The challenge of implementing Toyota Production System (TPS) in the Czech Republic: A study in cross-cultural management

Master thesis defense presentation

Michal Koža CEMS MIM, 2014/2015

Three reasons make this topic relevant

- Personal background strongly connected with Japan

- Topical problem

- First quantitative study of its kind in the region

Problem statement – two questions

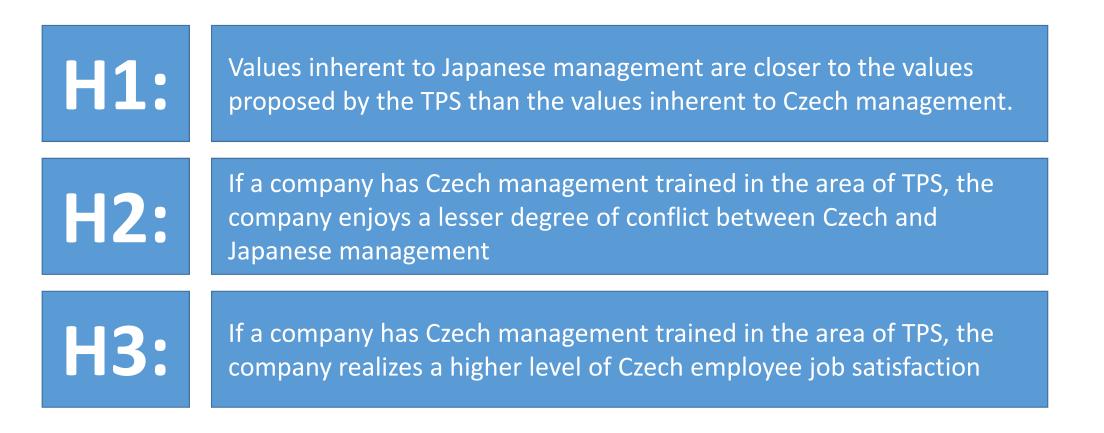
Question 1

Without a well-defined prior TPS training, does there exist a natural fit of values inherent to Czech managers and values typical for TPS?

Question 2

Do the rules and principles of TPS provide a basic platform for comprehension between two cultures, and therefore improve the satisfaction of employees and lower the amount of conflicts?

Hypotheses definition



The thesis measured 3 basic groups of variables

Values	Satisfaction	Conflicts
 Long-term orientation in thinking Innovation perception Development of human resources Respect for rules Respect for supervisors 	 Work hours Salary Training Overall satisfaction 	 Conflicts between respondent and management of other culture Conflicts between Japanese and Czech management Conflicts between Japanese management and Czech operators Conflicts between Czech management and operators Problem-solving efficiency without managers of other culture

H1: Values testing shows mixed results

	First question	Second question	Sum
Long term	-0.38	0.29	-0.09
Innovation perception	0.30	-0.33	-0.03
Supervisor respect	-0.42	0.22	-0.20
HR development	-0.24	0.00	-0.24
Rules respect	0.11	0.00	0.11

H2: Conflict testing shows mixed results

	Official TPS training			Non-official TPS training				
Level of training	Czech	(n)	Japanese	(n)	Czech	(n)	Japanese	(n)
0	4.03	32	2.76	46	4.18	17	2.86	37
1	3.92	13	2.47	17	3.89	28	2.42	26

H3: Satisfaction testing shows mixed results

	Official TPS training		Unofficial TPS training		
Working hours	Czech	Japanese	Czech	Japanese	
0	2.22	2.78	2.06	2.59	
1	2.69	2.29	2.54	2.73	
Training	Czech	Japanese	Czech	Japanese	
0	2.22	2.76	2.41	2.68	
1	2.23	2.35	2.11	2.62	
Salary	Czech	Japanese	Czech	Japanese	
0	2.66	3.11	2.71	2.95	
1	2.00	2.76	2.32	3.12	
Overall	Czech	Japanese	Czech	Japanese	
0	2.13	2.50	2.24	2.35	
1	2.08	2.29	2.04	2.58	

Conclusion

Hypotheses	The author was not able to accept nor reject any of the proposed hypotheses. Only clear differences were measured in conflict perception and some aspects of job satisfaction.	
Explanations	 Missing qualitative analysis Missing wages for values "TPS Training" not defined Difference between correlation and causation Satisfaction connected with positions 	
Further research	 Quantitative survey-based analysis with a larger sample group Qualitative oriented case-study analysis within a smaller number of companies longitudinal study of more companies 	

