

Czech University of Life Sciences in Prague

Faculty of Economics and Management

Department of Management



DIPLOMA THESIS

Organizational culture in a selected company

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Study programme: Economics and Management

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Šimon Kopsa

European Agrarian Diplomacy

Thesis title

Organizational culture in a selected company

Objectives of thesis

The focus of this work will be on the role of the employees during the organisational culture's development.

The aim of this work is to determine that organisational culture is important for company and influences its competitiveness.

Methodology

Theoretical part will be done by going through literature and its study.

Data for the practical part, will be gathered mainly from questionnaires distributed to employees which will afterwards be analysed using appropriate analytical tools.

The proposed extent of the thesis

Approx 60-70 pages

Keywords

Competitiveness, efficiency, change, organizational structure

Recommended information sources

HOFSTEDE, G. (1991). Cultures and Organizations: Software of the mind. McGraw-Hill Book Company, London, 1991.

SCHEIN, E.H. (1992). Organizational culture and leadership. 2. vyd. San Francisco: Jossey-Bass Publishers, 1992. ISBN 1-55542-487-2.

SCHULTZ, M. (1995). On Studying Organizational Cultures. Diagnosis and Understanding. Berlin: Walter de Gruyter, 1995. ISBN 3-11-014137-X.

Expected date of thesis defence

2017/18 SS – FEM

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Declaration

I hereby declare that this diploma thesis “Organizational culture in a selected company” has been written only by me and my supervisor of this thesis. Furthermore, I confirm that no sources have been used in the preparation of this thesis other than those indicated in the thesis itself.

In Prague 28.3.2018

Bc. Šimon Kopsa

Čestné prohlášení

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Acknowledgement

I would like to thank my supervisor Ing. Richard Selby, Ph.D. for his guidance, assistance, invaluable advice and patience during the writing of this thesis. Also, I cannot forget to express my thanks to my parents, family relatives and friends for supporting me during my studies and thus providing me with the knowledge I have gained.

Organizational culture in a selected company

Summary

The work is pursuing a subject of organizational culture in a business organization. The subject is still upcoming, because it is an important determinant of a productive company and it influences competitiveness. The work is pursuing an influence of organizational culture for efficiency of business organization by making and changing the organizational culture. The practical part brings a research directed to a participation of employees during the organizational culture's development.

Key words

Competitiveness, efficiency, change, organizational culture, corporate culture, management, organization

Organizační kultura ve vybrané společnosti

Souhrn

Práce se zabývá tématem organizační kultury v obchodní organizaci. Téma je stále aktuální, protože je důležitou determinantou výkonnosti firmy a ovlivňuje její konkurenceschopnost. Práce se zabývá vlivem organizační kultury na výkonnost obchodní organizace, utvářením a změnami organizační kultury. Praktická část je věnována výzkumu zaměřenému na spoluúčast zaměstnanců při rozvoji organizační kultury.

Klíčové pojmy

Konkurenceschopnost, organizační kultura, výkonnost, změna, efektivnost, korporátní kultura, management, organizace

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1 Introduction

In the 1990s, the issue of organizational culture was brought to the Czech Republic, and it was new to many entrepreneurs. It was only with the advent of multinationals that the organizational culture began to talk more. It took several years before management in Czech organizations managed to get more involved in this matter and to find effective ways to use it. Let us briefly summarize the causes of increasing interest in this issue. The arrival of multinational companies was probably not the main reason. The answer can be found in the fact that the managers of the organizations were looking for new ways to make their activities more efficient. Opportunities have also been used by publishers of specialist literature who have begun to devote themselves extensively to publishing activities. In the beginning, organizational culture was perceived rather as a particular machine that automatically cares for the security of production that it subsequently sells. In the later period, however, the understanding of organizational culture changes and moves in the sense of creating conditions for an organization's culture throughout its complex, i.e. its vision, values, attitudes, behaviour norms, etc. In the present concept, the whole process of implementation and improvement of the organization's culture is dealt with all its aspects and that is why we consider this topic interesting and beneficial for improving practice.

Organizational culture is defined as a set of basic assumptions, values, attitudes and behavioural norms that are shared within the organization that are reflected in the thinking, feelings and behaviour of members of the organization and in artefacts (creations) of material and non-material nature (Lukášová, 2010). From this definition, organizational culture encompasses a variety of processes that affect the organization's activities not only internally but also in relation to the public. The culture of the organization is not created from day to day, but is the result of a long process. It is up to the organization's leadership to get access to its creation and deployment, whether it will be understood as a value that is beneficial to the management of the organization, or allows employees to participate. In addition to the efficient and quality management of all the processes that take place internally and externally, the organization's culture is, for obvious reasons, also focused on monitoring employee performance. This is the capital that is decisive for the organization and creates specific values. Value has many meanings for the organization. Concerns production of quality products, the ability of employees to carry out good work performance, receive a fair and equitable remuneration. It also means that the organization has to take care of the development of the employees who deal with customer care

with the management. It is necessary to add artefacts and norms that complement the profile of the organization. Organizational culture is always associated with employees' attitude, regardless of their employment, and many economists consider it one of the key moments for increasing quality management.

The aim of this work is to map organizational culture in a business organization. The theoretical part will bring current state of knowledge in this area and selected theoretical models. The main goal of the empirical part of the thesis is to analyse the degree of identification of employees with the content of organizational culture in the company they work in, and their response to the change of organizational culture. The data will be obtained through a questionnaire survey and for this purpose a questionnaire will be created with closed and open questions. The following quantitative and qualitative data analysis will provide a descriptive perspective of the problem under consideration and will serve as a basis for the explicative interpretation of data in the light of the knowledge gathered in the theoretical part.

We assume that the work will contribute to a deeper understanding of the phenomena and processes taking place within the organizational culture of the trade organization and to the results of a selected sample of respondents will point to the untapped potential that the development of an organizational culture can contribute to increasing the organization's quality management.

2 Aims and methodology

2.1 Aims

The main objective in carrying out this work is to present business proposals to the company which is intended to improve organizational culture throughout the whole organization. It is anticipated that this will improve the efficiency of the organization and the loyalty of its staff.

2.2 Methodology

The introduction will show characteristic and history of the company. Based on the defined goals will be realized collection of relevant data. Data will acquire a Bachelor of internal information and is carrying Mountfield a.s. Will be used methods study of literature. Data will be from Czech company. In the practical part of the work will focus on examining the problem. “Organizational culture” which will be followed by a description and comparison of the data obtained.

3 Theoretical part

A few years ago, we could very little meet the concept of organizational culture or culture of the organization. At present, this is a term that managers are used quite often, especially in large organizations. Even though organizational culture is already being taught in schools, managerial courses, etc., professional literature is still inadequate in the Czech environment.

In the theoretical part, we will provide an overview of the most important Czech and foreign literature in the given field, define different definitions of organizational culture and describe the individual elements of organizational culture. Here are the most influential theoretical models of organizational culture and we will discuss the impact of organizational culture on the performance of the organization. In the final part of the theoretical part, we will deal with processes of formation and change of organizational culture, including the implementation of change.

3.1 Organizational culture

In the introduction, it should be noted that there are three different concepts related to organizational culture in Czech literature. Bělohávek (1996) is writing about organizational culture, Bedrnová and Nový (1994) talk about corporate culture; Pfeifer and Umlaufová (1993) use the term corporate culture.

The concept of organizational culture is interesting and open, so we find a number of definitions that try to formulate content and concept as precisely as possible. Here are some of them:

- *"A programmed way of perception, derived from opinions and values" (Hall, 1995, p. 19).*
- *"For the organization, a specific system of widely shared assumptions and values that are the basis for typical behavioural patterns" (Gordon, 1991, p. 397).*
- *"The formula of the shared underlying assumptions that the group has adopted in solving the problems of external adaptation and internal integration that have proven to be valid and passed on to new members of the organization as a way of doing so.*

- *perception, thinking and feeling that is correct in relation to these problems "* (Schein, 1992, p. 12),
- "Basic values, opinions and beliefs in the organization, patterns of behaviour resulting from shared meanings, and symbols that express the connection between the beliefs, values and behaviour of members of the organization" (Denison, 1990, p. 27).

Lukášová and Nový (2004, p. 22) have attempted to generalize the various contemporary concepts of the concept on the basis of the study of various concepts of organizational culture, and on the basis of their analysis they have provided three basic possibilities of understanding the notion of organizational culture. In their opinion, it is primarily a set of basic assumptions, values, standards and attitudes of behaviour that they share or should share in the interest of the organization, all employees regardless of their job position. At the same time, they add that their assumptions, attitudes, values and norms need to be reflected in their thinking, feelings and behaviours and artefacts of material and non-material nature. They add that organizations, especially SMEs, have a large debt to their employees in terms of education for the cultivation of organizational culture (Lukášová, Nový, 2004, p. 22).

In our opinion, we will not be far from the truth when we say that a large proportion of employees have a good quality relationship with their organization, but they only understand it as the body for which they pay for the work they are paid for, and so often the whole relationship to the organization ends. Such a relationship to the organization really testifies to the need for greater attention to be given to the management of these issues. However, we will only confirm or refute this statement in the practical part of the thesis.

3.1.1 Sources of organizational culture

Organizational culture is affected by many sources. One is national culture and other subcultures. Each nation has its own characteristic culture that has developed for millennia. It's always something specific, interesting. Nowadays, globalization makes individual human cultures increasingly agitated and progressively longer process people take some elements from foreign cultures without ever realizing it. This is particularly characteristic in the business environment.

Smolík (2010, p. 15) states that "the exact definition of a subculture is impossible in terms of a number of individual definitions and approaches to the study of subcultures. Subculture

definitions focus on individual characteristics and subculture features. It is hard to define a variety of subcultures, which are often different. "Although all the employees in the organization are trying to come together across the different subculture, conflicts may arise, mostly resulting from misunderstanding and misunderstanding of the other subculture. According to experts, these clashes mostly do not take place in managerial positions but are noticeable at lower organizational levels, and if they do not catch up in time, they can be destructive for the organization. At workplaces where different cultures meet, conflicts can occur at multiple levels. Above all, at sub-cultural levels within the organization, on the level of organizational cultures in domestic mergers, acquisitions and other forms of business cooperation, at organizational and national culture levels as part of transnational mergers, acquisitions and other forms of international co-operation (Lukášová, Nový, 2004, 64).

We know from our experience that, especially after 1989, a good barrier to good cooperation between employees from different cultures was a poor knowledge or even absolute ignorance of foreign languages, a problem that they did not know in other European countries. It took several years for a generation of managers to master the English language, but still, in our opinion, the persistent language barrier persists in most organizations.

Another important influence on organizational culture is the influence of the profession of individual workers. Particularly significant is the influence in large and large organizations. Employees create their own rules for their own work while respecting the organization's rules. The peculiarities of the professions are that they create their own specialized language, professional notions. The employee, who will create good conditions for his organization, will try to make a business worthwhile, even if he is a devotee. Devotion to the organization includes three basic factors. Above all, by having the power to remain a member of the organization, it will have a strong belief in the values and goals of the organization and their acceptance, and will be prepared to make significant efforts to the benefit of the organization (Armstrong, 2007, p. 234).

3.1.2 Origin and development of organizational culture

Basic principles of origin and development are determined by the founders of organizations who have entered the business with concrete ideas, how they want to do business, what will be the main production program, what goals they want to achieve. They need to have a concrete idea

about creating and maintaining an organizational culture. It has been formed since the start of activity, because the founders of the organization have a clear vision of how not, but how the organization should look. Employees also participate in the organization, regardless of their position (Lukášová, 2010). *"The basic mechanism of organizational culture is the learning that occurs in the problem-solving process. Its foundation is two principles: reduction of anxiety and positive strengthening"* (Schein, 1985, In: Lukášová, 2010, p. 37). In addition to the fact that the management of the organization has to deal with matters concerning the internal functioning of the organization, it must also pay attention to external conditions. Solving all internal and external tasks is based on the experience of previous processes that have taken place in the organization and are still ongoing. It is indisputable that organizational managers have a significant impact on organizational development through their approach to the task (Lukášová, 2010). According to Luke and New (2005, p. 161), corporate culture has a complex character primarily for one reason: it affects the overall activity of the organization, affects people's thinking and behaviour. It is built in the long run, but it is enough to apply maladministration in the process, and in a short time organizational culture moves to another position. The organization is a living organism and its operations are ensured by managers who have different views on the management and management of the company. Conflicts occur when individuals cannot agree with other individuals or with whole groups, for example, in opinions about driving, making various changes, etc. Conflict, if not solved immediately when it arises, can cause significant organizational problems, including a certain blockade of ongoing processes (Lukeš, Nový, 2005, p. 161). According to Čakrt, *"Conflict is a process in which one party carries out conscious efforts in the form of blocking actions to frustrate the efforts of another party in order to prevent its intentions from being achieved or monitoring its interests"* (Čakrt, 2000, In: Kocianová, 2012, 32). Many entities look at conflicts in the traditional way, i.e. they are based on the belief that it is harmful, for example, it is connected with destruction, conflicts negatively affect other individuals. *"Conflict is not only a big loss for a person, but it also damages the whole company. Research shows that a manager typically spends 25% of the day by then having to deal with conflicts that are of no help to anyone. It takes less time for productive and creative work"* (McConnon, 2009, p. 17). There is nothing worse for the organization when the managers commit the escalation of the conflict. Medliková (2007, p. 24) notes that the escalation of the conflict does not benefit the organization, *"intervention at this stage is more demanding, behaviour and expression must be fine-tuned. It presupposes the rational conduct of at least one party"*.

3.1.3 Ethics of organizational culture

Each organization builds its organizational culture for many years, not the result of one year but a long period in which management seeks the most optimal ways to improve organizational culture. The ethics of the organization's culture therefore play an important role. We can imagine a model situation where an organization will deliver the products of interest to the market, but over time it turns out that its ethics towards consumers is no longer so good. There will be a decline in interest in its products or services.

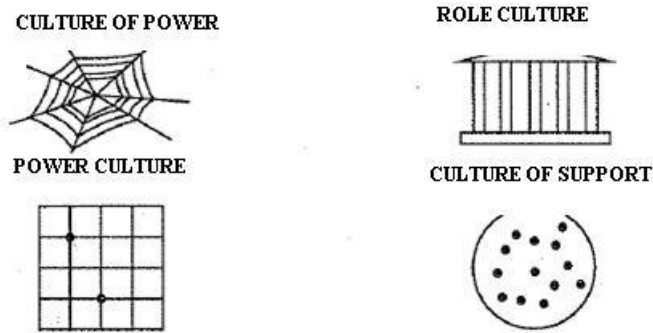
"Business Ethics addresses the eternal conflict between self-interest and the interests of other people, a conflict that has been associated with business. On the other hand, it is a new discipline that seeks the theoretical concepts and models of behaviour of firms and their responsible representatives in a globalized and value-driven, non-homogenous business world " (Putnová et al., 2007, p. 14). Employee relationships by organization owners, management relationships and lower-level employees are all closely related. Bedrnová, Nový et al. (1998, p. 507) briefly commented on the situation a few years ago: Ethics, among other things, means respect for the integrity and loyalty of the law, product safety and quality, honesty in sales practices, quality relationships with suppliers and customers. Čaník et al. (2005, p. 26) adds that *"the ethical behaviour of firms strongly supports above all the higher transparency of contracts, which leads to the reduction of corruption and the efficiency of the state sphere. The ethical behaviour of enterprises leads to a reduction in transaction costs, increasing the productivity of the economy, which ultimately leads to greater competitiveness. The result is also an improvement in the business environment in the European and global space, greater transparency and productivity, better working ethics."* Organization ethics is the ethics of management. Ethical business means that the strategic vision of an organization takes account of the wider community. Ethics in the organization is responsible for its leadership (Folwarczna, 2010, p. 165). Interestingly, opinion according to Dytrt is on the ethics of managers. He presents his opinion that managers are afraid to apply managerial ethics. This is particularly true for those who work in organizations with low organizational culture and are worried that if they do not adapt, they will not be successful. *"The unethical behaviour of their partners must defend them and mistakenly believe they must behave the same way they do. That is why we hear that ethics is a luxury that they will be able to afford when they have it, because they risk the failure of their organization "* (Dytrt et al., 2006, p. 55).

3.2 Elements of organizational culture

If talking about the issues of organizational culture elements, it must be first point out that despite the great existence of definitions of organizational culture and everything related to it, the elements are not clearly defined. The most important elements of culture are: basic assumptions, values, norms, attitudes and artefacts of material and non-material nature. Elements of organizational culture are so interesting to experts that they explore them from several angles. Many professionals, and consequently those emerging organizational managers, consider these elements as the cornerstones of organizational culture, because they can fairly easily describe individual phenomena that occur in the organization. The second point of view is that these elements are used, for example, in observation, in empirical research as well as in determining the root causes of problems or, on the contrary, successes in organizational culture. The third point is that the above-mentioned people often look at elements of organizational culture as a tool that allows them to pass on and then shape organizational culture. The individual concrete elements of organizational culture are usually not strictly defined in the organization. Despite this fact, the organization accepts the existence of certain values, standards and attitudes, as they represent a certain quality of organization and its attitudes. There are different types of organizational cultures (Lukášová, Nový, 2004). Bělohávek (1996, p. 112) defines organizational culture as *"something unique, with its own essence, which is the colourful colour and the history of the organization's organization."* Organizational culture has many variants, depending on which of them the organization's management choose. Various typologies have been created. One of them mentions Bělohávek (1996):

- **Dude's culture** that touches the world of individualists. They are accustomed to taking certain risks, but to do so, they need a lot of information and quick feedback.
- **A hard work culture** that is built on work and fun, minimal risk and quick feedback.
- **Betting on the future.** This is a way of making decisions that will benefit only in the future, so some people may be unacceptable because they want to benefit as soon as possible.
- **Culture that lacks feedback,** or sufficient quality information to assess the results of employee work in a particular organization (Bělohávek, 1996, p. 112).

Picture 1: Types of culture and organizational structure



Source: Bělohávek, 1996

The picture above presents the types of culture and organizational structure as it was created in 1985 by Handy. **The culture of power** - expresses the reign of certain persons, others are subordinate to them. Leaders know everything and they can do everything. **Role culture** – A company is connected like a link chain. The chain begins with the director, the board of directors, the middle managers and the line staff. **Power culture** - an organization rather focuses on tasks to be accomplished rather than adherence to formal regulations. **Culture of support** - provides members with satisfaction through cooperative relationships, people feel to be members of the organization and feel the need to participate in organizational success (Bělohávek, 1996, p. 113).

Values

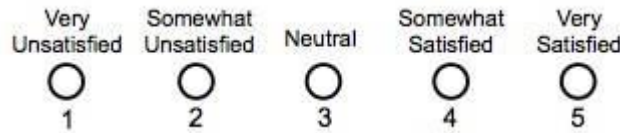
We value everything that we think is important, whether it concerns an individual or a group. Adler (1991, p. 16) emphasizes that value is *"what is explicitly or implicitly desirable for individuals or groups, and what influences the choice of possible ways, tools, and goals of action."* Expressed by our words, what is like an individual value system that is important to one person in person does not necessarily mean that another person prefers different values without compromising his quality. It is important that both agree, albeit differently, on what is right and important for the organization.

Attitudes

They express a person's relationship to an object. They have **cognitive** components, they are based on the information that man has gained, at the level of reasoning about the thing that is actually dealing with. The second is the **emotional** component, expressing the emotional relation to the object. The third is a component of an **actionable** (displaying behaviour towards the

object); the effort to act in favour of or against the object is visible. People's attitudes can be measured by the attitude scales of the image below.

Picture 2: Attitude scale



Source: Bělohávek, 1996

Positioning is important for assessing the organizational climate, which can be considered as a set of attitudes to different organizational realities (Bělohávek, 1996).

Behavioural norms

"There are patterns or rules of behaviour that arise in certain repetitive situations. They arise spontaneously (e.g. moral norms) or deliberately (e.g. legal norms). They regulate the behaviour of individuals towards other individuals, to society as a whole and to itself. Each standard has its value base (it is related to the protection or denial of a certain value). The difference between the values and standards lies in the fact that the values are associated with the objectives of certain activities or to people's needs, standards and regulate the way of meeting these needs, which means that to reach the goal." (Bednář, 2012, p. 12-13). In general, human society has certain rules, norms known as laws that keep order within society. Likewise, the organization has its own rules, organizational rules, internal guidelines, and regulations that management prepares to preserve the trustworthiness of the organization and maintain ethics internally and externally (Bednář, 2012).

Lukášová and Nový said: *"Group standards are of fundamental importance to the organization. They define behaviours that are in the organization and are not acceptable, regulating the everyday behaviour of workers and ensuring a stable and predictable environment"* (Lukášová, Nový, 2004, p. 24). Standards are not fixed, unchanging, on the contrary, if the organization's management, after their analysis, recognizes that they are outdated, can create new, up-to-date. Standards of behaviour concern the various areas of the organization's activities - areas of work, quality of work, dealing with customers, etc.

Language

The language has undergone certain developments over the millennium. Human language gradually improved. The same applies to the development of language in an organization. More and more foreign language expressions, especially English, penetrate into our lives. While previously technical terms were spoken, foreign languages nowadays interfere with other human activities as well. Communication is very important for an organization, not only communication regarding professional language, but communication overall. *"Listening is considered in theory today as an active process, which includes not only adequate monitoring of the partner's view but also the active verbal and verbal signals that you are watching it"* (Plamínek, 2008, p. 117). Mikuláščík (2003, p. 18) emphasizes that cybernetics contributed to enriching the word "communication". The word "communication" is often used by Křivohlavý. Latin expression *"Communicare"* translates as *"connection"*, *"share in something"*. Based on years of practical experience, he believes that the mental health of individuals depends on good communication (Křivohlavý, 1999, p. 19). Explained defines communication in the broad sense of the word as a concept that does not only relate to the exchange of information between humans, but to the exchange of information in general between living and non-living organisms (Vymětal, 2008, p. 23). Kotler and Keller state that the process of communication has rules that need to be observed. This is primarily about identifying target audiences, setting goals, proposing communication, channel selection, budgeting (Kotler, Keller, 2007, p. 579).

Stories and myths

Employees of the organization, especially those who have been working for many years, have occasionally been told about the different stories that have taken place in the organization over the years. Every organization has its own history, some are long, some short. Over time, many events have taken place. Some remained in the memory of employees, others were long forgotten. Employees tell stories from certain events that are so interested they stayed in their memory. They are trying to make their presentation for those who do not remember the event entertaining, often adding their insights and opinions, which are in some cases raised. Organizations also retain certain myths that have many forms. As a rule, this is a certain interpretation of past events. They are used to justify the event. E.g. they are often used by managers to justify wage differentials, justifying them with the claim of the need for special skills for the job, and in fact it is not (Lukášová, Nový, 2004, p. 24).

3.3 Models of organizational culture

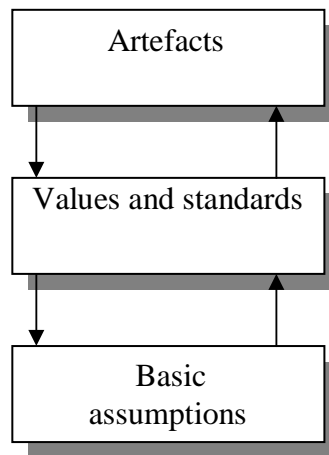
3.3.1 Schein's organizational structure model

The organizational structure model was developed by Edgar Schein in 1992. His views influenced the views of other authors. His work is now classical. In analysing this problem, he used his long-term experience and worked on his exact time as exact but daring as he was interested in his successors, who also dealt with the issue of organizational culture. The fact that he was interested in the model is evidence of the fact that he was, and still is, quite often quoted and given as an example of logical thinking and the use of many years of practical experience. Over the years when the development of an entrepreneurial environment has begun to talk about the need to introduce and develop an organizational culture, a number of different modelling situations have arisen from various authors, which were meant to characterize the origin and development of this culture. After several years, many of them disappeared, unlike Schein's organizational culture. It distinguishes three levels of organizational culture. First of all, he focused on the extent to which individual manifestations of culture are manifested externally and to what extent they are visible to the external observer:

- **Artefacts** - are the most on the surface, for the observer it is the most visible plane, quite easily influenced. Schein points out that if it is not for the person who wants to use them to know the content of other levels of culture, it is difficult to interpret them;
- **values, rules and standards of behaviour** - the plane is partially conscious, partially observable for the external observer, partly influenced;
- **Basic assumptions** - the deepest plane, involving the conscious, unconscious, and for the members of culture, self-evident opinions and thoughts (Lukášová, Nový, 2004, p. 26).

Schein points to the fact that there are two ways in which people can learn the culture of the organization. In his view, the first way to learn the culture of the organization is traumatic, as members have to learn to face different threats in a way that creates a certain defensive mechanism. The second way of learning in organizational culture is, according to Schein, positive consolidation of consciousness, when the firm is rooted in specific procedures that are unchanging over the next few years (Schein, 1984, p. 3-16). Schein's model of organizational culture is currently the most famous.

Picture 3: Schein's model of organizational culture



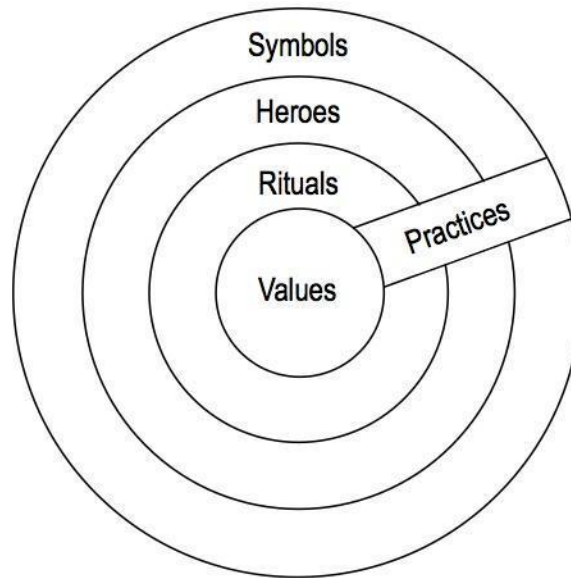
Source: Schein, 1992, edited

On this occasion, Schein (1992) recalls one important issue concerning the management of the organization. In his researches and subsequent conclusions, he noticed that the management of organizations is very sceptical about the "external environment cannot be known". His opinion then suffers from the whole organization because of the decision that, given this situation, it is a gamble to invest in marketing that would make the organization more visible to consumers, as this will never achieve customer satisfaction. A similar insight concerns employees inside the organization. Organizations have firmly established rules and requirements regarding the duties and rights of employees because their work and performance characterize the quality of the organization from the public. For this reason, it is obvious that the organization has friendly and open relationships, a creative environment, people make their own decisions and evaluate themselves whether workplace relationships are, in their view, well-functioning. At the same time, they are thinking about what they themselves must be in order to find their right place in the organization and are generally satisfied (Schein, 1992).

3.3.2 Model according to G. Hofstede

Hofstede conceives culture as a mental programming, saying "*culture is always a collective phenomenon because it is always at least in part shared by people who live or live in the same social environment in which they have mastered it*", further says that culture is "*collective mind programming, which differentiates members of one group or category of people from others*" (Hofstede, 2007, p. 14).

Picture 4: Structure of organizational culture according to Hofstede



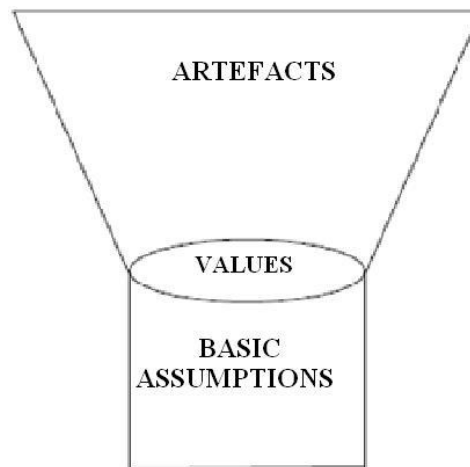
Source: Hofstede, 1991

Hofstede compares the structure of the culture to the onion, where individual skins represent individual layers of culture. It considers values and practices as structural elements of culture. Practices include rituals, corporate heroes, and symbols. Hofstede considers the values, what culture members consider important, to be the core of culture. According to him, the values represent the most hidden layer of culture and are the expression of what is preferred and appreciated in a given culture (Hofstede, 2007).

3.3.3 Model according to M. Schultz

From Schein's concept of organizational culture, Schultz (1995) set out to develop his model. It has been portrayed as a funnel, above which there are artefacts, which are elements that everyone can have in the organization, are therefore visible and conscious to everyone. Schultz's spoken funnel is spoken as elements that are observable on the basis of behavioural manifestations. The third part refers to the hand piece, which forms the basic assumptions, but which are totally unobservable and therefore unconscious. The funnel model of organizational culture is illustrated below.

Picture 5: The funnel model of organizational culture



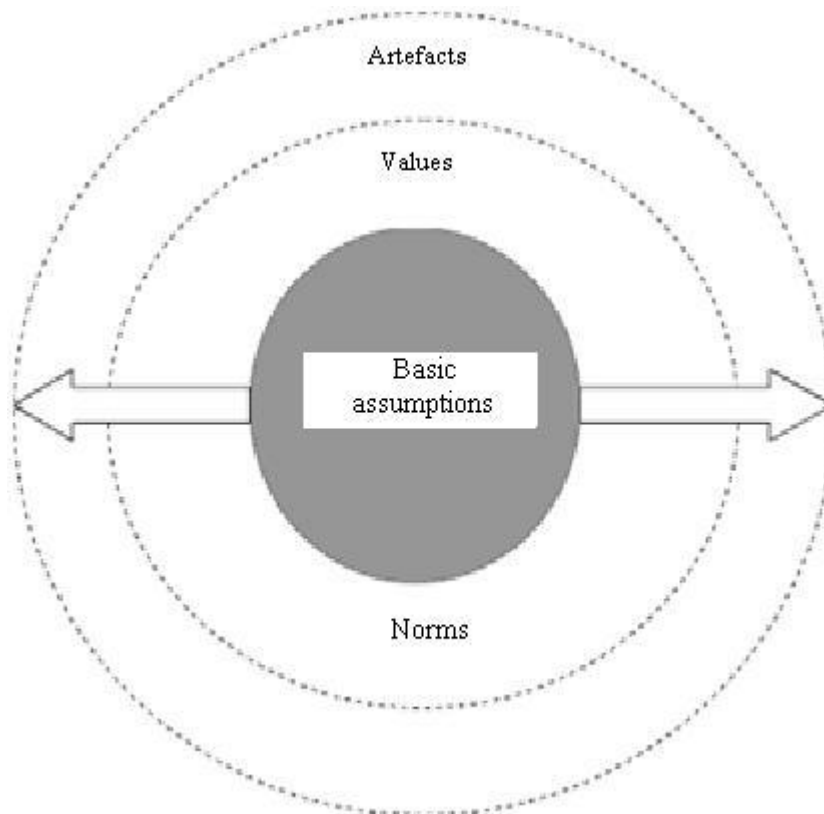
Source: Schultz, 1995, edited

Asked why Schultz chose such a way to portray his model, he replied that he wanted to show how the individual elements are transparent, as individuals perceive them, and how they perceive these values of an organization that they, in his view, are presented externally through the artefacts of the organization. Schultz was of the opinion that artefacts are a much larger group of elements than the values of the organization and its basic assumptions. For this reason, they have a larger area in the model (Schultz, 1995).

3.3.4 Model by S. Sackmann

Another author who created another model of organizational culture was Sackmann (2002). He created a model that includes three levels of organizational culture. They are represented in the model as three concentric circles, from which four elements come out: basic assumptions, values, norms, artefacts that complement each other. The organizational culture model of Sackmann is as follows:

Picture 6: Model of organizational culture



Source: Sackmann, 2002, edited

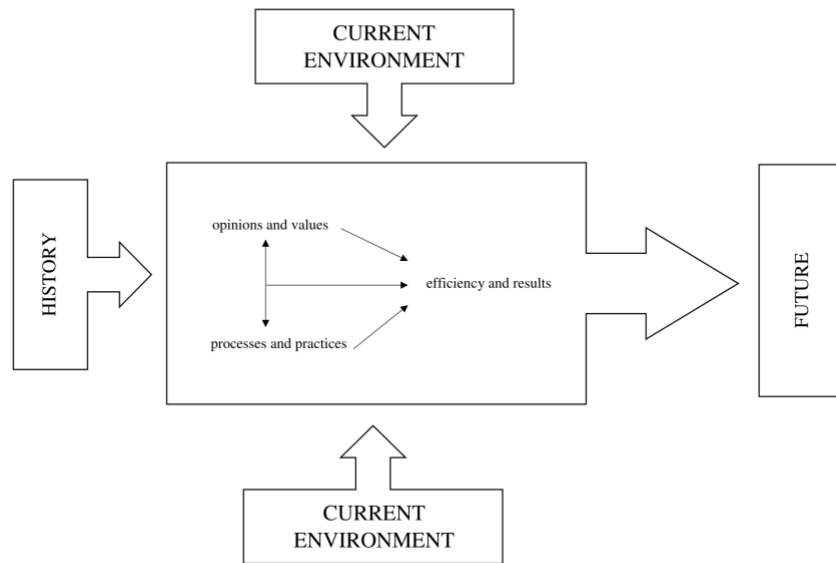
Sackmann's model does not differ significantly from other models of organizational culture. Artefacts are again the outer layer; in the other are the values and standards of behaviour on the common platform.

3.4 Influence of organizational culture on the performance of the organization

3.4.1 Model D. R. Denison

Experts in organizational culture and organization performance use two models in particular. The first is the D. R. Denison model.

Picture 7: A conceptual framework for the study of organizational culture and efficiency



Source: Denison, 1990, edited

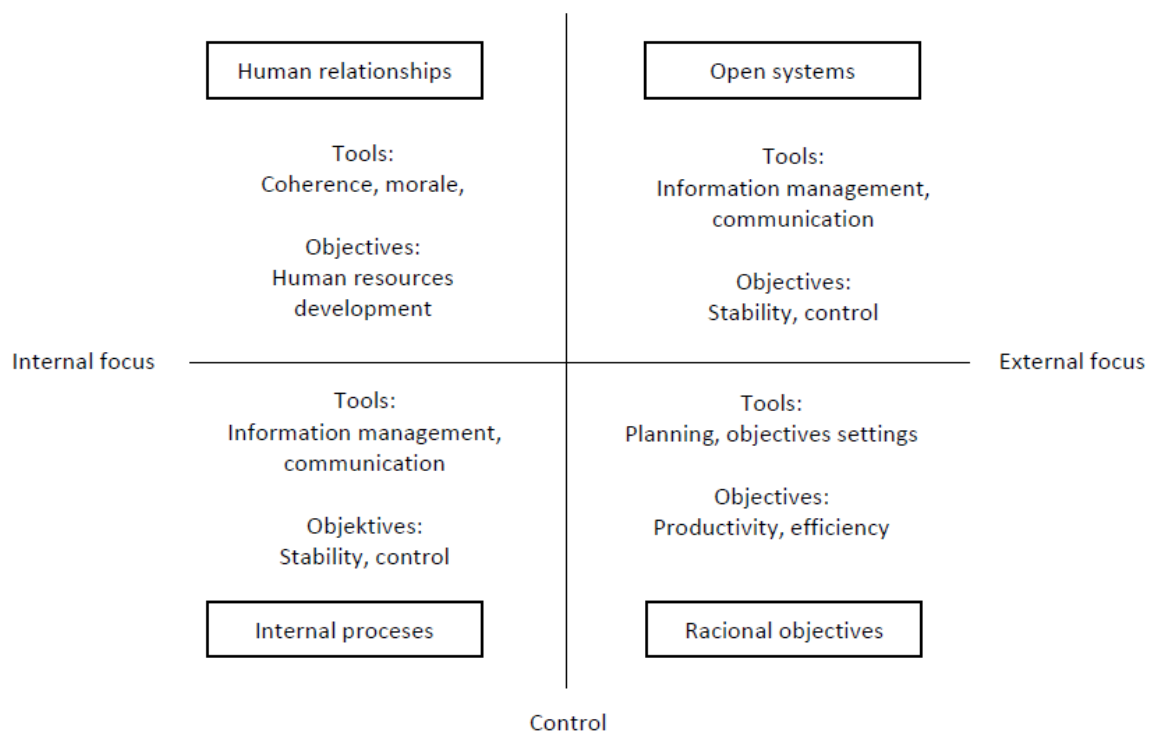
"The Denison model of engagement is primarily a measure of initiative and participation of members of the organization. Consistency means the fact that certain views, values and behavioural norms are widely shared and internalized in the organization. The adaptability of an organization is understood as the ability of an organization to adapt to the external environment, the mission as defining the clear sense of the existence and direction of organization. Each of the four characteristics of organizational culture represents a separate way for an organization to increase its effectiveness. All four surveyed characteristics of organizational culture are then significant predictors of quality, employee satisfaction and overall performance of the company" (Lukášová, Nový, 2004, p. 59). In Denison's view, his model represents a separate way for an organization to increase its efficiency. At the same time, however, he stresses that some of them are in some cases partly contradictory, depending on the situation (Denison, 1990).

3.4.2 Model B. Quinn and Rohrbaugh

Quinn and Rohrbaugh belong to the authors whose model clarifies the relationships between organizational culture and performance. It is referred to as a "model of competing values". *"Quinn and Rohrbaugh originally did not focus on organizational research in their work. Their*

goal was to find the main dimensions of organizational efficiency and to create a simple yet effective process to effectively evaluate the organization. However, through the research of organizational efficiency criteria, the issue of the content of organizational culture and its impact on the performance of the organization was unscheduled" (Lukášová, Nový, 2004, p. 60). The organizational efficiency model was born in stages. Both authors were interested in how organizational culture is acting on the organization's performance. The information helped them to get several researches, which were ranked according to the developed scales. On the basis of these, they were able to elaborate two basic dimensions, which consist of axes and four quadrates.

Picture 8: Organizational efficiency model



Source: Quinn, Rohrbaugh, in: Thierry, Koopman, de Gilder, 1998, edited

3.4.3 Organizational culture focused on the customer

Let's recall on this occasion the most well-known theories about the personality of the consumer. The most well-known is the Freudian theory, which is based on the assumption that subconscious needs and urges, special sexual and other biological driving forces are at the core of human

motivation and personality. The other is the Neo-Freudian theory of personality that claims that social relationships are the basis for the creation and development of personality. The third is the theory of character characteristics. It focuses on measuring personality according to specific psychological characteristics, called character traits (Schiffmanm, Karuk, 2004, p. 128). These theories are used by companies to place their products on the consumer market and resellers for their offers directly to customers. Organizational culture towards the consumer market is very important for communication. The most favourable way is decided by the companies themselves, appointed by specialized agencies that closely monitor market developments. Business management cannot rely solely on the fact that the consumer simply buys goods because he needs it. Wrong. A Management can buy a product from another company, such as a tough competitor. Zyman (2004, p. 9-10) commented on the situation: *"If you do not always give customers the reason to buy from you, they will not buy from you. Product knowledge or brand awareness is absolutely worthless if they do not sell. And ultimately the most important thing: Everything communicates - everything you do or do not do, everything you say or do not say."* The consumer market in the Czech Republic is not very large, but in a relatively small area there is a number of companies with the same or almost the same production program. Therefore, it is important that organizational culture towards customers is at a high level. In this context, Lukášová and Nový (2004, p. 127) are important, who have stated that if an organization is to determine the measure of customer measurement; it must control the extent to which it has achieved its objective.

3.4.4 Organizational culture focused on quality

Management culture is important for every business for many reasons. Permanent deficiencies in managerial culture cause managers to become interested in people, the processes that are going on, and the quality of organizational culture, when the problem arises. This is also reflected in the quality of the relationship between the employees in the company, in the extreme it can also be reflected in the quality of the products and services offered, in the quality with respect to the buyers, suppliers and other subjects without which they cannot cooperate (Cejthamr, Dědina, 2010, p. 79).

The question of what the importance of quality management is for the organization is answered in detail by Bělohávek (1996, p. 256-257). In his opinion, it is possible to characterize several basic features. The first impulse was the admission of multinational companies to the Czech

Republic. Their great plus was the quality standards developed. Another factor was that businesses found that introducing quality standards would allow them to better market entry, maintain competitiveness. Deploying the management system reduces costs and increases productivity. The management system eliminates stress in the organization, enabling the development of human potential (Bělohávek, 1996). That the introduction of quality systems into the Czech business environment had to go a long way, as evidenced by the fact that in 1987 Scholtes and Hacquebort formulated recommendations to help organizations implement a quality management system:

- It was primarily about setting new roles of organization leadership and uniting their goals when top management must be the maker of a vision. This will create a unified idea of future development.
- Recognizing an informal organization - people are more closely associated with informal groups; people's opinions are regulated mainly by informal leaders.
- Active support of critical mass - just enough of the people who are so active that they can create a movement that engulfs the whole business. It is then up to the leadership how they can use their initiative.
- The atmosphere of change - the enthusiasm of the people is gradually disappearing, so it is necessary for the management to support them. People cannot impose a quality culture by regulation (Scholtes, Hacquebort, 1978).

For quality control, TQM (Total Quality Management) is a comprehensive system of quality management. Its goal is to activate all employees of the organization in order to increase the overall quality of their work, which corresponds to the needs and expectations of the customers (Dale, Cooper, 1992, p. 19). This system applies to all departments and departments in the organization, to all employees regardless of the position they occupy.

3.5 Formation and change of organizational culture

3.5.1 Managing change in organizational culture

Each organization at a particular moment arrives at the management to realize that changes are necessary if the organization is to continue to be competitive. The change cannot take place in an uncoordinated way; on the contrary, it must be effectively regulated and managed. We can

ask why change actually occurs. This may be under competitive pressure, performance decline, some weaknesses in business process management, etc.

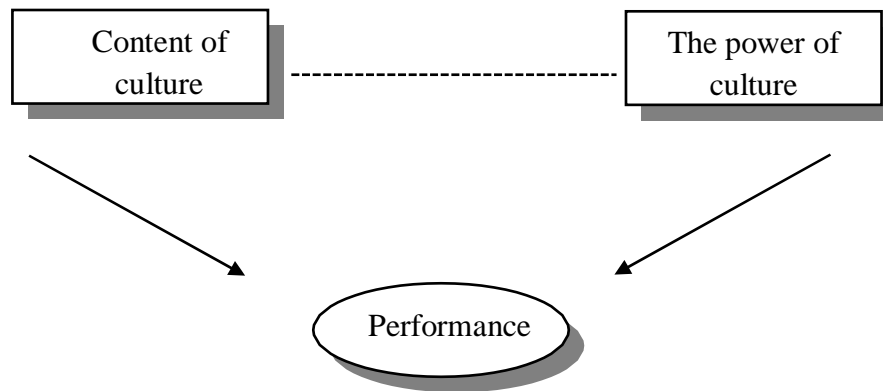
The model of cultural change was presented in 1988 by Dobson, who proposed a four-step model of cultural change. The first stage included the active role of human resources management in the area of recruitment, promotion and dismissal of staff. The second stage of reorganization and restructuring that provides career growth, the third level of effective communication of new values, and the fourth degree of change of the system to reinforce new views and values (Mazák, 2010, p. 71-72).

Urban (2007), who formulated goals for organizational change, including examples of intentions, has also dealt with issues of organizational culture in the company, such as designing a structure that will allow for long-term growth of anticipated corporate strategies, improve the ability to respond flexibly to customer requirements, to reduce the management chain, to speed up decision-making, to eliminate illogical or duplicate elements of the corporate structure that make it more difficult to coordinate or control activities, to reduce the personnel and related costs of the company (Urban , 2007).

3.5.2 Implementation of the change

In our opinion, changes are being implemented to improve organization performance. Performance is the focal point of each business, and therefore the change is based on the need to increase it. *"Performance is a characteristic that describes the manner in which the entity under investigation performs a certain activity, on the basis of its similarity to the reference method of performance of the activity. Integration of this characteristic assumes the ability to compare the examined and reference phenomenon in terms of a defined critical scale."* (Wagner, 2009, p. 17). The organization's performance is closely related to its culture. The direct proportion applies, the better the culture of the organization, the better the assumptions to increase its performance. The impact of organizational culture on your organization's performance is shown below.

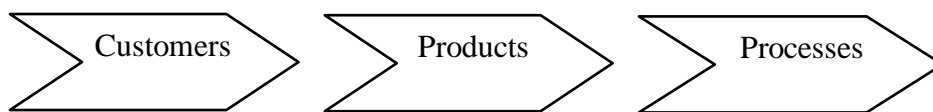
Picture 9: Influence of organizational culture on the functioning and performance of the organization



Source: Lukášová, Nový, 2004

The culture of the organization is so important that it cannot be understood as a static problem. It must evolve, it must respond to all social changes. This is one of the ways to maintain competitiveness. Johnson and Scholes point out that they have to behave strategically, to adapt the activities of the environment in which the organization operates (Johnson, Scholes, 2000, p. 5). If the culture of the organization is strong and consistent with the content of the strategy, it promotes the organization's performance. Each organization has performance priorities set. If an organization decides to respect the requirements, adjust production processes, it has made the most important step towards enhancing its competitiveness. Performance priorities show another image.

Picture 10: Performance priorities



Source: Veber, Srpová et al., 2008

Culture content has a dual effect on performance. Employees organize, activate or not activate. This influence depends on the specific values and standards of behaviour towards which workers are directed. According to Denison (1990) and other authors, in the case of cooperation in the formation of an organization's culture, employees behave in an initiative, in favour of the organization's goals, take responsibility for the results of their work, and resolve operational problems. Lukášová and Nový (2004) also recall the findings of many authors, who have stated that organizations contribute to the high engagement of employees when they enable employees

to develop consistently, build a cooperative atmosphere and team spirit, create and communicate missions and visions that are future-oriented organization and enable employees to play their individual role (Lukášová, Nový, 2004, p. 53).

3.6 Summary of the theoretical part and situation in the Czech Republic

Based on the study of professional literature, we found out that the culture of the organization was written only in foreign professional literature thirty years ago. Most professional titles contain a number of statements that the culture of an organization can only be very difficult to define and theoretically grasp. If some experts attempted to do so, the others would associate them with different visionary leaders, waiting for these to be maintained (Armstrong, 2007, p. 258).

Something similar happened in Czech conditions. The information was little, and then increased, but the uncertainty still remained, because there was no possibility of an effective comparison. Avoid sarcasm, disrespect and derision - clearly distinguished behaviour manager, clear rules within corporate culture. If we summarize the situation in the Czech Republic from our own point of view, we can state that the conditions for the emergence and development of the diversity of culture, one that would characterize the particular organization in all aspects, were created in small steps. The building of culture in the organization has been taught by people gradually, which was not easy. It was necessary to master and above all to change the whole range of management processes in the organization. Management representatives learned practically the so-called march, taught themselves and had to teach their subordinate staff. The main problem was that they had to overcome the barriers that arose because of the systems they had experienced for a long time, but subsequently proved to be outdated and endangering the competitiveness of the organizations. It is difficult to overcome matters. Let us now consider the role of values, artefact standards and focus on what makes the organization competitive, which is, human capital. Globalization of the world economy has caused its role to change gradually. While decades ago, an employee of an organization was considered to be a labour force that would cost it higher, it is now understood to be a capital that, on the contrary, gives firm value. In this direction, research will be focused on this work. It will focus on employees and their role and position within organizational culture.

4 Practical part

The practical part of the thesis will be focusing on the role of the employee in the system of organizational culture and on his participation in the creation of effective and quality organizational culture, which the employee is part of. There are a number of tools for evaluating organizational culture, while we are aware that the quality of culture is relatively difficult to grasp, as there are many subjective and objective factors.

4.1 Basis of empirical investigation

4.1.1 Problem definition

In the theoretical part of the thesis was discussed in detail the organizational culture of the company, which in recent years has become more and more the focus of management. The issue of the culture of society has been overwhelmed by many other factors for many years, focusing on, for example, the fulfilment of the export and import plan, the implementation of the financial plan, but no one wanted to see other important factors such as the organizational culture mentioned above, their further development. It took a long time for most companies to admit the fact that without good human capital, without its development, a share in the management of the company, many cannot, and if it can, at the expense of disproportionately high costs and ever-declining competitiveness. We emphasize this fact because we are convinced that the basis of everything is the behaviour of people in the workplace, their willingness to cope with the management tasks. The power of organizational culture manifests itself in the ability of management to willingly involve employees in all the processes that take place in the organization. For this reason, it was decided that in an empirical survey we will focus on organizational culture in relation to our own employees. We are convinced that an organization can be successful outside the public, suppliers, customers, customers, stakeholders, and other entities when all processes in relation to employees have been clarified. These are the decisive capital of an organization.

Often thanks to the media, we gain information on how successful foreign companies are in the Czech Republic, how effective their management is, how they are constantly looking for new ways to work efficiently, reduce costs, how companies actively engage in charity events, how

many are presenting as socially responsible companies and so we could continue. A number of domestic firms are at a comparable level in terms of product quality, production, customer care, etc., but from a standpoint of behaviour towards their own employees, from the point of view of corporate culture, top management often behaves as it did twenty years ago. Leaders in Czech companies have not yet understood the need to change organizational culture. Current quality foreign companies work in a team, the organization is perceived as a whole, not as an individual's activity. Organizational culture is something we cannot grasp and say, it is mine and not yours. Organizational culture is a whole consisting of several parts that are interconnected. Whatever is interconnected, it is always human resources. In the theoretical part, we describe the whole system of organizational culture functioning, everything that is related to it, what is the cause of changes in organizational culture. All the processes that are going on, all the changes that take place, everything is done through the initiative, the motivation of the employees who work in the organization. In the research, we will address the issue of organizational culture within organizations, a matter that is officially hidden from the public eye even though it is generally spoken of.

4.1.2 Objective of empirical investigation and research questions

The main objective of the empirical survey is to analyse the degree of identification of employees with the content of organizational culture in the enterprise they work in and their responses to changing organizational culture. At the same time, we formulate partial goals to assess how often employees are acquainted with the assessment of their performance, how well they are familiar with the content of the assignments, how regularly they are informed about justification of their salary ratings and rewards, and whether they feel they can affect organizational culture.

Research questions

Now proceeding to the chosen goal of this work by answering the following research questions:

- How do employees get acquainted with their performance ratings?
- How do staffs assess the quality of getting to know the content of the assigned tasks?
- How are employees aware of the justification of their salary and rewards?
- How are employees informed about plans and business strategy?
- What do employees understand as organizational culture?

- To what extent and in what way do employees perceive their possibilities in terms of possible influence on the organizational culture in their enterprise?

(original Czech version of questions is included in appendix)

The research problem defined is primarily descriptive, the goal is to describe selected phenomena of organizational culture and try to quantify them, which will be realized on the available sample of respondents. When formulating the goals of the work, it was based on realistic assumptions and we deliberately did not formulate goals on the causal plane. We believe that a serious understanding of the context and the relationship between the causes and consequences of individual elements of organizational culture on a representative sample of respondents would go beyond the scope and possibilities of this diploma thesis. For this reason, we did not choose the formulation in the form of research hypotheses, but we have chosen a relatively broad formulation in the form of research questions. We assume that this solution will allow us to fulfil even some of the explanative goals of our empirical survey, where we will try to explain how employees understand the nature and functioning of organizational tricks in their own practice.

4.2 Methodology of the research survey

4.2.1 Methodology for the practical part

The nature of the identified research problem requires both the quantification of the phenomena investigated and a deeper insight into the issue and an analysis of how the respondents understand the phenomena. For this reason, we have decided to combine quantitative and qualitative research design, where the qualitative part of the research will take place at the level of research data analysis. Data collection will be carried out through a questionnaire survey where part of the questions will be open and part of the closed ones. For the purposes of our research, we will propose our own copyright questionnaire. We will create the individual items based on the theoretical part of this work and we will verify their clarity in the pilot survey (pre-research). The quantitative analysis at the level of description will be used in the thesis, which will be used in the case of closed questions. When interpreting the data, we will use qualitative content analysis of free answers at the level of explanation, where we will work with the

subjective perceptions of respondents; this method will be applied to open answers for open questions. Furthermore, in the interpretative part of the thesis, we will use the methods of synthesis, comparison and deduction, in which we will introduce knowledge from the theoretical part to the empirical knowledge.

In the following, we will attempt to clarify this research option in more detail, a combination of quantitative and qualitative research. At the same time, we will present the advantages and disadvantages of the individual research designs, as they are mentioned in the specialized literature dealing with the methodology of research in the social sciences.

Hendl (2004, p. 21) presents the strengths and limits of quantitative and qualitative research. As stated, each research design has its own specificities that do not exclude each other, but complement each other. It is therefore possible to choose a mixed research design, taking advantage of both approaches.

Table 1: Advantages and disadvantages of quantitative research

Advantages of quantitative research	Disadvantages of quantitative research
<ul style="list-style-type: none"> ▪ Testing and validating theories ▪ Can be generalized to the population ▪ A researcher can construct situations by eliminating the effects of interfering variables and proving the cause-effect relationship ▪ Relatively fast and straightforward data collection ▪ Provides accurate numerical data ▪ Relatively fast data analysis (IT) ▪ The results are relatively independent of the researcher ▪ Useful for exploring large groups 	<ul style="list-style-type: none"> ▪ Categories and theories used by the researcher may not match local peculiarities ▪ The researcher may ignore the phenomena because he focuses only on a certain theory and its testing and not on the theory development ▪ The acquired knowledge can be too abstract and general for direct application in local conditions ▪ The researcher is limited by a reductive way of obtaining data

Source: Hendl, 2005, edited

Table 2: Advantages and disadvantages of qualitative research

Advantages of qualitative research	Disadvantages of qualitative research
<ul style="list-style-type: none"> ▪ Gets a detailed description and appearance when examining individual groups of events, the phenomenon ▪ Explores the phenomenon in a natural environment ▪ Allows you to study processes ▪ Allows theories to be proposed ▪ Responds well to local situations and conditions ▪ Looking for local causal relationships ▪ Helps in the initial exploration of phenomena 	<ul style="list-style-type: none"> ▪ The acquired knowledge need not be generalized to the population and to other environments ▪ It is difficult to make a quantitative prediction ▪ It is more difficult to test hypotheses and theories ▪ Data analysis and collection are often time-consuming stages ▪ The results are more easily influenced by the researcher and his personal preferences

Source: Hendl, 2005, edited

Also, Disman (1993, p. 304) approaches the difference between quantitative and qualitative research when he presents his view that quantitative research focuses on detailing individuals, whereas qualitative research does not address the individual's description, but focuses on with the help of precisely targeted questions, focused on the description of the problems and everything related to them. He rejects "the secondary position of qualitative research, which for many years stood in the position of the other" (Disman, 2000, p. 284). Kubátová (2006, p. 36) states that among the often-mentioned collection techniques are questionnaire, standardized interview, quantitative content analysis of documents and direct observation. Kubátová (2006, p. 38) emphasizes that the questionnaire is more advantageous compared to the standardized interview because it is more anonymous, whereas in standardized interviews, anonymity is lost, despite its long time consuming.

4.2.2 Process of empirical investigation and data collection

In planning the empirical research, the following follow-up stages of the research were proposed:

1. Creating an authorial questionnaire with closed and open items

2. Verification (piloting) of the questionnaire on a small sample of respondents, subsequent brief interviews and adjustment of individual items, final adjustment and printing of questionnaires
3. Data collection: distribution of questionnaires
4. Quantitative data analysis
5. Qualitative analysis of data
6. Processing results and interpretation of research findings

For the purposes of the research, the author's own questionnaire was designed, where the individual items were created on the basis of the theoretical part of this work. The final version of the questionnaire is given in the Annex (Annex A). The research was targeted at employees of different education and different sectors of the economy; therefore, due attention was paid to issues related to the identification of respondents; there are eight in the questionnaire (items 16-23). The individual items of the questionnaire were focused on patterns of behaviour in relation to work responsibilities and the organization in which the respondent is working. These items were formulated in four main areas: performance appraisal (items 1-5), allocation and performance of work tasks (headings 6-8), remuneration (items 9-11) and business plans and business strategy (items 12-15). At the end of the questionnaire, three open questions related to the organizational culture of the organization (item 24) were inserted.

The clarity of the questionnaire was verified in a small pilot survey on a sample of 5 respondents. First, each respondent filled out the entire questionnaire separately without any accompanying information and oral questioning. After completing the questionnaire, a brief interview was conducted with each respondent, where the clarity of the individual items of the questionnaire and the clarification of the relevance of the answers offered on the closed questions were verified. The proposed questionnaire proved to be sufficiently comprehensible during this piloting. Only item 14 was modified, based on the suggestion of two respondents from piloting, option 5 was offered: Message on the message boards. In addition, smaller formal adjustments of the questionnaire were made and blank rows inserted to fill in the free answers. The responses of 5 pilots were not included in the survey.

Subsequent investigation was carried out on an available sample of economically active employees, citizens of the Czech Republic over 18 years of age. The distribution of the questionnaires and the collection of the questionnaires were provided by the authors with the

help of friends. Altogether, 250 questionnaires were distributed, filled in returned 164. The rate of return was therefore 65%. This return can be assessed as relatively high. Returns were secured through distribution through friends who checked the return of completed questionnaires.

During the research, I encountered two major problems. The first was the misunderstanding and unwillingness to fill in the questionnaires focused on organizational culture. Many addresses were willing to take part in the interview until they discovered the topic of research. References did not understand the concept of organizational culture, and although questions were explained to them and these proved to be understandable, many people did not see the importance of the research. They did not understand why someone was doing such a research and what it would be good for in practical life. This was mostly the case for people who had less education and never had the opportunity to meet such a topic.

The second issue concerned the participants who were willing to participate in the research. They had to be guaranteed to be completely anonymous that they had taken part in the research. The reasons why they worry about possible complications were more. Looking to find out if other research surveyors met with this problem, it found out that were not the only dealing with it. People's frenzy mostly focuses on the argument that if they are posted on the internet, they are afraid of having problems at work because the employer would understand the problem as a concrete attack on their company. The fear of losing a job overcame all the arguments of the researcher.

4.2.3 Characteristics of the research sample

The survey was attended by a total of 164 respondents, 85 men, 79 women, 52% men, 48% women. Thus, the ratio of both sexes is balanced, which contributed to the overall validity of the research. We managed to get answers from both sexes in a balanced number. In terms of age, respondents are evenly spread across all age groups. Resp. the age group 18-24 and the age group of 65+ are the least represented which results from the logic of the matter. Within 24 years, a number of young people are studying, so they are not yet in work, over 65 are retiring, so they are no longer in employment. Furthermore, the age group 45-54 is less represented, which I consider to be a coincidence. Overall, most respondents are aged between 25 and 64 years, i.e. in the standard productive age after graduation and prior to retirement.

Table 3: Classification by age group

Age	Number of respondents	%
18-24 years	19	11
25-34 years	37	23
35-44 years	36	22
45-54 years	22	13
55-64 years	39	24
65+ years	11	7
Total	164	100

Source: own processing, MS Excel, 2018

4.2.4 Job classification of respondents

The survey asked both private entrepreneurs and employees. The aim was to get a preview of both groups. The survey was attended by 50 private entrepreneurs and 114 employees. Thus, 30% of the research sample consists of entrepreneurs, 70% employees. The table below shows the breakdown by business / employer type.

Table 4: Type of business / employer

Type of business / employer	Respondents	%
Own or family business	22	13
In a CZ company without foreign participation	69	43
In a CZ company with minority foreign participation	21	13
In a CZ company with majority foreign participation	18	11
In a foreign enterprise	9	5
In the state sector	25	15
Unemployed	0	0
Total	164	100

Source: own processing, MS Excel, 2018

Most of the respondents are employed in the Czech company without foreign participation 43%, another 15% of employees are in the state sector, 13% of them are employees of a Czech enterprise with minority foreign participation and in their own or family enterprise, a total of 11% in a Czech company with a prevailing foreign participation. In view of the fact that the research focuses mainly on the behaviour of Czech enterprises, on the functioning of organizational culture within the Czech environment, the distribution of respondents is optimal. A total of 56% of the respondents work in a purely Czech environment, plus another 15% are employees of the state sector, which is largely also a purely Czech environment.

Next, we look at the distribution of respondents according to the area of the national economy in which they operate.

Table 5: Area of activity within the national economy

The area of expertise	Respondents	%
Money, finance	9	5
Industrial production	35	21
Trade	15	9
Services of non-productive nature, counselling	6	4
Construction	11	7
Agriculture	6	4
Connections	9	5
Transport	8	5
Mining, energy industry	3	2
Government	24	15
Education	16	10
Freelance	7	4
Others	15	9
Total	164	100

Source: own processing, MS Excel, 2018

The largest percentage of respondents is employed in industrial production and services of a manufacturing nature, 21%. Secondly, respondents from the state administration are 15%. There are also employees in education with 10% and trade with 9%. Other industries have a fairly uniform representation of 4 - 7%. Although the questionnaire distributors did not set quotas for the selection of respondents, in addition to the three main groups, they managed to provide a fairly good variety of respondents according to the field of their work. In this way, the responses of a truly diverse group of people have been obtained and the results of the research will not be distorted by the unilateral work focus of the respondents. Another division of respondents was the size of the business (organization) in which they work. Organizational culture naturally varies considerably in small businesses where everyone knows each other and in companies with hundreds of employees where only people in their department know workers, and all in all, it is more anonymous.

Table 6: Enterprise size (organization)

Enterprise size	Respondents	%
Up to 10 employees	36	22
From 11 to 100 employees	74	45
From 101 to 1 000 employees	40	24
Over 1 000 employees	14	9
Total	164	100

Source: own processing, MS Excel, 2018

Employees and entrepreneurs were approached from a diverse range of businesses as part of an empirical survey, even in their size. Most respondents work in an enterprise with between 10 and 100 employees, a total of 45%. Almost the same number of employees from small businesses is up to 10 people (22%) and employees from large enterprises, i.e. between 101 and 1000 (24%). In the mammoth enterprises with more than 1000 employees, 9% of respondents work. This has again ensured a very heterogeneous group and, therefore, responses to different environments.

Two further questions were followed, which should further specify the characteristics of the respondents' employment. It has been investigated at what level of company management are the addresses of the assignment and how long they already work in the company.

Table 7: Classification by business management level

Business management level	Respondents	%
Staff member	129	79
Low management	22	13
Middle management	9	5
Top management	4	3
Total	164	100

Source: own processing, MS Excel, 2018

A total of 79% of respondents works as regular employees, 13% at the lowest levels of management (e.g. Line managers), 5% at middle management levels and 5% at top management level. In view of the fact that research is focused on employees, on their perception of management communication, on their awareness, this division of respondents is optimal. For organizational culture is created primarily by the executives, they are its mobile workers and this affects the ordinary workers who are most interested in this research and who are also among the most interviewed.

Table 8: Duration in current business

Duration	Respondents	%
Less than 1 year	24	15
1-2 years	38	23
3-5 years	10	6
5-10 years	30	18
More than 10 years	62	38
Total	164	100

Source: own processing, MS Excel, 2018

For over ten years, 38% of respondents work in the company, 23% work in the company for 1-2 years, 18% in the range of 5-10 years, and 15% of employees within 1 year. This question was complemented by an open part. Respondents were asked to explain why they were briefly staying with an existing business. The answers to this question were quite unequivocal. Respondents described as the main reason the loss of previous employment and the consequent need to find a new job.

This is where the characteristic of the research sample ends and we come to questions about the organizational structure. This part of the thesis will be divided into four smaller units, according to the research areas that are being processed in the research.

4.3 Quantitative data analysis

4.3.1 Evaluation of work performance

This is the question of the questionnaire labelled 1-5. The first point that was identified in this area was the frequency of the performance evaluation. The method of evaluation of the employees in the individual organizations depends on the approved organizational order, not only the frequency of its implementation but also the content of the evaluation. The question did not specify whether this is a normal assessment of tasks at work councils or a real job evaluation in a superior-subordinate relationship, so the answers obtained can be understood in the sense of the evaluation in general.

Table 9: Frequency of work performance

Frequency of evaluation	Respondents	%
1 per month	76	46
1 per 6 months	52	32
1 per year	30	18
Not evaluated	6	4
Total	164	100

Source: own processing, MS Excel, 2018

46% of employees are assessed once a month, 32% once every six months, and a full 18% once a year. Even six people have not been evaluated at all. We would like to point this out as inappropriate. We believe that once a month is an optimal state. The evaluation, which takes place every six months, is no longer sufficient. Through the evaluation, the supervisor communicates with his / her subordinate, showing him / her how he / she build on his / her work outcomes and results. The employee should have a continuous overview of how his performance appears to be management of the firm, respectively, direct supervisor who is responsible for it. Regular and sufficiently frequent evaluations prevent larger errors in work, resulting from long-term repetitions of mistakes, to avoid unnecessary stress, unpleasant mood, and complications with this. Furthermore, through the evaluation, the superior can motivate his / her people, respectively, should motivate them. Even if an error has occurred in a job, you can draw attention to this, find a common solution, and express confidence in the ability of the worker to correct the error.

Table 10: Form of assessment

Form of assessment	Respondents	%
Interview	94	57
Discussion at the workplace	60	18
Written evaluation	24	15
Total	164	100

Source: own processing, MS Excel, 2018

57% of respondents said their assessment was in the form of an interview. 18% of the respondents evaluated the form of the discussion at the workplace, a written evaluation of 15% of the respondents. In general, assessment is considered by many respondents to be a formal matter, as some of the statements in the next part of the thesis suggest. Personally, discussion at the workplace is not considered a suitable form of assessment. Rating is a totally private matter, and both discussion subjects should be outside the team of the remaining workers. Especially when it comes to reprimand, the public process can be very unpleasant and demotivating. It is possible to commend the worker publicly, but the discussion as such should take place outside public spaces. The combination of a personal interview and a written evaluation is considered to be optimal.

Table 11: Familiarity with performance criteria in a particular business

Familiarity with evaluation criteria	Respondents	%
Yes	98	60
No	15	9
No evaluation criteria	29	18
Don't know	22	13
Total	164	100

Source: own processing, MS Excel, 2018

A total of 60% of respondents said they were well acquainted with the criteria, on the other hand 18% of the respondents considered that they lacked the criteria they had. Especially for large companies, it is important to establish certain criteria on the basis of which employees are assessed. If work duties and performance are clearly set up and the company expects and evaluates, the employee can better target the workplace situation and work more optimally to meet the needs and requirements of the company.

Table 12: Time horizon for getting acquainted with the results of the evaluation

Time horizon	Respondents	%
Written within a week	108	66
By time options	24	14
Not familiar	32	20
Total	164	100

Source: own processing, MS Excel, 2018

A total of 66% of respondents said they had been informed in writing of the results of their assessment in writing within one week, another 14% as far as possible. A total of 20% said they were not familiar with the results of their evaluation. The question is, what was the reason they did not know the results of their assessment, whether the degree of fault was on the part of the employer or the employee. In any case, this procedure is unusual because knowing the results of the evaluation is important for employees, for example because of changes in their salary or wage valuation. Ignorance of results may cause nervousness or a feeling of stress in the worker. It is put into a state of uncertainty, which can have a negative effect on its performance.

Table 13: The extent to which the evaluation criteria correspond to the nature and the requirements of the work performed

Criteria optimality	Respondents	%
Respond partly	82	50
Respond in part	27	16
Do not answer at all	19	12
No criteria exist, not familiar	36	22
Total	164	100

Source: own processing, MS Excel, 2018

Criteria for evaluation are different for employees working in production, others for those working for example in education or in government. A total of 50% of respondents stated that the criteria for evaluating their work were fully in line, 16% said they responded in part. 12% of respondents stated that, in their opinion, the criteria do not correspond at all to the evaluation of their work. This is a state that is not optimal for employees. If they are evaluated on the basis of wholly inadequate criteria, or they perceive the situation themselves, there is a high risk of dissatisfaction over time. In the case of inappropriately set evaluation criteria, it is also possible to see that management of the enterprise does not understand the work done well enough and is not able to evaluate it. It can lead to feelings of vanity, underestimation of their own importance, etc.

4.3.2 Work tasks

This questionnaire deals with questions 6 - 8 in this questionnaire. It will examine how workers are presented with work assignments.

Table 14: How to get familiar with work tasks

Method task	Respondents	%
Exact tasks and process	86	53
Exactly the tasks, the procedure in the frame	35	21
Task and procedure only in a framework	43	26
Total	164	100

Source: own processing, MS Excel, 2018

The table above summarizes the results of the responses to how respondents were familiar with the work tasks that will be fulfilled in the near future. A total of 53% said that they had received precise work instructions, i.e. precise tasks and a procedure for their implementation, 21% received exactly the assigned tasks, the operation procedure was determined in a framework, 26% stated that they received only the procedure and assigned task in the framework. The process of assigning tasks and procedures to the framework can be positive and negative. On the one hand, employees are given space, freedom to choose the method of processing. On the other hand, it can push it into a stressful situation, because it can feel the uncertainty what management actually requires, and whether it can solve the task in an optimal way. Framing can work with already established teams where tasks are repeated and subordination already knows what and how they are expected. Newcomers should be assigned a specific job.

Table 15: Last task you received and form of assignment

Entering the last task	Respondents	%
Task was quite clear	84	51
Task was clear in the main points	59	36
The task was vaguely stated	21	13
Total	164	100

Source: own processing, MS Excel, 2018

For quality fulfilment, the task is a condition of a well-defined instruction. A total of 51% of respondents said they had received clear tasks. The figure corresponds to the figure in the previous table, where 53% of respondents stated that they had received the exact tasks and the prescribed procedure for their fulfilment. As far as the last task is concerned, 36% said that their task was clear on the main points, which is enough for experienced staff. The remaining 13% said the task was vaguely worded for them. Thus, in 13% of cases, there may be unnecessary misunderstanding when the task will be worked out incorrectly on the basis of unclear assignment. The error can be found on both sides. The supervisor should always define the tasks clearly. The subordinate should inquire in case of uncertainty and identify the clear assignment. Of course, the question is at what level communication is taking place.

Table 16: Main focus on access to task

Approach	Respondents	%
Exclusively for individual work	70	43
Rather on individual work	36	22
Individual and team work about the same	12	7
Rather on teamwork	9	5
Only for teamwork	37	23
Total	164	100

Source: own processing, MS Excel, 2018

Based on this table, we gain an overview of what kind of superiors' access to the task they prefer. It turned out that the highest emphasis was put on individual work, in 43% of the answers. Secondly, there were balanced opposing approaches. 22% was an emphasis on rather individual work, and 23% focused solely on teamwork. It can be seen that the approach of different superiors, respectively. Of businesses is very different. Of course, there will be a role of the type of business, the field of activity, the type of task, etc. Overall, however, we can say that the emphasis on individual work is 65%.

4.3.3 Remuneration of workers

The following section will be discussed in the way of rewarding, respectively, communicating with employees. Results 9 to 11 relate to these results.

Table 17: Getting to know the remuneration rules

Familiarity with remuneration rules	Respondents	%
Yes, good	98	60
Yes, all over	24	15
Ne, don't know	20	12
No rules are set	22	13
Total	164	100

Source: own processing, MS Excel, 2018

Remuneration rules in private organizations are dealt with by the employer at his discretion and often in economic choices. In private organizations where the trade union operates, wages and rewards are always the subject of collective bargaining. In state administration and public administration, salaries are set by country tables for a particular profession, job, education level, and length of service. Our research shows that 60% of the respondents are well acquainted with the remuneration rules, 15% are familiar, 12% do not know, and 13% believe that there are no remuneration rules in the organization. It follows that 25% of respondents do not know on what basis they are financially valued. This can have a negative impact on employee motivation.

Table 18: Entering the task together with information about the financial evaluation and its fulfilment

Information about a specific reward	Respondents	%
Yes, whenever possible	78	48
Yes, but only exceptionally	22	13
No, it is determined by the general rules of remuneration	56	34
Never, no rules exist	8	5
Total	164	100

Source: own processing, MS Excel, 2018

Employees have classed monthly wages or salaries; the amount of reward depends on the difficulty of fulfilling tasks that are common or above standard. At present, it is often the case, especially for private business entities, that employees often participate in the performance of extraordinary contracts, etc. Unless they are specific in the contract of employment, employees are entitled to further financial performance by the employer at the level that is mutually agreed upon. Research has shown that 48% of respondents receive, whenever possible, information on the financial evaluation of the task at the time of its award. 13% of respondents receive this

information only exceptional. Another 34% of the respondents said that remuneration is given by general rules, and thus it is not necessary to obtain information separately when assigning a task. This information is generally known and adhered to by default.

Table 19: Adequacy of salary evaluation in relation to the work performed

The wage valuation corresponds to the work performed	Respondents	%
Definitely yes	74	45
Rather yes	18	11
Definitely not	19	12
Rather not	12	7
Don't know	41	25
Total	164	100

Source: own processing, MS Excel, 2018

56% of respondents believe that they are adequately evaluated for the work they are doing. In contrast, 19% will not be adequately evaluated. A total of 25% is not sure. A large number of people are not able to rate their own work for themselves.

4.3.4 Awareness of the company's strategy and plans

Being aware of short-term and long-term plans of each organization among employees is the responsibility of the organization if it requires employees to identify themselves with the culture of the organization. Answers from this area of research provide questions 12-15 on the questionnaire.

Table 20: Information on plans and business strategy

The awareness rate	Respondents	%
Very good	59	36
Good	49	30
Not good or bad	19	12
Few	15	9
Not at all	22	13
Total	164	100

Source: own processing, MS Excel, 2018

Based on questioning, 36% of respondents said they were very well informed, 30% believed they were well informed. A further 12% hesitated to respond because, in their opinion, they were neither well nor poorly informed, 13% said they were not informed at all. Here we see a great lack. Together, 22% of people are under-informed about the plans of the business they work for. It is very difficult for these people to identify themselves with the company as such, if they do not know where it is going. This may reduce their work motivation again. In connection with the activities of organizations, the importance of engaging people in selected activities that are

carried out in the organization is often discussed. The situation is in most of them such that employees are more interested only in the issue of maintaining their jobs and ways of remuneration.

Table 21: Relation to the company's goals and mission

Relation to the goals and mission of the company	Respondents	%
Find them good	59	36
These are my goals	74	46
I think they are bad	22	13
Don't know	9	5
Total	164	100

Source: own processing, MS Excel, 2018

A total of 36% of respondents stated that the company's mission is considered to be good, so they do not contradict it. 46% of respondents consider the mission of the company as their own mission; they are fully identified with it. This can be called the ideal state, because such a worker is highly motivated, enthusiastic to work, because through it he fulfils himself, his mission. 13% of respondents criticized it for being a goal and a mission.

Table 22: The most common ways of sharing information

Way of sharing information	Respondents	%
Oral communication in personal contact	46	28
Delivers written communications, sends emails, etc.	59	36
Communication at meetings	29	18
Sends a message by subordinates	9	5
Message on message boards	19	12
Other ways	2	1
Total	164	100

Source: own processing, MS Excel, 2018

As stated above, employee awareness of the organization's goals, plans and strategy should always be high. The survey found that 28% of respondents receive information from their superiors most often in personal contact, 36% of the information transmission takes place through written communications (e.g. emails), and 18% of the respondents learn information at work meetings.

Table 23: Type of information obtained from the supervisor

Types of information obtained	Respondents	%
Only about the tasks and problems of the workplace	90	55
Only about the tasks and problems of the entire organization	30	18
The information relates to both the organization and the workplace	44	27
Total	164	100

Source: own processing, MS Excel, 2018

55% of respondents are informed about the tasks and problems of the workplace, only 18% are informed about the goals and problems of the whole organization, 27% receive regularly information about the whole organization and the workplace. If we evaluate these results in terms of quality of information and communication, it is necessary to state that the situation is not good. Being informed only about the tasks of their own workplace and not having official information about the goals and problems of the whole organization, it does not show the quality of managerial management, and this is happening in more than half of the cases we have been examining.

4.4 Qualitative data analysis

The second part of the analysis of the results of the research will be focused on the open questions through which the respondents could freely answer the questions in their words, describe the situation. Always after a series of closed questions on one topic, the respondent was left room for the formulation of his own opinion in his own words. In this part of the research were expected interesting ideas, ideas, but also criticism of the organization in which respondents work.

4.4.1 Evaluation of the work performance

If looking at opinions related to the evaluation of work performance from a normal human point of view, it is possible to say that the respondents responded in a way that is standard for the Czechs and we are famous, that is, pessimistic. 90% of the answers were negative. Generally, this was a general criticism of superiors. This is also a valuable insight and a reflection of how people perceive the situation. From a point of view, the main problem is that employees with lower education do not adequately explain to their supervisors what is the purpose and purpose

of the evaluation and why it is needed for the organization. People, however, consider the formal assessment as annoying, for waste of time and wastefulness. It is clear from the answers that employees take the assessment as something that needs to be done because of the top-down regulation, but what they consider to be absolutely useless. In the worst case, it is obviously annoying. In one of the answers, we encountered a problem that has already emerged in the closed questions, and the fact that the evaluation is not taking place very often. If a supervisor makes a mistake to the worker half a year after he did it, and at the same time as the mistake was made, did not contribute to remedy or help with the solution, it is quite logical that the worker considers the assessment to be annoying and worthless.

As noted above, the assessment needs to be carried out on an ongoing basis and above all not to present it as a formal process, but to include it in normal work practice. To counsel and assist employees during their day-to-day activities, praise them and motivate them to perform more. If the evaluation was conducted in a nonviolent form, it was continuous, praised, it is very likely that employees would look much more positive for the whole process. At a time when a worker is not motivated financially (due to a clear tabular classification) and is still deferred from the job by a formal, austere evaluation, it is difficult to expect that he will consider this to be beneficial. Here are examples of answers.

"The assessment takes place quarterly, we are informed beforehand, and in order not to be shocked by the assessment, the supervisor will prepare an overview of how we assigned the assigned tasks on a timely basis."

"I work as a clerk and I probably do not have to say more. Everything is black on white, so the evaluation runs smoothly once a year. „But sometimes I say that if it did not happen, nothing would happen. But it is ordered, so it takes place, and we all take it easy."

"It's getting nervous. It's a story about nothing. I'll come, the head of the office sits in front of the paper, I do not see what it is, the leader says before, and it's just a formality. So why bothers her? Just because the superiors want it?"

"It's just a formality here. Everything literally takes place in flight. It's about making nobody unnecessarily burdened. Even if I break the job, it's nothing, because I'm on the table and it's over."

"It seems to me to be an administrative waste for several years. The leader is to deal with the problems with the subordinates as soon as they arise and not to return to them for half a year when none of us remembers only the basis, not the details."

4.4.2 Being aware of the work tasks

The answers to this question were mixed. There was a number of very satisfied staff who unequivocally welcomed the attitude of their superiors, their willingness and precision. As well as a number of highly dissatisfied workers who often had to "force" the exact assignment. Both negative and positive responses came from different jobs and industries, without a single outrage. What, however, clearly made it clear from the answers those employees working manually, those who deal with production, and where the error is materially unambiguously noticeable, approach from the practice to take over the tasks more prudently? If he / she makes such a worker's fault and manufactures something different than the requirement, he / she often has to pay his mistake, respectively. He / she have to pay the consumed material, the delay caused by him / her, etc. While in the administration, for example, the error is often repairable, reversible, it is enough to make some phone calls, mails, to organize things in a different way; the production error is irreversible and costs money. As a result, the production workers were more proficient in task detection, higher requirements for clear assignment. On the other hand, businessmen have built up a little more freely on the subject. They expressed satisfaction that they were often left free and that they were largely their own masters. They have a given result to achieve, often get general instructions, but their own processing, the procedure is then on them and at their own discretion. These people appreciated the degree of creativity and freedom their profession provides. Here are examples of answers.

"I work directly in the production plant. We have a superior who is, as they say, an old practitioner. Not that he would not believe we understood the assignment. He tells you what it is like to do, especially if it's new, for whom the product will be made, and how much our reward will be compared to the previous product, etc. Wait for the job to stand up, just see hesitation, push us out, and show it, let's try it, watch for a while and then leave. Of course, this is just news. We always say with boys in the workshop that it's better to ask stupidly than to make something stupid and cause damage ".

"Information is needed. I work in a service where everything is constantly changing according to customer wishes and conditions. If that is the case, the supervisor will call us into the office, so we have the opportunity to illuminate things directly with the customer, which is great."

"This is how we do, but mostly with a cross after the fun when there is a problem. Then he has every twenty ideas on how to do it, but what is valid when the information was not at the beginning. "

"After two experiences when I received insufficient information and caused the company the damage I wanted to pay, I leave everything to the manager to write and sign. He's got a lot of talk around, but he'll do it. I was compensated for the first problem. Damage I had to pay according to the Labour Code at the rate of four and a half times my average earnings before the breach of duty. I will not forget this sentence about death. So, I paid more than forty thousand crowns. Since then, I have all the work orders that go above the standard of my employment contract with a written order to do the job. "

4.4.3 Information on salary and rewards

In contrast to the first open question, where most of the negative responses were, at this point, on the other hand, we encounter most of the positive reactions. This corresponds to the outcome of a previous survey when 65% of the respondents answered positively to the question of whether the workers are acquainted with rewards and rewards. The supplementary question of the percentage of the concluded answer only confirmed. Several types of responses appeared. The differences were mainly in the size of firms. Smaller businesses have two basic approaches. One is open communication at the workplace. This applies to very small businesses where all employees are familiar. Individual wages are publicly known (of course, with their consent). Rewards are publicly announced both in terms of the amount and the reason for the acquisition. Everything is so completely transparent. Everyone knows not only how much he has received on rewards, at the same time he sees work during the activity and hence sees the activity that his colleague gets paid in the end.

The second option, which is also applied to smaller companies, or in the case of well-functioning departments of larger companies, is open offers for extra work and thus extra remuneration. Employees can log on to a special task by their own decision. They know in advance what is waiting for work and how much they get paid for it.

The third most common option is table wages. Especially for large companies, salaries are clearly tabulated as such. Workers, regardless of the amount of work done, receive a predetermined wage valuation. This system is not very motivating; it is the result of some comfort and laziness of management.

"I know that especially salaries in big societies have become taboos, so nobody knows how much they take. Often it raises the cause of various assumptions, gossip, and envy. This is the opposite for us. We are a small organization, accountant in one office, so I cannot imagine that the salaries were hidden. Our owner resolved it simply. When a new employee joins, who already knows how much he will have, he tells him how it's happening to us that everyone knows about the pay of the other, of course with the approval of not violating the law on personal data protection, the new employee will see that that's the way it is, he also says - because there is nothing really going on - and how many years it has worked like this. Throughout the year, no one ever remembers the salary of another. When it comes to rewards before the end of the year, there is a joint meeting, the boss reads the proposed rewards, tells what they are, and is calm. "

"There is nothing worse than ever in the company that there will be conjectures about how many people have taken and everyone is wondering for what. I have experienced several times that guesses, rumours, etc.; have already nearly disintegrated the working team. Since I myself decide on the amount of salaries and rewards, I know it is not easy. The more, especially around the rewards, they are bloated, the worse it is. People spend almost the whole day together, seeing so called on a plate, so I solved it simply. At the beginning of the quarter, I will publicly list extraordinary work, giving it the amount to be honoured, the conditions for fulfilment and the deadline for fulfilment. Everyone chooses which action they want to participate (this is a counselling activity). I'll tell you when it's done, and its rumours and quarrels. It has been working for four years. "

4.4.4 The concept of organizational culture and possibilities of its influence

At the end of the questionnaire, three questions were asked about the organizational culture, namely the direct use of this term. The aim was to find out what people think of organizational culture, whether their idea of the content of the concept is correct and what their overall approach is. At the same time, what attitude they observe in the workplace, how their organizational culture is based on their perception of their superior.

What do you think of organizational culture?

From the answers, it is noticeable that people are far from certain what the organizational culture stands for. Most likely, they are not fully aware that most of the questionnaire questions have been directed at identifying the organizational culture of their firms, companies where they work. The responses ranged into three basic areas.

The first type of response described organizational culture as the way in which a company is acting in public, so the importance of good reputation, the good reputation of the business. The company should take care of providing quality services or products so that customers are happy to have a minimum of complaints. It builds and strengthens its good reputation. These interviewees, by organizational culture, represent the performance of the business in public and the quality of products / services.

The second part of the questioned organizational culture sees the way the business works internally in terms of its development, growth, and plan. A good organizational culture means that the company has a strategy, a long-term plan, and a clear goal of what and how it wants to achieve. Such an enterprise has a capable management that guides the company in a clearly defined direction, sets out the successive points it wants to achieve, and clearly defines what the final goal is and when it should be achieved.

The third group focused its estimate on the company's internal environment. Addressing this group considers organizational culture as the way in which the company is running at the level of everyday activities, and at the same time, what are the interpersonal relationships. In their opinion, the superiors should behave to decent servants, not create stressful situations, clearly define tasks, and evaluate employees' activities. The whole process should be clear and transparent so that employees are well-oriented. At the same time, emphasis was placed on decent behaviour among workers themselves, pleasant atmosphere at work, optimal conditions for quality work, good team, working team.

If we look back at the theoretical part, how organizational culture pertains to the literature, we find that all the respondents are partially right. A good organizational culture has multiple components and falls into all of the above. In a company with a good organizational culture, care is taken of the quality of the product and above all communication with the customer, open access. The customer should always be informed about what the company offers and what its

other plans are, what it will offer in the future and in what way. So, a company with good organizational culture has a long-term plan, a strategy of development and market action. Customers need to feel confident about it. In order for a company to deliver high-quality services / products and to achieve its goals, it needs a well-functioning team of staff. Without good workers, the company cannot move forward. It is therefore necessary to take care of the employees, to build a friendly work environment that meets their working needs. The company should sensitively build a working team. This is largely the work of management and overall people in the management positions, even the lowest. Company leadership and actions should be transparent so that employees are confident about what's going on in the company and where it's going. Open communication, clear assignments should take place in the workplace and of course, the need for an employee to evaluate adequately both financially and courageously, with various bonuses, etc.

Here are examples of answers:

- *"That everyone performs the work as he is, behaves fairly to others;"*
- *"The quality of the management processes, the responsibility of the managers for the assigned sections, the goal being set and the long-term plan including the company strategy;"*
- *"That the company is mindful of its history, has its own brand, it keeps its reputation in public;"*
- *"That the leaders can organize everything, they will not scream at the subordinates, they will behave culturally;"*
- *"Everything works the way it is, the company is not a mess, trying to be decent to the public so that it does not admit the goods."*

He spoke to your supervisor, what does the organization mean for you and your organization?

At this point, the answers vary and can be divided into three main categories. The part about organizational culture within the company has never been heard, but they have an interest in information. They have some idea of what the concept stands for, or information from sources

other than through the company. But if they are open to the mind, they never deal with this problem with anyone. The interest in educating and informing employees is zero in this respect.

The second part of respondents answered the question positively. Organizational culture was informed in two ways. Either have gone through a lecture or discussion on this topic directly with their supervisor or specialist or have received a brochure or other information material within the company. Ideally, both companies are doing both. Employees are informing both the submission of the printed material and the oral form, where they can ask for anything that is unclear about them, they can talk about the subject with someone who is well-funded and is able to respond appropriately.

The third response was negative, both in terms of company activity and employee interest. Some employees not only did not receive information from the company, but they did not even need it. They say they do not need information because they know what they are about. Or they do not want information because they do not care. They only solve their current personal problems and refuse to be able to see things in a broader context. Therefore, they do not even see the importance of dealing with anything beyond their job responsibilities. Specific examples below:

- *"No one had to talk to me, I know it, though not quite exactly;"*
- *"He did not speak, but I read about it because of the daughter who is studying at the university management, so he talked to me and finally the discussion showed that there is no one in our company about the organizational culture, and she added that she wonders that the company has not yet cracked; "*
- *"He spoke in the sense that he told us what we can and what we cannot and then what the firm wants us to maintain its reputation;"*
- *"I teach organizational culture as a lecturer, so I'm in the picture;"*
- *"Organizational culture of the organization, I know what it is, I read it in the newsletter of our company and then we discussed it in a joint meeting;"*
- *"I have been working in the company for seven years, and no one has spoken to me about organizational culture, so I do not even know what it is, but we often talk about what needs to be done in the work."*
- *"I really do not care about this, I am interested in not losing my job, and some organized culture goes outside."*

Do you know how you can influence a change in organizational culture?

This issue was fully reflected in the very low awareness of employees about organizational culture. Although in the first question they expressed an idea of what the concept of organizational culture conceals, even if their assumptions were quite concise and interfered with only part of the whole concept, the idea of how to influence it with few exceptions. Although on the first question they expressed a certain "definition" of organizational culture, on this issue it turned out that they did not describe it specifically and did not know what steps could be taken to influence it.

There were several respondents who were familiar with the concept of organizational culture and the possibilities of influencing it. These, however, came either from management, or from management. In other words, they were people who addressed the issue directly. Of the ordinary employees who work in the ranks, almost no one imagined. Most respondents feel that they cannot influence the organizational culture of their business in any way. They believe that it cannot be either from their row position, or it can be, of course, at the cost of the problems that would cause it. Interviewing, among other things, has shown that workers are often afraid to express their opinions because they are afraid of testimony. When they criticize something, the boss throws them away. Therefore, they are rather silent; they do their job and hope to keep their jobs.

At the same time, it became clear that many respondents did not really have an idea of the actual content of the term organizational culture. Changes in organizational culture include, for example, changing the company logo, changing machines in a workshop, or replacing management. This logically implies that people then feel that they cannot influence the organizational structure.

This ignorance is considered a negative business card manager, middle and top management. Such low awareness among row staff points to the lack of attention to the basic knowledge that directly affects the employees themselves. Ignorance of an organization's organizational culture means either the absence of a targeted culture or a lack of interest in one's own employees. In both cases, the impact on the company in the overall long-term effect is negative. Examples of answers are enclosed below:

- *"I do not know, it's a matter of the owners, no;"*
- *"If I do not say this scientifically, we should probably work well to make a good presentation of our products on the market, because it will make a profit for us and secure payment for us;"*
- *"I do not know how to influence a change of culture in a company as a labourer;"*
- *"Maybe change the boss, he does what he wants, I would do;"*
- *"I think organizational culture (is it good? I thought it was the culture of the organization, I read it somewhere), it's good for us, if nothing else, so we'll all behave right, just culturally and the company will write in newspapers and to speak on television as a good company; I probably do not do anything personally, I do not know how to do it; "*
- *"I do not know that I will still criticize something? That's it, I would end up behind the door; "*
- *"As a manager, we are in the process of making changes from September this year, which will also affect me because I was included in the team to prepare the changes;"*
- *"The only change in us will be that the logo changes, so all papers, business cards, etc., but how could I contribute, I do not know;"*
- *"Because I'm studying management at work, I know that by chance, so I could just make a lecture, but I know it;*
- *"More than half of the managers will change in us, that would be the change?", As I would, I do not know; "*
- *"I know because we had short training, I probably will contribute by doing well;"*
- *"New machines will come to our workshops, supposedly computers, so it is probably the change of culture, I did not think of anything that should contribute to change."*

In more detail, focus will be on the results and interpretations of the empirical survey in the following discussion. At the end of this section, we summarize the findings made on the sample of respondents:

- For 46% of employees, their work performance is evaluated once a month, at 32% once every six months;
- 57% of employees are assessed during job interviews, 18% at workplace discussions;
- 60% of employees are informed in advance of the evaluation criteria;

- 66% of employees are familiarized with the interview results in writing in a week;
- 50% of employees agree that their evaluation criteria are entirely consistent with the nature and the requirements of their work;
- 53% of staff receive tasks precisely defined, including workflows;
- 51% of employees received clear instructions to perform the work from the supervisor they understood;
- 43% of employees stated that the emphasis is on individual work alone, 23% exclusively on teamwork;
- 60% of employees were well informed about the remuneration rules, 13% believed that there are no rules in their company;
- 48% of employees stated that they are aware, when awarding a job, how their financial compensation is, if possible, 34% have stated that they are subject to generally defined remuneration rules;
- 45% of employees are convinced that their salary rating corresponds to the evaluation of their work;
- 36% of employees are well informed about company plans and strategy;
- 30% well, while 13% say they are not informed at all;
- 46% of employees consider the goals of the company as their goals;
- 36% of employees are informed about the company's activities through written communications such as e-mail;
- 55% of the employees are informed by the supervisors only about the tasks and problems of the workplace;
- Most employees do not have a clear idea of what the concept of organizational culture means and how they can influence it.

5 Discussion

In this part of the diploma thesis it comes to answer individual research questions and to interpret the facts.

5.1 The first research question

How do employees get acquainted with their performance ratings?

These findings were aided by the first five questionnaire survey items. Each organization has its own measures to ensure the organization of job interviews. Although their preparation and course were positive, it is also necessary to see negative answers and conclusions. Some respondents believe that, as most interviews are taking place, they are an unnecessary formality that will not benefit anyone. A total of 57% of respondents said they were evaluated during job interviews, 60% said they were familiar with the evaluation criteria.

Employee ratings are not only important in terms of their personal feeling and motivation, but also in terms of wage formation. Armstrong (2007, p. 550-551) writes: "*A fair and defensible wage / salary structure cannot be created without the use of a structured and systematic process of assessing work values and their relationships.*" Armstrong further states that: "*Criticism rather, it focuses on the way in which the evaluation of work is carried out rather than on the concept of self-evaluation*" (Armstrong, 2007, p. 550-551).

If evaluating this battery with the answer, let's say that the evaluation sounded favourable to the management of the organization. We have assumed, as Koubek (2004) puts it, that ratings are of value to the enterprise, to employees and their superiors, and that the assessment is done to increase the personal performance of individuals, to focus on developing the potential of employees, to improve communication between executives and employees, to suggest personal advancement planning (Koubek, 2004, p. 59). When looking at the answers above, it is clear from the short notes that a large number of respondents were satisfied with the approach of their superiors in the evaluation of their work performance. Satisfaction of employees with a fair approach of superiors to them is very important for their further motivation.

When analysing the data obtained from the first five questions, we can say that the first research question has been answered positively. The results of the survey showed that respondents

expressed satisfaction with the supervisor's approach in evaluating their own work performance (46%), the form of assessment (57%), the familiarity with criteria for evaluating their work performance (60%), (66%) and agree with the evaluation criteria of their work (50%).

5.2 The second research question

How do staffs assess the quality of getting to know the content of the assigned tasks?

The quality of work assignment and the quality of the information provided are crucial for the quality of the work tasks. When questioning whether work assignments are allocated in detail or only in a framework, most respondents answered (53%) that they were precisely described tasks and procedures to work. A further 26% reported that tasks and procedures were allocated to them in a framework. It depends on whether the tasks are performed by the employee on a regular basis and the fulfilment of which is already a certain stereotype, or whether these are new tasks whose work procedures the employee has not yet performed. In this case, the synergy between the supervisor and the employee who will perform the task is absolutely necessary.

Item 7 gave an answer to the question whether during the assignment the employee was clear what the supervisor expected him to expect and whether the assignment was clear. A total of 51% responded that the task was clear; another 36% said the task was clear on the main points. A relatively high percentage, 13% of employees, stated that, in their opinion, the task was formulated vaguely, which could have an impact on the quality of the work done. It is, however, also in the interest of the employee to obtain more detailed information if he / she does not automatically receive it.

The third part of this section concerned the question of whether an employee works individually or in a team, or on the basis of other options and in relation to what preferences are given to a specific work assignment. Only 43% of respondents focused on individual work, while another 23% were solely on team work. It is very often used in the literature to make it more profitable for companies to create working teams to solve selected tasks to work together. In the case of our respondents, the individual work prevailed, which, however, resulted from the work fields in which respondents work.

In analysing the data obtained from items 6-8, we can say that the employees of a research sample are well informed about the nature of the task and the way of elaboration in about half of the cases.

5.3 The third research question

How are employees informed of the justification of their salary and rewards?

It is very important for employees to be informed about how they are financially valued to have an idea of how and for what money they are earning, how they can achieve rewards, and how they can be financially damaging. That is why there must not only be good information, but also a sophisticated system of financial appreciation that employees understand. It would be possible to highlight many examples of practice where employees do work that is often beyond their employment contract, but because they are afraid of losing their jobs, they are afraid to ask how much they get paid for this job. In essence, they are waiting for the amount of their financial amount to be paid out and often disappointed. That is why it is so important that the work the employee will perform is measurable so that the results of his efforts can be fairly evaluated.

Again let's talk to the research question one. Employee assessment is the basis for determining a fair reward. According to Stýblo (2003, p. 16), the remuneration system *"determines how the performance in the company will be assessed and rewarded, how this system will be used to stimulate desirable behaviour and employee behaviour and its valuation, and how employees will participate in the achieved economic results etc."* Here we can see how the work performance evaluation and the subsequent financial evaluation perfectly blend. Employees must be motivated by good ratings, then have a higher motivation to work, perform better, and deserve higher wages. Due to the high motivation of employees, more or better products /services are produced or delivered, more customers come and so more money goes to the company. This again leads to a positive evaluation of employees and high motivation, and the whole process is repeated.

Financial evaluation of employees must be based on specific rules. For state and public administration, it is based on specific national wage tables; for the public sector, business entities usually issue their own salary scales. Armstrong (2007, p. 516) stated that: *"The philosophy of management of remuneration recognizes that this process must be strategic in the sense that it focuses on long-term issues regarding how people should be evaluating what they are doing and*

what they achieve. The strategy and remuneration processes that need to be implemented must be based on the corporate strategy". In our everyday life, we can often see how the public is criticizing the uneconomic spending of salaries for civil servants without undoubtedly showing that the employee has done extraordinary performance. The public commented on this state of affairs by saying that *"this would not happen to the entrepreneur"*. The private employer manages very carefully with regard to remuneration and proven work performance. It does not make money unnecessarily, but on the other hand it is able to adequately assess good work performance.

Question 9 to 11 related to this research question. In total, 60% of respondents said they were satisfied with the remuneration rules. The other responses were fairly balanced, between 13 and 15%. Essential information was related to the assignment of tasks and the amount of rewards. A total of 48% of respondents reported that whenever necessary, they would receive information about the amount of remuneration for a particular job. On the other hand, 34% of respondents said that information is inadequate in specific cases, because the general remuneration rules, which apply on a flat-rate basis (mainly for state and public administration), are determined. Concerning the adequacy of the salary relative to the work performed, a total of 45% of the respondents said they feel fully appraised, 25% said they did not know. Thus, we can answer the research question positively; the respondents are mostly familiar with how and for what they will be financially valued. Whether on the basis of clear table salaries (here it is clear how they will be valued, but often not for what), as well as in the case of private companies where the remuneration is mobile, but employees are familiar with them before assigning the task.

5.4 The fourth research question

How are employees aware of plans and business strategy?

It has been stressed on several occasions that organizational culture is the entire complex of processes that take place in the organization and which, in addition to management, must involve all employees of the enterprise. This is according to the specification of professional literature. The reality is that few organizations really involve their regular staff effectively in these processes. Management is informed, but the information is usually down. Reasons are many. If we evaluate in general, it is possible to state two basic factors why this is so. Most employees are not interested in the detailed activity of the organization, they are only interested in getting

paid for their work fairly so that there will not be a moment when the organization will not have a shortage of orders and will, for example, be threatened with job cuts. They perceive peripherally some events that they learn about their organization. Briefly summarized, they are not interested in having to decide where they think they would not do any good. This is the second factor. Organizational and management owners are not interested in seeing employees too much in the organization's strategy because they then understand it as unnecessary complications, delays from the completion of an action, etc. A sample example is collective bargaining with payroll unions in case they work in the organization.

A total of 36% of respondents assess the quality of information by the employer as very good, as good as 30%. Conversely, 13% believe that the quality of the information is zero. Asked about the relationship employees have with the goals and missions of the company, 36% responded that they considered them good; another 46% said they were their goals. As far as information on the enterprise as a whole is concerned, 55% of respondents reported that they only receive information about tasks that are directly related to the workplace and that they know nothing about the overall strategy and plans of the company.

5.5 Fifth and Sixth Research Questions

What do employees understand as organizational culture?

To what extent and in what way do employees perceive their potential in terms of possibly influencing organizational culture in their business?

The final item 24 of the questionnaire contained three questions to which respondents had the opportunity to write their views. The first question was what respondents think of as organizational culture. Most responded that they had only general information. In the next question, it turned out that the respondents had not only general but rather very inaccurate information. When they were to give a concrete example, they were very often out of the question in their answers. This corresponds to the fact that employees are often not interested in obtaining information and therefore do not. Unfortunately, a large number of superiors and their staff do not talk about it or even inform them, ignoring the ignorance.

This fact also reflects the feeling of the impossibility of influencing any organizational culture on the part of ordinary staff, not only the feeling of impossibility, but also the lack of interest.

For what people do not understand, what they do not know, they can hardly influence and are mostly not interested in influencing them. The fifth and sixth research questions can therefore be answered rather negatively. Employees of the research sample do not understand the concept of organizational culture and feel they cannot influence it. This result may be a testimony to the fact that organizational culture and the issue of organizational activity at all, is not much of a concern for most ordinary employees.

6 Conclusion

Organizational culture is a concept that is described and defined in a number of professional publications, and the Czech Republic has been talking more about it since the 1970s. The frequent use of this term by the professional and lay public is growing in our country as a result of the advent of multinational companies, which consider the development of organizational culture and its continuous improvement as a quite obvious part of the organization's activity.

Thanks to the organized research, I could manage to get information directly from the company, which can be a valuable source of information for the further development of organizational culture in each organization. Managers who realize the benefit of this information can consider their further activities or, if necessary, modify the sub-processes in the organization. The information may lead to a reflection on whether it is desirable to make certain changes in organizational culture.

The research revealed that most of the survey respondents were generally satisfied with the superior's approach to work assessments, how they were remunerated, how they had been given information on work assignments. The problem arose when the insight into organizational culture was deepened both from the theoretical and practical point of view, i.e. their direct perception in the workplace. It turned out that, apart from managers or students on the job, employees of organizational culture know almost nothing. The vast majority of its content has narrowed down (order at the workplace, etc.) or even interwoven with culture in general (theatre, music).

Organizational culture was narrowed in a research survey for better clarity and simplicity for respondents only to a selection of topics that are close to the respondents and deliberately did not create too wide a range of questions. The results of the research, especially the last part, have shown that organizational culture deserves greater attention to the management of organizations, especially in relation to employees and their awareness. The final evaluation of the research survey shows that research has shown people's interest in the issues that directly affect them in their work, i.e. awareness of their work tasks, fair and transparent remuneration, evaluation of the performance of the work tasks and general information the current situation of the organization. They are less or almost totally uninterested in the issue of further organizational

development, because in their view it is a matter of the next few years and does not yet concern them directly, they feel no direct responsibility for it. Employees are usually only interested in their work, what will be now, what a month, for a maximum of one year. Therefore, we reiterate the need for management to pay attention to the more effective involvement of employees in co-decision on the future of the organization. Employees will be much better motivated, gaining overall awareness, understanding the importance and intent of their work tasks, which will benefit society as a whole. Organizational culture, this is above all a matter of values that the organization creates and presents. Even today, we can see that some organizations present their values externally as perfect, but it will prove to be incomplete. In many organizations, there is a mismatch between the values declared and the values actually created (Lukášová, 2010, p. 21).

Now let's evaluate how I have managed to cope with the achievement of the goals of my work. At the beginning of the theoretical part, it was stated that particularly in the 70s and 80s of the 20th century there was a great lack of specialized books on the issue of organizational culture on the book market, and with the increased interest in the culture of the organization, measure. However, many professional publications on this topic have been published almost ten years ago, and now they are based on their revised and completed editions, but the original new work is still a relative shortcoming. This issue has not been avoided, and this work has been drawn from older date literature if more professional titles, including foreign, have to be included in the work. Nevertheless, I am of the opinion that a sufficient number of Czech and foreign literature has been gathered in order to map out the issue of organizational culture in the conditions of the Czech Republic and to apply the acquired knowledge in another practical part of the thesis.

At this point, I would like to point out the self-reflection of the choice of the issue. First I thought that the chosen topic of the diploma thesis would be relatively easy and understandable, but the opposite was true. The difficulty of work resulted from the complexity of the issue of the presented theme of organizational culture. This is in itself a major problem for many organizations, both in terms of size (number of employees) and financial stability, for example. It is such a complex system of processes that take place in the organization that making a change in organizational structure is often not easy. In the theoretical part of my work I made an evaluation of organizational culture throughout its complex. I devoted my attention to shaping changes in organizational culture, including the model of its change and its implementation. On the basis of the theoretical part, I then deductively determined the objectives of the empirical

investigation and the research questions and used the analysis of data obtained through the questionnaire to answer them. The choice of mixed research design in the area of data analysis (quantitative and qualitative) is retrospectively appreciated as suitable, because in my opinion, I succeeded in meeting the goals of the empirical part of the thesis both in the descriptive and in the explanatory plane. This is not only to quantify the elements of organizational culture under examination but also to understand the processes and their understanding by individual respondents.

In the work were used the findings of the authors of professional literature and they tried to get out of them interesting moments. I believe that, in particular, the empirical part of the work has produced interesting results that could be used in the next practice. However, the research is limited by the characteristics of a research sample, when it was not a representative sample of employees corresponding to the employee profile in the Czech Republic, but a sample available. Therefore, it would be necessary to extend the questioning to a representative sample, for example through a contract for a specialized sociological agency, for the possible generalization of the results for the whole population of employees in the Czech Republic. Another usefulness of the results could be seen within the scope of one organization. If, given the guaranteed anonymity of data collection, a similar research was carried out among all employees of one particular organization; the results would then be an image of the organization's organizational culture. The mapped strengths and weaknesses of organizational culture could then help not only improve management processes and improve quality, but also increase employees' satisfaction and make them more identifiable with the organization.

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10 Appendix

EVALUATION OF THE WORK PERFORMANCE

1. How often is your performance evaluated by your supervisor?

- 1) 1x month 2) 1x per 6 months 3) 1x year 4) not evaluated

2. In what form does your job evaluation take place?

- 1) Interview 2) Discussion at work 3) Written evaluation

3. Are you familiar with the performance evaluation criteria in the organization where you work?

- 1) Yes 2) No 3) No evaluation criteria 4) Don't know

4. How did you get to know the results of the review?

- 1) Written within a week 2) By time options 3) Not familiar

5. Do the criteria used to assess the character and the requirements of your work correspond?

- 1) Fully correspond 2) Partly correspond 3) Do not correspond at all
4) No criteria exist or I am not familiar with them

Here, give your views on the issue of work performance:

.....
.....
.....

ALLOCATION AND FUNCTIONING OF WORK TASKS

6. Is your work assignments defined in detail, including the progress of their work, or are the tasks and procedures set out in a framework, and how do you deal with them?

- 1) Exact tasks and progress 2) Exactly the tasks, the process in the frame
3) Task and procedure only in a framework

7. When you think about the last task your supervisor handed over. Were you completely clear what you have to do?

- 1) My task was quite clear
2) The task was clear to me in the main points, for details I had to ask elsewhere
3) The task was just vaguely formulated

8. What is the emphasis on performing tasks?

- 1) Solely for an individual work
2) Rather an individual work

- 3) On individual and team work about the same
- 4) Rather a team work
- 5) Solely a team work

Here, give your views on workload issues:

.....

.....

.....

REMUNERATION

9. Have you been introduced to the remuneration rules in your company?

- 1) Yes, totally 2) Yes, good 3) No, don't know 4) No rules are set

10. Does your supervisor, when assigning each work assignment, also determine the manner of remuneration and the amount of rewards?

- 1) Yes, whenever possible 2) Yes, but only exceptionally
- 3) No, it is determined by the rules of remuneration 4) there are no rules

11. Does your salary correspond to the work you perform?

- 1) Definitely yes 2) rather yes 3) rather no 4) definitely not

Here, give your views on pay issues:

.....

.....

.....

INFORMATION ON BUSINESS PLANS AND STRATEGIES

12. Are you informed about plans and business strategy, its overall goals?

- 1) Very well 2) Good 3) Not good or bad 4) A little 5) Not at all

13. What relationship do you have with your company's goals and mission?

- 1) I find them good 2) They are also my goals 3) I think they are bad 4) don't know

14. What methods your supervisor uses most often if he wants to tell you the information you need?

- 1) Oral communication in personal contact
 - 2) written communications, e-mail communication, handing over documents
 - 3) Communication at meetings
 - 4) Sends a message by subordinates
 - 5) Notice on message boards
 - 6) Others (specify)
-

15. Is the information from your supervisor only about the problems of your department or of the whole organization?

- 1) Only about the tasks and problems at work
- 2) Only about goals and problems of the entire organization.
- 3) The information relates to both the organization and the work

Here, give your views on business plans and strategies:

.....
.....
.....

IDENTIFICATION DATA

16. Where are you employed where do you work?

- 1) Own or a family business.
- 2) In a Czech company without foreign participation.
- 3) In a Czech company with minority foreign participation.
- 4) In a Czech company with majority foreign participation.
- 5) In a foreign company
- 6) In the state sector (budget and contributory organizations).
- 7) Unemployed

17. In what area of the national economy are you working or doing business?

- 1) Money, Finance
 - 2) Industrial production
 - 3) Trade
 - 4) Services of non-productive nature, counselling
 - 5) Construction
 - 6) Agriculture
 - 7) Connections
 - 8) Transport
 - 9) Mining, energy industry
 - 10) Government
 - 11) Education
 - 12) Freelance.
 - 13) Others (specify).
-

18. How many employees does the organization (enterprise) have where you work on now?

- 1) Up to 10 employees
- 2) From 11 to 100 employees
- 3) From 101 to 1000 employees
- 4) Over 1000 employees

19. Character of your job?

- 1) Business, Private
- 2) Employee

20. At what level of management in the organization (business) are you ranked?

- 1) Staff member
- 2) The lowest level of management (my subordinates have no longer their subordinates)
- 3) Middle management
- 4) The highest level of management (I am part of the top management of the company)

21. How long have you been working in a business?

- 1) Less than 1 year
- 2) 1 - 2 years
- 3) 3 - 5 years
- 4) 5 - 10 years
- 5) more than 10 years

Here you can attach commentary on the length of exposure in your current workplace:

.....
.....
.....

22. Gender

- 1) male 2) female

23. Classification by the age group

- 1) 18-24 years 2) 25-34 years 3) 35-44 years 4) 45-54 years 5) 55-64 years 6) 65+ years

24. Questions about organizational culture

1. Please provide briefly what you think of organizational culture:

.....
.....
.....
.....

2. Have you ever discussed your subject with your supervisor? Please briefly describe the content and process of this discussion:

.....
.....
.....
.....

3. Do you think you can influence in any way the change in organizational culture of your organization? Please describe your ideas:

.....
.....
.....

HODNOCENÍ PRACOVNÍHO VÝKONU

1. Jak často je hodnocen nadřízeným váš pracovní výkon?

- 1) 1x měsíčně 2) 1x za 6 měsíců 3) 1x ročně 4) není hodnocen

2. Jakou formou Vaše pracovní hodnocení probíhá?

- 1) Pohovor 2) diskuse na pracovišti 3) Písemné bodové hodnocení

3. Jste obeznámen/a s kritérii hodnocení pracovního výkonu v organizaci (podniku) kde pracujete?

- 1) Ano 2) Ne 3) Nejsou žádná kritéria hodnocení 4) Nevím

4. Jakým způsobem jste byl/a seznámen/a s výsledky hodnocení?

- 1) Písemně do týdne 2) Podle časových možností 3) Nejsem seznámen/a

5. Odpovídají používaná kritéria hodnocení charakteru a nárokům Vaší práce?

- 1) Odpovídají zcela 2) Odpovídají částečně 3) Vůbec neodpovídají
4) Žádná kritéria neexistují nebo s nimi nejsem obeznámen/a

Zde uveďte své názory na problematiku hodnocení pracovního výkonu:

.....
.....
.....

PŘIDĚLOVÁNÍ A PLNĚNÍ PRACOVNÍCH ÚKOLŮ

6. Jsou Vám Vaše pracovní úkoly stanovovány detailně včetně postupu práce při jejich zajištění nebo jsou stanovovány úkoly a postup rámcově a je na Vás, jak si s nimi poradíte?

- 1) Přesně úkoly a postup. 2) Přesně pouze úkoly postup rámcově.
3) Úkol i postup pouze rámcově.

7. Když se zamyslíte nad posledním úkolem, který Vám předal Váš nadřízený.

Bylo Vám zcela jasné, co se od Vás čeká?

- 1) Úkol mi byl zcela jasný.
2) Úkol mi byl jasný v hlavních bodech, na podrobnosti jsem se musel, ale doptat jinde
3) Úkol byl jen nejasně zformulován

8. Na co je při plnění úkolů kladen důraz?

- 1) Výhradně na individuální práci.
2) Spíše na individuální práci.
3) Na individuální i týmovou práci přibližně stejně.
4) Spíše na týmovou práci.
5) Výhradně na týmovou práci.

Zde uveďte své názory na problematiku plnění pracovních úkolů:

.....
.....
.....

ODMĚŇOVÁNÍ

9. Byl/a jste seznámen/a s pravidly odměňování (prémiování) ve Vaší organizaci (podniku)?

- 1) Ano dobře 2) Ano povšechně 3) Ne, neznám 4) Žádná pravidla nejsou stanovena

10. Stanovuje Váš bezprostředně nadřízený při zadávání každého pracovního úkolu i způsob odměňování a výšku odměn?

- 1) Ano vždy, kdy je to možné. 2) Ano, ale jen výjimečně.
3) Ne, je určeno obecnými pravidly odměňování. 4) Nikdy a žádná pravidla neexistují.

11. Odpovídá Vaše platové ohodnocení práci, kterou vykonáváte?

- 1) určitě ano 2) spíše ano 3) spíše ne 4) určitě ne

Zde uveďte své názory na problematiku odměňování:

.....
.....
.....

INFORMACE O PLÁNECH A STRATEGII PODNIKU

12. Jste informován/a o plánech a strategii podniku, o jeho celkových záměrech?

- 1) Velmi dobře 2) Dobře 3) Ani dobře, ani špatně 4) Málo 5) Vůbec ne

13. Jaký vztah máte k cílům a poslání společnosti?

- 1) Považuji je za dobré 2) Jsou to i mé cíle 3) Myslím, že jsou špatné 4) nevím

14. Jakých způsobů využívá Váš bezprostředně nadřízený nejčastěji, jestliže Vám chce sdělit potřebné informace

- 1) Ústní sdělení v osobním kontaktu
2) Doručuje písemná sdělení, zasílá e-mail, předání dokumentů
3) Sdělení na poradách
4) Posílá vzkaz po podřízených
5) Sdělení na vývěskách
6) Jiné způsoby (Uveďte jaké.)

.....
.....

15. Jsou informace od Vašeho bezprostředně nadřízeného pouze o problémech Vašeho oddělení, dílny (pracoviště) nebo i celé organizace (podniku)?

- 1) Pouze o úkolech a problémech pracoviště.
- 2) Pouze o cílech a problémech celé organizace.
- 3) Informace se týkají organizace i pracoviště.

Zde uveďte své názory na problematiku plánů a strategií podniku:

.....
.....
.....

IDENTIFIKAČNÍ ÚDAJE

16. Kde jste zaměstnán/a, kde pracujete?

- 1) Ve vlastním nebo rodinném podniku.
- 2) V českém podniku bez zahraniční účasti.
- 3) V českém podniku s menšinovou zahraniční účastí.
- 4) V českém podniku s většinovou zahraniční účastí.
- 5) V zahraničním podniku.
- 6) Ve státním sektoru (rozpočtové a příspěvkové organizace).
- 7) Bez zaměstnání.

17. V jaké oblasti národního hospodářství pracujete nebo podnikáte?

- 1) Peněžnictví, finance.
 - 2) Průmyslová výroba a služby výrobní povahy.
 - 3) Obchod.
 - 4) Služby nevýrobní povahy, poradenství
 - 5) Stavebnictví.
 - 6) Zemědělství.
 - 7) Spoje.
 - 8) Doprava.
 - 9) Těžební, energetický průmysl.
 - 10) Státní správa.
 - 11) Školství.
 - 12) Svobodná povolání (umění, publicistika, sport apod.).
 - 13) Jiná oblast (uveďte jaká).
-

18. Kolik zaměstnanců má přibližně organizace (podnik) kde nyní pracujete?

- | | |
|-------------------------------|-----------------------------|
| 1) Do 10 zaměstnanců. | 2) Od 11 do 100 zaměstnanců |
| 3) Od 101 do 1000 zaměstnanců | 4) Nad 1000 zaměstnanců |

19. Charakter Vašeho pracovního zařazení?

- | | |
|---------------------------|----------------|
| 1) Podnikatel, soukromník | 2) Zaměstnanec |
|---------------------------|----------------|

20. Na jaké úrovni řízení v organizaci (podniku) jste zařazen/a?

- 1) Řadový pracovník
- 2) Nejnižší úroveň řízení (moji podřízení nemají už své podřízené)
- 3) Střední úroveň řízení
- 4) Nejvyšší úroveň řízení (jsem součástí vrcholového managementu firmy)

21. Jak dlouho již v podniku pracujete?

- 1) Do 1 roku
- 2) 1–2 roky
- 3) 3–5 let
- 4) 5–10 let
- 5) Více než 10 let

Zde můžete připojit komentář, týkající se délky působení ve svém současném pracovišti:

.....

22. Charakteristika podle pohlaví

- 1) muž
- 2) žena

23. Zařazení podle věkových skupin

- 1) 18-24 let
- 2) 25-34 let
- 3) 35-44 let
- 4) 45-54 let
- 5) 55-64 let
- 6) 65 a více let

24. Otázky týkající se organizační kultury

- 1. Uveďte prosím stručně, co si představujete pod pojmem organizační kultura:

.....
.....
.....
.....
.....

- 2. Již jste někdy se svým nadřízeným na toto téma diskutoval? Prosím stručně popište obsah a průběh této diskuse:

.....
.....
.....
.....
.....

- 3. Myslíte si, že můžete nějakým způsobem ovlivnit změnu organizační kultury své organizace? Prosím popište svoje představy:

.....
.....
.....
.....
.....

Výzkumné otázky

- Jak se zaměstnanci seznamují s výkonnostními hodnoceními?
- Jak hodnotí pracovníci kvalitu informací o obsahu zadaných úkolů?
- Jak jsou zaměstnanci informováni o zdůvodnění svého platu a odměn?
- Jak jsou zaměstnanci informováni o plánech a obchodní strategii?
- Co zaměstnanci chápou jako organizační kulturu?
- Jak a do jaké míry zaměstnanci vnímají své možnosti, pokud jde o možný vliv na organizační kulturu v jejich podniku?