

# 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

---

**H1:**

Values inherent to Japanese management are closer to the values proposed by the TPS than the values inherent to Czech management.

**H2:**

If a company has Czech management trained in the area of TPS, the company enjoys a lesser degree of conflict between Czech and Japanese management

**H3:**

If a company has Czech management trained in the area of TPS, the company realizes a higher level of Czech employee job satisfaction

# The thesis measured 3 basic groups of variables

---

Values	Satisfaction	Conflicts
<ul style="list-style-type: none"><li>• Long-term orientation in thinking</li><li>• Innovation perception</li><li>• Development of human resources</li><li>• Respect for rules</li><li>• Respect for supervisors</li></ul>	<ul style="list-style-type: none"><li>• Work hours</li><li>• Salary</li><li>• Training</li><li>• Overall satisfaction</li></ul>	<ul style="list-style-type: none"><li>• Conflicts between respondent and management of other culture</li><li>• Conflicts between Japanese and Czech management</li><li>• Conflicts between Japanese management and Czech operators</li><li>• Conflicts between Czech management and operators</li><li>• Problem-solving efficiency without managers of other culture</li></ul>

# 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

1. Quantitative survey-based analysis with a larger sample group
2. Qualitative oriented case-study analysis within a smaller number of companies
3. longitudinal study of more companies

---

**Q&A**