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Culture in Process Organisation

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Abstract: Presented paper dedicates to a problematic of culture in process organization and its differences among several foreign subsidiaries of a multinational corporation. The essential is to identify the specifics of the ŠKODA organizations culture in external assembly plants Aurangabad, Tianjin and Nizhny Novgorod in comparison with parent plant from Mladá Boleslav. In the theoretical part the paper occupies with the literature search of terms culture, organizational culture and multinational organizational culture. It is explained terms from these areas used by Czech and world literature. Based on orientation of the paper, the main emphasis is placed on differences in cultural dimensions. There are introduced two well-known approaches Hofstede's culture dimensions and Trompenaars's culture dimension. The basic element of the practical part is the survey in above mentioned plants. For the purpose of the survey the Value Survey Module 2013 from Geert Hofstede is used and based on this survey we gain results for power distance dimension, individualism dimension, masculinity dimension, uncertainty avoidance dimension, long-term orientation dimension and indulgency dimension. According these results we can characterize the types of organizational cultures in individual plants. In the following text, there are mentioned the most important conclusions and simultaneously, the facts are considered as the recommendations for potential manager working in these plants.

Keywords: Culture, organization culture, culture dimensions, Value Survey Module 2013, ŠKODA AUTO a.s.

INTRODUCTION

Continuing globalization leads to an increase in a number of multinational companies that are expanding their scope to other markets and establish subsidiaries abroad. An interaction, with members of other cultures, is related to it. In case of multinational companies' subsidiaries, it could be a manager from country of origin, who communicates with employees from local culture, in which a subsidiary is located.

Manager and its subordinates are influenced by national culture, where they were brought up. From a language point of view, it is possible to make understood quickly and easily, but the problem is not only

perfect knowledge of a foreign language but an orientation in professional terminology as well. A success is depended on mutual culture knowledge and especially cultural differences. Differences can unobtrusively, but so significantly affect a whole communication process and subsequent cooperation. Although you can unobtrusively, but so significantly affect the entire communication process and subsequent cooperation. People from different cultures can understand something different by the same, seemingly universally terms. They have other criteria and different values; differently perceive a term of time as well.

The essential of presented paper is to identify the specifics of the ŠKODA organizations culture in external assembly plants by the help of Hofstede's Value Survey Module 2013. The questionnaires provide us the results of six culture dimensions; according them we will make the culture specification.

According results, compared with Czech one, we want to make a basis for future SKODA Managers from parent plant. The base can be used as a manager behaviour manual in specific plant in Russian, India and China. The "manual" provides information about suitable behaviour of a leader manager to local employees regarding their culture differences in case of leading, team work, evaluating, motivation, control and organization.

We can meet in presented paper with following methods described in (Managementmania 2016):

- Analyses, it is a decomposition of an examined object, event or situation into parts;
- Comparison, it is compared two or more objects. Based on such a comparison it can be drawn conclusions about characteristics of objects and processes;
- Synthesis, it is a process of putting parts together into a whole;
- Questioning, it is one of basic research methods for gaining of diagnostic information. Questioning is asking questions to interviewees (respondents). From their answers investigator obtains required primary data. According contact with the interviewee we distinguish particular interviewing techniques as personal, telephonic, written and electronic. Questioning takes place on the basis of a questionnaire

There are two main sections according a type of methodology used in the paper. In theoretical we use complex analyses of literature by the help of comparison of authors' approaches to a problematic, which is subsequently connected with second practical section.

In practical section we combine a possibility of Hofstede's Value Survey Module 2013 questionnaire with the analyse of own experience.

We decided to use the Value Survey Module 2013 (VSM), which was developed by Geert Hofstede, Gert Jan Hofstede, Michael Minkov and Henk Vinken on the basis of their book *Cultures and Organizations: Software of the Mind* for my final paper culture survey (2010). "*The VSM 13 questionnaire contains thirty questions allow index scores to be calculated on six dimensions of national value systems as components of national cultures: Power Distance (large vs. small), Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance (strong vs. weak), Long- vs. Short-Term Orientation and Indulgence vs. Restraint*" ...? "All content questions are scored on five-point scales (1-2-3-4-5). Index scores are derived from the average scores on the questions for national samples of respondents" (p. 6). Any standard statistical computer program will calculate average scores on five-point scales, but the calculation can also be done simply by hand. Questions from 25 to 30 have only a statistical role.

These all aspects give us an access to make own survey of parent enterprise in comparison with another three foreign subsidiaries, which are in direct connection. For the purpose of the work we reduce the survey only for logistics departments in every examined unit. As the logistics, there are three possibilities of foreign places Russian, India and China, where it could be managed a foreign stay in SKODA or Volkswagen external plants as expatriates. For the purpose of the work we chose one deputy of each foreign country Nizhny Novgorod (NiNo) from Russia, Tianjin from China and Aurangabad from India. Mladá Boleslav (MB) represents the Czech plant.

Due to the fact that by examining cultural differences in the plants was necessary in a relatively short time to reach a specific group of respondents, the research method of survey determined the form of a questionnaire.

The selection of respondents was based on the assumption that it must be people whose answers will be decisive for the purpose of the work. We addressed electronically the current technical staff of the logistics department as representatives NiNo, Tianjin and Aurangabad. We chose these groups because of possibility to compare with parent logistics department from Mladá Boleslav. According the kind of group we send a paper form of VSM 13 questionnaire in four language versions (freely to use from Hofstede's website) Russian to Nizhny Novgorod, Chinese to Tianjin, English to Aurangabad and Czech to MB.

The survey range was reduced only for people working in logistics in each plant. The questionnaire was given to pre-series logistics in MB, logistics department in Tianjin, Nizhny Novgorod and Aurangabad, in every case a target group was created only by employees working in technical positions.

The survey started on 5th December and finished on 23rd December 2016. After 18 days we got 38 filled questionnaires from MB, 35 from NiNo, and 20 both Tianjin and Aurangabad. We transformed the results according the VSM manual via excel sheet to eliminate mistakes by manual calculation of formulas. The results were fixed into tables and graphs. All of respondents are representatives of nationality, where the plant is situated. The rate of return the questionnaire was 70,5% in case of MB, 87,5% in case of NiNo and 100% in case of Tianjin and Aurangabad. The 100% rate of return in case of Tianjin and Aurangabad was achieved thanks to a command from the boss of department to fill it.

There are 47% male and 53% female respondents from 38 questionnaires as representative of Mladá Boleslav plant, similar like in Tianjin, where from 20 questionnaires male creates 40% and female 60%. The survey unit in Aurangabad is created only by men and it based on a fact that only male works in the plant. According to us, it will have an impact to the MAS index of our survey. We get back 35 questionnaires from NiNo and there are 57% male and 43% female.

Regarding the age of respondents, there are some differences among plants. There are 61% of respondents older than 30 years in MB; on the other hand NiNo is represented by 57% of respondents younger than 30 years. In Tianjin, "25-29" age category is the most deputized, by 35%. In Aurangabad, each age category is deputized mostly by 20 30%. Only Mladá Boleslav has every representative in each possibility age category of VSM.

There are visible differences among respondents of plants in years of education as well. By the help of graph no 3 below, you can see that e.g. respondents from Tianjin are the most educated. The representatives are only in right part of the graph starting at 15 years of education minimally. It is demonstrated by 17

years education average in the survey as well. Mladá Boleslav is the next most educated unit in survey with average 16 years. This number responds to request of SKODA for minimal level of technical employees education. It means nine years of primary school, four years of secondary school and additional three years of a bachelor degree. NiNo has the lowest level of education in this survey, the average is 13 years.

Regarding VSM 13, there are seven possibilities for choice in case of work position unpaid (student), unqualified or partly qualified work, office labor, specialist, academically worker, manager of one or more workers and manager of one or more sub-managers. You can see in the graph no 4 percentage dividing according work position of respondents in each survey unit. In this case, the statistical file is affected by the fact that there are only employees in logistics, moreover technical, not workers.

CULTURE

There are many of “culture” definitions in a literature, internet or press. The origin of this word is from Latin (cultura or colere) and it means something to grow. Since 16th century “Culture” has started to use for a designation of selected human activities, especially art (graphic art, literature, music and architecture). There are a lot of approaches to a problematic of this term; most often it is used anthropological and sociological point of view. Geert Hofstede in Šroněk (1991) is considered as the classic of a sociological approach, who chooses for his researches a sociological viewpoint, based on overviews, statistical analysis and graphs.

Anthropological approach tries to understand different societies from inside. It means by the help of a stay inside of specific group for some time period. This methodology doesn't work with statistics, but analyses a behaviour and action of observed people. Very often it is sociological and additional of sociological approach as well (Šroněk 1991).

It is very difficult to find united definition for the term culture, because many of authors define the term by themselves. Nevertheless they have some of elements same or similar. Same as Lukášová (2010) they define that a main socialization culture element is a family in which an individual acquires opinions, values, and customs or behaviour norms passing it on next generation. Culture is shared within other social units whose man becomes member during his/her life. Štrach (2009 p. 94) characterizes a culture as “*an invisible dimension of multinational relationships in every level and complex of knowledges, values, religions, art, customs, language and another attributes adopted by a human - society member.*”

Zimmermann (2015) uses simplified definition as “*Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts.*”. We can meet with a definition from the UNESCO (2001) as well. It defines that a “culture should be regarded as a set of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group, and include, next to art and literature, lifestyles, ways of life and coexistence, value systems, traditions and beliefs.”

According to definitions mentioned above it can be summarized that a culture is a system of art and customs, supported by values, behaviour norms, knowledge and language characteristic for a group of people (human).

One of the basic elements of every culture definition is a group, a company or social organizations. We could simply say that every such a group has its own culture, but the reality is more complicated. From

a historical perspective it can be allocated three basic areas of culture. They are a national circle, religious circle and circle of individual social subjects. These are detailed described in Nový (1996).

Hofstede (1991) has similar approach to culture specification, which defines as levels of culture becoming during life:

- Level of culture connected with nationality,
- Level of culture connected with ethnic, religion or language,
- Level of culture connected with gender (understanding a role of men and woman),
- Level of culture connected with a generation (they differ in their symbols, heroes, rituals and values),
- Level of culture regarding to membership of some class or unit,
- Level of organizational culture (employee is socialized by an organization to which he belongs).

ORGANIZATION CULTURE

Based on theory a concept of organization culture (OC) is seen as a view of organization enabling to understand of its running. There are two forms how organization culture is defined. It is an interpretative and objectivistic access. The interpretative access considers an organization culture as something, whose an organization is. At this case, the culture elements are all attributes of an organization. On the other hand, by the objectivistic access an organization culture is seen as something, what an organization has. It is considered as a subsystem of organization, valid in a company next to an organization structure, systems, processes, etc. It can be created or changed purposefully as well (Lukášová 2010).

The concept of organizational culture is not uniformly defined. We can meet with several authors' characterisations in a literature. Lukášová (2010 p. 18) states that an organization culture can be perceived as a *“complex of basic conviction, values, attends and norm of behaviour sharing within organization and it comes based on thinking, feeling and behaviour of organization members and additionally on organization's material or immaterial creations”*. In similar manner, Gordon (1991 p. 394) characterizes the term as *“specific system of widely shared assumptions and values that provide a basis for typical patterns of behaviour within an organization.”* Many Czech authors as e.g. Lukášová, Štrach, Průcha refer to Schein (2009 p. 27) definition related only to a term culture in the original: *“A pattern of shared beliefs, that a group has adopted in dealing with the problems, that proved enough to be considered as valid and are passed on to new members of an organization as a way of perceiving, thinking and feeling, which is right in relation to these issues”*.

It could be summarized that an organization culture does not have an objective form of its existence. Organization culture occurs in a form of basic conviction, values and norm of behaviour sharing within organization. In an organization itself, OC supposed to fulfil several functions. It should work as a bond among every sub-culture in a company, decrease employees' uncertainty and influence their work satisfaction. Last but not least it is expected from OC that it works as a competitive advance because requested perception and thinking of employees is an advantage for an organization, which competitors are not able to copy so fast and easy (Průcha 2010).

Usually OC is presented by behaviour and artefacts outside of an organization. They can be material and immaterial; **Material artefacts** are considered architecture of buildings, equipment of company,

products created by company, annual reports, promotional materials, etc. **Immaterial artefacts** are an organizational manner of speech, stories and myth, company heroes, customs, rituals and ceremonials. Hofstede counts symbols among the OC items, e.g. a company logo (Brooks 2002).

NATIONAL CULTURE INFLUENCE

Individual nations share and overtake from generation to generation specific basic conviction, values, norms and behavioural pattern, which determined thinking, feeling and behaviour their members. When person, a member of nation, works in an organization, his/her national culture characteristic influences features of an organization and behaviour of its managers. To what extent, it has been a subject of research interest since the 70^s of the last century. For a purpose of culture differences influencing organization culture inside, there was a task to identify relevant dimension of national culture. Subsequently it is possible to find a content of individual nation or region culture and their impact for organization management (Lukášová 2010).

GEERT HOFSTEDÉ'S CULTURE INFLUENCE

The Culture dimension according Gert Hofstede is the most well-known study culture differences about attitudes to work. The study from 40 countries was published in 1980 and the results, from another 10 countries and 3 regions, were added in 1983. The research related to 7 different hierarchic levels of the IBM management and its multinational subdivisions in 1968 and 1972. Totally, it was proceeded 116 000 questionnaire in 20 languages and the questionnaire consists of 160 questions, from which 63 was used for later analyse of culture dimensions.

The questionnaire was focused for opinions of different work life aspects and research of prefer values. On the base of results were formulated four basic dimensions of nation culture:

- Power distance,
- Individualism vs. collectivism,
- Masculinity vs. femininity,
- Uncertainty avoidance.

Fifth dimension (Long vs. Short-term orientation) was added basic on the research of students from 23 eastern countries by Michael Harris Bond. The reason was due to missing eastern countries in former Hofstede's survey, which prepared especially authors from west countries (Dutchman, Frenchman, Norwegian and Americans). It led to a fact that identified dimensions were relevant only for west countries. In 2010 a sixth dimension was added to the model, Indulgence versus Restraint. This was based on Bulgarian sociologist Minkov's label and also drew on the extensive World Values Survey.

Each of the six dimensions is evaluated, based on responses, on a scale from 0 to 100 points. It was delimited according rough scaling culture related countries and it is detailed described in Pouchová (2013).

FONS TROMPENAARS'S CULTURE DIMENSION

Fons Trompenaars made the analysis of culture dimension deeper. He identified the dimensions, which influence thinking and social behave of culture member. In his dimension, the culture is a system, which works as a process leading into automatic results of repeating problems (Schneider 2003).

According to Trompenaars, these problems are:

- Relationship to other people,
- Relationship to time,
- Relationship to nature.

Then we can identify in all seven basic culture dimensions in problems above, some of them are similar with Hofstede's dimension, rest of them express milder structure of culture dimension (Trompenaars 2011).

- Universalism vs. particularism,
- Individualism vs. collectivism,
- Neutral vs. emotional,
- Diffusion vs. specific,
- Success vs. attribution,
- Subsequent vs. concurrent,
- Internal orientation vs. external orientation.

MULTINATIONAL ORGANISATION CULTURE

Multinational corporations (MNC) are typical example of a place where it is met two or more national cultures together with organization culture. Intercultural human management is a crucial moment of whole organization functionality in multinational environment. In 1969 Howard V. Perlmutter was concerned with basic issues of shaping a workforce in the MNC. The problematic of human resources has same specific, because MNC employees come from different sociocultural areas. A discipline, concerned by clashing cultures, is called cross-culture management (Nový 1996).

In MNC there are used different accesses and opinions for a substitution of particular national groups inside of an organization. **Parent Country Nationals (PCN)** means, that particular home employees work usually in a central office of a company before they are sent as expatriate to foreign. **Host Country Nationals (HCN)** represents a situation, where employees from hosting country work in a subsidiary at first, before it is offered them a work position in central office. **Third Country Nationals (TCN)** It is hired an employee for a free work position from third country, who is not from both hosting country and country of origin as well (Štrach 2009).

In 1969 Perlmutter has already unified an issue regarding national preferences, which take into account ways of deciding, allocation of powers and responsibilities, communication ways and performance criteria. He distinguished three intellectual approaches to foreign executive ethnocentric, polycentric and geocentric. Later, he added in his study fourth approach regionalcentric. These approaches were later called international human resources strategies are detailed described in Štrach (2009).

SURVEY OF CULTURAL DIFFERENCES IN PARTICULAR PLANTS

The first values of calculated six dimensions are in table below (Table 1). As you can see, especially, the masculinity index, uncertainty avoidance index and long-term index is negative. In this case we had to

determine the positive constant for each negative index. It means, there must be three individual constants $C_{(xx)}$.

In case of the MAS negative results we set up the $C_{(ms)}$ 25 points. It means that all results related to the masculinity index must to be adjustment by this constant. In case of the UAI negative results we set up $C_{(ls)}$ 70 points and the LTO $C_{(ls)}$ 20 points. We set up the constants as smaller as possible not to influence data. There can be a possibility to set up only one constant for all three negative dimensions, but after adjustment some of results would increase above 100 points. That is not wanted as negative values as well.

The adjustment results after recalculated by constants are in table below (Table 2).

Table 1
VSM13 culture dimensions without adjustment

<i>Part of the article</i>	<i>Mladá Boleslav</i>	<i>Aurangabad</i>	<i>Tianjin</i>	<i>Nizhny Novgorod</i>
PDI	53	34	53	56
IDV	45	9	19	13
MAS	-24	14	40	2
UAI	-66	-46	-34	-30
LTO	-4	-17	-16	31
IVR	55	54	95	69

Table 2
VSM13 culture dimensions after adjustment

<i>Part of the article</i>	<i>Mladá Boleslav</i>	<i>Aurangabad</i>	<i>Tianjin</i>	<i>Nizhny Novgorod</i>
PDI	53	34	53	56
IDV	45	9	19	13
MAS	1	39	65	27
UAI	4	24	36	40
LTO	16	4	4	51
IVR	55	54	95	69

RESULTS: MLADÁ BOLESLAV

Regarding to middle PDI, a manager should select a way of both autocratic and democratic leadership. Employees expect that they can consult problems or tasks with him/her, but on the other hand they are able to accept tasks, orders and instruction. A manager is an authority but employees would like to be sometimes part of his/her decision. A manager could expect their own initiative in proceeding of task, of their offers and ideas. Manager's team feels good to be involved in finding solution of important task. The manager could let the team member in charge of his/her goals, f. g. by presenting results.

A manager has to be very careful by evaluation of team members because they feel responsible for the tasks as the team. It predominates there the collectivism sign of values. It is very important also in the case of remuneration, when the individuals should be remunerated as the team. The leading of the people

is concentrated for the team. Sometimes the team members are influenced by personal relationship. He/She should avoid giving negative feedback in public. A team expects participation of manager in work, Christmas and other team parties.

In MB, a manager (regardless of gender) should not stand out among his/her subordinates. He/she should treat each other as one of them. It is important to be intuitive aimed at finding consensus in decision making. It is expected from subordinates that manager solves a conflict by negotiations and by reaching compromise. There can be a lot of situation that woman engages technical work positions as well without influences to a quality of work.

Manager could set up several regulations, norms, standards, rules, procedures and structures in case of low uncertainty avoidance culture, but it meets unwillingness to comply with these provisions and they are acceptable only if they will be really necessary. It is better not to bind subordinates by norms and rules, but direct them to targets by the help of regular checks and measures. For such a kind of culture, titles are less important, manager has to avoid “showing off” his/her knowledge or experience. Respect is given to those who can cope under all circumstances.

Mladá Boleslav’s short-term orientation refers to the low capacity of staff to think about the implications of their actions or behavior. For this reason, manager often has to use positive or negative examples from practice “stories” that make impact creates an undesirable / desirable behavior. Subordinates may not be inclined to new changes. They have a strong belief that currently or previously is appropriate and does not need to be changed. Employees often want to know “Why?”

Employees in MB Logistics tend to be more indulgent than restrain. In this case manager should try to be not so seriously. He/she can encourage debate and dialogue in meetings or decision making and wants a feedback from subordinates. Manager should be leader of coaching and mentoring as well. It is good to keep a flexible working hours and work-life balance.

RESULTS: AURANGABAD

Regarding to low PDI, a manager should behave democratically. Employees expect that they can consult problems or tasks with him/her. A manager is an authority in an organization structure but employees would like to be part of his/her decision. A manager could expect their own initiative in proceeding of task, of their offers and ideas. Manager’s team feels good to be involved in finding solution of important task. It is usually that leaders of projects follow the manager to important meetings and visits, because they feel important in process as him/her.

The behavior of a manager should be same like in Mladá Boleslav, because the Indian staff is very collectivistic, they fell as the team and would like also evaluated as a team. This is valid in the case of complaining and highlighting any errors and shortcomings as well, the manager should evaluate subordinates as a team.

Although there are only men working in this survey unit, employees tend to be femininity type of culture with some elements of masculinity. Manager usually solves problems by negotiations and by reaching “win-win” compromise, but he/she has to be prepared that there could by such a conflict, where he/she should be ambitious.

Manager should not base a behavior on the principles, rules and standards. It is important to maintain a more relaxed attitude in which practice counts more than principles.

Similarly as in MB, employees from Aurangabad are extremely short-term oriented. In this case manager is a person who looks after longer-term vision and mission, but he/ she has to give to subordinates short-term tasks and goals, e.g. for a month or maximally for quarter.

Manager in case of indulgent of subordinates should be positive regarding to Indian team. He/she has to realize that there are extrovert people, who believe in optimism. Maintenance of order in the team is important, but not always required.

RESULTS: TIANJIN

Behavior of a manager is similar in case of power distance, individualism, uncertainty avoidance and long-term orientation to behavior in MB and Aurangabad. Tianjin team as the representative of masculinity culture has to be control by manager differently. Manager has to aware of a possibility of differentiated gender roles. There may be long-hours culture, in which all members of the team members are ready to recognize own opportunities. Manager can motive the team by precise targets and they want to show that they achieve them either as a group or as individuals. In this case, the motivation works well on a cash reward, status, or possibility to promote.

Manager should not have cynical, strict, pessimistic and introverted attitude to subordinates. They are positive, relaxed and optimistic. Chinese logistics team doesn't answer "not so good, or bad" for a question "How are you?" They usually say good or very good.

RESULTS: NINO

Behavior of manager is similar to behavior in MB, Aurangabad and Tianjin in case of power distance, individualism, masculinity, and uncertainty avoidance and indulgency. Russian logistics team tends to be long-term orientated. Manager should behave in a modest way and avoid talking too much about himself/herself. The subordinates are willing to compromise and they wonder what true is. For example, they ask "What?" and "How?" more than "Why?" Some of them consider thrift and education as positive values.

SUMMARY

The representatives of culture with higher power distance index are logistics teams from Mladá Boleslav, Tianjin and NiNo. It is expected that a manager behave more in autocratic style of leading, because he is authority for subordinates. They fulfil his/her tasks even in cases they don't agree with a method. The logistics team with lower power distance index is from Aurangabad. There are flat organizational structure, the subordinates feel as important as their superior and they don't afraid of discussing their opinion for a satiation and propose him/her their offers. A manager should behave democratically and support his/her team as a partner.

Representatives of collectivistic culture are all departments, only Mladá Boleslav tends to have slightly individualistic elements of culture as well. In first case manager has to evaluate the individuals as the team. In case of complaining and highlighting any errors and shortcomings as well, the manager should evaluate subordinates as a team as well.

Regarding masculinity index results, MB, Aurangabad and NiNo logistics teams are femininity kind of culture. Manager (regardless of gender) should not stand out among his/her subordinates. He/she should treat each other as one of them. It is important to be intuitive aimed at finding consensus in decision making. It is expected from subordinates that manager solves a conflict by negotiations and by reaching compromise. Tianjin is only one representative of masculinity culture. In this case, manager has to aware of a possibility of differentiated gender roles. There may be long-hours culture, in which all members of the team members are ready to recognize own opportunities. Manager can motivate the team by precise targets and they want to show that they achieve them either as a group or as individuals. In this case, the motivation works well on a cash reward, status, or possibility to promote.

Representatives of low uncertainty avoidance culture are all departments. According the results we can consider that Tianjin and NiNo have slightly higher index. In case of low uncertainty avoidance a manager could set up several regulations, norms, standards, rules, procedures and structures, but it meets unwillingness to comply with these provisions and they are acceptable only if they will be really necessary. It is better not to bind subordinates by norms and rules, but direct them to targets by the help of regular checks and measures.

Short-term culture is represented by teams from MB, Aurangabad and Tianjin. Long-term orientation is typical for NiNo according the results. First case refers to the low capacity of staff to think about the implications of their actions or behavior. In this case manager is a person who looks after longer-term vision and mission, but he/ she has to give to subordinates short-term tasks and goals, e.g. for a month or maximally for quarter. Russian logistics team tends to be long-term orientated. Manager should behave in a modest way and avoid talking too much about himself/herself. The subordinates are willing to compromise and they wonder what true is.

According the results of the survey all of logistics teams has higher score than fifty of indulgence index. In this case, manager should keep positive mood, try to have extrovert attitude to subordinates and to be leader of coaching and mentoring as well. It is good to keep a flexible working hours and work-life balance.

CONCLUSIONS

As companies become multinational, they must also face a number of problems that would not exist if their activities were limited to one country. One of the biggest challenges for a company, its activity runs in foreign subsidiaries, constitutes successful stay of an expatriate i.e. employee working long or short periods abroad. An expatriate can be very experienced in scale of his/her work and have a lot of leadership skills, but when he/she doesn't adapt behaviour to local culture difference, could be unsuccessful.

The plants Mladá Boleslav, Tianjin and Nizhny Novgorod are representatives of predominant power distance culture. The typical attributes are power distance between superior and subordinates, centralization of power in an organization and generally a superior is considered as an authority. Manager behaves autocratically and gives tasks, instructions and orders to subordinates. There are small differences among subordinates and superiors in Aurangabad, as the representative of low power distance culture. The organizational structure is flat as well and it is expected democratic kind of leading from manager. Subordinates consult topics and bring their idea to the superior.

The collectivism type of culture is in all of examined plants, where employees feel as a team and they expected that they will be evaluated in the same manner.

There are purposeful, ambitious and stubborn individuals in Tianjin, because of masculinity kind of culture. The gender role is divided. Manager should be assertive, decisive and forceful. It is expected that manager gives to subordinates an opportunity to self-realization, e.g. to apply their abilities. On the other hand, Mladá Boleslav, Aurangabad and Nizhny Novgorod are femininity kind of culture. Gender roles are not divided and conflicts during negotiation are solved by compromise and calmly. There is an importance of personal relationship and solidarity as well. It is expected that manager behaves calmly, solve problems by cooperation. Subordinates are developed by the help of cooperation and social contact.

All of the plants have low uncertainty avoidance dimension, therefore they tend to accuracy and precision, but they are able to react to changes, adapt them and to be innovative as well. Manager has to respect unwritten rules in a team, created by praxis and accepted by employees more than written one.

The representative of long-term culture is Nizhny Novgorod in this case. Continuing development, thinking about future and be prepared for potential changes are typical attributes of this culture. Thrift and education are seen as positive values. Manager has to give subordinates more time and tools for realization and creating contribution to long term goals of department. Short-term orientated cultures are in Mladá Boleslav, Tianjin and Aurangabad, where employees are focused to reach immediate results. Manager evaluates subordinates for short-term tasks, maximally monthly or quarterly.

All of the plants have predominant high indulgence dimension of culture. Optimism, focus on personal happiness is typical for them. Manager should encourage debate and dialogue in meetings or decision making. He/she tries to be positive and prioritize feedback, coaching and mentoring. He/she has to respect flexible working and work-life balance as well.

From the above it can be summarized that the manager would not follow prejudice to a group living in a specific national culture, but be aware that these groups can be affected by many aspects, which can change their cultural properties totally.

It is necessary to note that the survey sample was formed only by employees in the logistics department, which can carry a distinctive cultural attributes. For other purposes of the survey, it is possible e.g. to compare results with other departments in this international corporation.

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