions corresponds with the cultural elements,
- values are shared among the whole organization (Brenton and Driskill 2010).

On the other hand, **weak culture** is characterized by:

- only top-management knows the values,
- unclear message from elements,
- little or no knowledge about history nor heroes,
- culture is recently formed and not well established (Brenton and Driskill, 2010).

2.3 Performance and Organizational Culture

Many authors agree, that the organizational culture significantly affects the success of the company. Lukášová, Nový et al (2004, pp. 51-57) describes theories linked to the organizational culture and company's performance as follows:

1. Theory of strong culture as determinants of organizational performance

In this theory, if an organizational culture is strong, it can fulfil the functions mentioned above which have a positive impact on the performance. However, as a negative side of a strong culture can be a status quo settlement and discontinuation of innovation processes.

2. Theory of participatory/engaged culture as determinants of organizational performance

This theory works well if active employee behaviour is supported and is therefore autonomous and loyal, which can be ensured by the continuous development of employees, empowering them to have more responsibility in their role, expanding decision-making influence, strengthening the focus on customer service and communicating future visions.

3. Theory of contextually and strategically appropriate culture as determinants of performance in an organization

The strategic direction of the organization in this theory depends on the approach of management to the requirements and limitations of the environment. The formulation and implementation of the strategy, which is in accordance with the environment of the organization, has to be well formulated by the management and thus the culture increases the performance of the organization.

4. Theory of adaptive culture as determinants of organizational performance

This theory explains, that a long-term successful organization anticipates changes of the environment and adapts to them - this characteristic is then part of the externally focused culture characterized by the ability to learn, to be focused on the customers and ability to change.

5. Theory of cultural adequacy of managerial practices as determinants of performance in an organization

In this theory, the features of the desired organizational culture and management system organization must be in harmony. A desired culture in terms of strategy and performance must be supported by appropriate management methods, an unsatisfactory culture should then evoke such reactions that will lead to the creation of a desirable culture and will support change. It is also necessary to emphasize that for the performance and future development of the organization it is important that management defines structures, systems and processes based on knowledge of organizational culture.

Additionally, according to Lukášová, Nový et al (2004), the factors influencing overall performance of a company are the content and strength of the culture (see **Figure 5**).

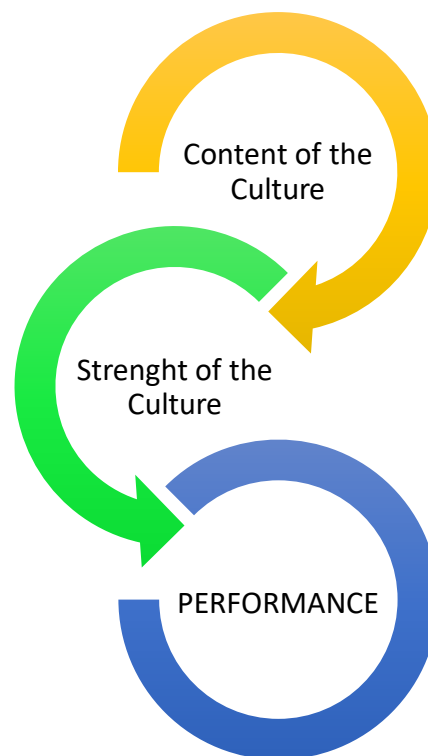


Figure 5: The influence of organizational culture on performance of organization

(Source: based on Lukášová, Nový et al, 2004, s. 53)

2.3.1 Positive Culture and Performance

Bremer (2018) explains that the key for a thriving organization is to have a positive culture. Goleman, Biyatzis and McKee (2001) showed in their research that if a leader is positive, also his employees are influenced and behave positively.

Cameron and Seppälä (2015) state in their research for compassion and altruism, that it is harmful for companies if they try to drive their financial success by high-pressure culture. The employees work under pressure and cannot perform well. It might even lead to an increase in health care expenditures because employees are more likely to get sick or take sick days as shown in the research. **There is also a strong link between leadership behaviour and heart disease among employees** (Cameron and Seppälä, 2015).

Cameron (2014) explains his findings about downsizing companies. He states that *“Almost all of the downsizing organizations deteriorate in performance. Conflict goes up, and morale, trust, and innovation go down”* (Cameron 2014, cited in Bremer, 2018, p. 59). This implicates, that the smaller the team, the more conflicts the organization has.

Baker, Cameron and Owens (2016) illustrate how positive energy of the leader influences other variables (see **Figure 6**).

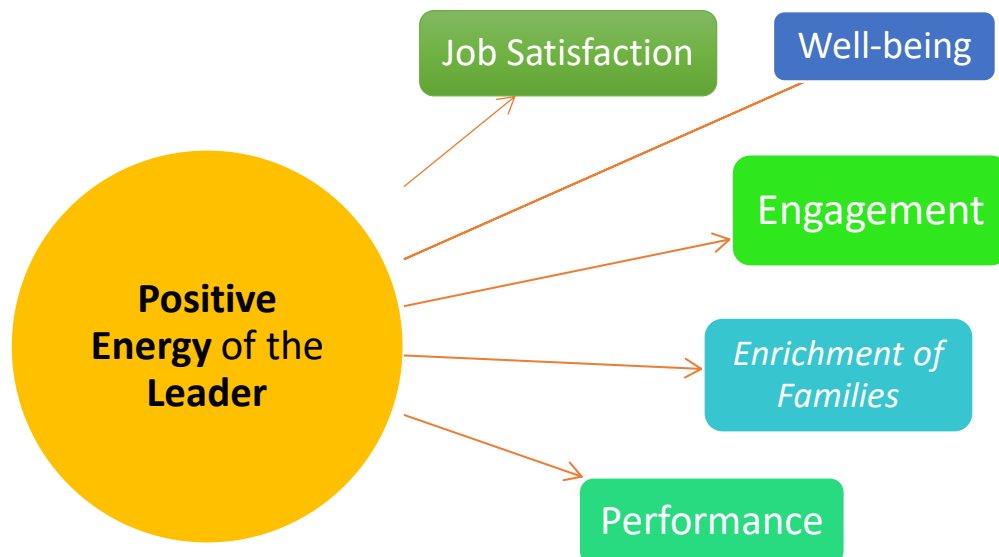


Figure 6: Impact of Positive Energy on Units

(Source: Baker, Cameron and Owens, 2016)

However, Cameron (2014) emphasizes that it is much more complex in reality inside the organizations. He says that:

- Gather a group of positive people does not make for a positive organization
- It is hard to translate individual outcomes into collective outcomes
- Even harder to measure how organizational performance is affected by positive dynamics

Based on his previous research, Cameron (2014) concludes that, an abundance approach and **implementing organizational virtuousness** is significantly and positively related to effectiveness, in terms of:

- profitability,
- productivity,
- quality,
- innovation,
- customer satisfaction,
- employee retention.

Bremer (2018) states, that positive organizational culture influences and increases overall sustainable high performance. However, a shared purpose and meaning is needed.

Positive culture is created by every employee and an individual contributes to the whole organization. Bremer (2018) recommends to focus on the following areas to improve in order to have a positive culture:

- positive awareness,
- connection and collaboration,
- shared purpose and meaning,
- learning and autonomy.

2.4 Leadership and Corporate Culture

Culture and leadership have a clear link in organizational cultures and microcultures. In these types of systems, the culture literally embeds the personality of its leaders and employees are automatically manipulated. The culture is also created by the group, as dysfunctional leaders would not be accepted. In fact, the essence of leadership is management of these dynamic processes of culture creation, therefore, leadership and culture are inseparable (Schein, 2017).

Schein (2017) argues, that

- ⇒ leaders as entrepreneurs are **the main architects** of culture,
- ⇒ leaders **influence** what kind of leadership is possible once the culture is formed,
- ⇒ leaders must and can do something to **speed up culture change** if elements of the culture become dysfunctional.

Goleman, Boyatzis and McKee (2001) found in their research that a leader's mood plays a key role in the dynamic of an organization. They suggest, that leaders and managers should concentrate on **managing their moods** as their primal task and recommends to **implement humour** which resonates with the reality in organizational culture.

There are different types of organizational structure in companies and each of them is characterized by a different style of leadership. Goleman Boyatzis and McKee (2001) list and explain the following types as:

1. Coaching

Effective coaching requires the leader to encourage and mentor the team. Leader using this type needs to be in touch with the team, appreciate the effort and know the team. It focuses on deep conversations with the team and ability to be emphatic.

2. Affiliative

The leader using the affiliative leadership ensures overall harmony. Emotional needs are on the first place, works well when resolving conflicts inside the team and helps to develop trust among the team members.

3. Democratic

The key role plays the collaboration. It focuses more on listening to the team rather than directive orders. It is useful with a skilled team which is capable and willing to improve. The team is involved in the decision making.

4. Commanding

The coercive (commanding) leadership is autocratic. The team is under control which can – if misused – cause deprivation. It works well in crisis when there is no time for a debate.

5. Pacesetting

This style is about the performance and goal orientation. The negative aspect is that all the members are under pressure to perform to a high standard. The leader has to have strong motivation and coaching skills and be able to help the team. Six Sigma or Kaizen are used as tools to improve work.

6. Visionary

The Authoritative (Visionary) Leadership is used by people who are able to motivate and inspire others. It works the best when applied in the company towards a new direction and with less experienced team than the leader him/herself. Empathy plays the crucial role; however, leaders have to enthusiastically convince the team about the same vision and improve their observation, presentation and listening skills.



Figure 7: Goleman’s Six Leadership Styles

(Source: secretstotheirsuccess.com/leadership-styles/daniel-golemans-six-leadership-styles/, 2020)

2.4.1 Positive Leadership

Cameron (2008) argues, that it is a leader’s duty to create an environment where employees feel compassion and kindness. He thinks that it is the only way how organizations can thrive in the long-term.

Cameron (2018) recommends to implement positive communication, where leaders give even negative feedback in a positive way and with respect. He emphasizes that positive leadership is not “touchy-feely” stuff, nor pampering people, but rather an effective way based on science how to make the organization perform better.

In the

below, Cameron (2008) illustrates how positive leadership interacts with climate, meaning, relationships and communication in an organization.

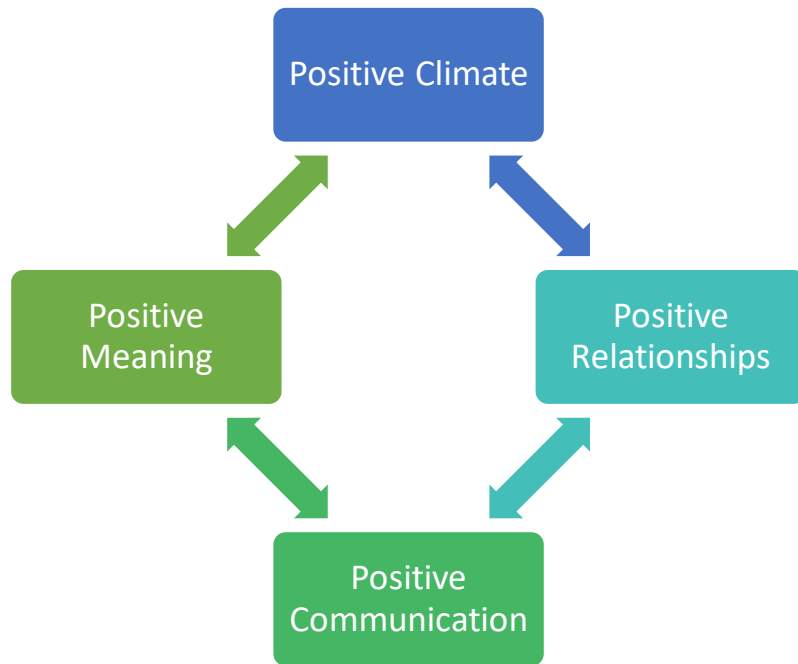


Figure 8: Positive Leadership

(Source: Cameron, 2008)

Quinn (2015) emphasizes leadership as a special form of management, as it has the biggest influence of organization. He says that a leader can look with positive lenses and therefore positively influence the whole company. Quinn (2015) also claims that that is the reason why not every CEO is a leader in the sense of encouraging and positively influencing the employees. A leader should have four fundamental questions answered:

- 1) What result do I want to create?
- 2) Am I internally directed?
- 3) Am I other-focused?
- 4) Am I externally open?

Quinn (2015) also recommends the leader to turn usual negative situations into positive as it will inspire others to behave more positively towards others.

2.5 Typology of Organizational Culture

Bridges (2006) identifies various types of organizational culture accordingly to their internal similarities. Harrison and Handy in 1981 defined types of organizational culture by its relation to the organizational structure as power, role, task and person. Each of the types have a schematic illustration.

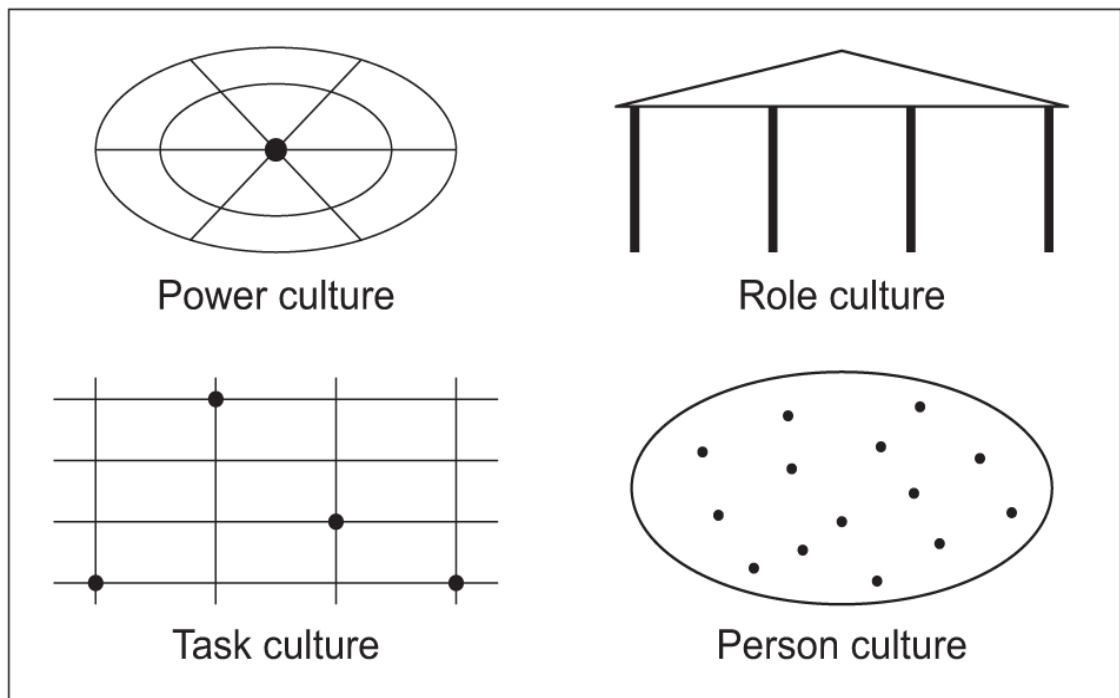


Figure 9: Handy's Organizational Culture Model

(Source: AQA..org.uk, 2020)

1. Power culture

The culture of power is directed from the centre – „the web “. It is characterized by few formal rules. The persuasion and decision-making come from the centre of the "web." This type can work effectively in smaller companies, where the manager or the owner/manager is respected and has an influence. The firm or organization can respond flexibly and quickly to changes and potential threats. However, for organizations with a more complex structure or operating in a larger area, this type of culture would hardly work (Lukášová, 2010).

2. Role culture

The culture of roles is associated with a higher degree of bureaucracy, norms and rules. The role or job itself is more important than the specific person performing it. It is characterized by greater clarity and provides employees with a sense of security. However, it is not very flexible and copes with change quite difficulty (Lukášová, 2010).

3. Task culture

The task culture focuses on the implementation of tasks, using teamwork and employee expertise. Employees in such type work at their own risk and are left with more autonomy. As a result, they can quickly discuss issues with each other and focus on the outcome of the activity. It is effective in areas where there is a need to respond flexibly to changes in the external environment (Lukášová, 2010).

4. Person culture

The culture of people or person is characterized by the fact that the individual is the centre of interest and has an autonomy. It exists only if individuals choose to work together for the overall benefit. Cooperation is based on mutual respect, expertise and common interest (Lukášová, 2010).

Cameron and Quinn (1999, in Greenberg and Baron, 2008) distinguish four types of organizational culture: **Clan and Adhocracy** with the direction to organic processes, **Market and Hierarchy** –where the direction is towards stability and control in their Competing Values Framework. Racelis (2005) assumes following attributes to each of the types:

1. Clan

Clan culture type is characterized by dominant attributes which are participation, teamwork, sense of family and cohesiveness. Type of leader in this organizational culture is like a parent-figure, mentor and facilitator. This type of organization is bonded by

loyalty, tradition and interpersonal cohesion and is internally focused. Strategic emphasis is put on human resources development, commitment and morale (Racelis, 2005).

2. Adhocracy

Dominant attributes in adhocracy type are creativity, adaptability and entrepreneurship. This culture type is externally oriented. Therefore, leadership style is innovator, entrepreneur and risk-taker. Bonding is done by flexibility, risk and entrepreneurship. Adhocracy type companies put strategic emphasis toward growth, new resources and innovation (Racelis, 2005).

3. Market

Externally focused is market type, with dominant attributes competitiveness and achievement of goals. The leader is as well achievement-oriented and decisive. Company bonds by goal orientation, competition and production. Strategic planning in market organizational culture emphasis competitive advantage and market superiority (Racelis, 2005).

4. Hierarchy

Internally oriented is hierarchy type with dominating attributes as rules and regulations, uniformity and order. Leader in this type is coordinator and administrator. Rules, policies and procedures causes bonding. This type of organizational culture strategically emphasises stability, predictability and smooth operations.

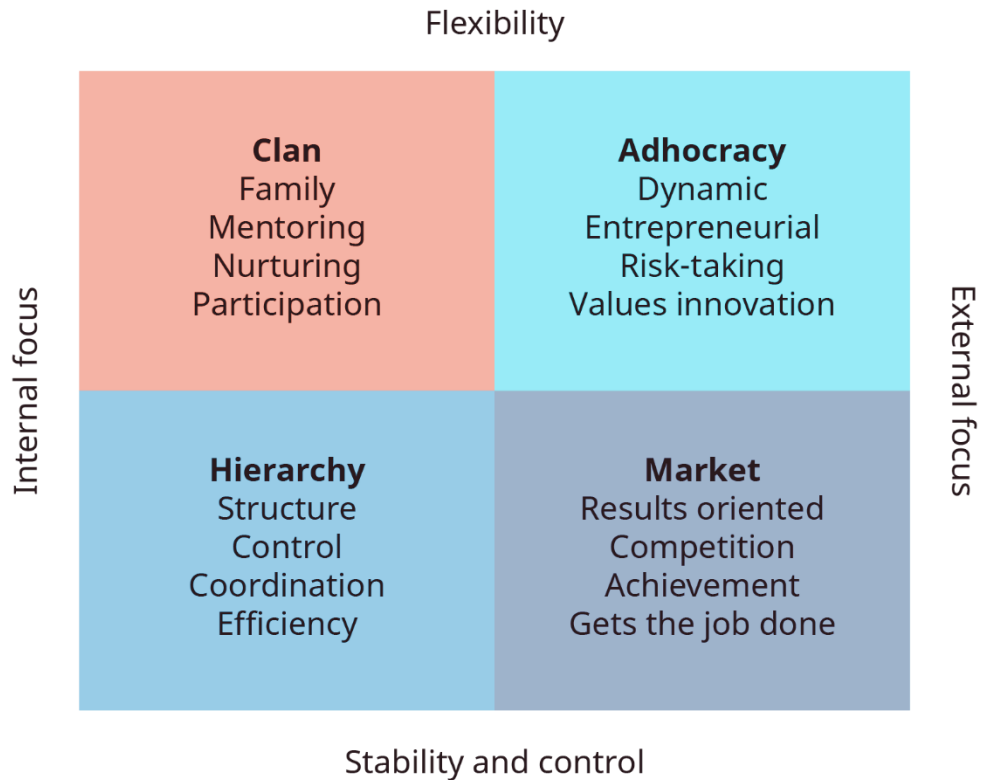


Figure 10: Types of Organizational Culture

(Source: Cameron and Quinn, 1999)

2.6 Diagnosis of Organizational Culture

The most used questionnaires that allow to diagnose organizational culture and are related to the effectiveness of the organization include over 25 questionnaires as listed by Sackmann (2006, cited in Ashkanasy, Wilderom, Peterson, 2011, pp.188-224), some of which are:

- Organizational Ideologies (Harrison, in 1975),
- Organizational Culture Profile (Ashkanasy Wilderom, Peterson in 2000),
- Denison Organization Culture Survey (Denison, in 1996),
- Organizational Culture Assessment Instrument (Cameron a Quinn, in 1999),

To analyse organizational culture, Wahyuningsih et al (2019) recommends Denison's model approach for international business competitiveness.

Denison Culture Model

The survey consists of 4 dimensions with 3 subdimensions, each of which has 4 statements. In total, there are 60 statements, see *Figure 11* (Denison et al, 2006).

It covers areas and answers questions of the following dimensions:

MISSION:

Do we know where we are going?

CONSISTENCY:

Do we have the values, systems and processes in place to create leverage?

ADAPTABILITY:

Are we responding to the marketplace/external environment?

INVOLVEMENT:

Are our people aligned and engaged?

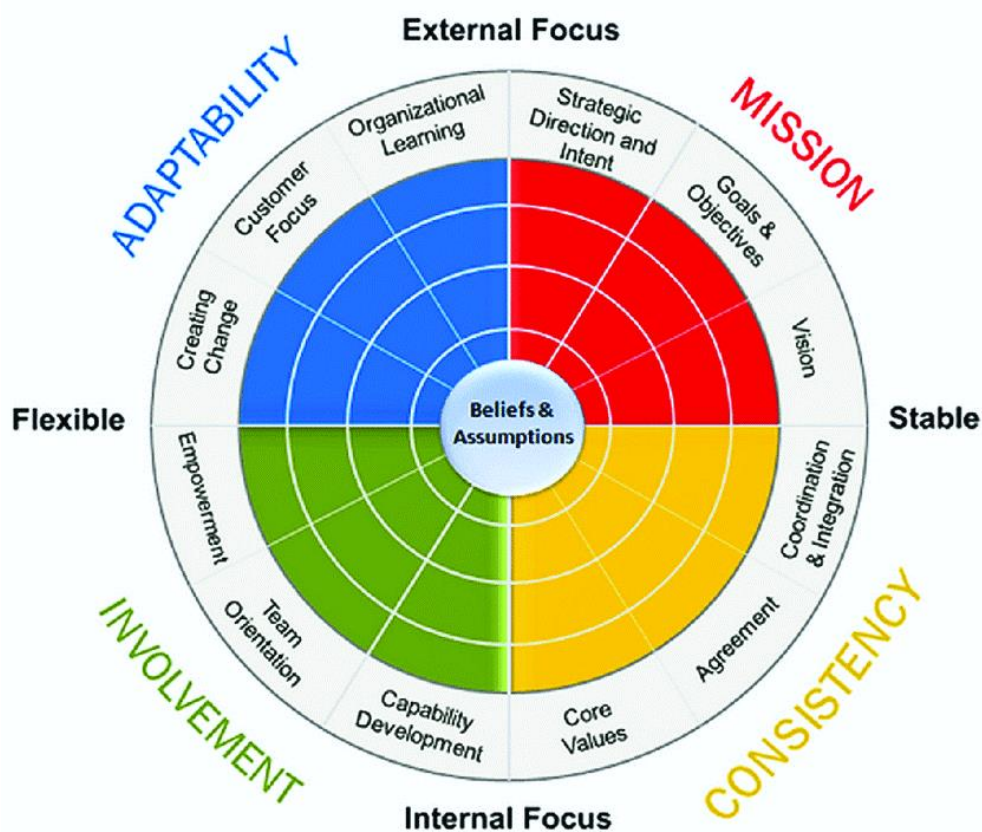


Figure 11: Denison Culture Model

(Source: Denison et al., 2006)

2.7 Change of the Organizational Culture

Controlled change of organizational culture, which would bring the existing culture closer to the desired culture, allowing to increase the effectiveness of the organization, presupposes an understanding not only of how we research culture and how we change it, but also the principle of its formation. This takes place in the process of internal integration and external adaptation, on the principle of reducing anxiety and increasing positive empowerment (Lukášová and Nový, 2004, p. 37).

Armstrong (1999, in Lukášová, Nový et al, 2004, p. 115) defines specific situations where a change in organizational culture is necessary or desired:

- the organization is performing at average or worse;
- the organization is small but growing rapidly;
- the organization is about to proceed to the sphere of very large companies
- there is strong competition in the sector of the organization, which is moving forward.

Armstrong (2002) recommends the following procedure in the process of changing corporate culture:

1. start by analysing the existing culture using adequate research methods
2. define the desired corporate culture
3. find gaps (between the desired and actual corporate culture) based on the previous steps
4. set priorities for change.

An important factor to consider when changing the organizational culture, are the strengths and weaknesses of the organization. Bridges (2006) describes 4 ways to work with them: avoid weaknesses, balance the weaknesses, create new strengths or use existing strengths.

Shook (2010) introduces a philosophy inspired by Japanese giant Toyota. Instead of a group of managers organizing people, there is an experimentation in practise by all

employees in the organization. Shook says, that **people need to experience the change, not to be informed about it.**

Shook (2010) emphasizes that the most important role of any leader is to be an example he or she wishes their employees to behave like. **Leaders simply cannot change the organizational culture without changing themselves first.** The following interpretation of the Shook's model (see *Figure 12*) is based on above-explained Schein's version of artifacts, values and attitudes and basic assumptions (see *Figure 2*).

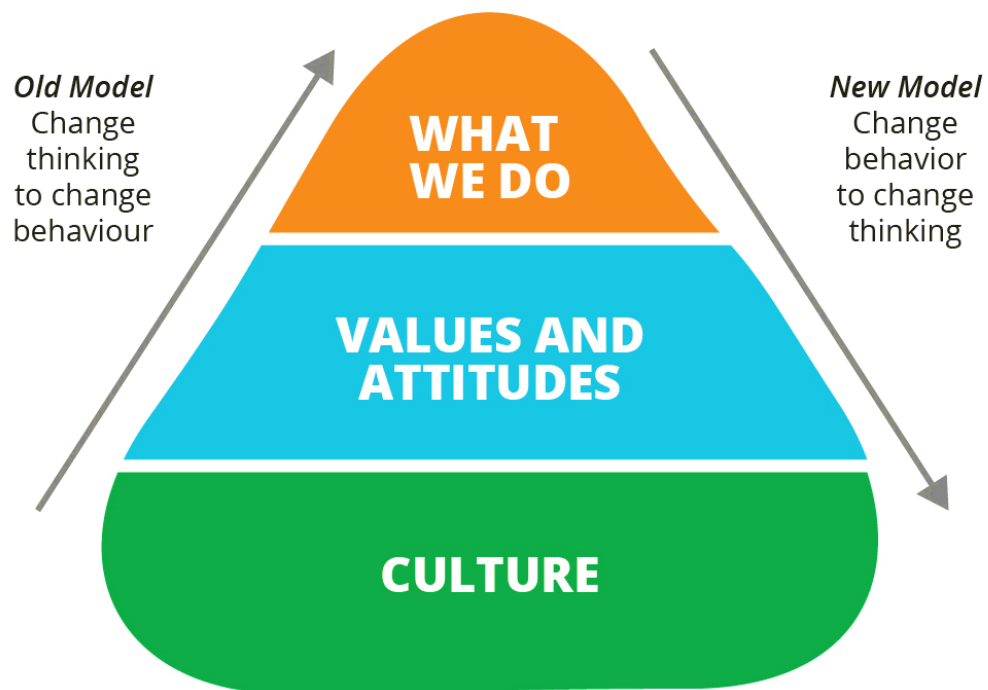


Figure 12: John Shook's Culture Change Model

(Source: Barry O'Reilly, 2020)

2.7.1 Developing a positive culture

Bremer (2018) argues, that a positive culture in an organization leads to greater performance. Cameron (2014) states in his research about positive organizational scholarship in organizations that people intentionally look for "the positive" over the negative. It refers to the "*heliotropic effect*" which is the tendency of living systems to seek what is life-giving and to avoid what is life-depleting (cited in Bremer, 2018, p.47).

Leaders acting positive focus on:

- what thrives both organizations and individuals, rather than what challenges them,
- what goes well, not on what goes wrong,
- what gives life rather than deplete it
- what is experienced as good in addition to only objectionable,
- what is extraordinary rather than merely effective,
- what is inspiring, in addition to what is hard.

Positive Leadership means that leaders have to recognize those who do not contribute to the overall positive atmosphere of the organization and are quick to correct them. Positive means to give a negative feedback as well, however, mindset is reinforcing, respectful and encouraging. Boundaries are set, leaders are strong and they practise gratitude.

In the **Table 1** below, Bremer (2018) illustrates the key differences between conventional and positive mindset inside the organization.

Table 1: Mechanistic vs Organic Mindset

Source: Bremer, 2018, p.57

| Mechanistic Mindset “CONVENTIONAL” | Organic Mindset “POSITIVE” |
|---|--|
| Organization as machine | Organization as a living system |
| Pyramid | Network |
| Leaders as engineers programming for output, leaders as heroes in the spotlight | Leaders as gardeners facilitating the output, leaders as hosts in the background |
| Planning and control | Coordination of emerging opportunities and shared purpose |

| | |
|---|---|
| Leaders are the most important and know best, employees are told what to do | Leaders and followers are equally important roles and contribute both |
| Information flows top-down | Information flows all directions |
| Information is scarce and slow | Information is abundant and real-time |
| Power is based on position thus scarce | Power is based on influence and shared thus abundant |
| Management based on tangibles and numbers | Leadership based on shared purpose and goals |
| Focus on correcting errors to go back to normal | Focus on strength, values, what works well, to exceed normal if possible |
| Culture is invisible and soft so let's focus on what we can measure | Culture is largely invisible but we can see and feel it affecting the business so let's influence it together |
| Change is linear, can be predicted and planned for | Change is non-linear, can't be completely planned co prepare for what emerges |
| Preference for efficiency and competitiveness | Preference for development, growth and learning |
| Real is what is present and can be measured | Real is what is present and its potential that might be sensed |
| Either/or thinking and one correct answer | Both/and thinking, multiple options possible |

Cameron and Seppälä (2015), points out these following steps for leaders to try in order to implement a positive mindset and therefore the organizational culture:

1. Foster social connections

Focus on positive social connections as a number of researches show that it leads to better results at work. Employees are less sick or depressed, which is directly linked to their life expectancy. The goal is to have stress-free and non-toxic environment at work.

2. Show empathy

Focus on compassion towards the employees. During challenging times, it will pay of as individual and collective flexibility and resilience.

3. Go out of your way to help

Helping someone (an employee) with no intention for yourself helps to foster loyalty and commitment. This self-sacrificing behaviour inspires others and employees are more likely to be helpful to other employees. It also increases productivity and trust in the leader.

4. Encourage people to talk to you

To be trusted by employees as a leader improves the overall performance. It also leads to better learning if the leader is encouraging and humble and employees are not afraid to ask for help if they have a problem. This boosts the feeling of empowerment and therefore desire for innovation.

Cameron and Seppälä (2015), summarize that having a culture inside organization which is caring, influences employees and inspires them to bring out their best strengths. Positive cultures are more effective in terms of financial performance, satisfaction of customers and overall productivity (Cameron and Seppälä, 2015).

2.7.2 Methodology of a research

Choosing methods for organizational culture diagnosis, authors on this topic have different if qualitative or quantitative research strategy methods. Martin (2002) maps a variety of ways to diagnose organizational culture. Especially a combination of qualitative and quantitative research brings valuable results and ensure methodological triangulation and thus obtain valid and objective picture of the analysed issues (Martin, 2002).

A. Quantitative methods of organizational culture diagnosis

Quantitative research is described as highly reliable, however, the choice of suitable indicators of culture content is a crucial factor in creating a suitable questionnaire. Due to strong standardization, it causes a reduction in the information received, therefore, it is characterized by relatively low validity. Organizational culture is multi-layered and complex, so it is not really possible to build a perfect questionnaire that would cover all aspects relevant to the researched issues. The main step is to operationalize the theoretical basis into such indicators, which will identify the content of organizational culture with respect to the goal of research (Lukášová and Nový, 2004). However, the qualitative methods are reliable if focus on specific topic. Used methods will be:

1. Online Survey – it is quick to conduct, lower costs, not time consuming
2. Questionnaire – more time-consuming

B. Qualitative methods of organizational culture diagnostics

The basic techniques of qualitative research are observation, individual (in-depth) interview, group interview and analysis of internal documents or books (Lukášová and Nový, 2004, pp. 102-103). It is more time consuming and data are reported in the language of the author. Used methods will be:

1. One-on-One interview
2. Analysis of internal documents
3. Observation

2.7.3 Risks

With every change there are risks which has to be taken into consideration. According to Lukášová, Nový et al (2004) companies deal with the following limitations and risks while implementing a new organizational culture.

1. Absence of a clear and comprehensible strategy
2. Insufficient operationalization of expectations, requirements towards employees
3. Indecision in the degree of continuity and discontinuity
4. Incoherence of the new culture with individual personnel activities
5. Insufficient identification of managers with the desired culture
6. Short-term orientation
7. Inconsistency of organizational and national culture

Tureckiová (2004) argues that for the organizational change process to be successful, it is necessary to involve human resources management specialists. Therefore, the major role plays the top management and CEO. These are the “agents of change” across the organization. The message has to be clearly communicated to employees from them. Then, the desired change is possible and employees have to adapt to the culture or leave the organization.

2.8 Summary of theoretical part

Organizational culture is the **source of the organization's identity**, it creates sense of belonging and affects the motivation of employees and their behaviour. It consists of both **visible factors** (the way the company say the things are done) and **invisible factors** (the way the company really get things done) as illustrated in Cultural Iceberg Model.

Main functions of organizational culture are **motivational and educative** and affectively incorporated culture can reduce conflicts and ensure harmony inside the organization. Moreover, it can become **a competitive advantage**.

Culture can be strong or weak, however, it does mean, that strong culture has necessarily high performance. On the other hand, culture as determinant of organizational performance is linked to the **ability of a company to learn and adapt**. It is both the content and the strength of the organizational culture which contributes to the overall performance.

Thriving organization are connected with **a positive culture**. If a leader is positive in behaviour, morale and trusted, it contributes to well-being of employees and therefore to sustainable high performance. Leadership is inseparable from the organizational culture; **leaders are the main architects and influencers**. The leader's behaviour should be example of the desired organizational culture. Implementing humour is an effective approach to influence dynamics of an organization. There are various styles of leadership to chose from when dealing with a team and improve the performance.

Positive leadership is not “touchy-feely” stuff, it is rather **a scientific approach to make the organization and employees to perform better**. It is based on pointing out positives rather than negatives and communicating them in an appropriate manner.

In order to change the organizational culture, it needs to be firstly understood and analysed. This can be performed based on **competing values framework** or by its **relation to the organizational structure**. Considering the business competitiveness, the **Denison Culture Model** is suitable to use for organizational culture diagnosis. To develop a positive organizational culture, leaders have to change themselves first.

In the following part, an online survey and a questionnaire were used to analyse STORRA's current organizational culture and leadership.

ANALYTICAL PART

3 ANALYSIS OF STORRA s.r.o.

The following part compiles of brief introduction of the chosen company, however, due to the privacy concerns, the original name was changed as well as names of its leader.

3.1 About STORRA company

STORRA was founded in **2000 in The Czech Republic**. It specializes in precise manufacturing of tools, mainly for **automotive industry** on B2B market. Their supply to the largest companies which therefore supply automobile manufacturers as Volkswagen Group, General Motors, BMW and Hyundai. STORRA has a turnover of EUR 10 million.

The company has **84 employees** dated to the June 2020. The organizational structure graph can be viewed in *Appendix 1*.

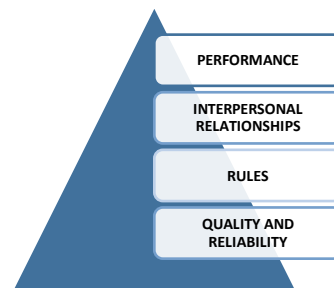
STORRA´s vision is defined as bullet points rather than a full statement.

VISION

Long – term stability, prosperity, economic independence, growth, satisfied customers and employees.

In 2018, the organizational culture of STORRA was defined by the top-management on a teambuilding supported by the European Union fond and also posted on the internal web. However, further implementation did not take place. The current organizational culture of STORRA has quite formal and uniform manner (see *Appendix 3*).

The STORRA´s ethical codex was defined in 2019 and posted on the internal web of the company (see *Appendix 2*).



3.2 Research of STORRA's Organizational Culture

The first official organizational culture and ethical codex were defined by the top management in 2018 and 2019. However, the implementation and further development and measuring did not happen.

3.2.1 Aim

The aim of the following research is to analyse the current state of the STORRA's organizational culture. The results will indicate the weaknesses and areas for improvement and strengths.

3.2.2 Research Methodology

Lukášová (2010) argues that diagnosis of organizational culture must be performed comprehensively and viewed as the way in which it is possible to "read" a particular culture. In practice, this means a research project, which mainly includes the choice and specification of theoretical and methodological basis, the choice of research methods and the definition of the unit of analysis and method of data processing.

Quantitative methods examine the surface phenomena of culture, are more explicit and therefore more accessible and can provide measurable results (Lukášová and Nový, 2004). For this purpose, **Denison Culture Model** was used.

The data collection was performed in the week from 4th to 8th of May 2020 via **online survey on survio.com** (see *Appendix 5*). The survey consists of 4 dimensions with 3 subdimensions, each of which has 4 statements. In total, there are 60 statements. The author added 2 questions to better understand the organizational culture. As measurement we used percentages (0%, 25%, 50%, 75%, 100% and N/A=no answer) which represent the extent to which the employees agree with each statement.

It covers areas and answers questions of the following dimensions:

MISSION:

Do we know where we are going?

CONSISTENCY:

Do we have the values, systems and processes in place to create leverage?

ADAPTABILITY:

Are we responding to the marketplace/external environment?

INVOLVEMENT:

Are our people aligned and engaged?

Qualitative studies therefore map the situation within the company, through the interviewees, reveals the importance of internal phenomena and on this basis helps researchers to understand them (Lukášová and Nový, 2004). The qualitative method in form of **an interview** was performed on 4th of May with the owner and CEO of STORRA (see **Appendix 4**).

The interview covered areas of:

- staff training
- employee ratings
- staffing
- future strategy of the company
- communication

3.2.3 Description of Respondents

The total number of employees is 84. The number of respondents was 75, therefore the **return rate of the questionnaires was 89%**. For the purpose of this thesis, the respondents were chosen from all the employees of STORRA company in order to analyse the current state of the organizational culture. The following questions were used at the beginning of the survey. Respondents consisted of:

| | |
|--------------|----|
| Men | 47 |
| Women | 28 |
| Other | 0 |

The age groups were divided as:

| | | |
|---------------------------|----|-----|
| less than 26 years | 6 | 8% |
| 27 - 30 years | 8 | 11% |
| 31 - 35 years | 12 | 16% |
| 36 - 40 years | 13 | 17% |
| 41 - 45 years | 5 | 7% |
| 46 - 50 years | 14 | 19% |
| 50 - 55 years | 15 | 20% |
| 56 - 60 years | 2 | 3% |

The time he or she works for the STORRA company:

| | | |
|----------------------------|----|-----|
| less than 1 year | 5 | 7% |
| 1 - 3 years | 8 | 11% |
| 3 - 6 years | 12 | 16% |
| 6 - 9 years | 5 | 7% |
| 9 - 12 years | 2 | 3% |
| 12 - 15 years | 10 | 13% |
| 15 - 18 years | 14 | 19% |
| longer / since 2000 | 19 | 25% |

3.2.4 Limitations

The limitations of this research can be seen in the method of quantitative survey via Denison Culture Model as it does include quite complex questions and it is particularly long, some of the employees may not give their honest opinion, nor fully understand the question. The original Denison Culture Model and the Survey Results are compared with their official global normative database. Scores of STORRA company are only based on the internal survey.

The results from Denison survey are not correlated with the age groups, gender nor the period of employment as the author wants to diagnose the overall awareness and feelings.

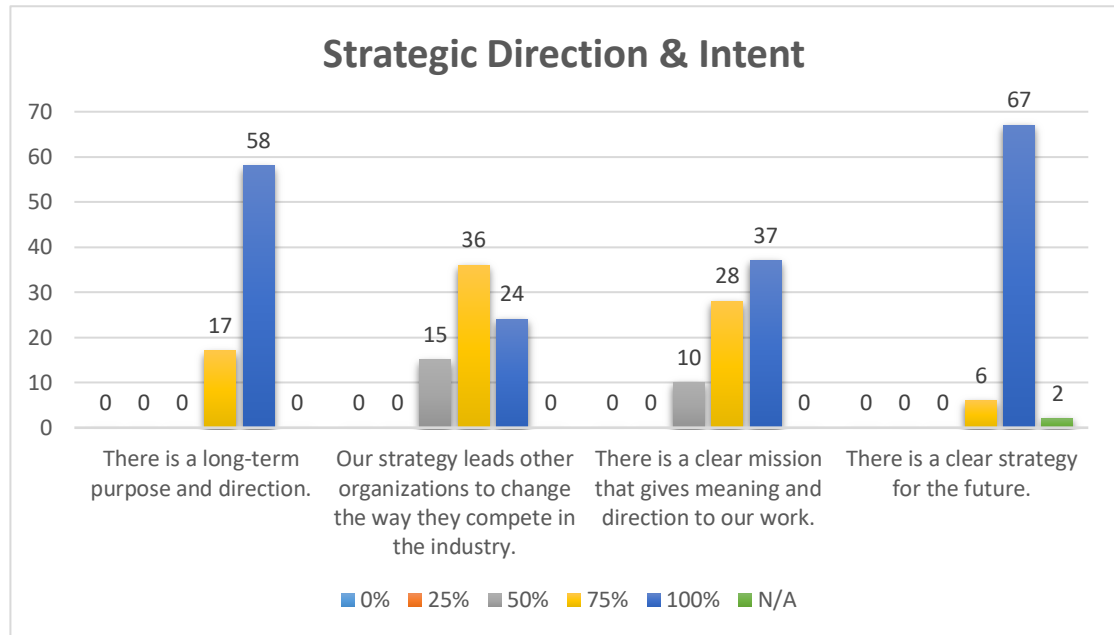
To better understand the personality of STORRA's leader, a questionnaire by Smalley and Trent was used, however, for the more thorough results, it would be preferable to also use 360-degree feedback method.

Timing of the research can also be a limiting factor, as in spring 2020 there was ongoing coronavirus pandemic. Employees' answers could possibly be influenced.

3.3 Results of Survey in STORRA s.r.o.

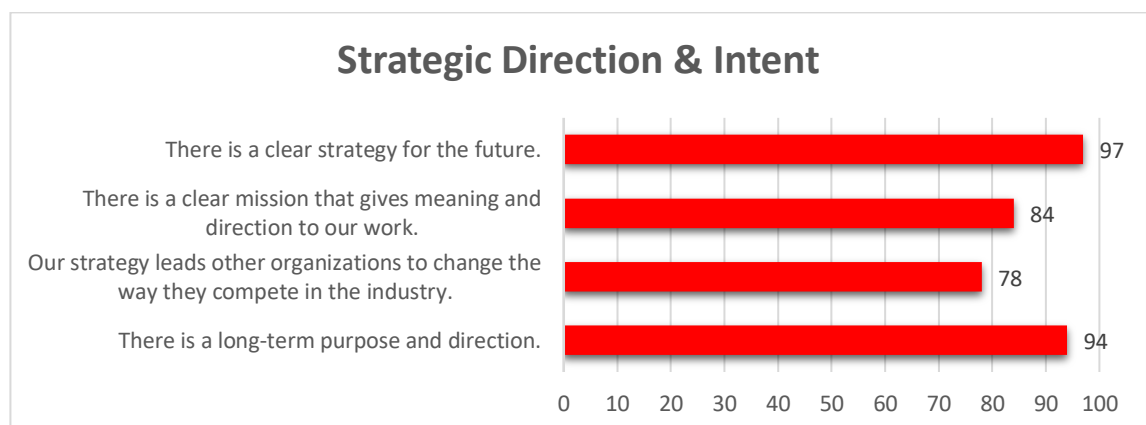
3.3.1 Mission

The first section of the Denison Culture Model consists of questions related to the STORRA's Mission. As the first, the survey covers areas of **Strategic Direction & Intent**. The Graph 1 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.



Graph 1: Strategic Direction & Intent, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 2 was calculated.

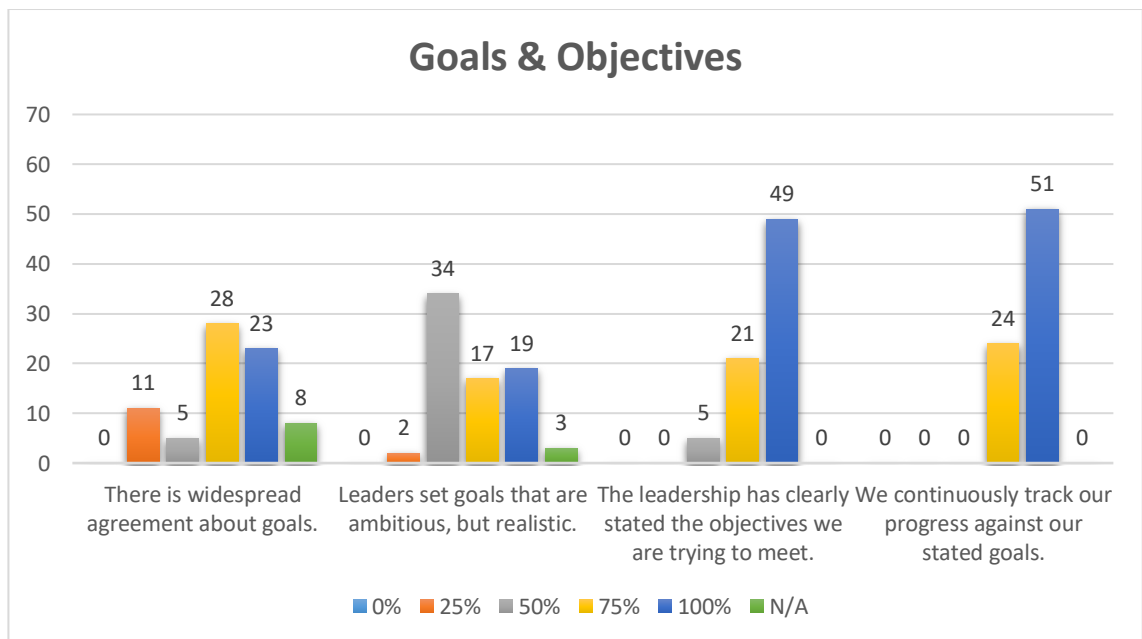


Graph 2: Strategic Direction & Intent, weighted average (Source: author, based on the research)

It is clear from the graph above, where the weighted average of answers is shown, that most of the employees think that STORRA has a clear strategy and long-term purpose and direction. However, less sure are employees about the meaning of their work and STORRA as an impulse for a change in the way other companies compete in the industry. The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.



As the second, the survey covers areas of **Goals & Objectives**. The Graph 3 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.



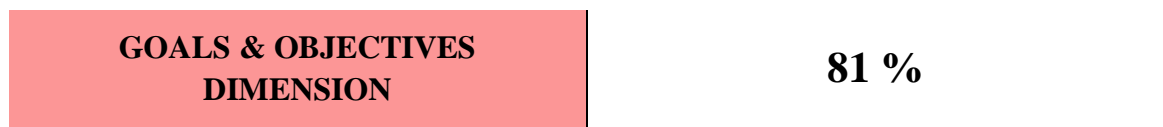
Graph 3: Goals & Objectives, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average was calculated in the Graph 4 below. 65% of the employees agree, that the objectives are clearly stated and the progress of their work is being tracked. However, lack of unity is identified in terms of realistic goals and agreement about them.

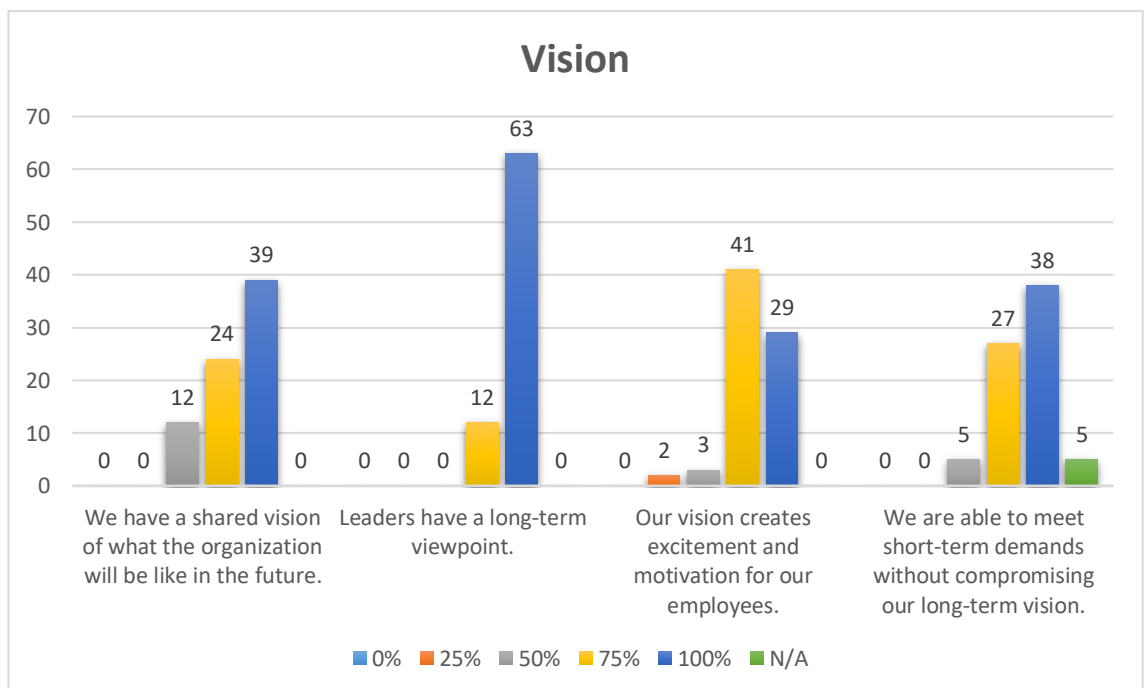


Graph 4: Goals & Objectives, weighted average

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.



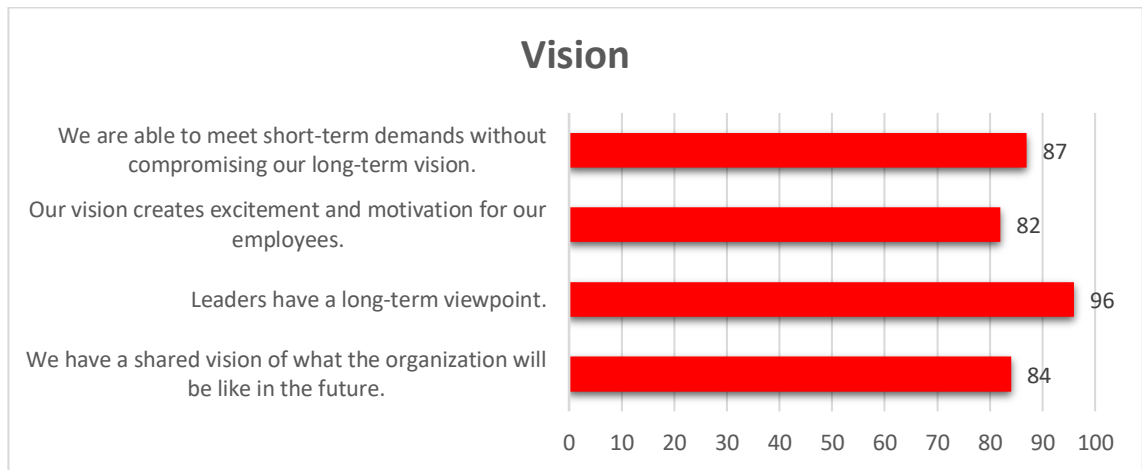
As the third, the survey covers areas of **Vision**.



Graph 5: Vision, answers (Source: author, based on the research)

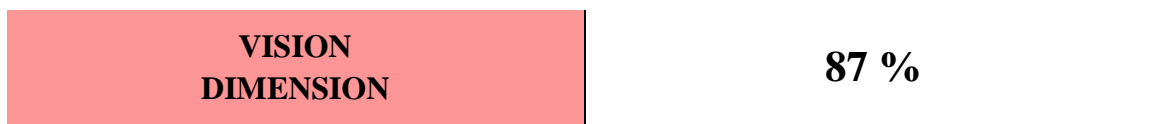
The Graph 5 above shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.

To visualise the overall result of answers, the weighted average was calculated in the Graph 6 below. It shows that employees agree about leaders' long-term viewpoint for STORRA. However, not 100% agreement is on the vision itself. This might suggest that employees feel left out from the vision making process.



Graph 6: Vision, weighted average (Source: author, based on the research)

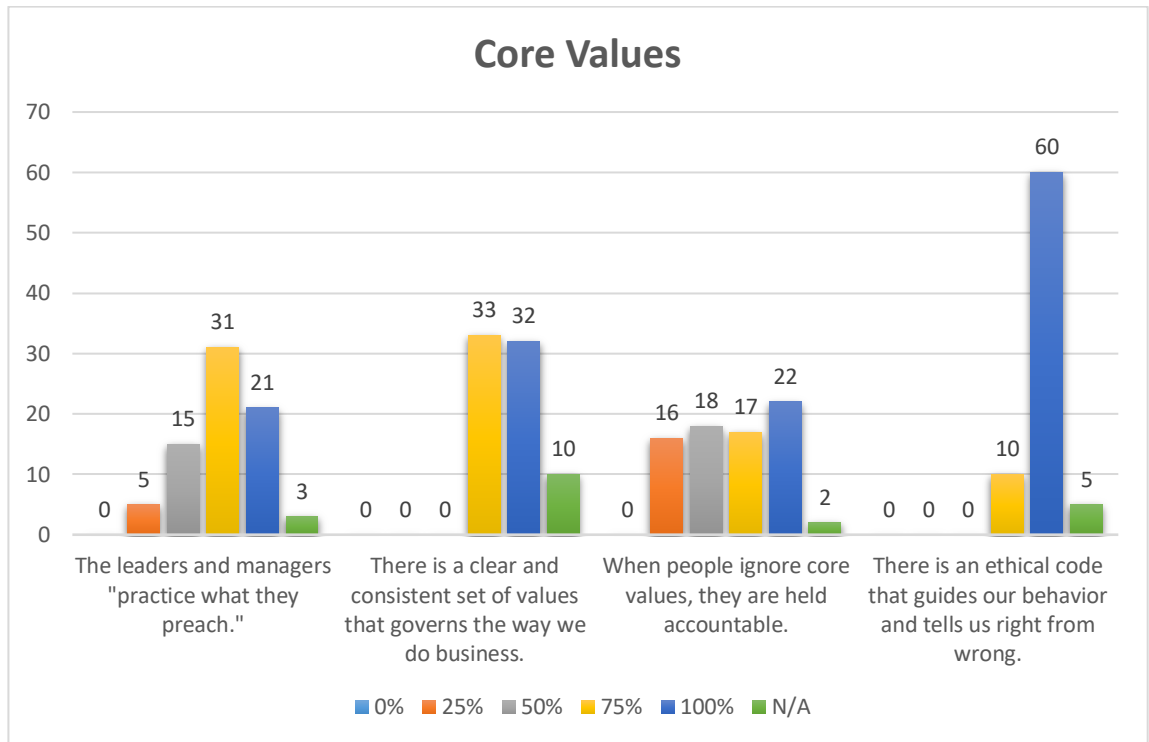
The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.



3.3.2 Consistency

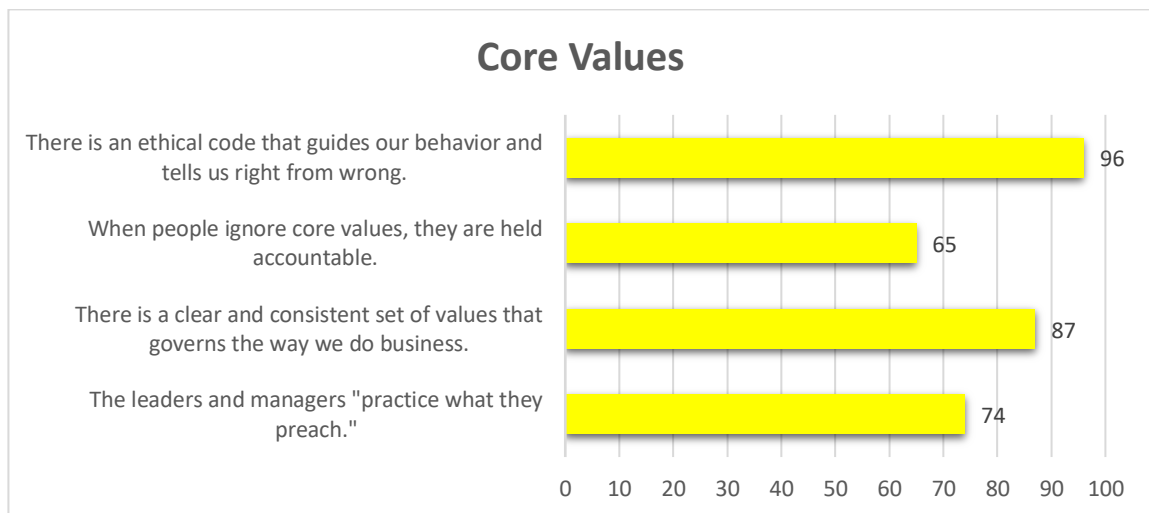
The second section of the Denison Culture Model consists of questions related to the **STORRA's Consistency**. As the first, the survey covers areas of STORRA's **Core Values**. The **Graph 7** below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement. It confirms that there is an ethical codex for employees and that they are informed about it. However, not 100%

employees think that managers practice what they preach and that people are held accountable if the core values are ignored.



Graph 7: Core Values, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 8 was calculated.

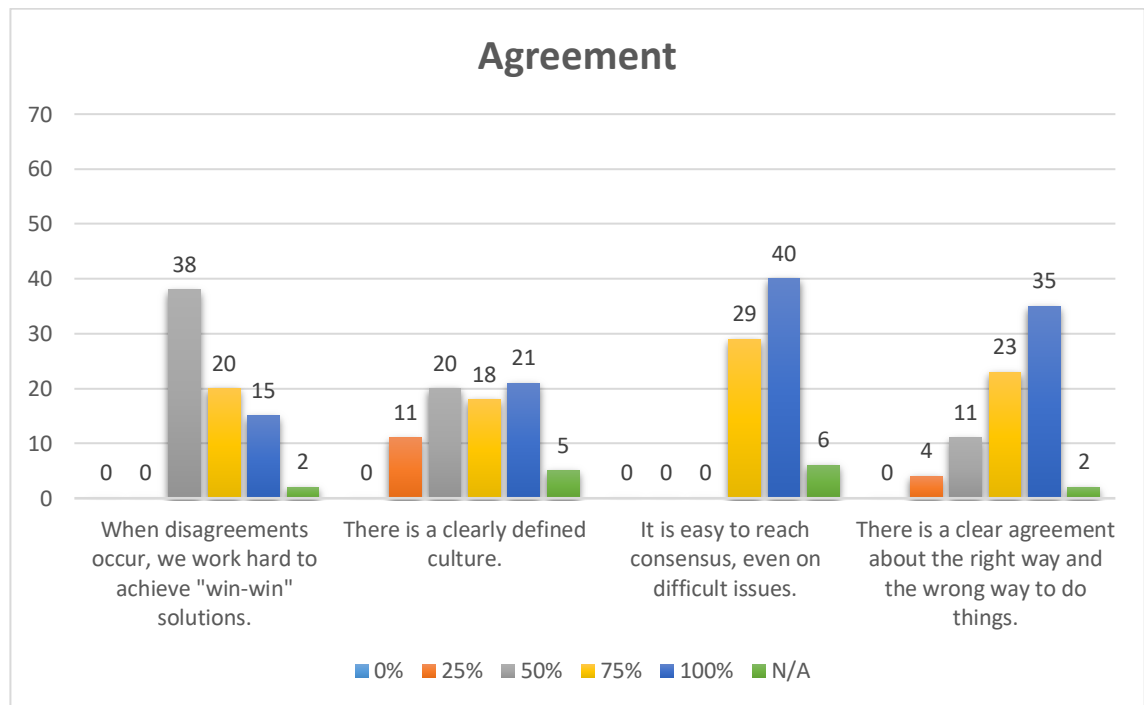


Graph 8: Core Values, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

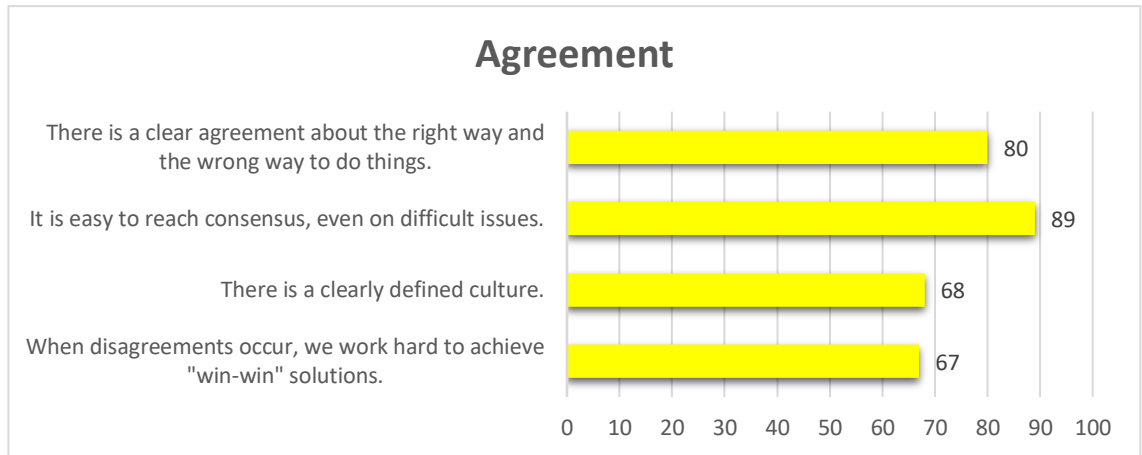
| | |
|----------------------------------|-------------|
| CORE VALUES DIMENSION | 81 % |
|----------------------------------|-------------|

As the second, the survey covers areas of **Agreement**. The Graph 9 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement. A lack of agreement can be seen about the clarity of culture defined in the organization and majority of the respondents only agree to 50% that there is a win-win situation when disagreement occurs.



Graph 9: Agreement, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 10 was calculated.

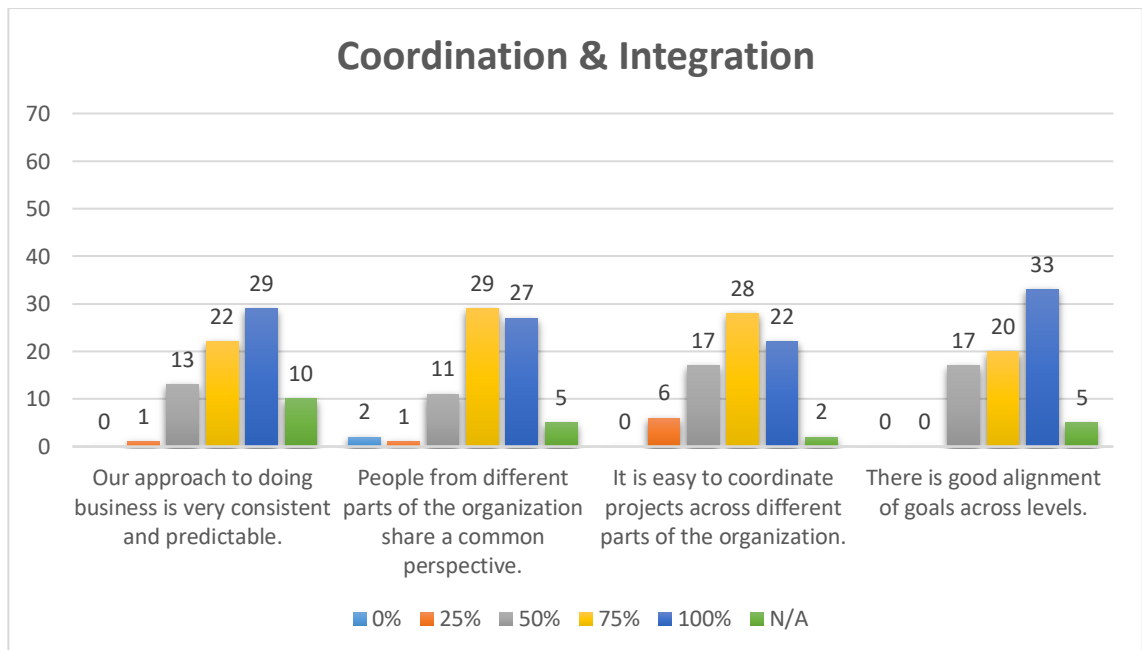


Graph 10: Agreement, weighted average

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

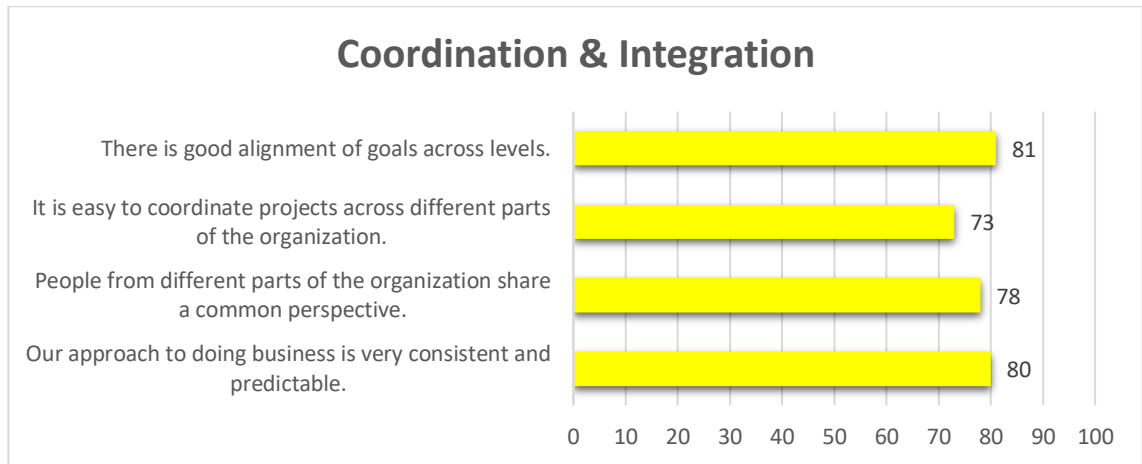


As the third, the survey covers areas of **Coordination & Integration**. The Graph 11 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.



Graph 11: Coordination & Integration, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 12 was calculated. It can be said, that employees agree that the business-doing is consistent and most of the people share the same perspective. However, there could be improvements made during the projects' coordination and cooperation across levels of the organization.



Graph 12: Coordination & Integration, weighted average (Source: author, based on the research)

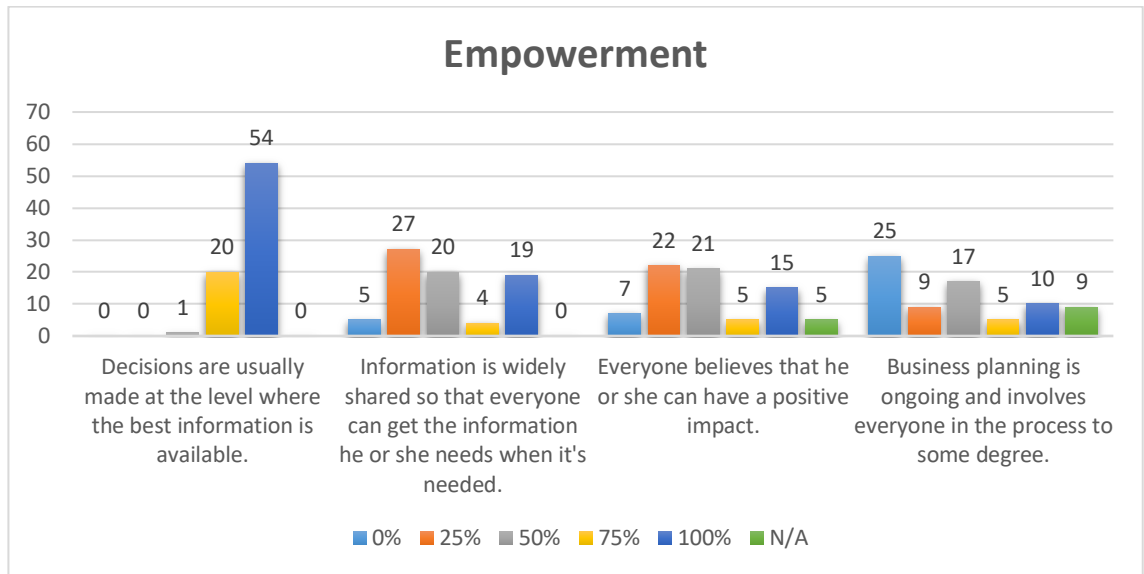
The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

| | |
|---|-------------|
| COORDINATION & INTEGRATION DIMENSION | 78 % |
|---|-------------|

3.3.3 Involvement

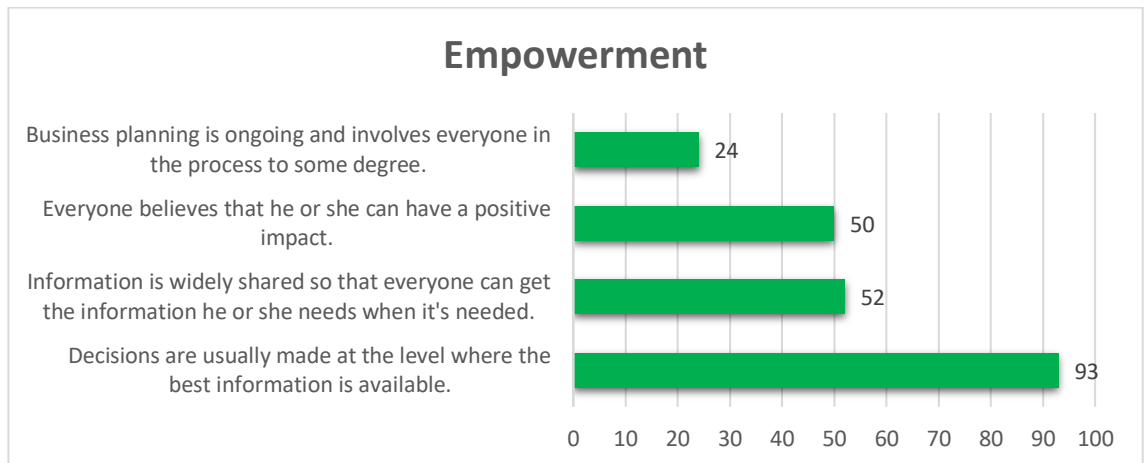
The third section of the Denison Culture Model consists of questions related to the **STORRA's Involvement**. As the first, the survey covers areas of **STORRA's Empowerment**. The Graph 13 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement. Majority of the respondents think, that the decision making is done where the best information is available. On the other hand, it can be said that the respondents feel that some of them

are left out from the business planning process and that they cannot have a positive impact.



Graph 13: Empowerment, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 14 was calculated.

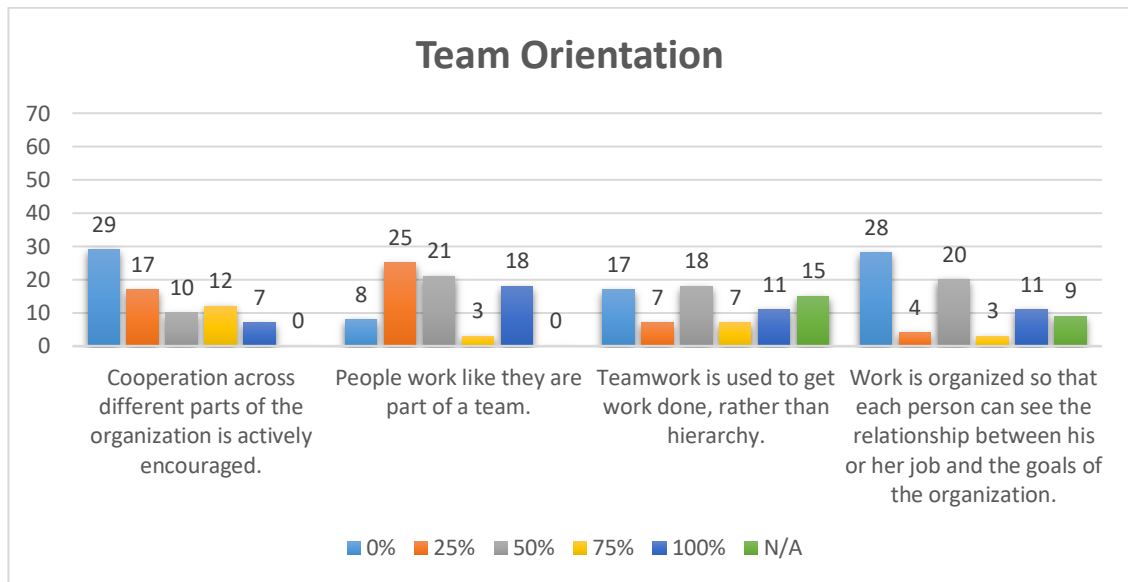


Graph 14: Empowerment, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

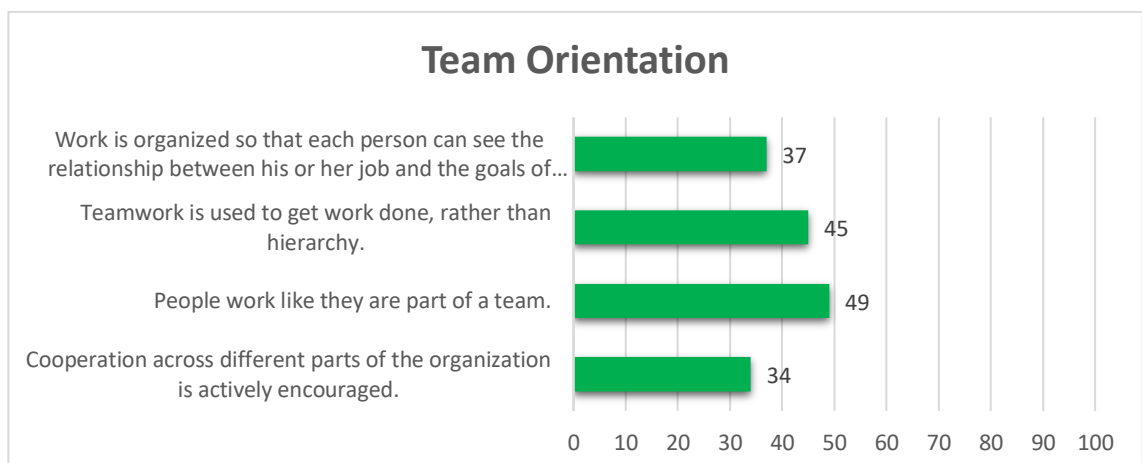
| | |
|----------------------------------|-------------|
| EMPOWERMENT DIMENSION | 54 % |
|----------------------------------|-------------|

As the second, the survey covers areas of **Team Orientation**. The Graph 15 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement. It can be seen that most of the respondents do not think that the cooperation across different parts of the organization is actively encouraged, nor that everyone can see the relationship between work and the organizational goals. Additionally, respondents do not feel 100% as a part of a team.



Graph 15: Team Orientation, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 16 was calculated.



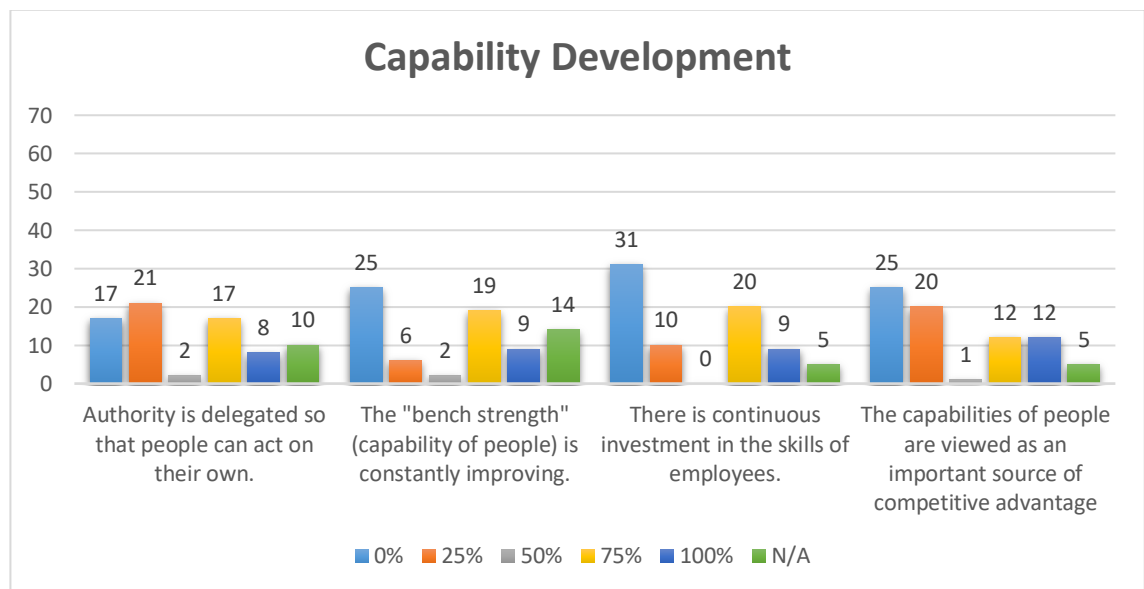
Graph 16: Team Orientation, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

| | |
|---------------------------------------|-------------|
| TEAM ORIENTATION DIMENSION | 41 % |
|---------------------------------------|-------------|

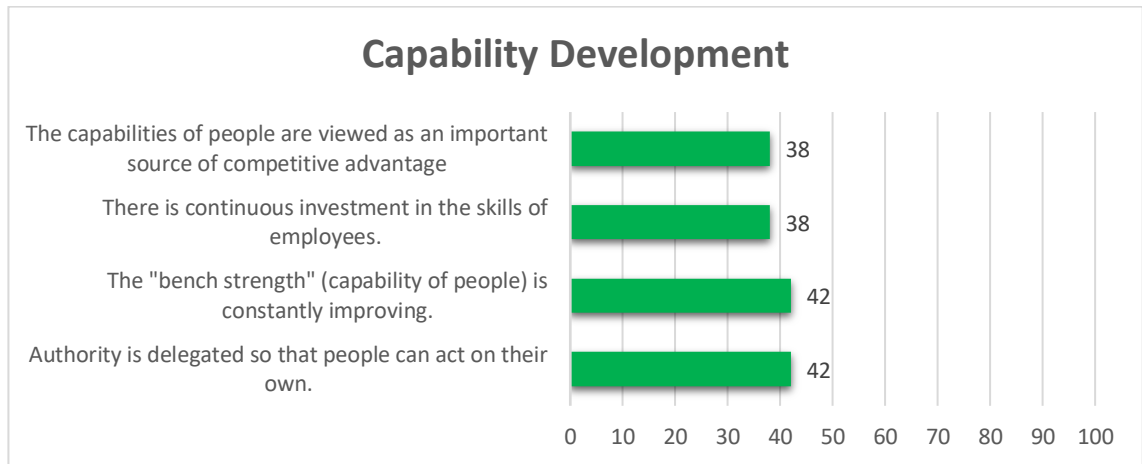
As the third, the survey covers areas of **Capability Development**. The Graph 17 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.

Majority of the respondents do not agree that the authority is delegated to individual autonomy. However, this can be explained by the STORRA's organizational structure. The highest disagreement is with the employees' skills investment. This confirms the leader of STORRA as it recently changed due to some internal changes. However, respondents also do not agree that their capabilities are viewed as an important source of competitive advantage.



Graph 17: Capability Development, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 18 was calculated.



Graph 18: Capability Development, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

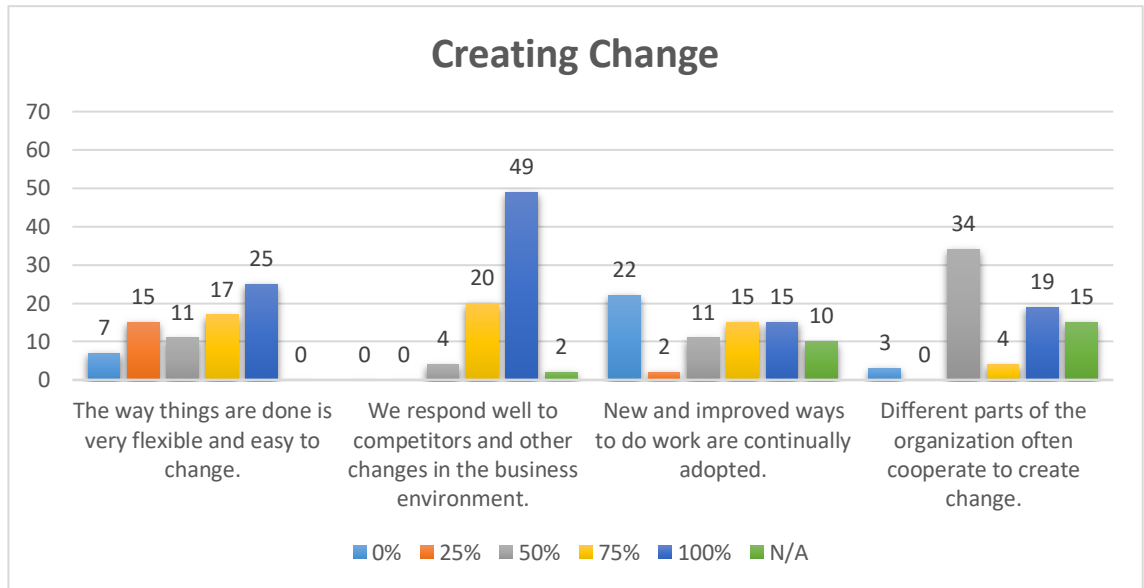
| | |
|---|-------------|
| CAPABILITY DEVELOPMENT DIMENSION | 40 % |
|---|-------------|

3.3.4 Adaptability

The fourth and the last section of the Denison Culture Model consists of questions related to the **STORRA's Adaptability**. As the first, the survey covers areas of **STORRA's Creating Change**. The Graph 19 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.

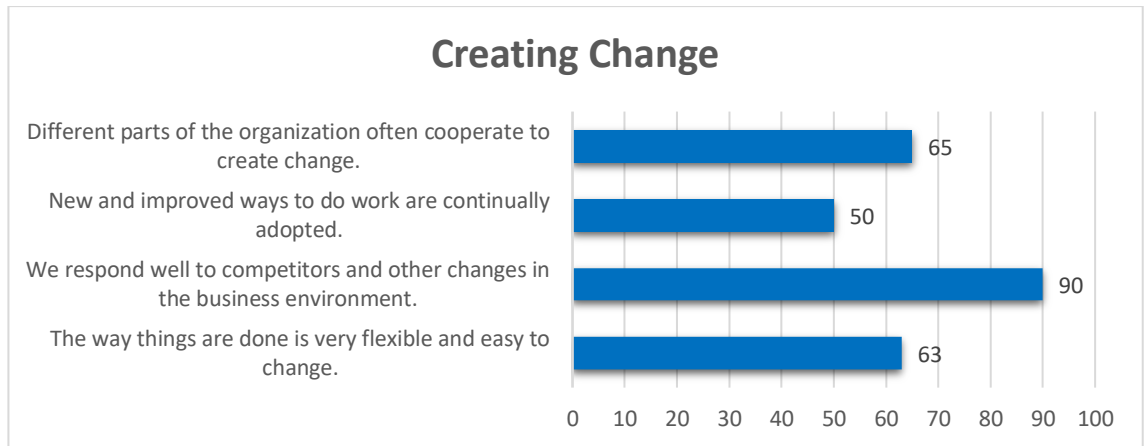
Most of the respondents agree that the organization responds well to the competition in the industry. However, lack of agreement occurs in the new ways of thinking and doing things, which can be interpreted as conservative. Similarly, there is a disagreement about the flexibility of doing things.

The change is the essential element to achieve in order to implement the organizational culture change.



Graph 19: Creating Change, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 20 was calculated.



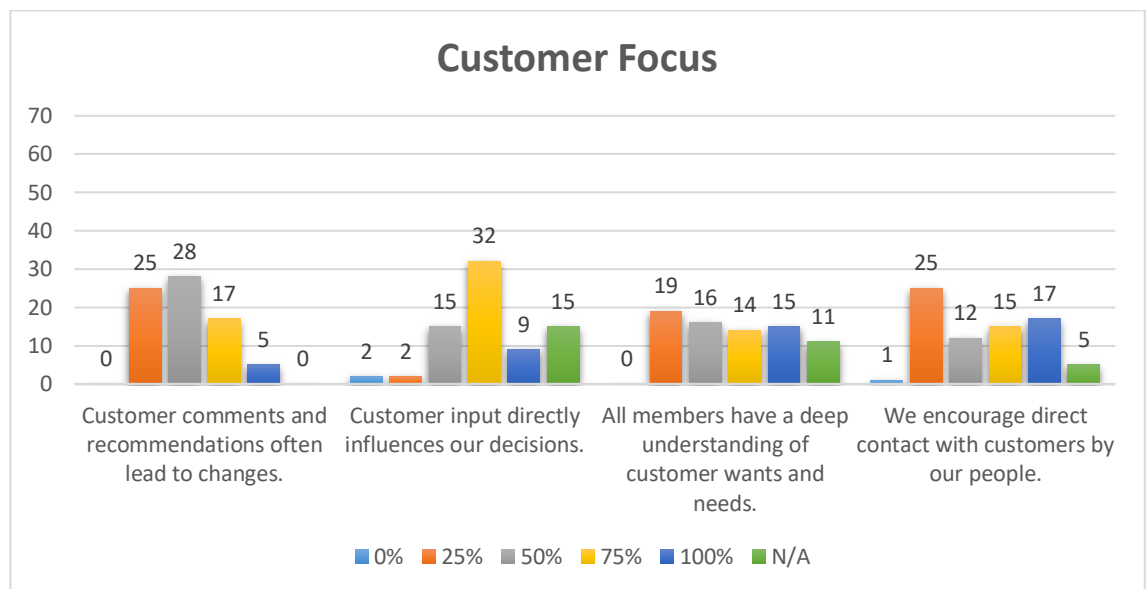
Graph 20: Creating Change, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

| | |
|--------------------------------------|-------------|
| CREATING CHANGE DIMENSION | 67 % |
|--------------------------------------|-------------|

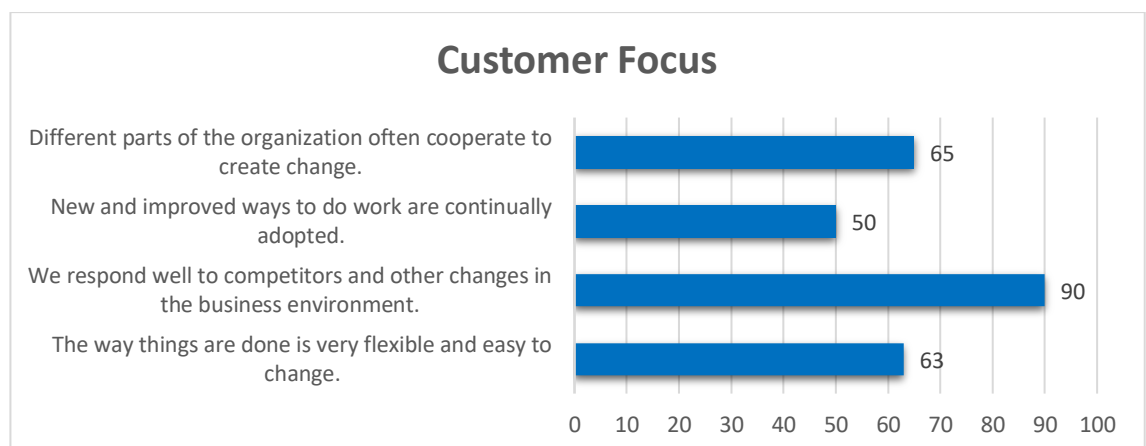
As the second, the survey covers areas of **Customer Focus**. The Graph 21 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.

The customer focus is quite specific as the company focuses on manufacturing in the automotive industry on the B2B market. However, the direct contact with the customer is not much encouraged – this can be explained due to the language barrier as most of the customers are either Polish, German or English speaking.



Graph 21: Customer Focus, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 22 was calculated.



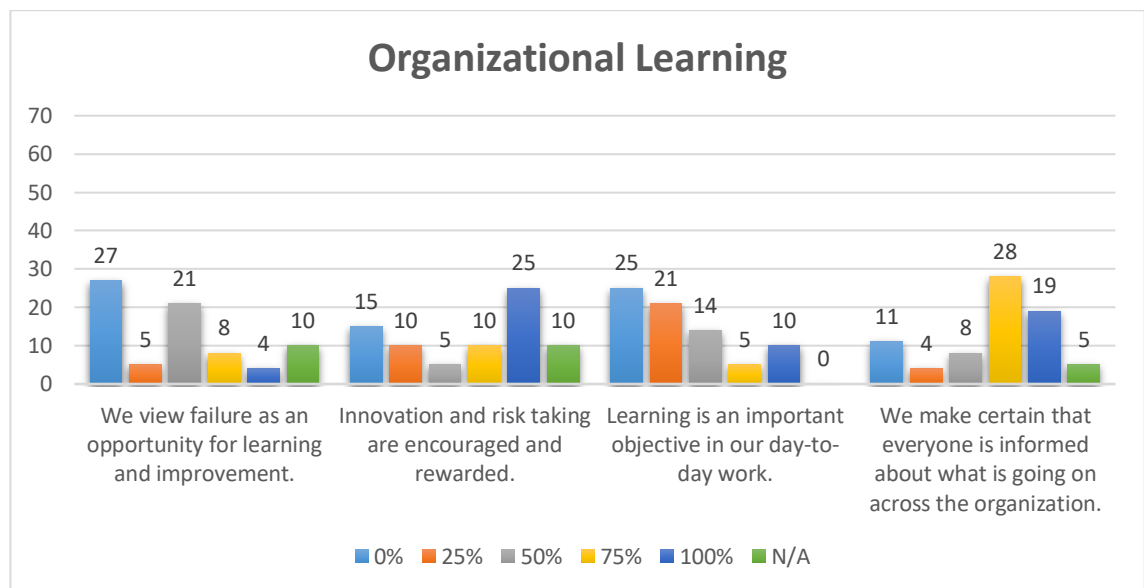
Graph 22: Customer Focus, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

| | |
|-------------------------------------|-------------|
| CUSTOMER FOCUS DIMENSION | 59 % |
|-------------------------------------|-------------|

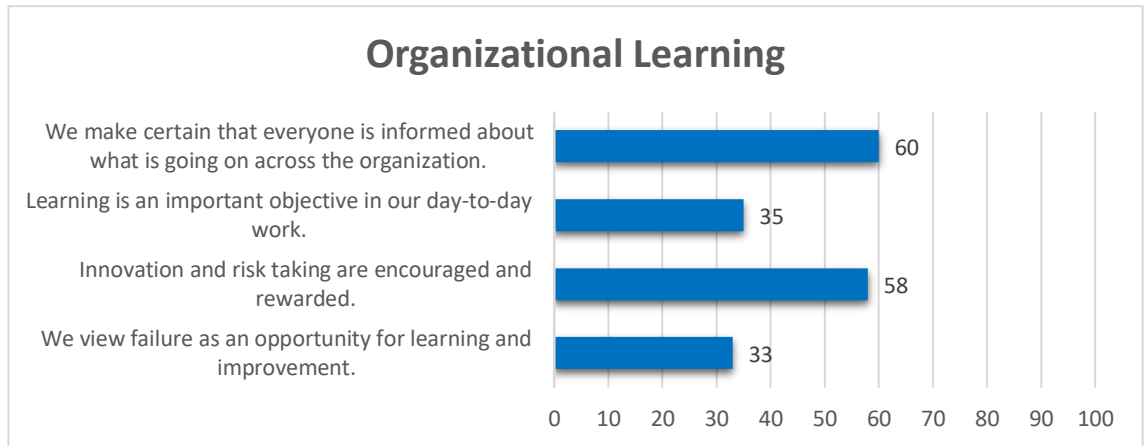
As the third, the survey covers areas of **Organizational Learning**. The Graph 23 below shows the employees' answers of the extent to what (from 0% to 100%) each of them agrees with the following statement.

The highest numbers of respondents' disagreement are about failure as an opportunity for learning and improvement and about learning as an important objective in their day-to-day work. On the other hand, majority of the employees think that information is well spread, even though there are some people who do not agree. The biggest different in answers is about risk taking an innovation. This might suggest different opinions among different levels of the organization.



Graph 23: Organizational Learning, answers (Source: author, based on the research)

To visualise the overall result of answers, the weighted average in Graph 24 below was calculated.



Graph 24:Organizational Learning, weighted average (Source: author, based on the research)

The arithmetic mean and the overall score of this dimension is therefore calculated as shown below.

| | |
|--|-------------|
| ORGANIZATIONAL LEARNING DIMENSION | 46 % |
|--|-------------|

3.3.5 Summary of Diagnosis by Denison Culture Model

To summarize the overall results, the author chose to present the highest and the lowest scores from each statement.

HIGHEST SCORES

| | |
|----|---|
| 97 | There is a clear strategy for the future. |
| 96 | Leaders have a long-term viewpoint. |
| 96 | There is an ethical code that guides our behaviour and tells us right from wrong. |
| 94 | There is a long-term purpose and direction. |
| 93 | Decisions are usually made at the level where the best information is available. |

The highest scores were identified in:

- **trust in the leaders**
- **long-term clear strategy**
- **respected decision-making process**
- **effective ethical codex communication**

Based on the highest scores, it can be said that the employees believe in their leaders in terms of the long-term strategy and decision-making and are aware of the company's vision. It also confirms that there is an ethical codex well-presented to the employees.

LOWEST SCORES

| | |
|----|---|
| 24 | Business planning is ongoing and involves everyone in the process to some degree. |
| 33 | We view failure as an opportunity for learning and improvement. |
| 34 | Cooperation across different parts of the organization is actively encouraged. |

35 Learning is an important objective in our day-to-day work.

37 Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

On the contrary, the lowest scores were identified in:

- **cooperation**
- **learning**
- **integration**
- **communication across levels**

The areas which gained the lowest points will be focused on in the recommendation part of this thesis.

The following

Table 2 summarizes score points from all the dimensions.

Table 2: Denison Model Dimensions Scores (Source: author, based on the research)

| | | | |
|---------------------|---|-------------------------------|---------------------------------------|
| MISSION | Strategic Direction & Intent | Goals & Objectives | Vision |
| | 88 | 81 | 87 |
| CONSISTENCY | Core Values | Agreement | Coordination & Integration |
| | 81 | 76 | 78 |
| INVOLVEMENT | Empowerment | Team Orientation | Capability Development |
| | 54 | 41 | 40 |
| ADAPTABILITY | Creating Change | Customer Focus | Organizational Learning |
| | 67 | 59 | 46 |

As described in detail above, the least developed areas are:

- **Capability Development**
- **Team Orientation**
- **Organizational Learning**

On the other hand, the most developed areas are:

- **Strategic Direction & Intent**
- **Coordination & Integration**
- **Goals & Objectives**

Based on the scores, a spider chart illustrating the dimensions was created.

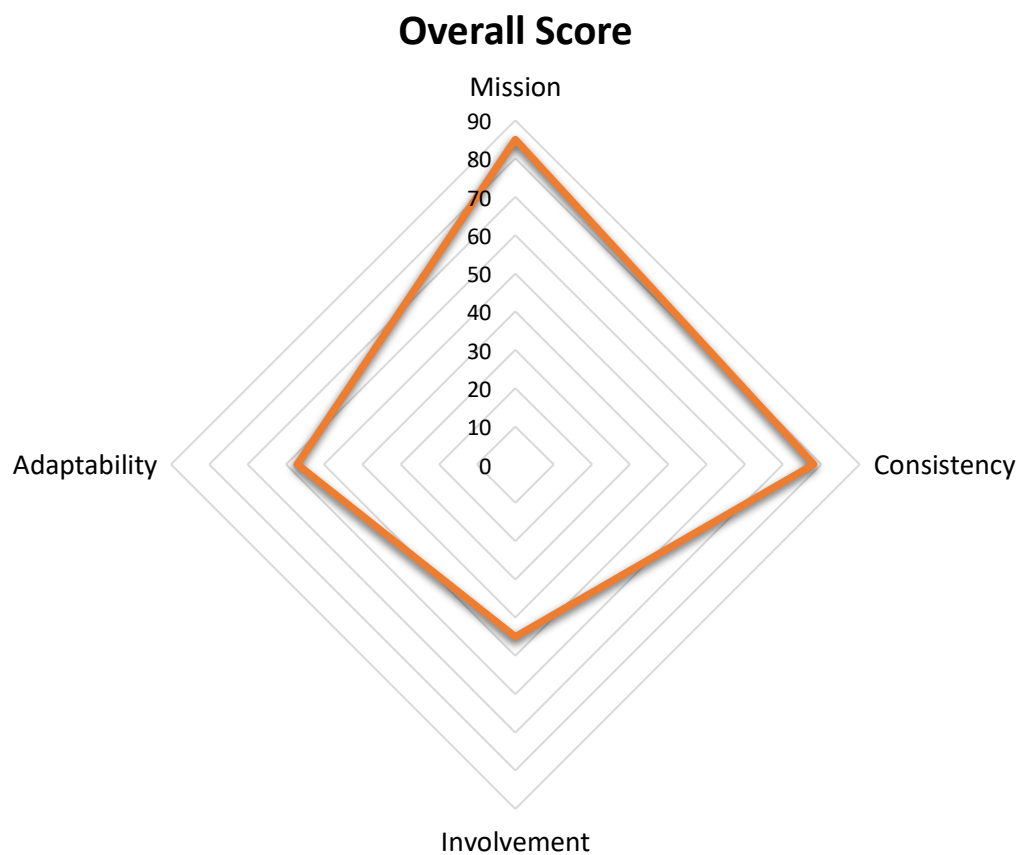


Figure 13: The Overall Score

(Source: author, based on the research)

STORRA s.r.o. gained the highest numbers in **Mission (External Focus)** and **Consistency (Internal Focus)** areas. This adds up to 81.5 % in STABILITY.

| | | |
|-------------------------------|---------------------------|--------------------------|
| EXTERNAL FOCUS 71 | Adaptability 57 | Mission 85 |
| INTERNAL FOCUS 61.5 | Involvement 45 | Consistency 78 |
| | FLEXIBILITY 51 | STABILITY 81.5 |

Mission + Consistency = STABILITY

A stable organization has the capacity to remain focused and predictable over time. A stable organization is typically linked to high return on assets, investments and sales growth, as well as strong business operations. There are also two significant dynamic tensions that a successful organization must negotiate. The first, tension between Top-Down and Bottom-Up Management, represented by the Mission and Involvement traits, is important for organizations to understand. To be successful, an organization must be able to link the mission, purpose and goals of the organization to create a shared sense of ownership, commitment and responsibility for its employees (Denison Consulting, 2020, p.3).

From the scores measured, it can be concluded that from the desired 100 %, STORRA has the following dimensions to these extends:

MISSION: 85 %

Do we know where we are going?

STORRA does have a clear mission.

CONSISTENCY: 78 %

Do we have the values, systems and processes in place to create leverage?

STORRA is influential through its values, systems and processes.

ADAPTABILITY: 57 %

Are we responding to the marketplace/external environment?

STORRA might have difficulties to respond to fast-changing external environment and market place. Especially when considering entering a new market.

INVOLVEMENT: 45 %

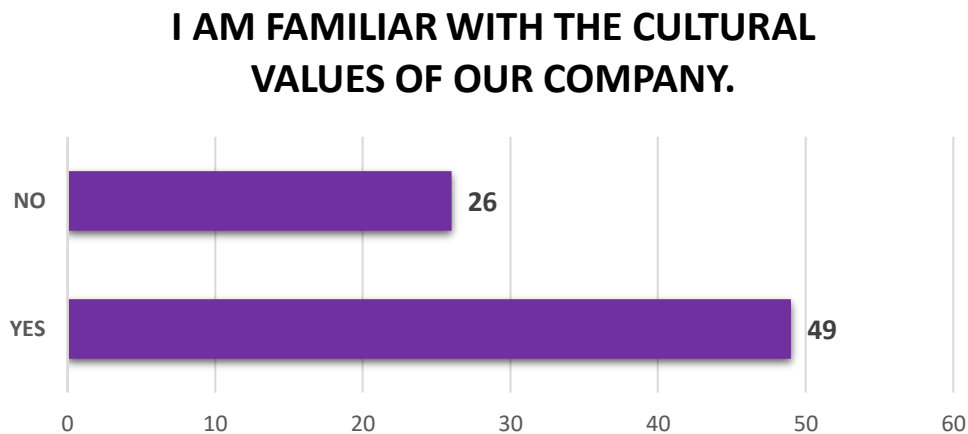
Are our people aligned and engaged?

STORRA´s employees are not efficiently aligned and engaged in the company.

3.3.6 Additional Questions from the Survey in STORRA s.r.o.

In order to better understand the current organizational culture, couple of additional questions were added to the questionnaire.

The first question examines employee awareness of company values. Over 65% of respondents is familiar with the values, however, there is still more than 30% of employees who are not. Results of the question are illustrated in *Graph 25* below.



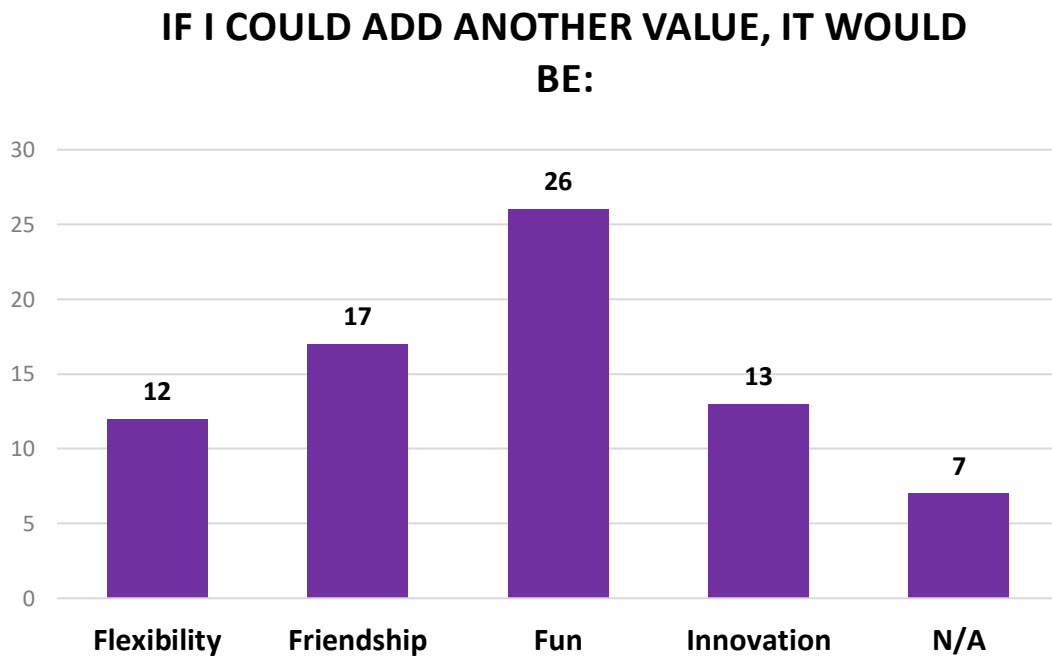
Graph 25: Additional Question 1, (Source: author, based on the research)

The second additional question was an open question where respondents could add any additional value. Over 90% of respondents answered. The most common answer was fun, entertainment, amusement, which is labelled by the author as **FUN**. The second most common answer was friendship, then innovation and flexibility. Results of the question are illustrated in *Graph 26* below.

According to Bevan et al (2018), fun at work can:

- **Reduce absence**
- **Increase productivity**
- **Lower levels of stress**
- **Create an environment of trust, empowerment and wellbeing**

Fun has the greatest impact on creativity, Bevan et al. (2018) also explain the link between overall productivity and psychological wellbeing. In Cooper’s research was also found, that there is no significant difference in perception of fun importance regarding gender, even though men and women tend to prefer different activities (Bevan et al, 2018).



Graph 26: Additional Question 2, (Source: author, based on the research)

3.4 Leadership Personality Test

In theory by doctors Smalley and Trent (1999), psychological type can be labelled by animal names. Understanding these different types can provide solutions for harmony in the workplace (cited in Stafford, 1997). To analyse the personality of the STORRA’s leader, the personality inventory test was conducted (see *Table 3*).

Table 3:Personality Inventory by Smalley and Trent

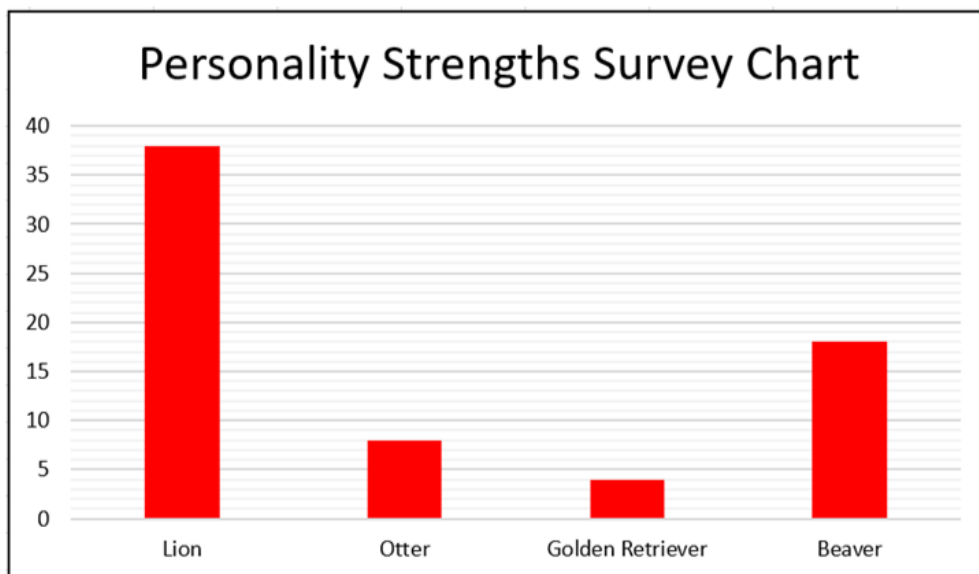
| | |
|---|--|
| <p style="text-align: center;">L</p> <p>Likes Authority Takes Charge Determined Confident Firm Enterprising Competitive Enjoys Challenges Problem Solver Productive Bold Purposeful, Goal Driven Decision Maker Adventurous Strong Willed Independent, Self-Reliant Controlling Persistent Action Oriented</p> <p style="text-align: center;">“Let’s Do It Now!”</p> <p>Total x 2: 38</p> | <p style="text-align: center;">O</p> <p>Enthusiastic Takes Risks Visionary Motivator Energetic Very Verbal Promoter Friendly, Mixes Easily Enjoys Popularity Fun-loving Likes Variety Spontaneous Enjoys Change Creative – New Ideas Group Oriented Optimistic Initiator Infectious Laughter Inspirational</p> <p style="text-align: center;">“Trust Me! It’ll Work Out!”</p> <p>Total x 2: 8</p> |
| <p style="text-align: center;">G</p> <p>Sensitive Feelings Loyal Calm, Even Keel Non-demanding Avoids Confrontations Enjoys Routine Dislikes Change Warm and Relational Gives In Indecisive Dry Humor Adaptable Sympathetic Thoughtful Nurturing Patient Tolerant Good Listener Peace Maker</p> <p style="text-align: center;">“Let’s Keep Things the Way They Are!”</p> <p>Total x 2: 4</p> | <p style="text-align: center;">B</p> <p>Enjoys Instructions Accurate Consistent Controlled Reserved Predictable Practical Orderly Factual Conscientious Perfectionist Discerning Detailed Analytical Inquisitive Precise Persistent Scheduled Sensitive</p> <p style="text-align: center;">“How Was It Done in the Past?”</p> <p>Total x 2: 18</p> |

Source: based on NACADA, 2020

As proven in the literature review, the personality of the leader in a company definitely influences the organizational culture. To analyse the STORRA's leader personality, a test by Smalley and Trent was used. The answers by the leader are illustrated in the

Table 3 above. However, Stafford (1997) emphasizes that these types of tests are not suitable to predict someone's job performance, only to highlight choices and tendencies.

In the chart below, the results from the test are illustrated.



Graph 27: STORRA's Leader Personality, (Source: author, based on the research)

The following **Table 4** describes the dominant type based on test completed by STORRA's leader. It shows strengths as well as weaknesses and it is important to analyse and understand how this type of personality influences the whole organization.

Table 4: Result of STORRA’s Leader Personality Test

L – The Lion

| | The Lion’s Strengths | The Lion’s Weaknesses |
|--|---|--|
| E M O T I O N S | Born Leader Dynamic and Active Must Correct Wrongs Strong-Willed and Decisive Unemotional Not Easily Discouraged Independent and Self-Sufficient Exudes Confidence Can Run Anything | Bossy Impatient Quick-Tempered Can’t Relax Too Impetuous Enjoys Controversy and Arguments Won’t Give Up When Losing Comes on Too Strong Inflexible Is Not Complimentary Dislikes Tears and Emotion Is Unsympathetic |
| W O R K | Goal Oriented Sees the Whole Picture Organizes Well Seeks Practical Solutions Moves Quickly to Action Delegates Work Makes the Goal Stimulates Activity Thrives on Opposition | Little Tolerance for Mistakes Doesn’t Analyse Details Bored by Trivia May Make Rash Decisions May be Rude or Tactless Manipulates People Demanding of Others End Justifies the Means Work May Become Their God Demands Loyalty in the Ranks |
| F R I E N D S | Has Little Need for Friends Will Work for Group Activity Will Lead and Organize Is Usually Right Excels in Emergencies | Tends to Use People Dominates Others Decides for Others Knows Everything Can Do Everything Better Is Too Independent Possessive of Friends and Mate Can’t Say, “I’m Sorry” May Be Right, but Unpopular |

Source: NACADA, 2020

3.5 Summary of Analytical Part

Based on the documents provided by STORRA s.r.o., the author concludes that the company is the closest to **the power culture type** and also has features from **the role culture**. Employees in STORRA have clearly delegated authorities, however, there are occasional misunderstandings. The control radiates from the centre and the power concentrates among a few.

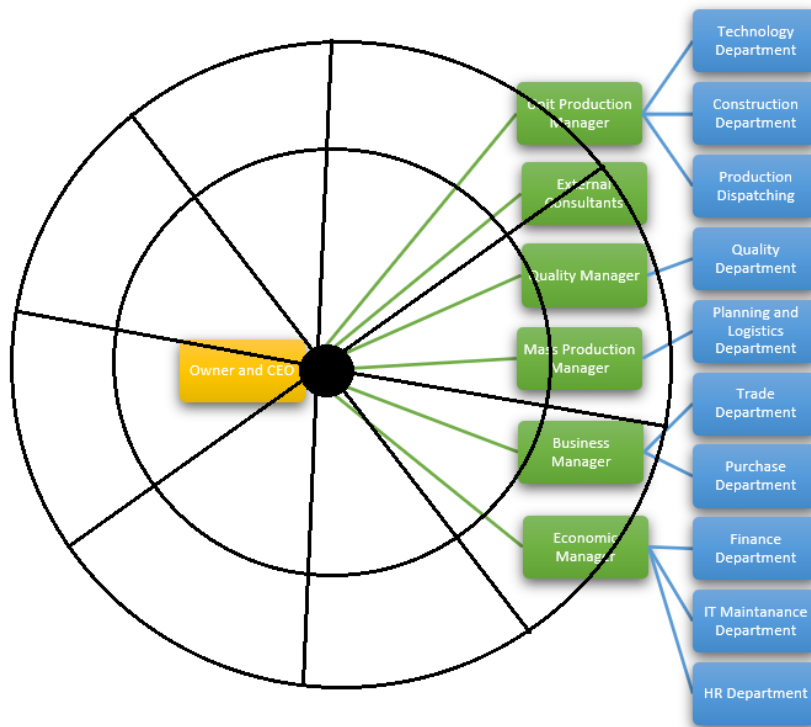


Figure 14: STORRA's Culture Type

(Based on: Harrison and Handy (1981) and STORRA's internal documents)

Type of the organization by Cameron and Quinn (1999) can be linked with the Denison Cultural Model as it has the same directions – external and internal and flexibility and stability. Therefore, the author summarizes, that STORRA's organizational culture is the most similar to combination of **market type** and **hierarchy type**.

According to Nicolescu and Lloyd-Reason (2016) this implicates, that companies which developed a hierarchy culture type tend to respond slower to external factors and

think “inside the box”. However, market type cultures display effective coordination. Therefore, STORRA can implement culture change if coordinated effectively.

| | | |
|--|---|--|
| EXTERNAL FOCUS/POSITIONING 71 | Adhocracy Adaptability 57 | Market Mission 85 |
| | Clan Involvement 45 | Hierarchy Consistency 78 |
| INTERNAL FOCUS/MAINTENANCE 61.5 | FLEXIBILITY/ORGANIC PROCESSES 51 | |
| | STABILITY AND CONTROL 81.5 | |

Based on: Cameron and Quinn, 2006, (Source: author, based on the research)

Market type leader is according to Santti et al. (2017, based on Cameron & Quinn, 2006) **a competitive person, aggressive and driven**, strongly focused on customers and efficiency. Hierarchy type leader is typically **controlling** and tends to monitor and organize the company based on rules.

Personality of leader defines how the leader behaves and how he or she runs the company and therefore influences the organizational culture. This supports Personality Inventory Test by Smalley and Trent which was conducted by the author with the STORRA’s leader. **The dominant type was Lion and subdominant Beaver.**

| | LION/ DOMINANCE | BEAVER/ COMPLIANCE |
|------------------|--|--|
| STRENGTHS | Practical, strong-willed, leader, decisive, excellent in emergency | Analytical, self-disciplined, organized, sacrificing |

| | | |
|-------------------|---|---|
| WEAKNESSES | cold, dominant, unforgiving, demanding | moody, self-centred, critical, revengeful, hard to please |
| WORK STYLE | Critical, Blunt, Forceful Direct Delegates 'Get it Done' Questions Status Quo | Accurate Cautious Critical Perfectionist |

Source: NACADA, 2020

In the survey conducted in STORRA, the author identified the following areas from Denison Culture Model as weak (see

Table 2):

- **Capability Development**
- **Team Orientation**
- **Organizational Learning**

| STRENGTHS | WEAKNESSES |
|--|-----------------------------|
| trust in the leaders | cooperation |
| long-term clear strategy | learning |
| respected decision-making process | integration |
| effective ethical codex communication | communication across levels |

As the result of Denison Culture Model, STORRA s.r.o. gained the highest numbers in **Mission (External Focus)** and **Consistency (Internal Focus)** areas. This adds up to 81.5 % in STABILITY. Denison (2020) recommends this type of organization a shared **sense of ownership, commitment and responsibility for its employees in order to be successful.**

4 RECOMMENDATIONS AND PROPOSALS

The following chapter focuses on specific proposals and recommendations for STORRA s.r.o. based on the results from both qualitative and quantitative research.

The areas which need further development were identified from the survey as:

- **cooperation**
- **learning**
- **integration**
- **communication across levels**
- **lack of humour**

A. TEAMBUILDING / PERSONALITY WORKSHOP

The author recommends to organize a teambuilding focused on understanding different types of personalities. This will foster learning, integration and communication across levels which are areas in need of development. Employees will cooperate in groups.

GAMIFICATION

The author proposes to implement the “fun factor” in the company values. Gamification is used as a creative way of learning new things. This approach is supported by Penenberg (2013). To encourage cooperation and integration, the author suggests organizing a teambuilding and use the Smalley and Trent psychological type test which is explained and illustrated above as **a fun way to learn about different types of personalities** and how to approach them. As stated above, fun at work can:

- **Reduce absence**
- **Increase productivity**
- **Lower levels of stress**
- **Create an environment of trust, empowerment and wellbeing**

Each employee would be given the test to fill out and therefore a “badge” illustrating either lion, otter, beaver or golden retriever based on their results. Employees would then communicate with each other and try to understand traits of each individual in order to

help to develop a high-functioning team. It helps to recognize how he or she contributes to working as a team effectively for the common good of the company. This test also contributes to soft skills development.

Time requirement: 30 – 45 minutes.

B. CHANGE THE ORGANIZATIONAL CULTURE IN CIRCLES OF 10

The original cultural values were only chosen by the top and middle management, which excludes the majority of the employees. The author recommends engaging all the employees into the process. This method supports Bremer (2012) as a very practical method for culture change.

This workshop will be conducted by either external company, or the future HR manager of STORRA. It consists of 1 to 2 hours workshops of maximum of 10 employees – chosen randomly. Each group will brainstorm and think creatively about how they want the STORRA’s culture to be and how they feel about the company. For this purpose, the author recommends using a board to visualize everyone’s ideas.

On this board, each of the employees would stick a note with their personal preference of important value. This board can be then displayed in the company’s cafeteria or on the website.

Time requirement: 1-3 days/ group of 10 employees at once for 1-2 hours



Figure 15: Culture Board Example (Source: author)

C. MEASURING THE PRODUCTIVITY AND WELLBEING

To monitor and further analyse the culture and environment after the teambuilding and workshop, STORRA can use an innovative technology. Czech *The Greenest company* offers innovative **Space Monitoring**. It is a workplace management service that helps company to understand, prioritise and decide how to increase productivity and wellbeing. It provides information about:

- Employees' Focus Index
- Wellbeing Index

The company provides with detailed data analysis, employee feedback and action plan for recommendations.

Time requirement: 3 weeks

**WORKPLACE UP TO 120 SEATS/
PRICE FOR ONE MONITORING
AND FLOOR**

50 000 CZK

Source: The Greenest Company, 2020

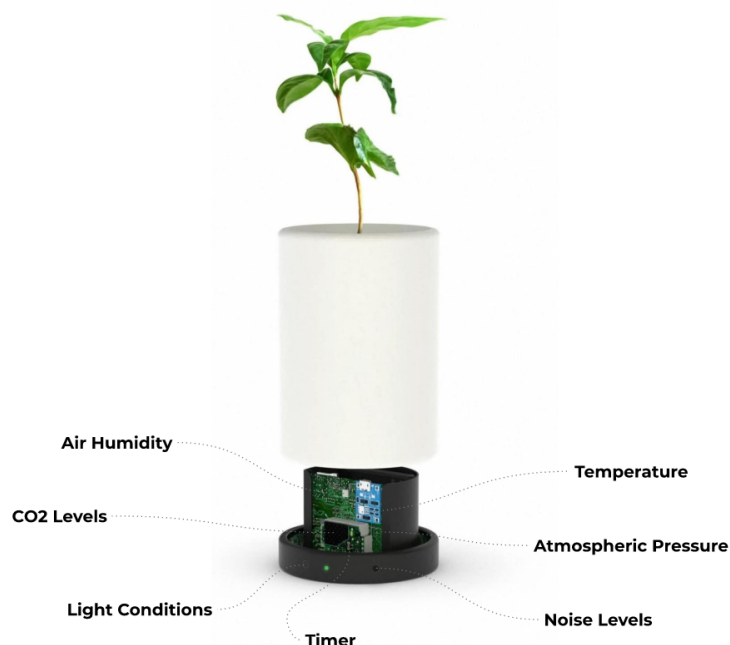


Figure 16: Space Monitoring

(Source: The Greenest Company, 2020)

D. COMMUNICATION / INFORMATION SHARING

A. Internal

All the information about current and updated organizational culture can be displayed on TV screens (there are currently 6 monitors across the company) which are already placed, however, not used that often. The management of STORRA installed them to present information for employees. The author recommends to broadcast presentation about company's values at specific times, made as a short video or animation.

B. External

In the interview with the owner and CEO of STORRA, it has been found that the company's focus will be attraction of new customers and possibly new employees. To be successful and visible on the international market, STORRA has to further develop its web and awareness.

Web Page Innovation

In order to attract new customers from different countries, a web page innovation is a necessary step. Crucial information about the organizational values, references from customers and history facts about the development of the company are missing.

Cooperation with COCUMA

COCUMA is a website which focuses on companies with great organizational culture. According to their website, they are looking for two things from companies. Firstly, owners who have respect for people and realize that without them they would never have a good company, and secondly, direction. They need to know that the company knows what it is doing, where it is going and why. Therefore, it presents this to potential employees who are looking for another direction in their careers.

STORRA is in category for profile intended for companies from 15 to 100 employees located in one or more offices in one building.

COCUMA makes **6 to 8 videos with corporate culture ambassadors**, takes original photos of the office environment and author's texts **describing corporate excellence, culture and vision.**

| | |
|--|--------------------|
| PRICE FOR CREATION AND YEAR OF OPERATION | 120 000 CZK |
| PRICE FOR EXTENDING THE PROFILE PRESENTATION FOR ANOTHER YEAR | 48 000 CZK |

Source: <https://www.cocuma.cz/cenik/>, 2020

E. CONSIDER HIRING A HUMAN-RESOURCE MANAGER

For the long-term strategy of the organization, the author recommends to hire a HR manager to take care of the following roles:

- **recruitment**

To make sure that company hires people who shares the same values and are a great addition to the existing team.

- **onboarding**

To ensure that the process of onboarding new members is consistent and well communicated. The onboarding process should be active for at least 1 year.

- **implementation of organizational culture**

As the implementation of company values is ongoing and long-term process, it only makes sense to invest in someone reliable who would ensure that the set goals are met and that the energy inside the company is positive.

This recommendation is based on the interview with the STORRA´s CEO, where he expressed future need of the company to hire more employees and organize HR processes. HR manager´s salary is calculated based on website “platy.cz”, as over average and STORRA´s leader agrees with this sum.

| | MONTHLY | ANNUALLY |
|--------------------------------|----------------|-----------------|
| EMPLOYEE’S GROSS SALARY | 55 000 CZK | 660 000 CZK |

| | | |
|--|-------------------|--------------------|
| TAKE-HOME PAY | 39 980 CZK | 479 760 CZK |
| STATE LEVIES (TAX + INSURANCE) | 33 610 CZK | 403 320 CZK |
| TOTAL COST FOR THE EMPLOYER | 73 590 CZK | 883 080 CZK |

Source: based on /www.keloc-software.cz/mzdova-kalkulacka/, www.platy.cz/platy/lidske-zdroje-a-personalistika

F. DEVELOP AND IMPLEMENT POSITIVE LEADERSHIP BEHAVIOR

To develop positive approach to leadership, the author recommends STORRA's leader to continuously develop his **soft skills**.

There are various trainings on this topic, for example:

| TRAINING | PRICE |
|---|------------------|
| EMOTIONAL INTELLIGENCE AND ITS USE IN PROFESSIONAL AND PERSONAL LIFE | 9 910 CZK |
| HOW TO GET ALONG WITH EVERYONE – A TYPOLOGY OF PERSONALITY FOR EVERYDAY | 4 707 CZK |

Source: based on VOX, 2020

This approach in combination with the leader's influencing personality will most likely lead to overall organizational culture change as it must start from top to the bottom. Also, positive energy from the leader increases employees' well-being and therefore performance.

CONCLUSION

This diploma thesis dealt with the organizational culture of the manufacturing company STORRA s.r.o. The aim of the thesis was to analyse the current culture of the selected company, to evaluate the content of this culture and to propose such changes that would bring it closer to culture desirable and in relation to STORRA's long-term goals.

STORRA has features from **power culture type** and in combination with **the role culture**. In the competing values framework STORRA's organizational culture is the most similar to combination of **market type** and **hierarchy type**. Leader of these types is typically a **competitive person, aggressive and driven**, strongly focused on customers and efficiency, **controlling** and tends to monitor and organize the company based on rules.

The current culture was analysed by Denison Culture Model and the author evaluated STORRA's weaknesses and areas for improvement. These areas are

- **Capability Development**
- **Team Orientation**
- **Organizational Learning**

As proved in the literature review, leader and leadership directly influences the organizational culture. The change itself has to begin from top-down, therefore, a personality test was conducted with STORRA's leader and identified weaknesses as being cold, dominant, unforgiving, demanding, moody, self-centred, critical, revengeful and hard to please.

To overcome the weaknesses, the author recommends to use STORRA's culture strengths in the following areas:

- **Strategic Direction & Intent**
- **Coordination & Integration**
- **Goals & Objectives**

This corresponds with the leader's personality strengths as being practical, strong-willed, decisive, excellent in emergency, analytical, self-disciplined, organized and sacrificing.

The author recommends to conduct a **teambuilding/personality workshop**, to promote team orientation and foster the organizational learning. The workshop will use **gamification approach** and will use personality type test by Smalley and Trent. The new information about different personality types will broaden employees' knowledge and their capability development.

It is also important to communicate the desired culture inside the company as well as outside – on the web page which contains no information about the organizational culture. The author also proposes to consider a HR manager for a long-term purpose as recruitment, onboarding and implementation of cultural values.

Leader of STORRA is committed to change the culture and contribute to well-being of the whole company, the author recommends to attend trainings on soft skills. To summarize, even though organizational culture change is a long-term process, STORRA definitely has a potential to become an organization with positive organizational culture which will thrive and will continue to be successful on the international market.

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List of Abbreviations

| Abbreviation | Meaning |
|---------------------|--|
| B2B | business to business |
| CEO | Chief Executive Officer |
| HR | human resources |
| MOCM | multi-layered organizational culture model |
| N/A | no answer |
| org. | organization |

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Appendix 1: Organizational Structure of STORRA s.r.o.

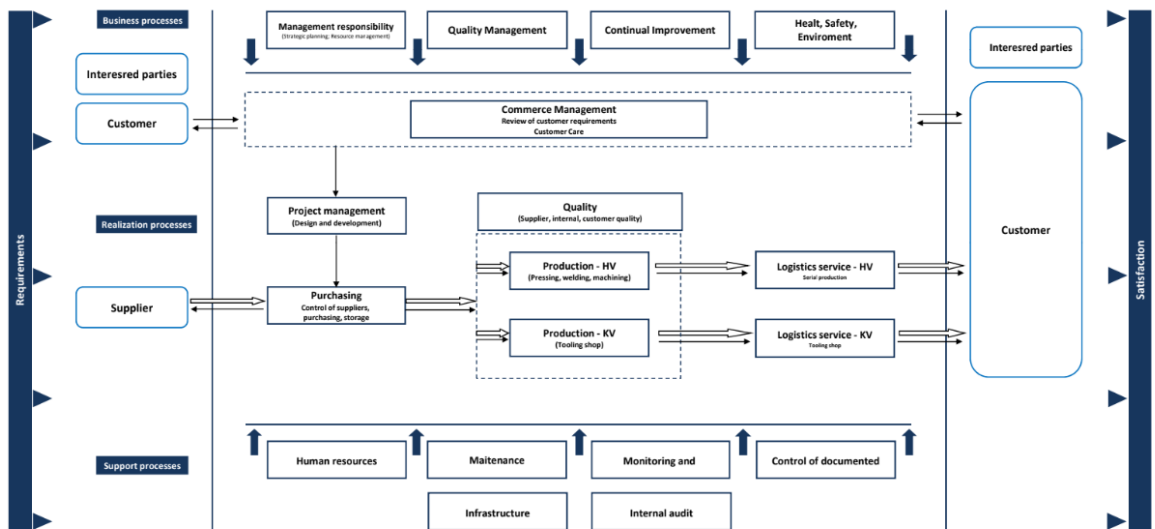
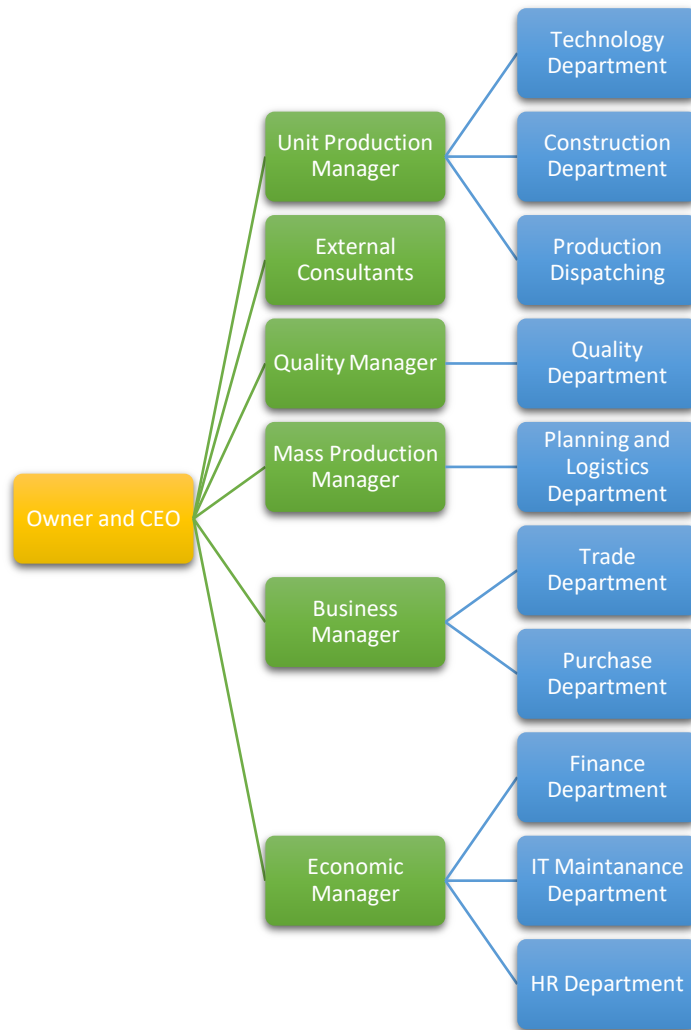


Figure 17: STORRA's Process Map

Appendix 2: Ethical Codex of STORRA s.r.o.

ETICKÝ KODEX SPOLEČNOSTI STORRA s.r.o.

13.8. 2019

1. ÚČEL

Etický kodex společnosti STORRA s.r.o. je založen na základních hodnotách důvěryhodnosti firmy a jeho principem je podnikat čestně a v souladu se zákony a obecně uznávanými normami včetně těch mezinárodních, jako je Úmluva OSN pro lidská práva (UN Convention for Human Rights) a globální dopad (Global Impact).

Tento kodex odráží a v budoucnu nadále bude odrážet zásady společnosti STORRA s.r.o., její rozhodnutí i všechny kroky.

A. OBLAST PLATNOSTI

Tento Etický kodex popisuje etické normy a zásady, které mají být vždy a za všech okolností přísně dodržovány všemi zaměstnanci ve společnosti STORRA s.r.o.

Tento Etický kodex formalizuje principy, podle kterých se společnost chová ke svým zaměstnancům, vlastníkům, obchodním partnerům a dalším zainteresovaným stranám.

ETICKÝ KODEX

1. DODRŽOVÁNÍ PRÁVNÍCH PŘEDPISŮ

V každé zemi, ve které působíme, dodržujeme platné zákony a nařízení dané země. V případě rozporu mezi náležitým zákonem a zásadami uvedenými v tomto Kodexu, dáváme přednost zákonu.

2. VZTAHY S OBCHODNÍMI PARTNERŮ

Nedopouštíme se jakéhokoli korupčního jednání a při kontaktu s obchodními partnery jednáme vždy uctivě a spravedlivě. Nenabízíme svým zákazníkům, potenciálním zákazníkům, vládám, úřadům nebo zástupcům těchto subjektů žádnou odměnu nebo úplatu, které by byly v rozporu s platnými zákony. Nepřijímáme od třetích stran platby, dary nebo jiné druhy náhrad, které by mohly ovlivnit naši objektivitu při obchodním rozhodování.

3. DŮVĚRNÉ INFORMACE

Důvěrné obchodní, technické a výrobní informace a data nepředáváme třetím osobám.

4. STŘET ZÁJMU

Neprovádíme své soukromé aktivity takovým způsobem, který je v rozporu se zájmy nebo hlavními podnikatelskými aktivitami společnosti STORRA s.r.o.

5. OCHRANA ŽIVOTNÍHO PROSTŘEDÍ

Nepoužíváme materiály a metody představující environmentální a zdravotní rizika. Apelujeme na své dodavatele k přijetí stejných environmentálních zásad.

6. CHOVÁNÍ NA PRACOVÍŠTI

Nediskriminujeme zaměstnance pro jejich věk, pohlaví, rasu, náboženství, zdravotní postižení, sexuální orientaci, národnost, politické názory, příslušnost k odborům, sociální nebo etnický původ. Pracujeme s relevantními informacemi. Rozhodujeme se na základě faktů, ne domněnek. Respektujeme se navzájem a chováme se v souladu s dobrými mravy.

7. PRAVIDLA VYSTUPOVÁNÍ ZAMĚSTNANCŮ ZA SPOLEČNOST

Chováme se v souladu s dobrými mravy, dodržujeme pravidla profesionálního jednání a dbáme o dobré jméno společnosti. Při jednání se zákazníky nebo dodavateli dodržujeme firemní styl oblékání.

8. VZTAHY SE SPOLEČNOSTÍ

Jednáme společensky zodpovědným způsobem. Podporujeme aktivity, které přispívají k rozvoji místního regionu a občanů.

9. WHISTLEBLOWING – POLITIKA eskalování etiky

Informujeme kteréhokoliv ze členů vedení společnosti o chování, které je v rozporu s naším Etickým kodexem. Informace mohou být předkládány i anonymně. Proti osobě, která jedná v dobré víře, nebudou vedeny odvetné kroky.

B. DISCIPLINÁRNÍ ŘÍZENÍ

Nedodržování ustanovení uvedených v tomto Etickém kodexu může vést k disciplinárnímu řízení.

Appendix 3: STORRA's Cultural Values

1. PERFORMANCE

PERFORMANCE LEADS TO COMPANY GROWTH AND LONG-TERM STABILITY, THEREFORE TO ALL OF US.

- we meet the set goals in the required quality and deadlines
- we are looking for effective solutions to problems (professionalism)
- we proactively come up with new ideas

THANKS TO THIS, WE WILL ENSURE:

- job security and stability
- modern machines and clean environment

2. INTERPERSONAL RELATIONSHIPS

MUTUAL ACKNOWLEDGMENT, RESPECT AND TEAM COOPERATION LEAD TO PROSPERITY.

- we are polite to each other and we appreciate the work of colleagues
- we listen to each other and we are open to other opinions
- we work across departments
- we resolve conflicts objectively and constructively
- we respect team solutions

THANKS TO THIS, WE WILL ENSURE:

- pleasant working relationships
- good team

3. RULES

FOLLOWING THE SET RULES LEADS TO EFFICIENT WORK AND GOOD COOPERATION.

- I follow the set rules (safety) and thus protect myself and others
- I follow processes, guidelines, instructions and work procedures
- I adhere to the code of ethics

THANKS TO THIS, WE WILL ENSURE:

- I protect my health
- I make life easier for people in the company
- I facilitate the performance of work tasks

4. QUALITY AND RELIABILITY

HIGH QUALITY AND RELIABILITY IS THE WAY TO LONG-TERM
PROSPERITY OF THE COMPANY

- I adhere to agreements and deadlines
- I am fully responsible for the quality of my work
- the quality of my work influences customer satisfaction

THANKS TO THIS, WE WILL ENSURE:

- save time and work for ourselves and others
- good evaluation, prestige and opportunity for growth

Appendix 4: Interview with the STORRA´s leader

1. Kdo se ve firmě věnuje personálnímu řízení a HR?

To má momentálně na starost vedoucí ekonomického úseku. V poslední době jsme nepřijímali nové zaměstnance, takže nebylo potřeba mít někoho, kdo by tuto funkci vykonával jako hlavní.

2. Jak a kdo vybírá nové zaměstnance?

Většinou dáme inzerát a pak proběhne rozhovor s dotyčným, ten má na starost právě vedoucí ekonomického úseku. Poté je seznámen s bezpečnostními pravidly firmy prostřednictvím prezentace a následuje i test.

3. Jaké má firma plány do budoucna v rámci náboru nových zaměstnanců?

Momentálně se firma soustředila na překonání krize v době koronaviru, musím zaklepat, že jsme to solidně ustáli. Nicméně v automobilovém průmyslu je to hodně dynamické, firmy obecně musí diverzifikovat výrobu, aby „stroje nestály“. Tato doba nám ale poměrně otevřela oči ohledně některých zaměstnanců, jak se říká – „v nouzi poznáš přítele.“ Proto v další fázi budeme nabírat takové, kteří budou lépe zapadat do naší firemní kultury.

4. Proběhlo ve firmě někdy školení ohledně firemní kultury?

Ano, takové školení proběhlo v roce 2018. Účastnilo se ho 7 hlavních manažerů a společně jsme definovali, jak by firma měla vypadat a fungovat.

5. Máte pocit, že toto školení přineslo pozitivní změny v organizaci?

Bohužel, nemám pocit, že by po této akci byla ve firmě nějaká radikální změna. Všechny materiály ze školení jsou na našem interním webu, ale v praxi se moc nezměnilo.

6. Jaké má Vaše firemní současná kultura pozitiva?

Jsme stabilní firma s dlouhou historií. Zabezpečujeme čisté a hezké pracovní prostředí. Průběžně se opravuje a rekonstruuje, investuje se do nových strojů. Dobrý kolektiv, někteří oceňují, že mají práci v místě bydliště. Nabízíme různé benefity.

7. Jaké má Vaše současná firemní kultura negativa?

Špatná komunikace (nepředávání si informací, stav řešení dlouhodobých požadavků). Chaos, špatné a nerovnoměrné plánování, časté a nahodilé změny, nesystematičnost při zadávání úkolů. Spěch – firemní mantra: „HONEM, HONEM!“. Neznalost firemních cílů, strategií a zákazníků.

8. Jak byste chtěl, aby firma působila navenek?

Jsme moderní, perspektivní a stabilní firma. Máme dobré mezilidské vztahy. Máme pěkné a zdravé pracovní prostředí. Vyrábíme kvalitní produkty. Podporujeme rozvoj a růst zaměstnanců (adaptace, kontinuita). Spravedlivě hodnotíme zaměstnance a jejich výkon. Nabízíme sociální benefity pro zaměstnance.

9. Jak rozvíjíte kompetence zaměstnanců?

Dříve jsme ve firmě měli kurzy angličtiny, ale ukázalo se, že ne všichni na to mají čas a chtějí se učit a v praxi jsme neviděli takové výsledky, jaké jsme očekávali. V minulosti proběhlo i školení asertivity pro vedoucí zaměstnance.

10. Jak často firma organizuje setkání zaměstnanců?

Organizujeme jednou ročně vánoční večírek, kde jsou zváni i partneři zaměstnanců. Tyto večírky mají dobrý ohlas, většinou se zúčastní i zaměstnanci, kteří jsou již v důchodu, ale jsou stále zvaní.

11. Jak probíhá hodnocení zaměstnanců?

Jednou ročně děláme formální hodnocení s personální, tedy naší vedoucí finančního oddělení. Taky jsme od minulého roku zavedli „rozhovory mezi 4 očima“ mezi zaměstnancem a mnou, kdy se ptám každého, co si myslí o vedení, co by chtěli změnit a zlepšit. (pozn. s ředitelem společnosti)

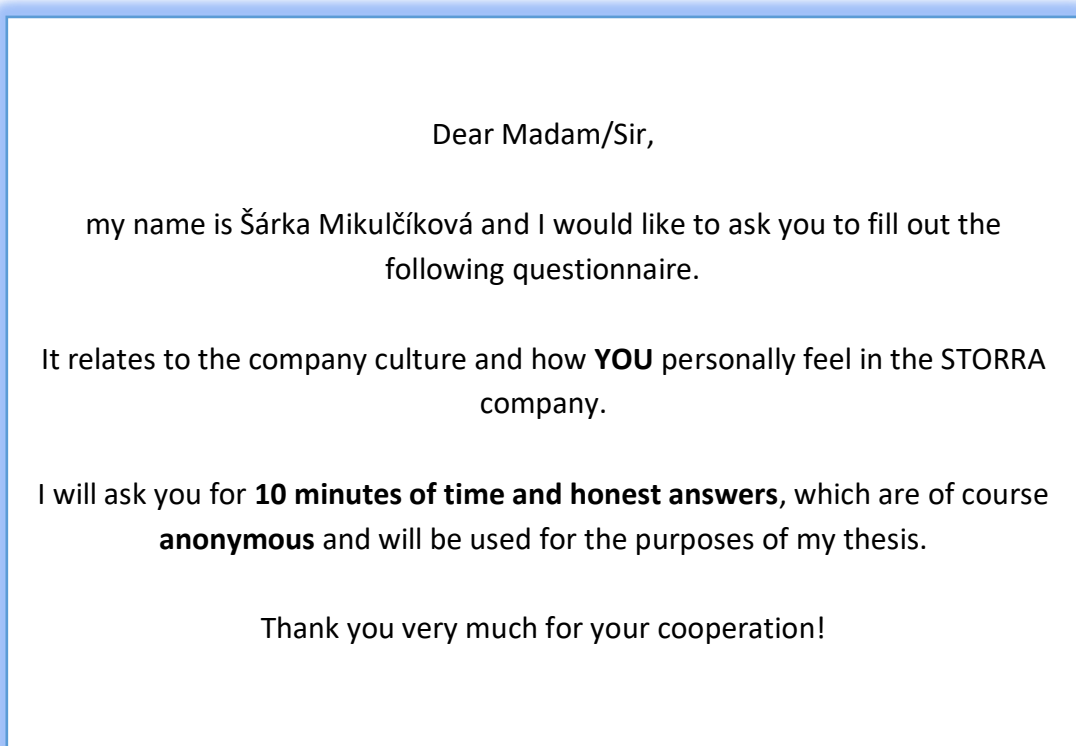
12. Máte pocit, že firemní kultura vyžaduje větší péči?

Určitě si v poslední době uvědomujeme ještě více, že je potřeba si vybírat, s kým spolupracujeme, koho si do firmy vybíráme. Také komunikace není dostatečná, v plánu je se teď firemní kultuře věnovat.

13. Jaká je strategie firmy do budoucna?

Chceme se soustředit na vstup firmy do nových oblastí trhu, získání nových zákazníků a prezentovat firmu, abychom byli atraktivní pro mladé a schopné lidi.

Appendix 5: Survey in STORRA s.r.o.



The following survey was in Czech as the employees are Czechs, however, questions were translated for the purpose of this thesis.

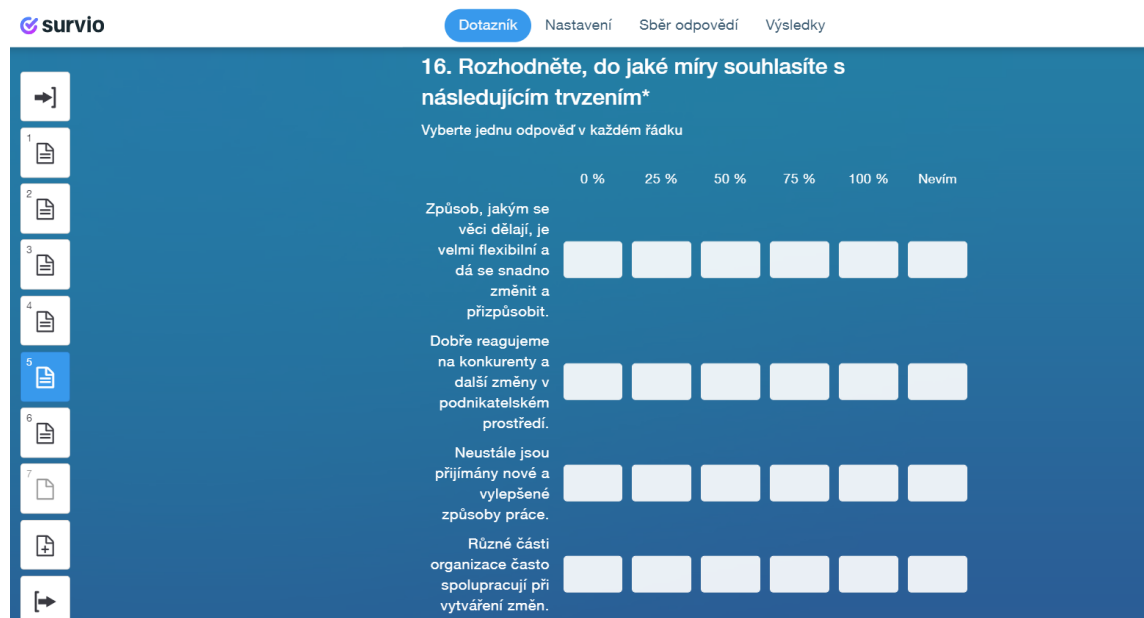


Figure 18: Example of Survio Questionnaire

Appendix 6: Answers about Mission

Please decide to what extent you agree with the following statement.

Table 5: Answers About Mission

| Mission | 0 % | 25 % | 50 % | 75 % | 100 % | N/A | Weighted Average | Score |
|---|------------|-------------|-------------|-------------|--------------|------------|-------------------------|--------------|
| Strategic Direction & Intent | | | | | | | | |
| <i>There is a long-term purpose and direction.</i> | 0 | 0 | 0 | 17 | 58 | 0 | 94 | |
| <i>Our strategy leads other organizations to change the way they compete in the industry.</i> | 0 | 0 | 15 | 36 | 24 | 0 | 78 | |
| <i>There is a clear mission that gives meaning and direction to our work.</i> | 0 | 0 | 10 | 28 | 37 | 0 | 84 | |
| <i>There is a clear strategy for the future.</i> | 0 | 0 | 0 | 6 | 67 | 2 | 97 | 88 |
| Goals & Objectives | | | | | | | | |
| <i>There is widespread agreement about goals.</i> | 0 | 11 | 5 | 28 | 23 | 8 | 74 | |
| <i>Leaders set goals that are ambitious, but realistic.</i> | 0 | 2 | 34 | 17 | 19 | 3 | 68 | |
| <i>The leadership has clearly stated the objectives we are trying to meet.</i> | 0 | 0 | 5 | 21 | 49 | 0 | 90 | |
| <i>We continuously track our progress</i> | 0 | 0 | 0 | 24 | 51 | 0 | 92 | 81 |

| | | | | | | | | |
|--|---|---|----|----|----|---|----|----|
| <i>against our stated goals.</i> | | | | | | | | |
| Vision | | | | | | | | |
| <i>We have a shared vision of what the organization will be like in the future.</i> | 0 | 0 | 12 | 24 | 39 | 0 | 84 | |
| <i>Leaders have a long-term viewpoint.</i> | 0 | 0 | 0 | 12 | 63 | 0 | 96 | |
| <i>Our vision creates excitement and motivation for our employees.</i> | 0 | 2 | 3 | 41 | 29 | 0 | 82 | |
| <i>We are able to meet short-term demands without compromising our long-term vision.</i> | 0 | 0 | 5 | 27 | 38 | 5 | 87 | 87 |

Appendix 7: Answers about Consistency

Please decide to what extent you agree with the following statement.

Table 6: Answers About Consistency

| Consistency | 0% | 25% | 50% | 75% | 100% | N/A | Weighted Average | Score |
|---|----|-----|-----|-----|------|-----|------------------|-----------|
| Core Values | | | | | | | | |
| <i>The leaders and managers "practice what they preach."</i> | 0 | 5 | 15 | 31 | 21 | 3 | 74 | |
| <i>There is a clear and consistent set of values that governs the way we do business.</i> | 0 | 0 | 0 | 33 | 32 | 10 | 87 | |
| <i>When people ignore core values, they are held accountable.</i> | 0 | 16 | 18 | 17 | 22 | 2 | 65 | |
| <i>There is an ethical code that guides our behaviour and tells us right from wrong.</i> | 0 | 0 | 0 | 10 | 60 | 5 | 96 | 81 |
| Agreement | | | | | | | | |
| <i>When disagreements occur, we work hard to achieve "win-win" solutions.</i> | 0 | 0 | 38 | 20 | 15 | 2 | 67 | |
| <i>There is a clearly defined culture.</i> | 0 | 11 | 20 | 18 | 21 | 5 | 68 | |
| <i>It is easy to reach consensus, even on difficult issues.</i> | 0 | 0 | 0 | 29 | 40 | 6 | 89 | |

| | | | | | | | | |
|---|---|---|----|----|----|----|-----------|-----------|
| <i>There is a clear agreement about the right way and the wrong way to do things.</i> | 0 | 4 | 11 | 23 | 35 | 2 | 80 | 76 |
| Coordination & Integration | | | | | | | | |
| <i>Our approach to doing business is very consistent and predictable.</i> | 0 | 1 | 13 | 22 | 29 | 10 | 80 | |
| <i>People from different parts of the organization share a common perspective.</i> | 2 | 1 | 11 | 29 | 27 | 5 | 78 | |
| <i>It is easy to coordinate projects across different parts of the organization.</i> | 0 | 6 | 17 | 28 | 22 | 2 | 73 | |
| <i>There is good alignment of goals across levels.</i> | 0 | 0 | 17 | 20 | 33 | 5 | 81 | 78 |

Appendix 8: Answers about Involvement

Please decide to what extent you agree with the following statement.

Table 7: Answers About Involvement

| Involvement | 0% | 25% | 50% | 75% | 100% | N/A | Weighted Average | Score |
|--|-----------|------------|------------|------------|-------------|------------|-------------------------|--------------|
| Empowerment | | | | | | | | |
| <i>Decisions are usually made at the level where the best information is available.</i> | 0 | 0 | 1 | 20 | 54 | 0 | 93 | |
| <i>Information is widely shared so that everyone can get the information he or she needs when it's needed.</i> | 5 | 27 | 20 | 4 | 19 | 0 | 52 | |
| <i>Everyone believes that he or she can have a positive impact.</i> | 7 | 22 | 21 | 5 | 15 | 5 | 50 | |
| <i>Business planning is ongoing and involves everyone in the process to some degree.</i> | 25 | 9 | 17 | 5 | 10 | 9 | 24 | 54 |
| Team Orientation | | | | | | | | |
| <i>Cooperation across different parts of the organization is actively encouraged.</i> | 29 | 17 | 10 | 12 | 7 | 0 | 34 | |
| <i>People work like they are part of a team.</i> | 8 | 25 | 21 | 3 | 18 | 0 | 49 | |
| <i>Teamwork is used to get work done, rather than hierarchy.</i> | 17 | 7 | 18 | 7 | 11 | 15 | 45 | |
| <i>Work is organized so that each</i> | 28 | 4 | 20 | 3 | 11 | 9 | 37 | 41 |

| | | | | | | | | |
|--|----|----|---|----|----|----|----|----|
| <i>person can see the relationship between his or her job and the goals of the organization.</i> | | | | | | | | |
| Capability Development | | | | | | | | |
| <i>Authority is delegated so that people can act on their own.</i> | 17 | 21 | 2 | 17 | 8 | 10 | 42 | |
| <i>The "bench strength" (capability of people) is constantly improving.</i> | 25 | 6 | 2 | 19 | 9 | 14 | 42 | |
| <i>There is continuous investment in the skills of employees.</i> | 31 | 10 | 0 | 20 | 9 | 5 | 38 | |
| <i>The capabilities of people are viewed as an important source of competitive advantage</i> | 25 | 20 | 1 | 12 | 12 | 5 | 38 | 40 |

Appendix 9: Answers about Adaptability

Please decide to what extent you agree with the following statement.

Table 8: Answers About Adaptability

| Adaptability | 0% | 25% | 50% | 75% | 100% | N/A | Weighted Average | Score |
|--|----|-----|-----|-----|------|-----|------------------|-----------|
| Creating Change | | | | | | | | |
| <i>The way things are done is very flexible and easy to change.</i> | 7 | 15 | 11 | 17 | 25 | 0 | 63 | |
| <i>We respond well to competitors and other changes in the business environment.</i> | 0 | 0 | 4 | 20 | 49 | 2 | 90 | |
| <i>New and improved ways to do work are continually adopted.</i> | 22 | 2 | 11 | 15 | 15 | 10 | 50 | |
| <i>Different parts of the organization often cooperate to create change.</i> | 3 | 0 | 34 | 4 | 19 | 15 | 65 | 67 |
| Customer Focus | | | | | | | | |
| <i>Customer comments and recommendations often lead to changes.</i> | 0 | 25 | 28 | 17 | 5 | 0 | 51 | |
| <i>Customer input directly influences our decisions.</i> | 2 | 2 | 15 | 32 | 9 | 15 | 68 | |
| <i>All members have a deep understanding of customer wants and needs.</i> | 0 | 19 | 16 | 14 | 15 | 11 | 60 | |
| <i>We encourage direct contact with customers by our people.</i> | 1 | 25 | 12 | 15 | 17 | 5 | 58 | 59 |
| Organizational Learning | | | | | | | | |
| <i>We view failure as an opportunity for learning and improvement.</i> | 27 | 5 | 21 | 8 | 4 | 10 | 33 | |

| | | | | | | | | |
|--|----|----|----|----|----|----|----|----|
| <i>Innovation and risk taking are encouraged and rewarded.</i> | 15 | 10 | 5 | 10 | 25 | 10 | 58 | |
| <i>Learning is an important objective in our day-to-day work.</i> | 25 | 21 | 14 | 5 | 10 | 0 | 35 | |
| <i>We make certain that everyone is informed about what is going on across the organization.</i> | 11 | 4 | 8 | 28 | 19 | 5 | 60 | 46 |

Appendix 10: The Otter Personality

O – The Otter

| | The Otter's Strengths | The Otter's Weaknesses |
|--|--|--|
| E M O T I O N S | <p>Appealing Personality Talkative, Story Teller Life of the Party Good Sense of Humour Memory for Colour Physically Holds onto Listener Emotional and Demonstrative Cheerful and Bubbling Over Curious Good on Stage Wide-Eyed and Innocent Lives in the Present Changeable Disposition Sincere at Heart Always a Child</p> | <p>Compulsive Talker Exaggerates and Elaborates Dwells on Trivia Can't Remember Names Scares Others Off Too Happy for Some Has Restless Energy Egotistical Blusters and Complains Naïve, Gets Taken In Has Loud Voice and Laugh Controlled by Circumstances Gets Angry Easily Seems Phony to Some Never Grows Up</p> |
| W O R K | <p>Volunteers for Jobs Thinks Up New Activities Looks Great on the Surface Creative and Colourful Has Energy and Enthusiasm Starts in a Flashy Way Inspires Others to Join Charms Others to Work</p> | <p>Would Rather Talk Forgets Obligations Doesn't Follow Through Confidence Fades Fast Undisciplined Priorities Out of Order Decides by Feelings Easily Distracted Wastes Time Talking</p> |
| F R I E N D S | <p>Makes Friends Easily Loves People Thrives on Compliments Seems Exciting Envied by Others Doesn't Hold Grudges Apologizes Quickly Prevents Dull Moments Likes Spontaneous Activities</p> | <p>Hates to be Alone Needs to be Centre Stage Wants to be Popular Looks for Credit Dominates Conversations Interrupts and Doesn't Listen Answers for Others Fickle and Forgetful Makes Excuses Repeats Stories</p> |

Source: NACADA, 2020

Appendix 11: The Golden Retriever Personality

G – The Golden Retriever

| | The Golden Retriever’s Strengths | The Golden Retriever’s Weaknesses |
|--|---|--|
| E M O T I O N S | <p>Low-Key Personality Easy Going and Relaxed Calm, Cool, and Collected Patient, Well-Balanced Consistent Life Quiet, but Witty Sympathetic and Kind Keeps Emotions Hidden Happily Reconciled to Life All-Purpose Person</p> | <p>Unenthusiastic Fearful and Worried Indecisive Avoids Responsibility Quiet Will of Iron Selfish Too Shy and Reticent Too Compromising Self-Righteous</p> |
| W O R K | <p>Competent and Steady Peaceful and Agreeable Has Administrative Ability Mediates Problems Avoids Conflicts Good Under Pressure Finds the Easy Way</p> | <p>Not Goal-Oriented Lacks Self-Motivation Hard to get Moving Resents being Pushed Lazy and Careless Discourages Others Would Rather Watch</p> |
| F R I E N D S | <p>Easy to get Along With Pleasant and Enjoyable Inoffensive Good Listener Dry Sense of Humour Enjoys Watching People Has Many Friends Has Compassion and Concern</p> | <p>Dampens Enthusiasm Stays Uninvolved Is Not Exciting Indifferent to Plans Judges Others Sarcastic and Teasing Resists Change</p> |

Source: NACADA, 2020

Appendix 12: The Beaver Personality

B – The Beaver

| | The Beaver's Strengths | The Beaver's Weaknesses |
|--|--|--|
| E M O T I O N S | <p>Deep and Thoughtful Analytical Serious and Purposeful Talented and Creative Artistic or Musical Philosophical and Poetic Appreciative of Beauty Sensitive to Others Self-Sacrificing Conscientious Idealistic</p> | <p>Remembers the Negative Moody and Depressed Enjoys Being Hurt Has False Humility Off In Another World Low Self Image Has selective hearing Self-Centred Too Introspective Guilt Feeling Persecution Complex Tends to Hypochondria</p> |
| W O R K | <p>Volunteers for Jobs Thinks Up New Activities Looks Great on the Surface Creative and Colourful Has Energy and Enthusiasm Starts in a Flashy Way Inspires Others to Join Charms Others to Work</p> | <p>Not People Oriented Depressed Over Imperfections Chooses Difficult Work Hesitant to Start Projects Spends Too Much Time Planning Prefers Analysis to Work Self-Deprecating Hard to Please Standards Often Too High Deep Need for Approval</p> |
| F R I E N D S | <p>Makes Friends Easily Loves People Thrives on Compliments Seems Exciting Envied by Others Doesn't Hold Grudges Apologizes Quickly Prevents Dull Moments Likes Spontaneous Activities</p> | <p>Through Others Insecure Socially Withdrawn and Remote Critical of Others Holds Back Affection Dislikes Those in Opposition Suspicious of People Antagonistic and Vengeful Unforgiving Full of Contradictions Sceptical of Compliments</p> |

Source: NACADA, 2020

Appendix 13: Personality Type Summary

PERSONALITY TYPE SUMMARY

| Style | Lion | Otter | Golden Retriever | Beaver |
|----------------------------|--|--|---|--|
| Basic Tendencies | Fast Paced Task-Oriented | Fast Paced People-Oriented | Slow Paced People-Oriented | Slow Paced Task-Oriented |
| Greatest Strengths | Decisive Action Takes Charge Gets Results Self-confident Independent Risk-Taker | Fun-Loving Involved Enthusiastic Emotional Optimistic Good Communicator | Patient Easy Going Team Player Calming Influence Stability Systematic | Accurate Analytical Detailed High Standards Intuitive Controlled |
| Natural Limitations | Restless Impatient Stubborn, Blunt | Disorganized Not Detail-Oriented Unrealistic | Indecisive Over Accommodating Too Passive | Too Critical Perfectionistic Overly Sensitive |
| Communication | One Way Direct Bottom Line | Positive Inspiring Persuasive | Two Way Best Listener Empathetic Feedback | Diplomatic Good Listener Provides Details |
| Fears | Loss of Control Being Taken Advantage of Close Scrutiny | Fixed Environment Loss of Social Approval Audit of Time | Loss of Financial or Emotional Security Sudden Change | Criticism of Work or Performance Making Mistakes |
| Under Pressure | Autocratic Aggressive Demanding | Attacks (But May Avoid Public Confrontation) | Acquiesces Tolerates Complies | Avoids Ignores Plans Strategy |
| Work Style | Critical, Blunt, Forceful Direct Delegates 'Get it Done' Questions Status Quo | Persuasive Mobile Enthusiastic Friendly Inspiring 'Open Door Policy' | Patient Traditional Team Worker Specialist | Accurate Cautious Critical Perfectionist |
| Decision Making | Quick: Result-Focused Very Few Facts | Impulsive: Whether It 'Feels' Right | Relational: Trust in Others | Reluctant: Needs a Lot of Information |
| Greatest Needs | Challenges Change Choices Direct Answers More Empathy | Better Control of Time Fun Activities Social Recognition Freedom from Details To Be More Objective | Status Quo/Security Time to Adjust to Change, Conflict Free Environment Order Sequence | Defined Responsibility Time to Do Quality Work Personal Support No Surprises Appreciation of Self |
| Wants | New/Varied Activity Credit for Accomplishments Power/Position To Be First | To Be Convincing Favourable Environment Social Approval | Family's Approval Demonstrated Sincerity Reassurance To Be Appreciated | Limited Exposure Quality Privacy Accuracy |
| Recovery | Physical Activity | Social Time | Nothing Time | Private Time |
| Orientation | Results: Shapes Existing Environment by Overcoming Opposition | People: Shapes Existing Environment by Working through People | Projects: Does his/her Part Cooperates with Others to Get the Job Done | Tasks: Works with Existing Circumstances to Promote Quality/Service |

Source: NACADA, 2020