

Challenges in corporate culture effectiveness in Nemak Slovakia

A Master's Thesis submitted for the degree of
“Master of Business Administration”

supervised by
Mgr. Ján Uriga, PhD.

Ing. Filip Turcan

11929274

Affidavit

I, **ING. FILIP TURCAN**, hereby declare

1. that I am the sole author of the present Master's Thesis, "CHALLENGES IN CORPORATE CULTURE EFFECTIVENESS IN NEMAK SLOVAKIA", 78 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted the topic of this Master's Thesis or parts of it in any form for assessment as an examination paper, either in Austria or abroad.

Vienna, 24.02.2022

Signature

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Table of contents

ABSTRACT

1.	INTRODUCTION OF THE RESEARCH TOPIC.....	1
1.1.	THE OBJECTIVE	1
1.2.	HYPOTHESIS.....	2
2.	CONCEPTUAL FRAME OF ORGANIZATIONAL CULTURE	3
2.1.	DEFINITION OF THE ORGANIZATIONAL CULTURE	4
2.2.	IMPORTANCE OF THE COMPANY CULTURE	6
2.3.	TYPES OF CORPORATE CULTURE.....	10
2.4.	FUNCTION OF CORPORATE CULTURE	16
2.5.	ELEMENTS OF ORGANIZATIONAL CULTURE	16
2.6.	FACTORS, THAT INFLUENCE ORGANIZATIONAL CULTURE	18
2.7.	METHODS FOR DIAGNOSING CORPORATE CULTURE	20
2.8.	METHODOLOGICAL PROBLEMS WITH CONSTRUCTION OF QUESTIONNAIRES:.....	21
2.9.	QUESTIONNAIRE METHODS	22
2.10.	RESPONSE BIASES	23
3.	CULTURE MEASUREMENT IN NEMAK SLOVAKIA	25
3.1.	COMPARATIVE RESULTS AND IMPACT EVALUATION OF ENGAGEMENT SURVEYS IN YEARS 2015, 2018 AND 2021	28
3.2.	FINDINGS	33
4.	RESEARCH QUESTIONS.....	35
5.	QUESTIONNAIRE FORMULATION (LANGUAGE MUTATION) AND ITS IMPACT ON OUTPUT QUALITY ..	36
5.1.	HOW IMPORTANT IS LANGUAGE IN COLLECTIVE TRUE CULTURE UNDERSTANDING?.....	36
5.2.	OTHER (FOREIGN) LANGUAGE VERSUS NATIVE (SLOVAK) LANGUAGE	47
6.	DIFFERENT MANAGEMENT MINDSET AND ROUTINES VS UNITY OF CULTURE DEVELOPMENT PLAN ..	50
6.1.	RISKS RELATED TO DIFFERENT MANAGEMENT PRACTICES AND ITS IMPLICATIONS ON NEMAK CULTURE	61
7.	DISCUSSION	62
	BIBLIOGRAPHY	65
	LIST OF ABBREVIATIONS.....	68
	LIST OF FIGURES:.....	69
	LIST OF TABLES:.....	70
	APPENDIX 1: FULL QUESTIONNAIRE FROM 2018.....	71

Abstract

This master thesis deals with the analysis of the corporate culture of Nemak Slovakia, its evolution and with defining the obstacles standing in the way of its further development. Corporate culture is a broad theme and it can seem intuitively clear to many, but to define and correctly describe its important parts is usually difficult. It is however necessary to formalize and measure it to make it possible for the company management to take correct decisions that influence corporate culture. There are various methods of assessing the corporate culture; most frequently used are the questionnaires. The process of collecting and evaluating the results needs to be professionally correct in order to give meaningful and useful results. A self-evident component of such a process is an understandable and self-explanatory formulation of the questionnaire. In the opposite case, the results might be skewed and consequently, the decisions based upon these results might be suboptimal.

In this master thesis two versions of a questionnaire were used, an original with the questions and answer options described by the correspondents as unclear, and a second version, reformulated to make it more understandable, using the language and expressions specific for the Nemak company. The results from using these two versions of the questionnaire were expected to be different.

Corporate culture is often underestimated topic in automobile industry. Leaders are more focused on high performance than onto a soft theme of business. Corporate management is a key element in determining the corporate culture, in that it defines the directions in which the corporate culture develops. This direction is highly dependent on the values held by the management. If the corporate management team represents differing values, steering the corporate culture may become inefficient and its development either slow down considerably, or may even take an undesirable direction. This thesis attempts to assess whether the top management composition of Nemak Slovakia is aligned with the values internalized by the corporation and whether it has the preconditions suitable for steering the corporate culture in the desired direction.

The results showed that globally, the formulation of the questionnaire did not significantly influence the answers chosen. There were however differences, when looking at the individual departments, which may help speeding up the development of the corporate culture.

The second part indicated that the composition of the top management team is in alignment with the values presented by the Nematik corporation, even if partial deviations were visible. The diversity of the team is however beneficial and can bring different views on a number of issues. It is important to note the role the management of the corporation plays in relation to its development.

It is very important, that every company that wants to be successful should take care of the corporate culture and its development. Right guiding of the development determines corporate success and ensure the motivation of the employees.

1. INTRODUCTION OF THE RESEARCH TOPIC

During my professional and also my private life I have noticed, that communication, mutual understanding and respect plays significant role of everything I do. Continual self-development is a must if I want to be a part of the successful company and contribute to a meaningful activity that reflects my core values. I was given the opportunity to be part of the MBA programme while working in the Nemak Slovakia and at the same time I was given an opportunity to be part of the team, that develops corporate culture. My choice to pick the organizational culture theme reflects my priorities.

1.1. The objective

Corporate culture plays significant role of company success. It has the influence on the profit of the company and has influence to the employee satisfaction. Objective of this master thesis is to analyse corporate culture in Nemak Slovakia, to identify its main milestones through its development and describe what was done with success and what wasn't. This master thesis should identify the main obstacles of the corporate culture development and confirm the hypothesis in the research.

The objectives of the research:

1. using a result of questionnaire method to identification the role and impact of corporate culture in NS. Respondents are employees of NS.
2. evaluation of personal prerequisites of TOP management to lead NS and develop organizational culture

1.2. Hypothesis

It is expected that the results obtained from original questionnaire will be significantly different from the results obtained from the reformulated one.

It is expected a significant difference between the defined talents that are important for leadership of the TOP managers and the ones measured in top management in Nemak Slovakia.

It is expected, that the results of the research confirm the fact, that management believe in importance of the corporate culture measuring, but personal mindset is contradictory to the core values defined in NS.

2. CONCEPTUAL FRAME OF ORGANIZATIONAL CULTURE

In literature we can find terms that are often interchangeable like corporate culture and organizational culture. While corporate culture refers to profit organizations, organizational culture extends profit organizations also to non-profit organizations, small enterprises and privately held companies. In our case we can use both, but our company – Nemak Slovakia - is a profit-based organization.

Company culture can mean many different things from company to company, each of the company has set, a set of rules that people are following. Sometimes it can look like there are no rules, but there are always some rules, even not expressed in any written form. It doesn't need to be only a dress code. Company culture also covers bonus system, motivation matters and forms of provided educations. Here belongs also company brand, its history and company philosophy thus office equipment.

Because its many items, that company culture covers, of course, it always influence employees behaviour, can lead to good and also wrong direction. Sometimes it can be so demotivating, that the employee decides to leave the company.

By entering the company the employee should overtake company culture or accept the company culture. Of course, it doesn't necessarily mean, that its prohibited to propose a changes and improvements, but the employee should be convinced, that he or she would like to be part of that company culture. That's why managers and also employees always ask themselves, what is the company culture good for?

Its task is to invent a unique rules that the company is following, for example a way of organizing work or the way how the employees are treated ...

Company culture consists of many written and unwritten rules according to which employees communicate and perform actions. To set up the company culture and / or to change it, the main role is given to top management hands. Top managements shows to others what should be the work style, how the company image should be developed.

Many of the employees are spending significant time at work and company culture can be a competitive advantage, especially if its rare, special or not easy to imitate and is incorporated in top management. This organizational culture represents a connection of strategic perspective with human resources management resulting in appropriate behaviour of managers and employees.

Strong organizational culture strongly influences decision making, collaboration, communication, motivation, problem solving and helps to get more easily to the root cause of the problems and helps to implement management processes.

2.1. Definition of the organizational culture

“Company culture is a set of business goals, rules, thoughts, opinions, attitudes, values, norm of social consciousness, beliefs, also history, traditions and material conditions” (Nenadál, 2001)

“Generally shared and relatively stable opinions, approach, values that exists in organization, so culture determines decision making in organization and also problem solving in organization, influence reaching targets and behaviours, is a source of motivation and demotivation, satisfaction and dissatisfaction” (Furnham & Gunter, 1993)

Company with the meaning of culture is observed as cultural system. Company culture reflects the approach of individuals to work, their overall world view and their life view. Company culture is usually unconscious.

Hampden Turner defines it as “a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be valid and to be taught to new members as the correct way to perceive, think and feel in relation to these problems” (Hampden-Turner, 1990) “Company culture is perceived as typical behavior, thinking and acting of the company crew. It forms a unity of value ideas, norms and patterns and

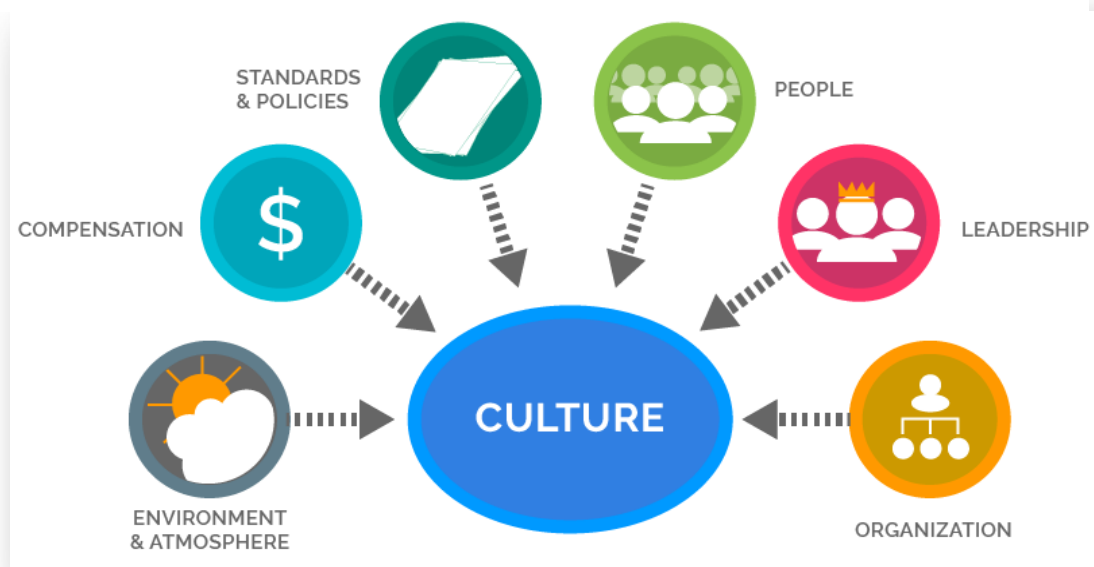
manifest itself externally as form of social interaction among the coworkers in commonly used manners and rules and material equipment.” (Nenadál, 2001).

Corporate culture influence also external environment, so called other companies, regional authorities and so on. But mostly it affects internal employees, their collaboration, development of reputation of the corporation. Company culture involves a big amount of factors. Every single enterprise has its own rules that plays a significant role in management. Even if it can be seen as it is not driven by anything.

Despite the differences while defining the essence of company culture most of the authors uses certain common characteristics. Among the most used belongs:

- patterns of basic assumptions, according to which the employees acts
- values oriented to individual. They forms the borders of how to behave, what is acceptable (helps to understand how to act in a specific situation)
- symbols based on which are the values translated in a different form to employees

Figure 1: FACTORS THAT FORMS CORPORATE CULTURE
(Valkenburg, 2022)



It is necessary to say, that representatives of the culture are humans, the employees. They say what is good, what they accepts, which values are the most important. They defines

what is good to respect and “they” are unique. This differs with the companies and at the same time it defines the life expectancy on the market.

Company culture is many times referred to as the soul of the company. It exists in each company, it can have a positive and also negative form that differs between companies. It can be seen many times, that management and also employees do not often realize their company culture. It has to do with reality that long term employment causes culture, as a matter of course. New employees often feel the essence of the culture more, because corporate culture influence the activity of employees, behavior of employees and its performance.

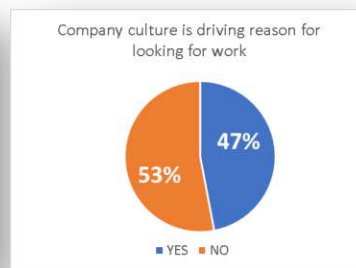
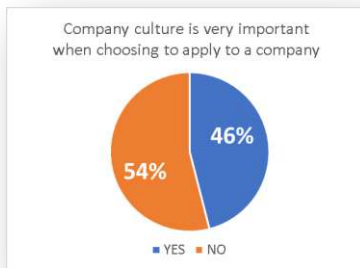
If we imagine a school to be a “company” and its scholars as employees, it is even more important to develop a positive “company culture”, that is passed to the students. It will help them to develop a independent and critical thinking.

2.2. Importance of the company culture

Lets imagine, there is a company in which is around one thousand employees. Each of the employees can have their own way of life, their own perceptions, their own values to live. It is logical, that the working environment needs to be formed and influenced in order to have people motivated, happy and effective. They need to act as one team. It is strategically necessary to drive the company in the direction, so that people that creates values that are self efficient. And of course they will create a good relationships inside the company and also outside the company.

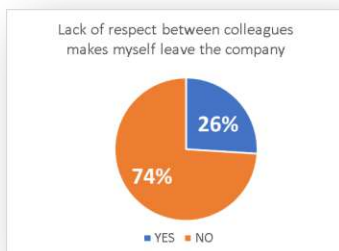
A great company culture is a key component of a successful business (Heinz, 2021):

Culture is a TOP priority among job seekers



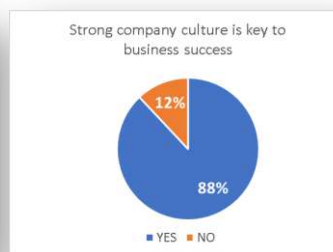
(88 % of candidates cites, that company culture has at least of relative importance)

Retention relies heavily on great culture



Communication is the key – if the team member doesn't treat another one with respect, there is a likelihood to loose the employee.

Leadership and business strategy impact corporate culture



Positive work culture is linked with employee engagement. 94 % of executives feel the same.

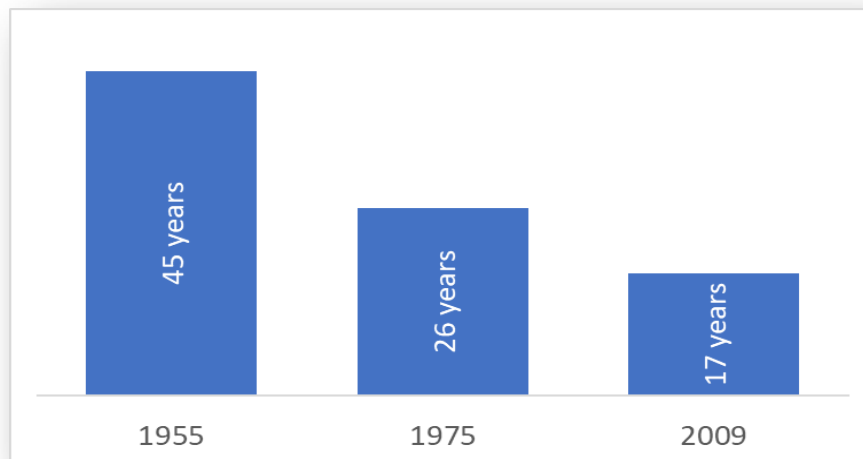
Flexibility at work impacts corporate culture as well. Remote work plays significant role nowadays. The COVID 19 situation forced a lot of companies into it, but it seems,

that remote work is a new standard. More than 76 % of employees seek for job, with more flexibility. And 86 % of workers would be less stressed if they had a flexible job.

According to (Čihovská, Hanuláková, & Lipianska, 2001) corporate culture it is an important and fascinating element of the company. Everything around us, changing industry, new competitors, pandemic crisis, that are only a few elements, that companies must treat in a way to be effective. It is a must to adapt communication, values, and problem solving processes. It is much more important now to adapt the corporate culture to fast changing environment than ever. That's why the company culture is very very important.

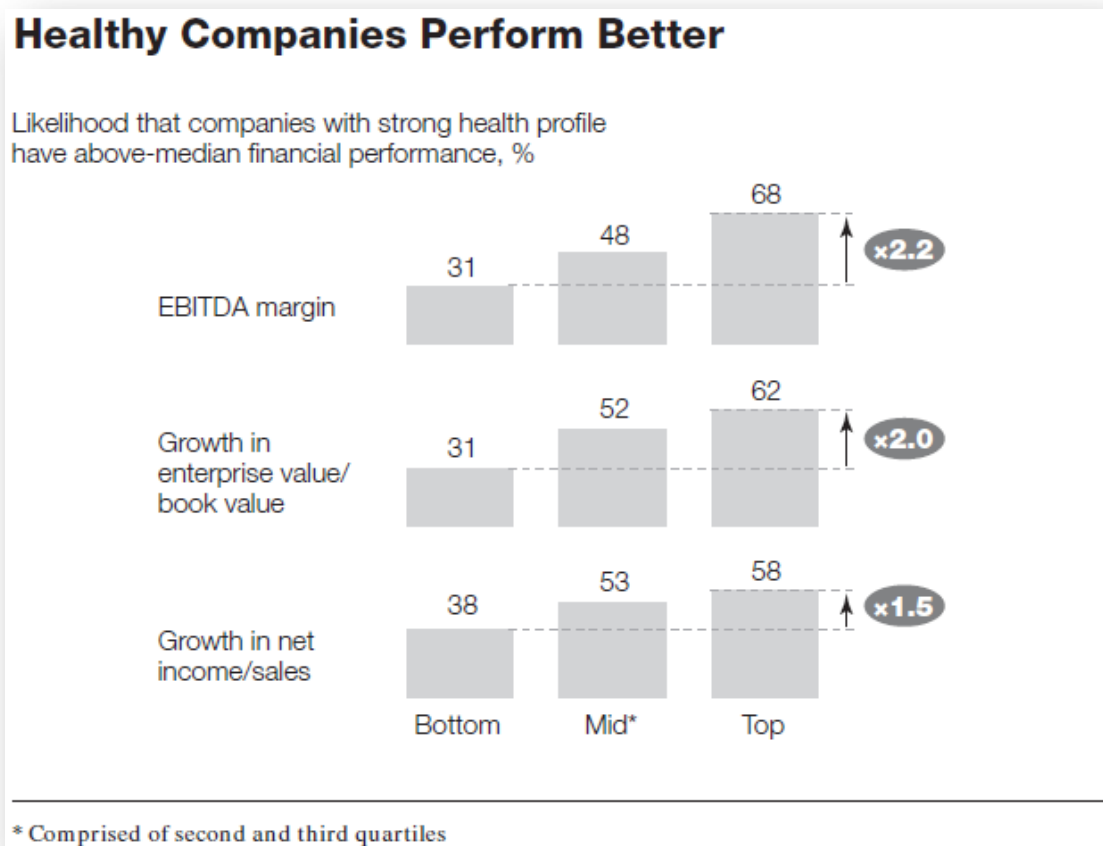
The pace of change in business is increasing. Average company's stay in S&P500 index has an descendent development (Foster & Kaplan, 2001):

FIGURE 2: AVERAGE COMPANY STAY AT S&P500



There is a consensus that “new normal” can be characterized as big volatility, unpredictability in markets and in government policy. People started to socialize less and more time spend at work. But what is the biggest expectation from the work? Keller (Price & Keller) says that the highest rated factors were “freedom and autonomy” and “exciting

challenges”. These factors were chosen by more than a half of the respondents. These can navigate us to the knowledge, that not machines, but people are the greatest assets of the company. To reach desired targets cannot be done only with high performance (sustainable over many years). There is also another dimension to be kept. Health of the organization. If morale is down, partnerships are broken, performance in long term cannot be high. *Health* is the ability of an organization to align, execute, and renew itself faster than the competition so that it can sustain exceptional performance over time. (Price & Keller).



2.3. Types of corporate culture

Types of the cultures describes the culture that prevails in the company. There is no company that has only one type of culture, but each of the company has its own prevailing culture, that is functional (Bedrnová & Nový, 2007). Types of the culture is usually based on following criteria (Pfeifer & Umlafová, 1993, s. 36)

- a) way of employment of workers
- b) criteria and a way of decision making
- c) division of responsibilities and competencies
- d) criteria and periodicity of performance management
- e) management style and type control
- f) interpersonal relationships

There are many typologies of corporate culture based on different views at organizational characteristics. Most of the time we can sort organizational culture to the following categories (Pfeifer & Umlafová, 1993, s. 38)

- a) organizational culture according to business risk level
- b) organizational culture according to analytical approach
- c) organizational culture according to dominant approach while change
- d) organizational culture according to the life cycle of the company
- e) organizational cultures resulting from personal characteristics as well as from adverse mental conditions

Besides the above mentioned typologies there are many other types of cultures. Most of the time we can observe analytical methodology to divide the culture. Analytical approach is based on the four possible cultures based on the model from Charles Handy (Handy, 1985)

- a) power orientation
- b) role orientation
- c) task orientation
- d) person orientation

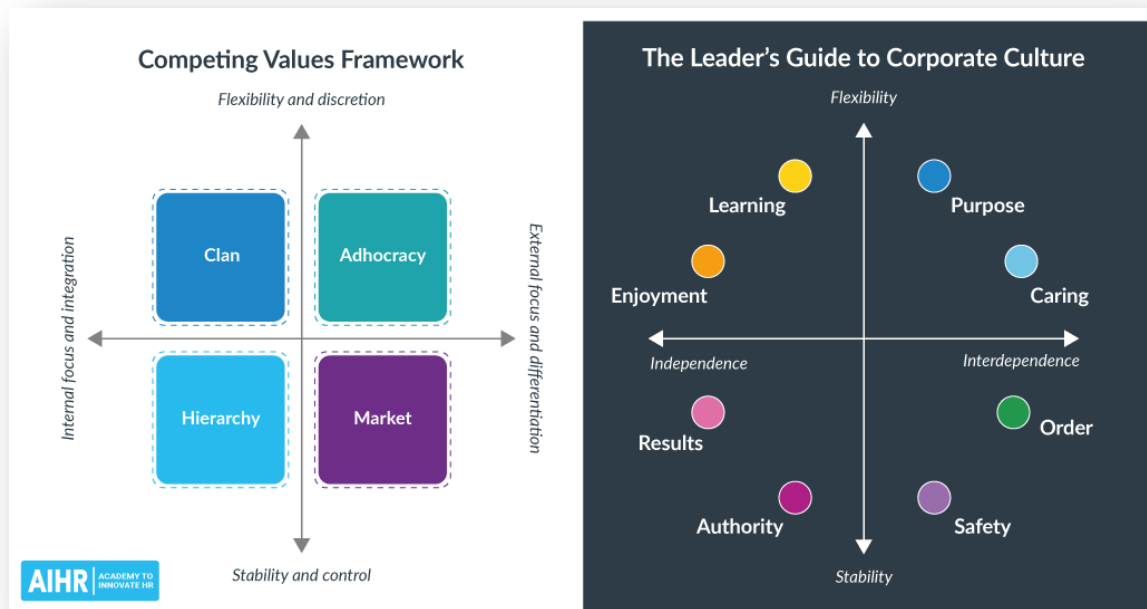
Power orientation – often is described as a spider web, in which fibers are spreading to the environment from the central point of power.

Role orientation – it is a classic formal culture, often described as bureaucracy. Can be described as a cathedral.

Task orientation – it is a matrix arrangement, where we can see horizontal and vertical relationship that are intertwined.

Person orientation – center of this orientation is a person and its needs

FIGURE 3: TYPES OF ORGANIZATIONAL CULTURE



In the following table is an overview of the corporate cultures with respect to company values, relationships and types of decision making. (Harrison, 1972)

TABLE 1: OVERVIEW OF THE CORPORATE CULTURES

	power orientation	role orientation	task orientation	person orientation
recognized values	dominancy, risk, solution speed	stability, management, safety, technical excellence	target, result, competency, success, common goal	cooperation, mutual respect, awareness, humanity
management style	directive management style	rules and regulations, defined tasks, reporting	decreased need to control, target orientation	less HR management, more help then control
positively evaluated characteristics	agressivity, strong individualism	integrity protection, systematic work, orientation to procedurality	independence, skills, talent	friendship, team building
attitude to work	strong internal competition, jungle rules	formal status, titles and status plays important role	formal partnership	not competitive, mutual help
decision making	central decision making	from TOP to DOWN, according rules	from TOP to DOWN, cumulative	reaching a consensus
human resources management	people as tools	pregrammed, always according rules	people are tools for achieving results	human is always a priority
dealing with people and with environment	competitive and shining, searching for expansion	according rules and procedures	flexible and quick adaptation to change	positive relationships

There are several ways, how to find the type of corporate culture. Here is the example of the way, how Netflix developed company culture (Hastings & Meyer, Bez praviidiel, 2020):

FIRST STEP:

- 1) **increase the talent concentration** – create a top team of employees
- 2) **introduce openness** – encourage never ending feedback environment
- 3) **get rid of the control processes** – for example a rules for taking holidays, business trips and business expenses

SECOND STEP

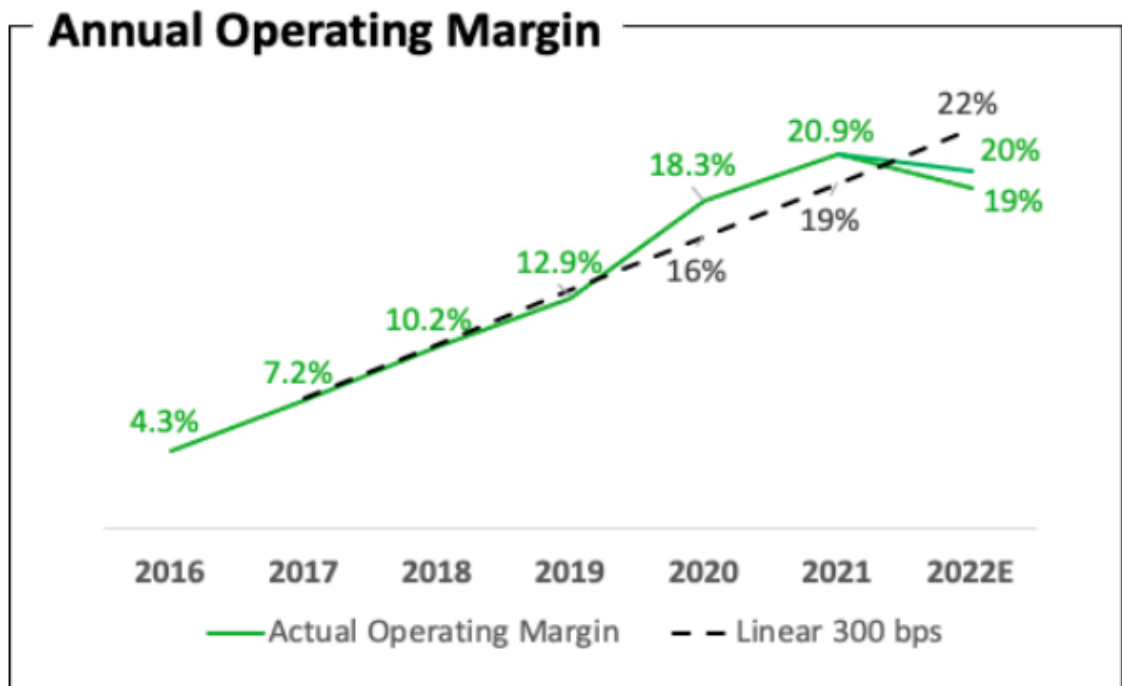
- 1) **strengthen the talent concentration** – pay the best on the market
- 2) **be more sincere** – pay attention to the transparency on whole levels in the company
- 3) **get rid of the additional control processes** – for example approval flow process

THIRD STEP

- 1) **increase the talent concentration to its maximum level** – by executing a test: “whom to keep in the company”
- 2) **increase openness to its maximum level** – create a never ending circle of feedback culture
- 3) **get rid of the majority of control processes** – lead others by using the context, not control!!

Its obvious that not all types of corporate cultures can be applied to any organization, but it is a completely different style of creating, developing and strengthening the culture. Of course, some similarities can be seen like encouraging honest feedback culture, which is always seen in any type of wanted culture. As a demonstration of the success in Netflix we can see Annual Operating Margin (Hastings & Sarandos, Letter to Shareholders, 2021):

FIGURE 4: DEVELOPMENT OF OPERATIONAL MARGIN AT NETFLIX IN YEARS



Another example can be seen in publication *The Critical Few* written by Mr. John Katzenbach (Katzenbach, 2018). In the book author explains on examples how to proceed to find what are company's traits. How to make a list of the traits, that influence employee behaviour. In a good and also in a bad manner. More important is to find those once that influence positive thinking. Based on the wider list of traits we need to find a "critical few", that are the most relevant for the company. This process is called prioritization of critical behaviours. Here are examples:

Leadership Support:	Will senior Leadership adopt and role-model the behaviour?
Impact / Relevance:	Will the behaviour impact the most critical areas/business objectives?
Impact on Motivation:	Does the behaviour change create motivation and momentum for follow-up efforts:

Important is to identify “... a few authentic leaders ...” to whom the people trust and their opinion and actions are watched. Those people are important in order to transform or develop the culture in a meaningful way (similar to the “hero” mentioned in the chapter 2.5 – tools of the corporates culture).

Last example that explains organizational culture in a different way is the book from Dave Logan, John King and Halee Fischer-Wright – Tribal Leadership (Logan, King, & Fischer-Wright, 2008). Authors categorize each tribal (not related to any kind of African tribes, its related to a certain group of people, that are acting in company as tribe) to 5 stages of possible development. Each level is characterized by special talk and special type of relationships.

TABLE 2: RELATIONSHIPS TYPE

level	relation to collaboration	communication style	relationship structure
5	team work	"Life is great"	
4	partnership	"We are great"	
3	competetiveness	" I am great"	
2	indifferent	"My life sucks"	
1	hostility	"Life sucks"	

2.4. Function of corporate culture

As everything in a company has its own purpose, also corporate culture plays its role. This role should ensure representativeness of a company towards its employees and also its external partners. (Bielikova & Hrášková, 2007) distinguish between two main functions of corporate culture:

- a) internal
- b) external

External represents adaptation to external conditions (how does the company adapt to changes), image of a company (how is the company perceived by its external partners).

Internal function is a way of internal integration inside the company (the way how the new processes, new technological procedures will be accepted). So it shows how strong is the strategy of the company (strategic intentions are based on professionalism of its founders while looking for business opportunities, but also from the fact, how deep are they aligned with the corporate culture).

2.5. Elements of organizational culture

There are more possibilities how to show the present corporate culture. It is determining how effective the culture will be. Different authors show different means. Definitions in her literature (Lukášová R. , 2010):

- basic assumptions
- values
- norms
- attitudes and artefacts (that can be often be described as artefacts in tangible and also in intangible form).

Artefacts in a tangible form – architecture of the buildings, material equipment of the offices, produced products, annual reports, brochures ...

Artefacts in an intangible forms – organizational talks, stories and myths, heroes, company customs, rituals, ceremonies.

Basic assumptions are fixed in a very basic perception of reality, that people consider as normal, truthful and unquestionable. We can compare them with religion belief, or with mathematical axioms ... something, that is not going to be further explained – it is already accepted (Sackmann, 2006). Edgar Schein (Schein, 1992) believes that basic assumption determines what information will be important, but also determines emotional reactions.

Value is what people consider as important for them, what individuals see as very important. Values show a general preference that is reflected into decision making of the individual and the organization. While personal values determine what is important to the individual, corporate value determines what is important within the company, what is considered as good or bad.

According to most of the authors, values represent a core of the organizational culture (Hofstede, 1991)

Standards of conduct (norms) - they are unwritten rules that organizational society accepts. It is not a formal rule and are kept by all group participants. Accepted behavior is valued and a non accepted one is punished. Punishments are many times emotionally based. For an organization they are very important, it secures stability in organization, decreases a need for formal control system.

Organizational communication - type of communication defines a degree of formalization of relationships. Often a special colloquialisms are used and determine strong organizational culture. This means, that people are strongly interconnected and mutually agree on the terms meanings.

From other aspects I would like to point at the “hero” place in organizational culture (Deal & Kennedy, 1982)

- demonstrate the achievability of success for each employee
- offers a model of behavior
- set up a high performance standards
- symbol to the external environment
- keeps and strengthen the uniqueness of an organization
- motivate employees

2.6. Factors, that influence organizational culture

Content and how strong the culture is – is influenced by many factors. (Gordon, 1991) classify:

- environment influence (national culture, business environment, requests and customer power)
- founder influence, dominant leader influence, managers / owners influence
- size of the company and its time on the market
- influence of used technology

Besides the above mentioned influences to organizational culture – organizational structure also influence corporate culture. Its relationship hierarchy and power used in each position has to do a lot with the corporate culture.

National culture influence – each employee grew up in some national environment and therefore is “mentally programmed” from his birth (Hofstede, 1991). It is logical, that national thinking and feeling is somehow incorporated into corporate structure.

Business environment influence – area of business represents some type of values and norms and behaviors, that needs to be adopted by managers in order to be successful in specific environment (e.g. car seller is strongly oriented to customer, internal competitiveness is present ...)

Profession influence – we can observe similar thinking in special professions. For example we can see similar behavior in marketing professionals, IT or sales ... They

have similar preferences to organizing the job, they have same habits and even an similar language.

Owner influence – this influence is special. Business founders has their vision and values strictly defined in themselves. Therefore, they determine a basic stones for corporate culture. They also influence core people in their team.

Size of the company influence and its size – company development is connected with typical evolvement phases (Schein, 1992):

TABLE 3: EVOLVEMENT PHASES

Initial phase of company evolvement	willigness to success on the market
	adaptability, flexibility, ability to improvise
	culture is the source of the power and identity of organization
Middle phase of company evolvement	willigness to grow or stabilize company
	strategic decision is needed
	call for strong organizational structure and definition of rules
	more general leaders
	subcultures creation
Mature phase of organization	internal stability or stagnation
	tendency to celebrate historic traditions, that are sorces of corporate identity
	ability to adapt to its environment, ability to find balance between internal and external influences
	neverending transformation or bankruptcy

Technology influence – communication methods and electronic business is strongly dependents on how strong is the information system developed in organization

2.7. Methods for diagnosing corporate culture

To find a proper way of how to identify corporate culture is always very disputable. Most of the authors recognize:

- qualitative research analysis
- quantitative research analysis

Mainly in early times of the culture researches there were voices that quantitative analysis should be not chosen to investigate the culture (Ouchi, 1981)

Currently most of the authors accepts both methodological ways, however each of the method has its own advantages and disadvantages and it is ideal is to combine both methods.

Qualitative analysis – the target is to find the information about the research problem and try to understand it. Analysts do not specify the variable of the research, respondents answers that they consider as important. Analysis is taken all from the information and tries to find recurrences and similar understandings. Based on the results formulate research results (Disman, 2011).

Information gathered by this method is very detailed, very comprehensive and allows external observers to look to organizational culture. A disadvantage of this method is, that it is very time consuming and its not comparable between the different companies. The fact, its time consuming, not only for the researcher, but also for the responder, so is also very hard to convince TOP management to dedicate time for such analysis. In my practical part of this work I asked 10 managers to read 2 case studies (each contained 10 pages) and dedicate time for discussion. 5 out of 10 managers never responded to my request.

Quantitative analysis – this type of research is based on quantitative occurrence of several characters. That means, that these characters needs to be picked before the research and so the research narrow down. That means:

- multidimensional field needs to be narrowed down

- needs to be picked those variables, that indicate the research objective. If those ones are picked not good, answers will not describes the research question enough

A big advantage of this method is the time for gathering data and also the easier evaluation of the taken data.

Quantitative research procedures are based on deductive logic. It helps to find the frequency of the variables and test hypothesis that were formulated from outside. These types of methods are recommended if the research is not targeted in a deep layer of the culture. (Ashkanasy, Broadfoot, & Falkus, 2000).

Types of qualitative methods can be as follows (Lukášová R. , 2010)

- observation
- deep discussion
- group interview
- document analysis
- projective methods

Types of the quantitative methods:

- oral discussion
- questionnaire

Both types used standardized questions to all respondents.

2.8. Methodological problems with construction of questionnaires:

As mentioned above, a critical part are always the choices of indicators. As the organizational culture is very broad, its very hard to find the proper indicators.

Content components are meant to be those aspects of feelings, thinking or behaviour, in which the company acts the most.

Patterns dimensions are general characteristics, that defines the content of corporate culture.

2.9. Questionnaire methods

Matsumoto (Matsumoto, Culture and Psychology, 2000) shows in total seven tools which were developed in 70's and 80's and Ashkanasy, Broadfoot and Falkus (Ashkanasy, Broadfoot, & Falkus, 2000). It (ASHKANASY, WILDEROM, & PETERSON, 2000) analysed in total 18 methods that appeared between 1975 – 1992. Those methods were testified to reliability and validity and to other characteristics.

Comparison showed, that three out that 18 methods were developed to investigate the organizational culture from behaviour point of view and the remaining 15 are serving to show corporate culture from opinions and recognized values point of view. Most of them failed while testing the reliability and validity testing.

Analysed methods can be classified as follows:

FIGURE 5: CLASSIFICATION OF QUESTIONNAIRES METHODS



Source: (Ashkanasy, Broadfoot, & Falkus, 2000)

Typological questionnaires – looking for characters that are used in specific cultures. It indicates the extent to which the organization is characterized by manifestations included in the content descriptions of each type.

Profile questionnaires – are multidimensional. These types are looking for number of opinions that indicates the type of a culture.

Descriptive questionnaires – focus on a description of a corporate culture

Efficiency – trying to find those characteristics, that influence effectiveness of a company

Compliance – trying to find a rate of a compliance between the values that management follows and values that lives employees.

2.10. Response biases

Even when we choose the type of the questionnaire, the answers can be easily distorted. By **response bias** can be defined as the: “systematic tendency to respond to a range of questionnaire items on some basis other than the specific content” (Paulhus, 1991)

common types of response biases

TABLE 4: COMMON TYPES OF RESPONSE BIASES

	Response bias	Characteristics	Representative studies
SELF-REPORT	Acquiescence response style	Preference for categories stating agreement (e.g., agree, strongly disagree)	(Baugartner & Steenkamp, 2001)
	Disacquiescence response style	Preference for categories stating disagreement (e.g., disagree, strongly disagree)	(Baugartner & Steenkamp, 2001)

	Careless responding	Inattentive responding	(Meade & Craig, 2012)
	Extreme response style	Preference for some extreme categories (e.g., strongly disagree, strongly agree)	(Baugartner & Steenkamp, 2001)
	Midpoint response style	Preference for the midpoint of a rating scale (e.g. neutral)	(Hernández, Drasgow, & Gonzáles-Romá, 687-699)
	Socially desirable style	Tendency to describe oneself positively and in accordance with social norms and rules	(Paulhus, 1991)
OTHER-REPORT	Halo	Tendency to exaggerate coherence in judgments of multiple characteristics	(Kahneman, 2012)
	Leniency / severity	Tendency to be lenient / harsh in assessment of all objects	(Podsakoff, McKenzie, Lee, & Podsakoff, 2003)

Acquiescence bias – the participants tend to agree with the statements even, doesn't matter of its content.

Disacquiescence bias - the participants tend to disagree with the statements even, doesn't matter of its content.

Careless bias - refers to inattentive responding that does not reflect a preference for certain response categories.

Extreme response style – participants tend to choose from extreme poles of the statements (either strongly agree, or strongly disagree)

Midpoint response style refers to the responds that are situated into the middle of the statement (not to hurt anyone, middle way is the best ...)

Socially desirable style – if respondent tend to answer positively on self description.

We can find in other authors a different categorization of response biases (Jahnson, 2022):

- demand bias (respondents are influenced, because they are simply a part of the study. Participants are those ones, that look to understand purpose of the study and they adapt the responds).
- social desirability bias
- extreme bias
- neutral responding
- acquiescence bias
- Dissent bias

As we can see, biases most of the time explains the same at most of the authors.

In case of my research we are going to investigate whether the responds differs after we reformulated questions and answers to **more understandable** way using a collocations that are respondents more familiar to.

3. CULTURE MEASUREMENT IN NEMAK SLOVAKIA

The situation in the automobile industry was always unpredictable and constant changes are always on the table. OEM are pushed to keep to the emissions limits, connected technology and autonomous driving or shift from ownership to access ... those are only a few examples that confirms the fast changing environment in the automobile industry.

Company culture plays a significant role to handle those situations. If a company will be stuck by traditional solutions how to develop a good environment in company it may be too late. Development of company culture is very important.

Also connection between business success and organizational culture plays more important roles than in the past. It is something, that is a game changer. In a strong

organizational culture, employees have similar views regarding the organization, and they behave consistently with organizational values (Flamholtz & Randle, 2011). Business managers display a strong organizational culture to influence employees, work attitude and performance because culture engages and motivates employees (Simoneaux & Stroud, 2014). In a strong organizational culture, the members of the organization share the values and goals of the organization, and new employees quickly adopt these values (Kotter & Heskett, 1992).

Taking care of corporate culture also increases concentration of talent in industry. one of the last examples of having a high level of talent in industry is company Netflix (Hastings & Meyer, Bez pravidiel, 2020).

Having corporate structure in mind also helps companies to get over changes more easier. We can see the changing working environment in companies caused by pandemic situation in last few years (home offices combined with present type of work). By having a strong culture people feels motivated, self engaged and more open to discuss possible problems.

But, what is the right culture? To be general, the right corporate culture is that one, that serves a company to reach desired goals. Obstacles that exist in each company while building the culture exist because each company consists of people, that have different core values, different attitudes to problem solving, different opinions to the same thing.

In each company there are visible three types of culture at the same time. Culture, that managers wants, culture that the managers lives and the culture that lives in other employees. If the company is successful is based on the degree, of how these three types of cultures are synchronized. From this it is evident, that key success factors of smooth development of organizational culture is how the managers (and owners) behave. Mutual communication is a must. By the behavior we must see the “congruency” – they live by what they say. Normal human decency is a matter of course. Managers behavior needs to be perceived as role model to others and it is really needed to evaluate its effectiveness. People are always more sensitive to “bad examples” as to “positive” ones. Very important

point is (from a company culture point of view) that the positive behavior needs to be long term. Short term “actions” have the opposite effect.

By building the organizational culture is very important to keep mutual communication. Managers needs to attract other employees do not persuade them. Therefore it is very important to listen, listen and once more time – listen. Otherwise, a manager can miss an important positive (or negative) attitude to planned change.

In each company culture exists and develop even when nothing is done in this regard. Sometimes is influenced intuitively, based on the common habits observed in the industry or in the other company (copying culture attitude (Zhang & Sheng, 2022)). Understanding of the current prevailing culture in the company require its measurement. In Nemak corporation measurement of the culture started in 2015.

This survey was targeted to find out how the corporate culture stands. Surveys were made by the company Willis Towers Watson (Willis Towers Watson, 2022) one of the leaders on the market in terms of Employee surveys.

Three years later (in 2018) we again made the survey and it made clear that we need to improve the leadership and feedback culture (see chapter 3.1. - Comparative results and impact evaluation). We used again the same company as in 2015 (Willis Towers Watson, 2022). The results were compared using the same methodology of gathering the data, analysing and presentation.

In 2019 we analyzed that **Leadership essentials** has the biggest impact. Number one was **Performance Management**. From the This survey was made as additional to the engagement survey made by WTW.

In 2020 we started with **performance appraisal** for all white collar employees and an internal program called **Leadership Excellence** in order to strengthen our leadership culture.

In 2021 we have launched the objective setting survey to get the feedback and follow up on our approach of the last years.

FIGURE 6: DEVELOPMENT OF THE CULTURE IN YEARS



3.1. Comparative results and impact evaluation of engagement surveys in years 2015, 2018 and 2021

The survey consisted of more than 60 questions which were placed in different order. Group of some answers relates to a certain category (for example answers to questions 2, 18 and 29 represents category „Benefit & Rewards). In total 17 categories were presented. (full questionnaire forms - see appendix No. 1).

As mentioned before, the same methodological attitude was applied what is very important if we want to analyse results against each other. Results are presented in following table:

TABLE 5: QUESTIONNAIRE RESULTS IN NS IN 2015, 2018, 2021

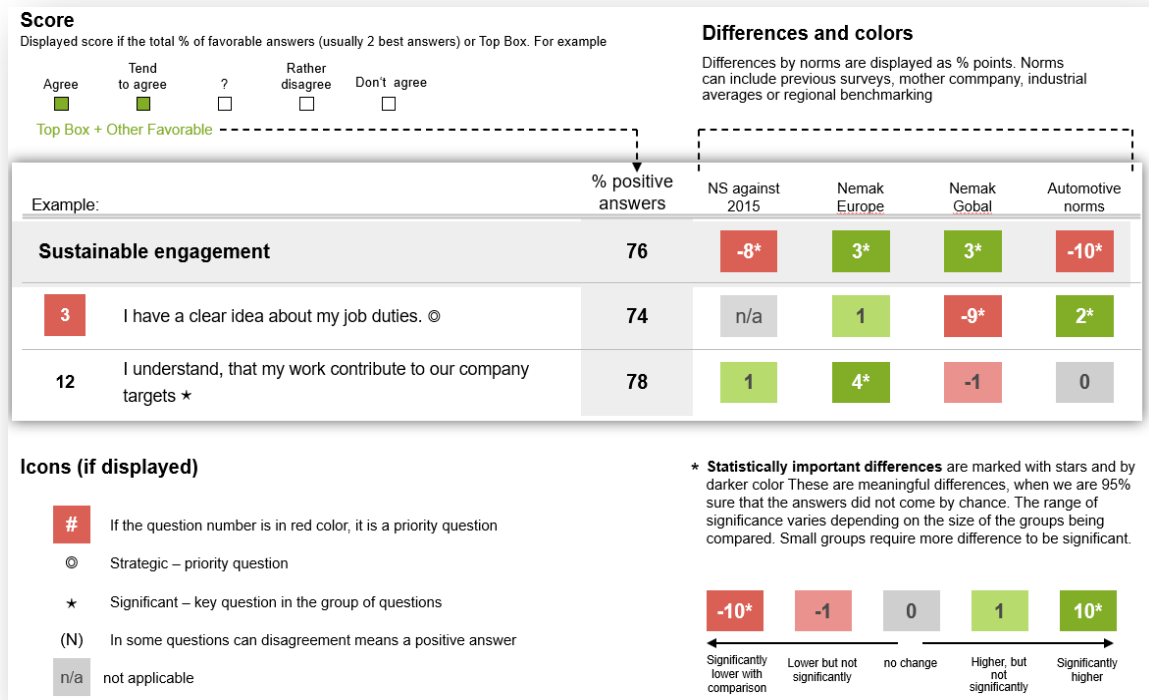
Category	2015	2018	2021
Benefits & Rewards	62	55	79
Career Development	62	61	75
Communication	65	59	77
Customer Focus	75	66	83
Diversity	50	58	77
Empowerment	73	69	85
Goals & Objectives		79	94
Image	78	75	87
Leadership	59	52	69
Operating Efficiency	76	68	87
Organizational Change	47	46	62
Performance Evaluation	38	42	55
Retention	60	49	70
Safety	58	56	77
Supervision	69	69	81
Sustainable Engagement	69	63	76
Working Relationship	74	72	82

By green we see best three options in each year and by red worst 3 options.

TABLE 6: QUESTIONNAIRE DIFFERENCES BETWEEN YEARS

Category	2018 vs. 2015	2021 vs 2018
Benefits & Rewards	-7 *	24 *
Career Development	-1	14 *
Communication	-6	18 *
Customer Focus	-9 *	17 *
Diversity	8 *	19 *
Empowerment	-4	16 *
Goals & Objectives	NA	15 *
Image	-3	12 *
Leadership	-7 *	17 *
Operating Efficiency	-8 *	19 *
Organizational Change	-1	16 *
Performance Evaluation	4	13 *
Retention	-11 *	21 *
Safety	-2	21 *
Supervision	0	12 *
Sustainable Engagement	-6 *	13 *
Working Relationship	-2	10 *

FIGURE 6: HOW TO READ RESULTS (2018 WILLIS TOWERS WATSON)



In years 2015 and 2018 Nemak Slovakia didn't receive results on department level, but for the latest survey these kind of results were requested and they also brings very interesting results (besides the consolidated ones).

Sustainable Engagement Score – this is an advanced model that measures core engagement as well as essential components required to sustain engagement over time; sustainable engagement is more strongly correlated with organizational performance than traditional engagement alone. Score was derived from the above mentioned questionnaire.

FIGURE 7: ENGAGEMENT SCORE IN NS IN YEARS

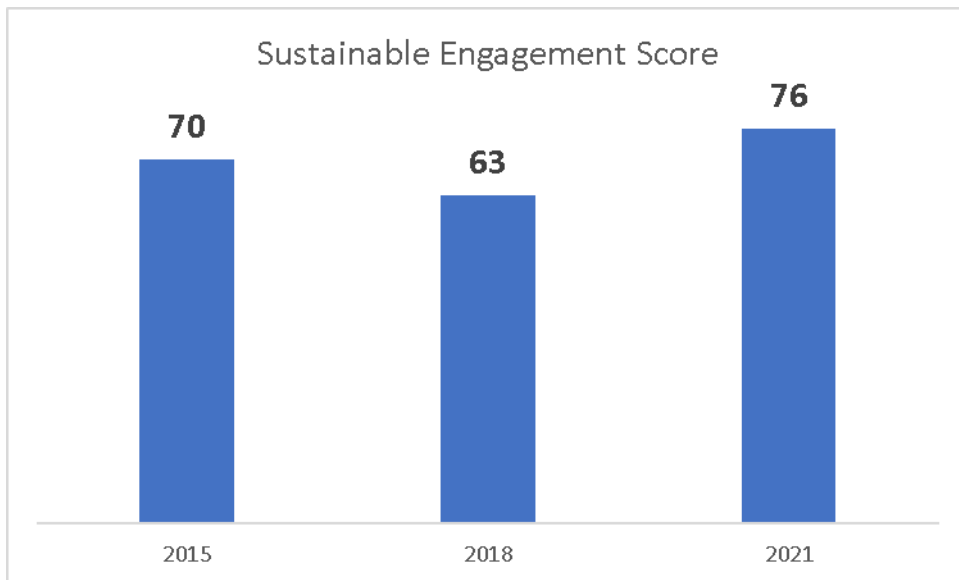
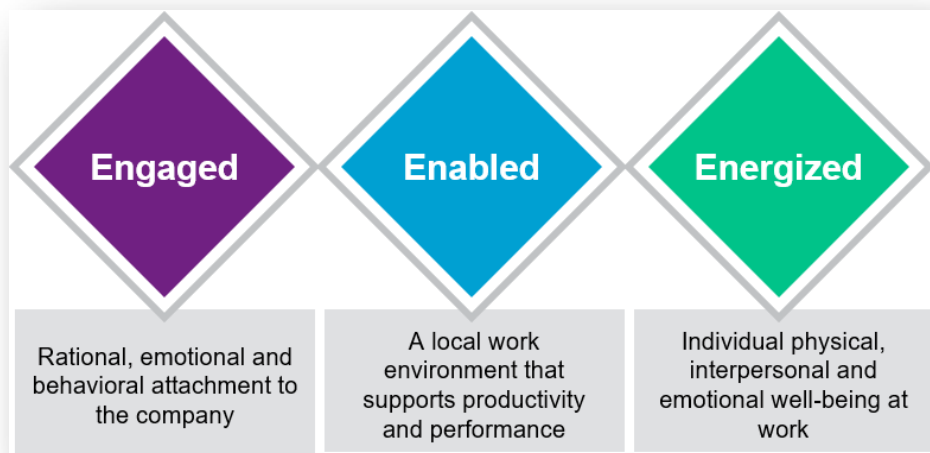


FIGURE 8: EXPLANATION OF ENGAGED EMPLOYEE



Companies, that reach high levels on all three elements realizes (Adams, 2022):

- lower retention risk
- fewer days lost
- higher operating margin

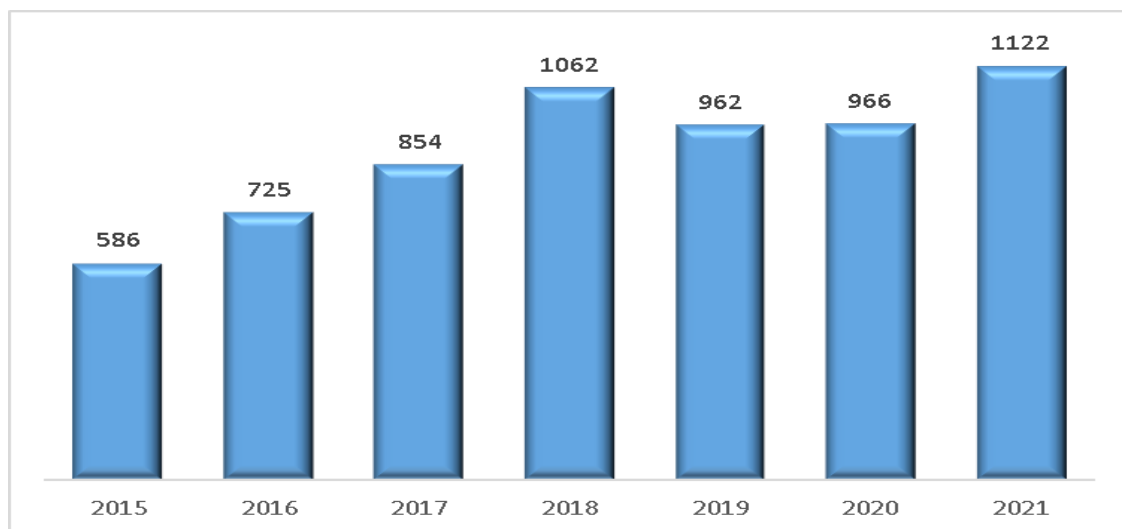
3.2. Findings

As obvious from the colour there were a space for improvement in the Nemak Slovakia in case of Leadership, Organizational change and performance Evaluation.

Great decline appeared against 2015 (13 out of 16 categories – category „Goals & Objectives were not questioned in 2015). Critical development of Sustainable Engagement and Retention is needed. The most critical departments were identified (CNC and coreshop).

These three categories could be perceived by employees due to the fact, that at that time was visible a huge effort to start a completely new production of high pressure die casting with completely new products. A lot of new processes were established (such as frictional welding), a lot of pressure from customer was visible. There was no clear rules to determine wages and salaries and the company grew rapidly. Employees started to express their opinions about the inconsistencies among the peoples in terms of pay checks. No clear communication was adopted at that time, that's why the results obtained in 2015 questionnaire ended up with so many “red colours” results.

FIGURE 9: NUMBER OF EMPLOYEES IN NS FROM 2015 TO 2021 (YEAR END STATUS)



Up to 2018 the production in NS was oriented to produce cylinder heads and NS had a lot of people with knowledge about the gravity casting technology. In 2018 we launched our new production area which was oriented to produce structural components and battery housings. New production hall had to be built as well as the new administration building. Everything happened really fast. Unwanted effect of this change was the fact, that employees started to differentiate between the “old” production and the “new” one. Managers underestimated this situation and the communication was not as strong as the situation required. Also, there is a fact, that a lot of totally new employees were hired to operate in HPDC business. These new employees didn’t live the same culture as the employees with many years of experience with NS.

TABLE 7: RESULTS FROM 2021 QUESTIONNAIRE FOR BC

overall result	category	GSPM							GSPM + HPDC	HPDC				
		Casting - GSPM	Core Making	Fettling	Machining - CNC	Maintenance GSPM	Quality GSPM	Toolshop GSPM		Internal Logistics	Casting - HPDC	Secondary Operations	Quality HPDC	Toolshop HPDC
79	Benefits & Rewards	4	1	4	-1	1	9	-1	-3	-9	-5	-13	0	-1
75	Career Development	5	-2	5	-6	-5	10	6	-4	0	-4	-18*	2	-7
77	Communication	9	6	-2	2	-1	6	-1	-5	-4	-6	-16	-3	0
83	Customer Focus	8	5	4	5	-11	7	3	-6	-7	-5	-14	-8	-8
77	Diversity	4	5	2	3	1	3	7	-9	-5	-9	-16	-6	0
85	Empowerment	6	6	2	5	-3	5	3	-2	-4	-8	-17*	-4	-11*
94	Goals & Objectives	3	4	4	4	-3	2	1	-5	-8*	-3	-12*	2	-1
87	Image	4	7	9*	-1	-2	4	2	-2	-3	-9*	9	-7	-4
69	Leadership	10	4	3	1	-4	9	8	-5	-7	-11*	-23*	-5	1
87	Operating Efficiency	3	6	2	1	5	10	3	-11*	-4	-10*	-13*	-8	-7
62	Organizational Change	10	8	5	5	-5	14	-2	-8	-4	-9	-22*	5	-1
55	Performance Evaluation	8	3	4	-3	-8	10	5	-8	-7	-4	-18	-8	-12
70	Retention	8	7	-2	2	7	14	8	-2	-8	-9	-18	4	-15*
77	Safety	-4	2	-1	4	5	17*	-19*	-11	-6	-10	12	-15*	-2
81	Supervision	0	4	0	-3	5	5	7	-5	2	-11*	-15*	-12	0
76	Sustainable Engagement	3	6	1	1	0	9	2	-6	0	-8	-6	-3	-5
82	Working Relationships	2	3	-1	3	4	4	1	-4	-2	-8	-14	-2	5

Example for easier understanding the number: -4 for particular department means, that overall result for that category was lower about 4 points against the average of the company.

Numbers are in this case not that important as the colour coding. Its obvious, that in HPDC employees see the overall satisfaction much worse than employees in GSPM.

Another important topic is how the engagement is perceived by blue collars (operators) and people considered as salaried ones. White collars are more involved in overall corporate culture involvement as the operators, they understand more the connections between company vision, mission and values. That is also the explanation of such difference:

TABLE 8: RESULTS FROM 2021 QUESTIONNAIRE FOR HOURLY AND SALARY WORKERS

	overall result	Hourly	Salaried
Benefits & Rewards	79	-1	6
Career Development	75	-1	7
Communication	77	-1	5
Customer Focus	83	-1	6
Diversity	77	-1	8
Empowerment	85	-1	4
Goals & Objectives	94	-1	4
Image	87	0	2
Leadership	69	-1	6
Operating Efficiency	87	-1	9*
Organizational Change	62	1	-4
Performance Evaluation	55	-2	10*
Retention	70	0	2
Safety	77	-3	18*
Supervision	81	-2	12*
Sustainable Engagement	76	-1	4
Working Relationships	82	-1	5

4. RESEARCH QUESTIONS

1. is it significant to use the original version of questionnaire or reformulated one while identification the relationship of employees to corporate culture?
2. has TOP management of NS suitable talents and preferences for corporate culture development?

5. QUESTIONNAIRE FORMULATION (LANGUAGE MUTATION) AND ITS IMPACT ON OUTPUT QUALITY

We need to carefully think of the questions we want to raise, questions need to be easy to understand from several points of view. First one is the local translations. Many times the English logic is strictly translated into the local languages and it doesn't need to have always the right meaning in the local language.

Another point is that there are always questions related to management. Sometimes it is very difficult to distinguish between local management and senior management in multinational corporate company that has headquarter in a different country. People have troubles to easily identify to which object is the question related to and can be answered wrongly.

Lastly – people sometimes choose the option influenced by a sudden memory. They could reflect what they have been influenced in the short past.

We chose to measure the wording of the questionnaire. We used a questionnaire, that consisted of 5 questions. Each question had 5 options to answer. Each option is valued from 1 to 5. Score one represents that the company culture is on a very bad level, score 5 means, that the level of the culture is superior.

5.1. How important is language in collective true culture understanding?

We asked 137 employees to fill the questionnaire. Throughout the collection of the answers we often received feedback, that the questions were not very easy to understand, that led us to reformulate the questions and options. We made this exercise in the local language, however here are the translations into English:

Original Questionnaire:

- 1) What best describes people's relationship to the company's mission, vision, or values?
 - a. The organization's mission, vision, and values are a source of sarcastic jokes or have no real impact on people's behaviour.
 - b. People are hostile to the mission, vision and values of the organization.
 - c. The organization's mission, vision, and values inspire collaboration that transcends personal differences.
 - d. The organization's mission, vision, and values inspire individuals to do better work.
 - e. Mission, vision and values tell the people in the organization who they really are.
- 2) What best describes the "mood" of your organization?
 - a. People are primarily self-centered.
 - b. Teams of people focus on creating historically significant things.
 - c. People do the bare minimum so that no one fire them.
 - d. People perceive a partnership at the level of work.
 - e. People are only focused on raising funds for their own survival.
- 3) What best describes the activities of executives in your organization?
 - a. Leaders build bridges and look for ways to make the world a better place.
 - b. Leaders focus on expelling people who are in opposition.
 - c. Leaders focus on competing and overcoming other "stars".
 - d. Leaders help build the careers of the people who work with them.
 - e. Leaders tell people what to do.
- 4) What do people most often complain about in your organization?
 - a. People perceive a lack of other suitable collaborators to bring to the existing team.

- b. People complain about the lack of a sense of personal security.
- c. People perceive that there are so many good things to do that they do not know which ones to do first.
- d. People complain about management.
- e. People complain about others who disagree with them. They feel a lack of time and insufficient support from the environment.

- 5) What best describes the structure of relationships in your organization?
- a. Groups of people who feel that their influence on the functioning of the organization is very small.
 - b. Groups of people who want to change the world.
 - c. Mutual alienation.
 - d. Groups of strongly connected people who share common values.
 - e. Groups of people who try to be the best as individuals.

Each answer had a numerical evaluation in order to be able to evaluate the overall status of company culture. Here is the table that shows the answers score:

TABLE 9: ANSWERS SCORE

Question/Score	Option 1	Option 2	Option 3	Option 4	Option 5
Question 1	2	1	4	3	5
Question 2	3	5	2	4	1
Question 3	5	1	3	4	2
Question 4	4	1	5	3	2
Question 5	2	5	1	4	3

We asked these questions together with some general information (company demographics) like, what department do the respondents belong to and if they are in the leading position. Results are in Tab. No. 3.

TABLE 10: SCORES FROM THE QUESTIONNAIRE WITH ORIGINAL

	Score	No. of answers	score / No. of answers
Production	517	150	3,45
Production GSPM (coreshop, casting, CNC, FO)	347	100	3,47
Production HPDC (casting, secondary operations)	170	50	3,40
Support areas	1 286	380	3,38
Toolshop	131	40	3,28
Maintenance	59	15	3,93
Internal logistics	52	15	3,47
Quality	188	60	3,13
Investment department, Safety and environment	178	55	3,24
Project managers, construction	209	65	3,22
Process engineering	211	60	3,52
Material planning and ext. logistic	122	35	3,49
Lean Management	136	35	3,89
Administration	563	155	3,63
TOP management & secretary	136	40	3,40
Purchasing department	80	20	4,00
Human resources	124	35	3,54
Finance & IT	223	60	3,72
Nemak Slovakia	2 366	685	3,45

FORMULATION BY DEPARTMENTS

For interpretation we need to explain the numbers (Logan, King, & Fischer-Wright, 2008)

TABLE 11: EXPLAIN THE NUMBERS FOR INTERPRETATION

Score	Relationship with others	Used language
5	Altruism	"Life is perfect"
4	Collaboration	"We are perfect"
3,5	Awake	
3	Rivalry	"I am perfect"
2	Apathy	"My life is worthless"
1	Hostility	"Life is worthless"

the overall result for Nemak Slovakia shows, that around the “awake” level of company culture. That means, from an overall perspective we tend to use language “we are perfect” instead of “I am perfect”. Or lets say – we need to focus on those steps, that brings us to level 4, to focus on collective success instead of developing a rivalry environment.

As I commented in above mentioned text - a lot of people complaint during our exercise that the questions (translated into local language) were often not very clear and therefore we reformulated the questions as follows:

- 1) What is the relationship to the company's mission, vision and values? I evaluate the general relationship in my area. I don't rate people I don't come in contact with
 - a. While people know what a company's mission and vision is, they think it's just empty sentences, they don't really affect people's behaviour.
 - b. Few are interested in concepts such as mission, vision and values. What exactly is it?
 - c. The company's mission, vision and values encourage cooperation and relationships.

- d. The mission, vision and values of the company affect only individuals. They give great performance.
- e. The mission, vision and values of the company define me and help me to be a better person.

2) What is the atmosphere like in my work environment?

- a. People focus on themselves.
- b. People want to change the world with their work.
- c. People don't take a step more than necessary.
- d. Colleagues work together and try to get along well.
- e. People go to work just to be paid.

3) How do the managers you come in contact with (TOP-1, TOP-2 ...) behave?

- a. They want to change the world with their work. They are interested in the "greater good".
- b. They are only interested in their own opinion, whom does not agree with them is on the sidelines.
- c. They try to make them the best, sometimes at the expense of others.
- d. They help colleagues build a career.
- e. They're just giving orders.

4) What is the biggest dissatisfaction with in your area?

- a. With a lack of colleagues. There are so many clever people with whom they could imagine cooperation ...
- b. People are afraid of losing their jobs, they will lose their social security ...
- c. There are so many things that could be done better, unfortunately, the day has only 24 hours.
- d. With superiors.
- e. People are mostly dissatisfied, they do not perceive the support of the environment.

- 5) What are the relationships in your work environment?
- People feel that they do not know how to influence anything in the company.
 - People want to sacrifice for others. They are always willing to help.
 - Disaster (irony, slander and intrigue are on the agenda every day).
 - Really good. The same values support cooperation.
 - Everyone tries to do the best they can (they don't care about others).

In 2 weeks after the original request to complete the questionnaire we asked our employees to once again complete the reformulated one. The questionnaire was fully anonymous, but the reformulated questionnaire completed by 133 people out of 150 asked people, so we can say, that the respondents were the same. Here are the results:

TABLE 12: RESULTS FROM REFORMULATED QUESTIONNAIRE

	Score	No. of answers	score / No. of answers
Production	563	170	3,31
Production GSPM (coreshop, casting, CNC, FO)	297	85	3,49
Production HPDC (casting, secondary operations)	266	85	3,13
Support areas	1 272	365	3,48
Toolshop	99	30	3,30
Maintenance	64	15	4,27
Internal logistics	34	10	3,40
Quality	257	75	3,43
Investment department, Safety and environment	145	45	3,22
Project managers, construction	268	70	3,83
Process engineering	144	45	3,20
Material planning and ext. logistic	120	35	3,43
Lean Management	141	40	3,53
Administration	476	130	3,66
TOP management & secretary	75	20	3,75
Purchasing department	57	15	3,80
Human resources	133	35	3,80
Finance & IT	211	60	3,52
Nemak Slovakia	2 311	665	3,48

As we can see, the overall result for Nemak Slovakia didn't change significantly. That leads us to the conclusion, that even that respondents reported that the original questionnaire was not clear enough, they picked the same answer.

These were only general results, but we are able to analyse it in more deeply, let's focus on the differences between these two questionnaires by department:

- the biggest drop we can see in “lean management” from 3,89 to 3,53 (drop about -0,36 points)
- the second biggest drop we can see in “process engineering” from 3,52 to 3,20 (drop about -0,32 points)
- the third biggest drop can be seen in “production HPDC” from 3,40 to 3,13 (drop about -0,27 points). This particular drop is the lowest value overall.
- the biggest positive difference is in the department of project management from 3,22 to 3,83
- the second positive increase is in TOP management & secretary – about 0,35.
- the third increase – quality – about 0,29.

TABLE 13: DIFFERENCES BETWEEN ORIGINAL AND REFORMULATED QUESTIONNAIRES BY DEPARTMENT

	original	reformulated	difference
Production	3,45	3,31	-0,13
Production GSPM (coreshop, casting, CNC, FO)	3,47	3,49	0,02
Production HPDC (casting, secondary operations)	3,40	3,13	-0,27
Support areas	3,38	3,48	0,10
Toolshop	3,28	3,30	0,02
Maintenance	3,93	4,27	0,33
Internal logistics	3,47	3,40	-0,07
Quality	3,13	3,43	0,29
Investment department, Safety and environment	3,24	3,22	-0,01
Project managers, construction	3,22	3,83	0,61
Process engineering	3,52	3,20	-0,32
Material planning and ext. logistic	3,49	3,43	-0,06
Lean Management	3,89	3,53	-0,36
Administration	3,63	3,66	0,03
TOP management & secretary	3,40	3,75	0,35
Purchasing department	4,00	3,80	-0,20
Human resources	3,54	3,80	0,26
Finance & IT	3,72	3,52	-0,20
Nemak Slovakia	3,45	3,48	0,02

If we compare it from a different perspective – lets see only answers from supervisor (supervisor leads at least 2 people):

TABLE 14: DIFFERENT PERSPECTIVE – ANSWERS FROM SUPERVISOR

	original	reformulated	difference
Production	3,11	3,25	0,14
Production GSPM (coreshop, casting, CNC, FO)	3,17	3,95	0,78
Production HPDC (casting, secondary operations)	3,00	2,55	-0,45
Support areas	3,34	3,45	0,11
Toolshop	3,24	2,80	-0,44
Maintenance	3,93	4,27	0,33
Internal logistics	2,90	3,20	0,30
Quality	3,33	3,40	0,07
Investment department, Safety and environment	3,27	3,30	0,03
Project managers, construction	2,93	3,67	0,73
Process engineering	3,20	2,80	-0,40
Material planning and ext. logistic	3,50	3,37	-0,13
Lean Management	4,40	3,80	-0,60
Administration	3,48	3,71	0,23
TOP management & secretary	3,40	3,75	0,35
Finance & IT	3,80	3,67	-0,13
Nemak Slovakia	3,33	3,46	0,13

Here we can see, that difference is 3,9 % (increase 0,13 points).

And now lets see the difference in those respondents, that are not classified as supervisors:

TABLE 15: DIFFERENCES AMONG RESPONDENTS (NOT SUPERVISORS)

	original	reformulated	difference
Production	3,59	3,33	-0,26
Production GSPM (coreshop, casting, CNC, FO)	3,60	3,35	-0,25
Production HPDC (casting, secondary operations)	3,57	3,31	-0,26
Support areas	3,41	3,51	0,10
Toolshop	3,33	3,55	0,22
Internal logistics	4,60	3,60	-1,00
Quality	2,93	3,47	0,53
Investment department, Safety and environment	3,23	3,20	-0,02
Project managers, construction	3,30	3,87	0,57
Process engineering	3,58	3,25	-0,33
Material planning and ext. logistic	3,48	3,80	0,32
Lean Management	3,80	3,49	-0,31
Administration	3,70	3,64	-0,06
Purchasing department	4,00	3,80	-0,20
Human resources	3,54	3,80	0,26
Finance & IT	3,70	3,47	-0,23
Nemak Slovakia	3,52	3,48	-0,03

We can see, that in case of supervisors, the difference is within a limit, that we consider as statistical difference. In case of other employees, the difference is even smaller -1,14 % (-0,03 points).

This result again tells us, that by reformulating questions **doesn't play a significant roles from a wider perspective**. Of course, it has a sense to analyse the differences if we look to a particular number, so it can help managers that are managing a specific department (the biggest difference were obtained in supervisor in GSPM Production – after reformulating the questions, the results moved from 3,17 to 3,95, which is a significant difference from methodological point of view).

5.2. Other (foreign) language versus native (Slovak) language

We made one more investigation, whether the translation makes a difference. Firstly, we asked our employees (10 of the TOP-2 employees) to complete the questionnaire supported by the company EDAC (Executive Development Assessment Center, 2022)

The procedure followed when developing language variants of the questionnaire is first to have the questionnaire translated from English to the Slovak language and then to have it translated back again from the Slovak language to English.

It is important that this work is supervised by a suitably qualified psychologist to ensure that the psychometric sense of the questions is maintained.

Once this has been done, we ask a representative sample to complete the default English questionnaire followed by the new language questionnaire.

The company EDAC uses volunteers from within one of the working populations that are part of this project. Although this can be challenging, the results are much more valid than using people who don't represent normal subjects – for example random students.

Once the results are available they are submitted to T Testing to see if there are any statistically significant differences between the two language samples.

TABLE 16: T TEST SLOVAK TO ENGLISH

	Actual:	5% Limit:	10% Limit:	Significant:	Trend:
Practical Type	-3,00	16,94	13,98	No	No
Consulting Type	0,50	16,59	13,69	No	No
Driving Type	3,00	20,73	17,11	No	No
New Ideas Type	2,50	14,74	12,17	No	No
Catalyst Type	-7,00	16,27	13,43	No	No
Critical Judge Type	10,50	14,08	11,62	No	No
Supportive Type	2,00	13,49	11,13	No	No
Detail Type	-7,50	13,91	11,48	No	No
Challenging Type	-6,20	21,84	18,02	No	No
Resolving Type	5,00	17,05	14,07	No	No
Judicial Type	7,40	24,76	20,44	No	No
Defusing Type	-16,20	20,81	17,18	No	No
Harmonious Type	8,00	19,22	15,86	No	No
Stimulus Control Type	11,50	9,04	7,46	Yes	Yes
Serious Mindedness	3,70	9,79	8,08	No	No
Planning Style	1,50	12,21	10,08	No	No
Active	3,50	12,73	10,50	No	No
Reflective	-6,50	9,79	8,08	No	No
Theoretical	-3,00	10,64	8,79	No	No
Pragmatic	0,50	9,96	8,22	No	No
Dominance	-0,50	11,48	9,48	No	No
Persistence	1,40	14,92	12,31	No	No
Mood Stability	2,90	12,21	10,07	No	No
Affiliation	-7,20	13,85	11,43	No	No
Risk Control	-7,90	11,84	9,77	No	No
Ingenuity	8,60	8,59	7,09	Yes	Yes
Openness	4,30	13,46	11,11	No	No
Energy	-1,30	13,65	11,27	No	No
Managerial Style	5,90	6,90	5,69	No	Yes

Throughout this process we need to bear in mind, that this is not an exact science. It is an established fact that people taking comprehensive psychometric assessments will often produce small difference in their results.

The results shown here show two statistically significant differences:

1. Stimulus Control Style is higher at 11,50 against the 5 % limit of 9,04
2. Ingenuity is higher at 8,60 against the 5 % limit of 8,59

There is one trend – this is not statistically significant:

- Managerial Style is higher at 5,90 against the 10 % limit of 5,69.

None of these differences are likely to have an adverse effect. We normally see adverse impact from differences of over 10 % between the 5 % limit and the achieved T Test result.

These results are taken preliminary because the sample is small (n=10, as shown below in the overview):

TABLE 17: STATISTICAL EVALUATION OF SLOVAK AND ENGLISH VERSION OF THE QUESTIONNAIRE

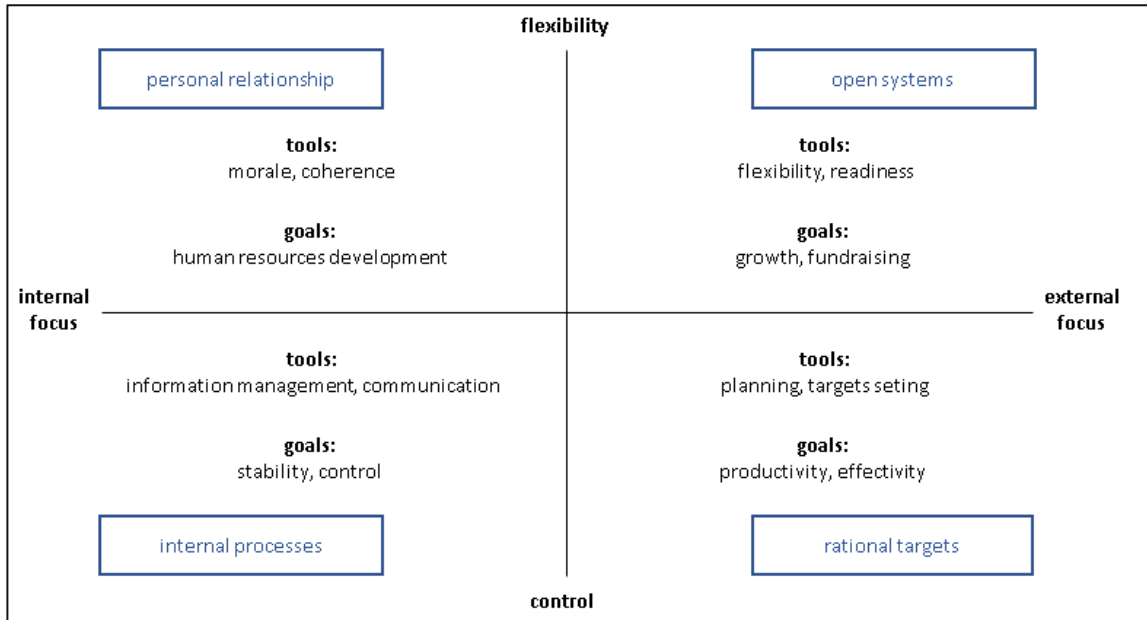
	Slovak			English		
	Mean:	SD:	Sample Size:	Mean:	SD:	Sample Size:
Practical Type	53,00	16,53	10,00	56,00	19,41	10,00
Consulting Type	56,00	16,96	10,00	55,50	18,33	10,00
Driving Type	58,00	25,19	10,00	55,00	18,41	10,00
New Ideas Type	24,50	16,74	10,00	22,00	14,57	10,00
Catalyst Type	31,00	13,08	10,00	38,00	20,71	10,00
Critical Judge Type	51,50	11,56	10,00	41,00	17,76	10,00
Supportive Type	45,00	16,33	10,00	43,00	12,06	10,00
Detail Type	31,00	12,43	10,00	38,50	16,84	10,00
Challenging Type	52,60	22,43	10,00	58,80	24,02	10,00
Resolving Type	30,80	21,13	10,00	25,80	14,56	10,00
Judicial Type	49,20	27,25	10,00	41,80	25,43	10,00
Defusing Type	44,20	24,63	10,00	60,40	19,36	10,00
Harmonious Type	68,80	20,62	10,00	60,80	20,29	10,00
Stimulus Control Type	55,40	10,68	10,00	43,90	8,44	10,00
Serious Mindedness	46,00	11,05	10,00	42,30	9,75	10,00
Planning Style	54,70	14,38	10,00	53,20	11,46	10,00
Active	43,50	14,73	10,00	40,00	12,25	10,00
Reflective	71,00	11,50	10,00	77,50	9,20	10,00
Theoretical	72,00	12,74	10,00	75,00	9,72	10,00
Pragmatic	73,00	8,88	10,00	72,50	12,08	10,00
Dominance	45,40	8,66	10,00	45,90	14,96	10,00
Persistence	49,60	14,06	10,00	48,20	17,50	10,00
Mood Stability	56,20	8,56	10,00	63,30	16,26	10,00
Affiliation	43,80	11,29	10,00	51,00	17,53	10,00
Risk Control	46,70	12,88	10,00	54,60	12,32	10,00
Ingenuity	52,50	10,42	10,00	43,90	7,67	10,00
Openness	55,30	12,61	10,00	51,00	15,85	10,00
Energy	47,60	10,33	10,00	48,90	17,77	10,00
Managerial Style	51,10	6,94	10,00	45,20	7,73	10,00

As commented above, the sample is too small to make a statement. It only support the previous research made in Nemak Slovakia and supplement the fact, that there is not a significant difference in the questionnaire answered in foreign language (in this exercise in English) and after that answered in the local (Slovak) language. Small differences are obvious, and can be analysed in particular cases, but overall the exercise confirms the results obtained from the previous research.

6. DIFFERENT MANAGEMENT MINDSET AND ROUTINES VS UNITY OF CULTURE DEVELOPMENT PLAN

In my second research question I wanted to focus on the TOP management in Nemak Slovakia and try to identify what is the personal set up, what values are they identified with and try to find possible ways of thinking. My expectation is that there should be a various different reflecting and I will try to use a Competing Values Model (CVM) developed by Boby Quinn and by John Rohrbaugh and used later on by their collaborators. (Quinn & Rohrbaugh, 1983) according to (Tierry, Koopman, & Gilder, 1998).

TABLE 18: GOALS TOWARDS BY THE ORGANIZATION AND USING TOOLS



Each quadrant is specific by goals towards which the organization goes and by tools using which the organization would like to reach the goal.

Clan culture - is characterized by similarities with organizations of a family type. Team spirit is always present. It has more character of a family than a business environment. Supervisors have the roles of parents and organization is pushed together by loyalty or tradition. Big importance is given to morale and work environment. Customers are perceived as partners.

The hierarchical culture – represents a formal and structured work environment with existing rules and procedures. Factor that push organization together are existing rules. The most valued thing is to have fluent operation, target is stability and success. Success is defined as reliable deliveries, smooth sales fulfilment and low cost. Human resources management is orientated to guarantee employment stability.

The adhocracy culture – is characterized by a dynamic workplace. People are willing to risk, leaders are visioners and innovators. The organization is pushed together by experimental work. This is considered as a source of the profitability. Main task of its

managers is to encourage individualism, creativity and freedom. The latin term “ad hoc” means “to this” explains a lot of this type of culture. Specialists are very much valued, mobile offices, need for quick actions, flexible shifts, reacting quickly to change. Nothing can be unified, every single project is unique.

The market culture – is characteristic for organization oriented to results where people compete against each other and are oriented to targets as well. Leaders push them to high performances. Success is defined as reaching market share and / or market penetration. Very important are competitive prices and leadership in the market. Hard competitiveness is the main characteristic.

Based on certain culture, also a managerial style is present.

In clan culture is often a understanding leader, parent, facilitator. Cares a lot for coherence, morale and human resources development.

In hierarchical culture we can often see a coordinator, organizational talent, monitor. Criteria of success are effectiveness, early fulfilment of goals and a smooth running business.

In adhocracy culture is an innovator, entrepreneur, visionary. Criteria of success are leading position, creativity, growth.

In market culture we see executive member of the team, always wants to compete. Always wants to win.

Competing Values Model in Nemak Slovakia:

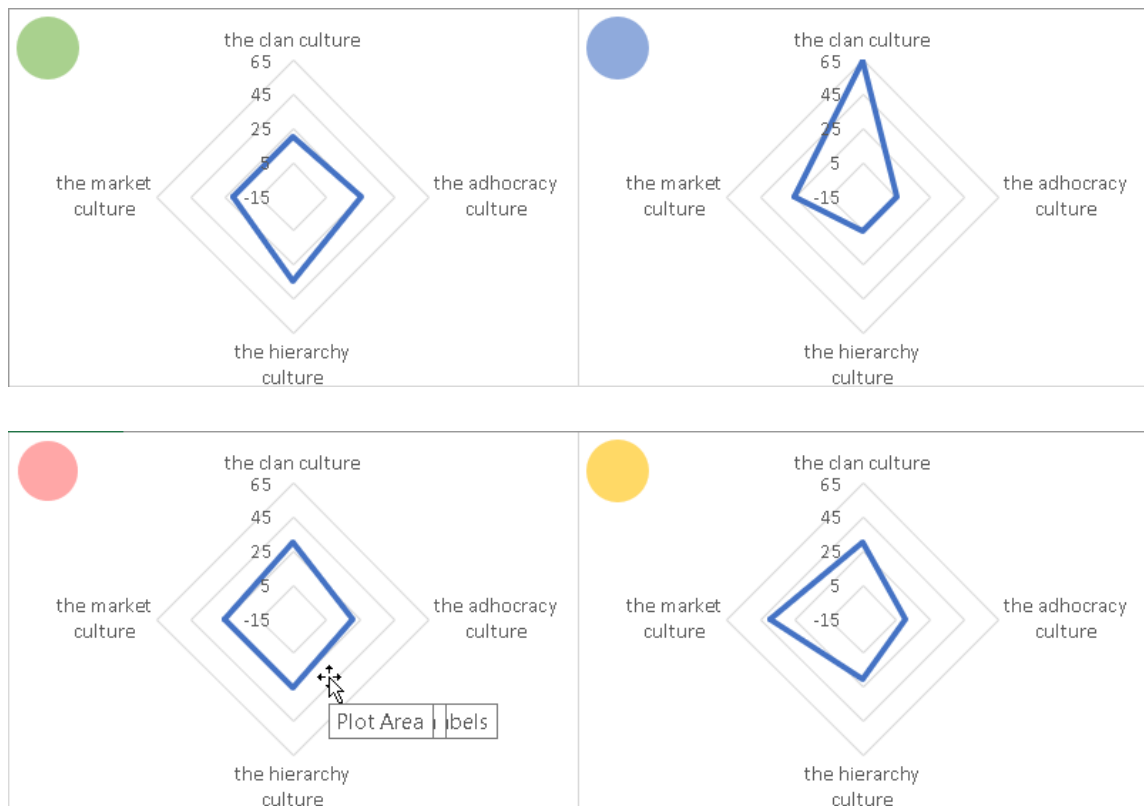
I asked TOP management from NS to fill out the following questions in order to find out, what corporate culture they consider as the most important for them.

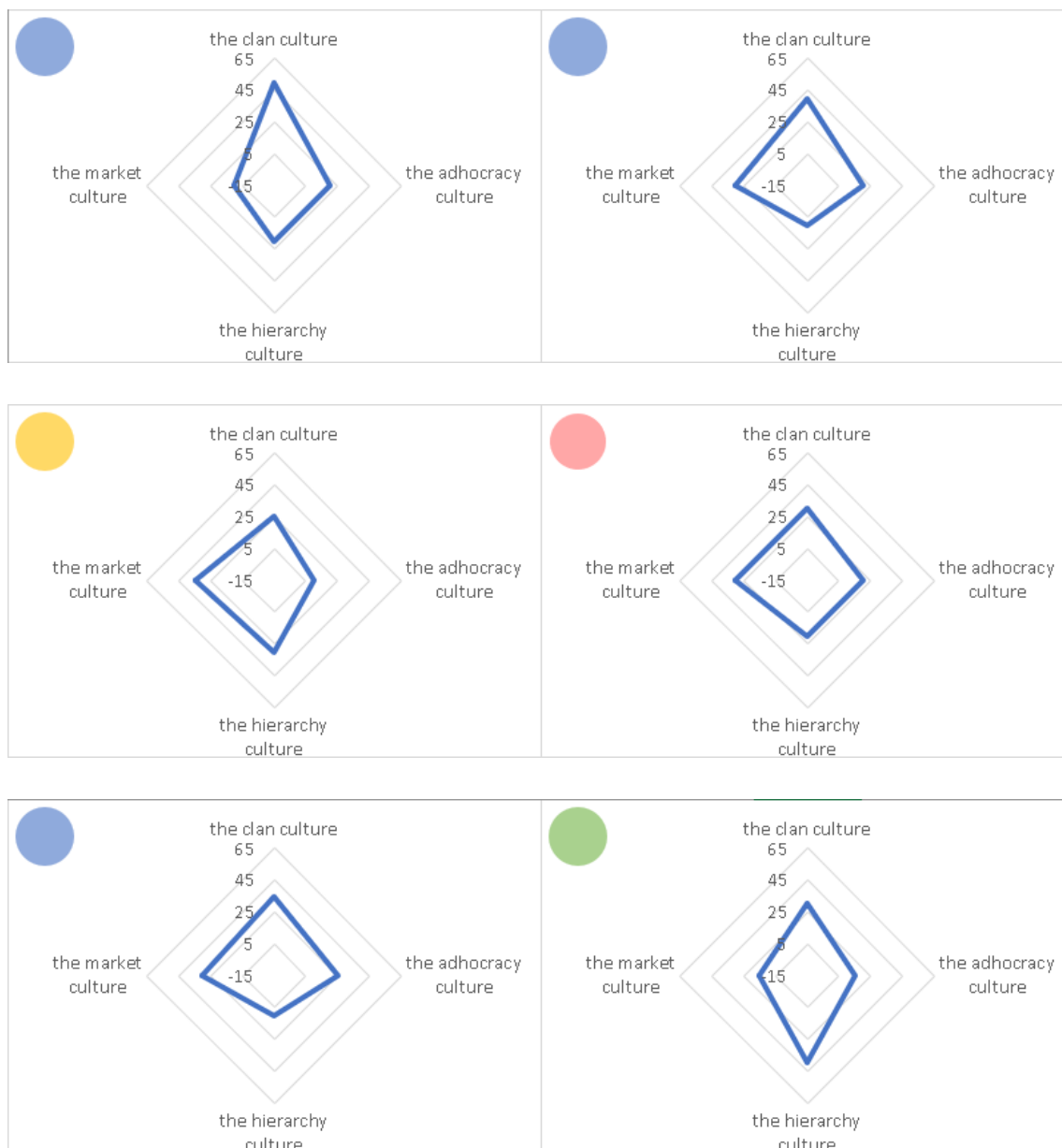
The questionnaire consist from 4 questions and each manager had to distribute 100 points between these 4 statements:

- 1) The organization understands the success as human resources development, team work, loyalty of the employees and care about the people

- 2) The organization understands the success as an ownership of unique or the latest product. Organization is the leader in product and development.
- 3) The organization defines success as the first position on the market and outperforming the competition. Market leadership is the key indicator of the success.
- 4) The organization defines success as effectiveness. Key indicators are reliable supplies, smooth operations with low cost.

Each of the managers delivered their opinions and are presented in following charts:

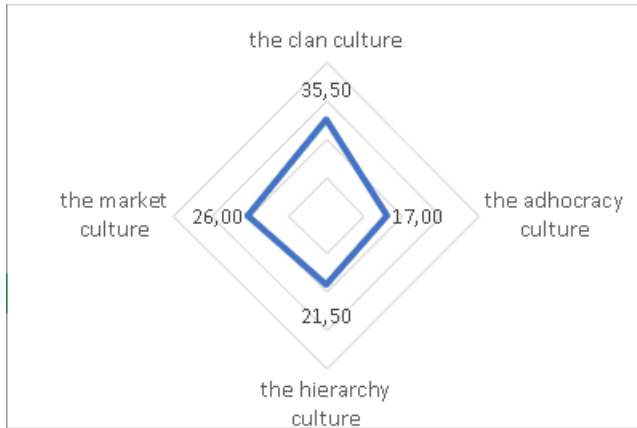




As it is obvious from the results, there are significant differences and opposite opinions of what are the success factors in Nemak Slovakia.

In the upper left corner of each chart I inserted a coloured circle, that represents those opinions, that are similar (I focused on the main – biggest number – from the answers).

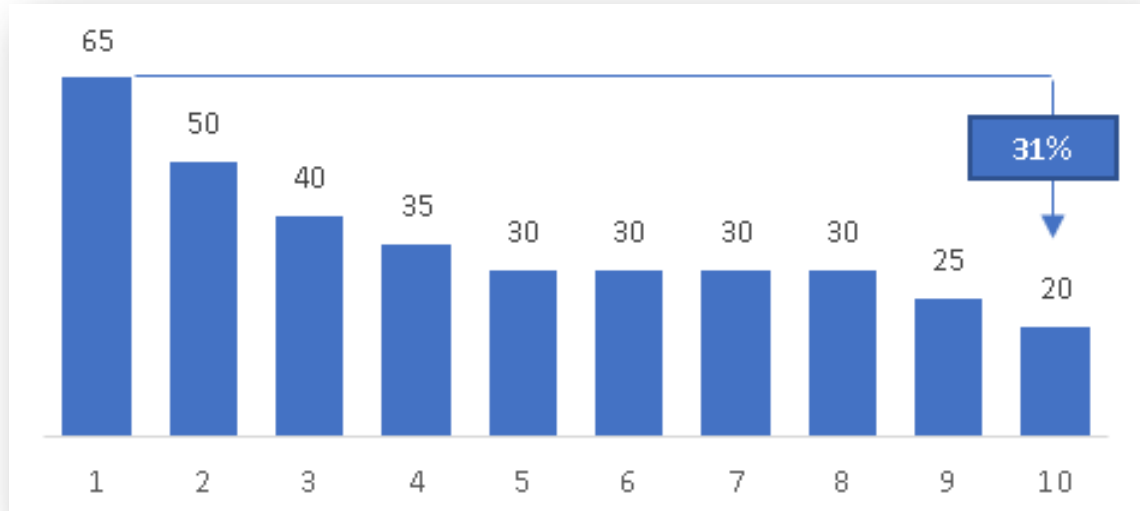
We can also make an average from all the 10 answers, here it is:



It is still obvious, that The Clan culture is prevailing in Nemak Slovakia, so the human resources development is the most important key factor of success.

What is interesting to see, is that the opinions vary a lot. The results can be analysed by specific culture:

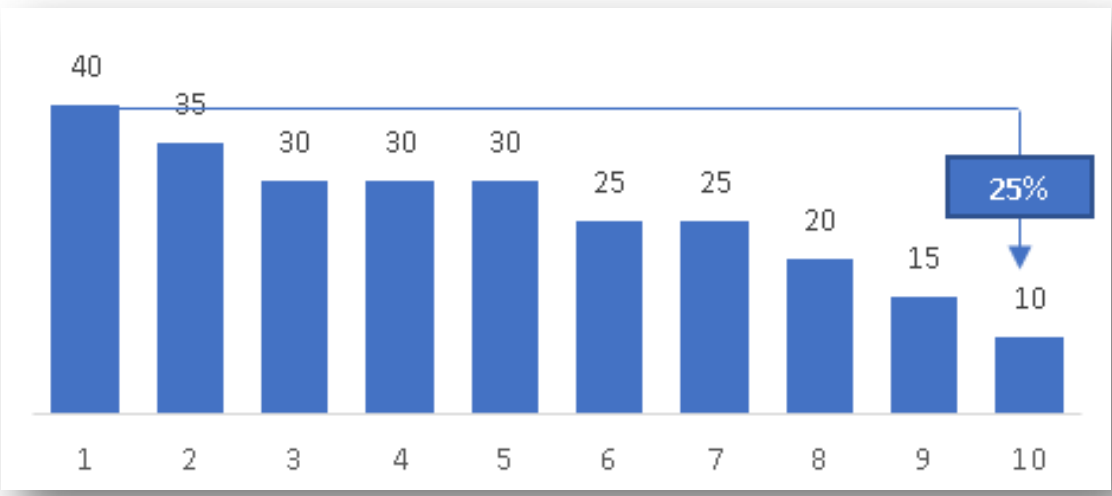
FIGURE 10: THE CLAN CULTURE



The difference between the highest and lowest value is more than 30 % which is the biggest difference among the all four types of the cultures.

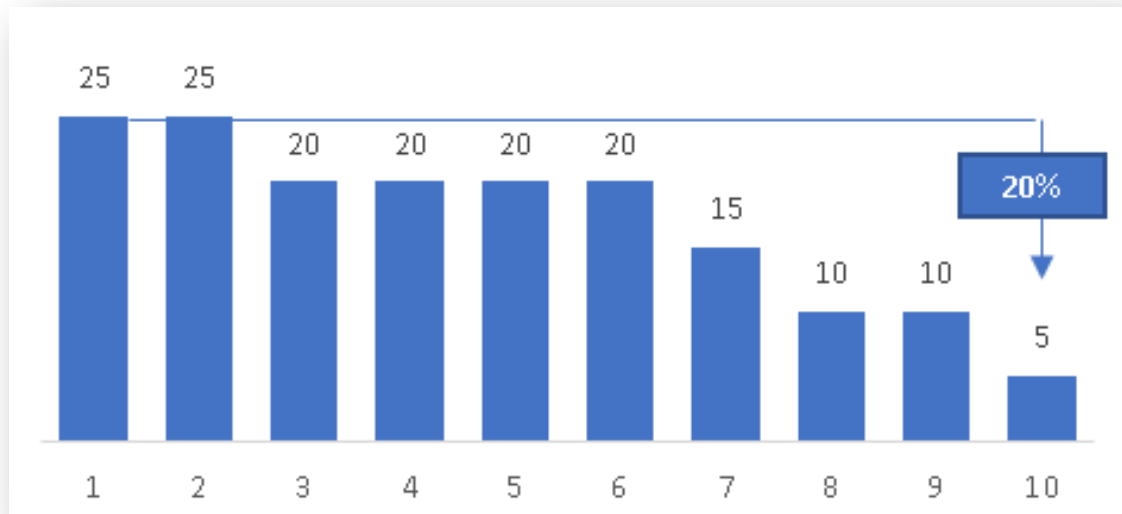
The second biggest difference between the highest and lowest value is noticed in market culture (25 %):

FIGURE 11: THE MARKET CULTURE



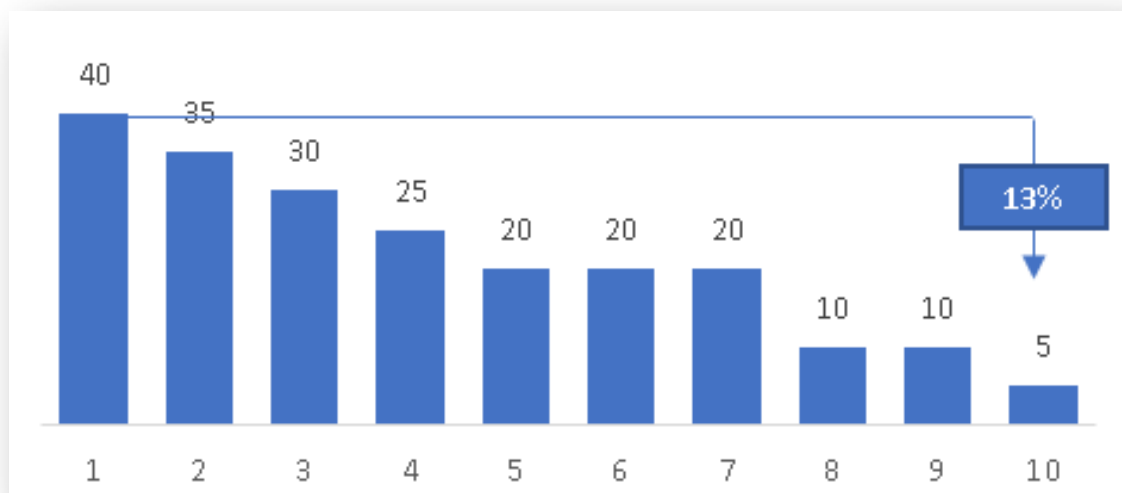
The third difference is in the adhocracy culture (20 %):

FIGURE 12: THE ADHOCRACY CULTURE



Lastly followed by last, hierarchy culture:

FIGURE 13: THE HIERARCHY CULTURE



Even though the sample is not very big, we can see, that the standard deviation shows the biggest difference in clan culture: 12,54, followed by the hierarchy culture: 10,74 and by the market culture: 8,60 and lastly – adhocracy culture: 6,4 points.

From the given analysis we may assume, that our TOP management thinks differently in case of recognized values. On one hand it can lead to speculation about the speed of the decision making, because some of the managers would recognize different indicator as the most important one and vice versa. On the other hand, every team has to have a varied composition of team members.

To confirm, that this variety persist among our TOP management team, we used to evaluate strengths and weaknesses using a technique from the company Gallup named CliftonStregths. This evaluation was made by psychologist . Jankolová Martina in December 2021 in Nemak Slovakia.

GALLUP CliftonStregths Analysis

Methodology Gallup recognize 34 talents and sort them in an ascending way. Basically it shows the persons strengths, that are given to an individual. If we see some strength as number one, its naturally recognized, but at the same time, this strength needs to be consciously mastered. As an example we focus on characteristic “**maximizer**” – people with this talent are focused on strengths any using these strengths they reach perfect results both their personal life and also in team work. If it is mastered enough, people are successful, and cooperate with the best ones ... if it is not mastered enough then the individual is showed as perfectionists, they always wants the best tool, the best people to collaborate, the best everything. Always rework the results, because they are never satisfied with its results.

FIGURE 14: TALENTS IN 4 DIFFERENT THEMES (GALLUP, 2022)

STRATEGIC THINKING	RELATIONSHIP BUILDING
Analytical Context Futuristic Ideation Input Intellection Learner Strategic	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator
INFLUENCING	EXECUTING
Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative

Each from our TOP managers completed the questionnaire to sort these 34 talents. Based on the results:

TABLE 19: GALLUP RESULTS

talents	score
Executing	5,7
influencing	4,8
relationship	5,6
strategic	5,4

In following table we can see the score evaluation:

TABLE 20: SCORE EVALUATION

0 - 1,9	critically low
2 - 3,9	under the average
4 - 5,9	average
6 - 7,9	above the average
8 - 10	extremely strong

Talents in our TOP management seems to be equally distributed and it indicates, that the TOP management team is well composed. It is very important, because to be able to develop or change the organizational culture, manager role is crucial.

Company GALLUP identified 10 most valued talents for leader. It is great to see, that more than a half of the desired talents are valued as extremely strong or above the average. Rest of the talents lies on average and none of them are below average.

Leadership - as one of the most important elements of the corporate culture - is on a high level in NS.

In regards of the desired culture chosen by CVM model we see, that Clan culture was identified as the preferred one. Nemak internal core values are:

- customer focus
- innovation
- trust and collaboration
- respect and responsibility

As obvious, values are focused on employee or in other words is relationship oriented. That makes a good bridge between my findings about the local TOP management and the values that are explicitly expressed by our headquarter.

6.1. Risks related to different management practices and its implications on Nemak culture

It is more than clear, that manager / leader has very important role in development of the corporate culture. Some authors think, it's the most important element.

Communication - different communication of the same topic can lead to different understanding of the subordinates and that can lead into different actions in different areas. Managers have to be aligned in communication – specially in case they are about to communicate very important topics towards the corporate culture. There are always

verification of received information in shopfloor and if different employees will come up with different information than misunderstanding can lead into non-acceptance of important topics.

Engagement of employees – if managers do not live with values and perform actions, that are in contrast of what they say, then the motivation of employees is lost. They have to be aware, that bad examples make bigger impact, than the good ones.

Customer satisfaction – it is proven that customer satisfaction and corporate culture are in mutual connection. Managers needs to be aware, that by using a different practises can slow down or even turns the corporate culture development into wrong direction. Its impact to the overall results of the company can be significant.

7. DISCUSSION

The main task of this master thesis was to identify the main roadblocks that prevent desired evolvement of the organizational culture in Nemak Slovakia. The theme is very wide so I decided to analyse two main areas that related with the corporate culture.

- 1) Understanding of current stage of the corporate culture possibly the way how to find harmful facts are being done by using questionnaires. Questionnaire as the main method of getting this type of knowledge about corporate culture needs to be professionally formulated and also understanding or evaluating of questionnaire has to be done professionally also. Companies often uses knowledge of third party companies that have many years of experience. Also questionnaires evaluations are often confronted by personal talk. This talk also needs to be guided by the professional educated in field of psychology and / or sociology. In the first of the empirical research I was investigating if the reformulation of the questions and possible choices by using a company language that is more understandable to the Nemak employees – has influence to response choices. By my research I falsified the hypothesis that answers will be significantly different. It shows that employee

– even if he doesn't fully understand the question, or he can't make the choice – he pick the right answer intuitively.

This result was supported by another type of research made at the same time by company EDAC. This research tried to evaluate if the results given in English language differs from the one given in Slovak language. Again – result confirmed that there is no significant difference between the questionnaire in English and Slovak questionnaire (the same sample answered both questionnaires) even if respondents previously responded that English version is not clear enough to understand fully the meaning.

- 2) As Peter Drucker wrote: “Culture eats strategy for breakfast”, it emphasizes the fact, how important is to work on organizational culture evolvement or change organizational culture in desired way. The fact, that there is a strong relationship between corporate culture and employee motivation or between corp. culture and engagement employee is unquestionable. The fact also is, that TOP management plays a key role in relation with corporate culture evolvement. If the TOP management has totally different opinions to basic stones of corporate culture, they will not act as one team. The interpretation of facts will be different and next steps requirement will also differ from manager to manager. That can lead to chaotic leadership and the development of the corporate culture can lead in an undesirable direction.

In case of the evaluation of core setting of TOP management I combined CVM model with Clifton Strength talent analyse and I also performed several personal discussions with TOP Management and I tried to find out whether the core personal settings corresponds with the core corporate values (customer focus, innovation, truest and collaboration, respect and responsibility). Results of the research showed that we have the TOP management good composed, that is oriented mainly to maintain the human resources and that the “key talents of the leader” (defined by company GALLUP) are equally distributed in the TOP management team and that we have – from character and opinions point of view – good team. And this team is considering corporate values as the core setting also for them personally.

Each company, that currently operates in automobile industry is facing to new attitudes to problem solving, facing constant changes and so the company can be successful in this environment, the corporate culture is more and more important. Motivated and engaged employee is a key element to reach desired changes. People are the most valuable asset of the company. I recommend to every company go through awareness of the above mentioned words and focus on that what is the most important for the company with respect of its core values. We can be motivated only in the culture, that suits us.

Corporate culture is connected with all aspects of company life. Company mission, vision and its core values have to be in line with the preferred culture. Formalization of some parts of culture is also necessary, for example performance management. Again, it is connected with the core traits of the company.

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List of abbreviations

MBA	– Master of Business Administration
NS	– Nemak Slovakia
CNC	– Computer Numerical Control
GSPM	– Gravity Semi-Permanent Mold
HPDC	– High Pressure Die Casting
BC	– Blue Collars (Hourly workers)
WC	– White Collars (Salaried employees)
FO	– Final Operations
IT	– Information Technology
CVM	– Competing Values Model
WTW	– Willis Towers and Watson

List of figures:

Figure 1: Factors that forms corporate culture (Valkenburg, 2022).....5
 Figure 2: Average company stay at S&P500 8
 Figure 3: Types of organizational culture 11
 Figure 4: Development of operational margin at Netflix in years..... 14
 Figure 5: Classification of questionnaires methods..... 22
 Figure 6: How to read results (2018 Willis Towers Watson)..... 31
 Figure 7: Engagement score in ns in years..... 32
 Figure 8: Explanation of engaged employee..... 32
 Figure 9: Number of employees in NS from 2015 to 2021 (year end status) 33
 Figure 10: the Clan culture..... 55
 Figure 11: the market culture 56
 Figure 12: the adhocracy culture 57
 Figure 13: the hierarchy culture..... 57
 Figure 14: talents in 4 different themes (Gallup, 2022)..... 59

List of tables:

Table 1: Overview of the corporate cultures	12
Table 2: relationships Type	15
Table 3: evolvement phases	19
Table 4: Common types of response biases	23
Table 5: Questionnaire results in NS in 2015, 2018, 2021	29
Table 6: Questionnaire differences between years	30
Table 7: results from 2021 questionnaire for BC	34
Table 8: Results from 2021 questionnaire for hourly and salary workers	35
Table 9: Answers score	38
Table 10: Scores from the questionnaire with original	39
Table 11: Explain the numbers for interpretation.....	40
Table 12: Results from reformulated questionnaire	42
Table 13: Differences between original and reformulated questionnaires by department	44
Table 14: Different perspective – answers from supervisor	45
Table 15: Differences among respondents (not supervisors)	46
Table 16: T Test Slovak to English	48
Table 17: Statistical evaluation of Slovak and English version of the questionnaire.....	49
Table 18: Goals towards by the organization and using tools.....	51
Table 19: Gallup results	60
Table 20: score evaluation.....	60

Appendix 1: Full Questionnaire from 2018

1 Benefits & Rewards	
2	The company makes adequate use of recognition and rewards other than money to encourage good performance.
18	From what I hear, our benefits are as good as or better than the benefits in other companies.
29	My work schedule allows sufficient flexibility to meet my personal/family needs (for example, I can change my shift if it is necessary for me, or take a day off on short notice).
2 Career Development	
3	I believe I have the opportunity for personal development and growth at Nemak.
19	I have a reasonably good idea of my possible career paths at Nemak.
32	There are sufficient opportunities for me to receive training to improve my skills in my current job.
39	In my opinion, the company does a good job of promoting the most competent people.
44	My job makes good use of my skills and abilities.
3 Communication	
4	This company does an excellent job of keeping employees informed about matters affecting us.
20	Sufficient effort is made to get the opinions and thinking of employees at Nemak.
4 Customer Focus	
5	In my opinion, this company is truly customer-oriented.
21	My department is responsive to customer needs.
33	At this company, we do an excellent job anticipating new products and services that our customers will value.
40	My department gets feedback on how satisfied our customers are with the work we perform.
58	Our internal processes are geared toward providing the best possible service to our external clients.
5 Diversity	
6	I feel that management supports equal opportunity for all employees.
22	Management of this company supports diversity in the workplace (for example, by recognizing and respecting the different origins of employees).
6 Empowerment	
7	Decisions are made at the appropriate level in this company.
24	I have a very clear idea of my job responsibilities.
34	I have enough flexibility in my job to do what is necessary to provide good service to my customers.
41	I have sufficient authority to do my job well.
7 Goals & Objectives	
59	I understand how the objectives of my department fit into the overall corporate goals.
60	I understand how the work I do contributes to the achievement of my company's goals and objectives.
8 Image	
9	I believe Nemak is an environmentally responsible company.
25	In my opinion, this company is socially responsible in the community (for example, by supporting charitable organizations, schools, universities, etc.).
35	I believe strongly in the products and services this company provides.

9 Leadership	
10	Employees are treated with respect here, regardless of their position.
26	Management of this company is interested in the well-being of employees.
36	Senior management is very clear and consistent about the company's priorities for driving future success.
42	Company management provides a clear sense of direction.
61	My company's senior management communicates openly and honestly to employees.
62	In your judgment, with all things considered, how good a job is senior management of your department doing in making decisions promptly?
10 Operating Efficiency	
11	My department operates efficiently.
13	We at Nemak continually work to ensure our processes are as efficient as possible.
11 Organizational Change	
46	Changes in this company are effectively communicated.
48	The company is good at making changes to improve our financial performance.
63	The current pace of change in the company is:
12 Performance Evaluation	
12	I think my performance on the job is evaluated fairly.
47	There is a clear link between my job performance and my pay.
13 Retention	
49	I would prefer to remain at Nemak even if a comparable job were available in another company.
51	At the present time, are you seriously considering leaving Nemak?
14 Safety	
14	Overall, the physical working conditions* at my location are satisfactory (e.g., ventilation, temperature, space to work).
27	My work area is a safe place to work.
15 Supervision	
52	My supervisor does a good job of building teamwork.
53	My supervisor gives me regular feedback on my performance.
54	My supervisor gives me recognition for a job well done.
55	My supervisor ensures we have sufficient equipment/tools/resources to do our job well.
56	My supervisor treats employees with trust and respect.
57	My supervisor encourages new ideas and new ways of doing things.
16 Sustainable Engagement	
38	I fully support the values for which this company stands.
45	There are no substantial obstacles at work to doing my job well.
17 Working Relationships	
17	There is good cooperation between my department and other departments.
28	The people I work with are willing to help each other, even if it means doing something outside their usual activities.
37	We have a company culture that promotes collaboration.
43	The people I work with usually get along well together.