

VALUE PREFERENCES SUPPORTING COMPANY COMPETITIVENESS IN THE FIELD OF CORPORATE CULTURE

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Abstract: The global pandemic of COVID-19 is forcing companies to respond to extremely turbulent conditions in the business environment and constantly adapt management strategies to changing conditions. A very effective tool that directly impacts a company success and competitiveness is corporate culture. The aim is to find out whether there are any changes in the value preferences of employees that support company competitiveness in corporate culture in Slovak companies due to a global pandemic. Research on corporate culture took place in 2020 and 2021. It is based on the Organizational Culture Assessment Instrument methodology. Tukey's HSD test was used to evaluate the significance of differences in employees' value preferences. The results show that the global pandemic affected the value preferences of employees in the corporate culture. Differences were confirmed at current and required levels of corporate culture in terms of gender, too. It is recommended that the corporate culture provides the space for employee development.

Keywords: corporate culture, competitiveness, COVID-19, management, strategy.

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Introduction

The world community has undergone many larger or smaller economic, financial, and other crises in the recent past. The current global pandemic of COVID-19 is forcing businesses to behave more responsibly. As uncertainty about the future development of a global pandemic remains very high, in order to stay competitive, business managers are forced to look for comprehensive solutions supporting their

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business processes in order to adapt to actual conditions. They must focus their management strategy on streamlining business processes, the effective use of corporate resources, human potential, strategic management, but especially building a corporate culture. At first sight, it is an inconspicuous, but very effective tool that has a direct impact on the success of the company, its performance, and its competitiveness. Since the creators and representatives of the corporate culture are people, from the founders of the company through top managers to employees at the lowest levels of management, who significantly influence the company with their personal characteristics and work, the creation of management strategy must take into account also the opinion, values and standards espoused by employees in the corporate culture.

In the previous research the COVID-19 pandemic was investigated mainly from a health point of view (Hockova et al., 2021; Sannigrahi et al., 2020). Furthermore, the psychological, social (Svatosova, 2022; Osofsky et al., 2020), and economic (Capolupo et al., 2022; Kolahchi et al., 2021; Dvorak et al., 2020) impact of COVID-19 on society as well as the global economy was investigated. Not much research has been done on the COVID-19 pandemic and its impact on business processes in companies operating in Slovakia, so far. Our research fills in this research gap. The aim is to find out whether there are any changes in the value preferences of employees that support company competitiveness in the field of corporate culture due to a global pandemic. The novelty value of this paper is presenting current and required value preferences of employees that support the company competitiveness in the field of corporate culture in companies operating in Slovakia in terms of time, and gender, too. According to Teräväinen et al. (2018), these found values may have the potential to improve business processes, which may result in improving company competitiveness.

Literature Review

The Great Depression (1929-1933) can be considered the first global economic crisis. Other known crises were, e. g., Mexican Crisis (1982), Asian Crisis (1997), the Russian Crisis (1998), the Brazilian Crisis (1999), Argentine Crisis (2002), and others (Frolov, 2020). Perhaps the most significant global recession since the Great Depression was caused by the COVID-19 pandemic (Olivia et al., 2020). The pandemic has caused global social and economic disruption (Khan et al., 2021). The pandemic of coronavirus also affected Slovakia with a negative impact on economic performance. Many companies got into existential problems and were forced to proceed with liquidation. On the other hand, there are still companies that try to be competitive in the current unfavourable conditions (Loucanova et al. 2022; Pereira-Moliner et al., 2021; Lazarevic et al., 2020). Based on Cosmin et al. (2021), it is necessary to follow current trends by seeking continual quality improvement of its operations to prevent stagnation. Achieving the competitiveness of these companies is given by the efficient use of resources, efficient processes, and finally a suitable corporate culture.

According to Andrianu (2020), corporate culture has often been underestimated, not being considered a factor that can influence the activity of an institution and its interaction with the external environment. On the other hand, based on the research of Hudrea and Tripon (2016), Lizbetin and Stopka (2016), Hudrea (2015), and Rus and Rusu (2015), corporate culture has become an increasingly researched concept being one of the main determinants of performance, motivation, and perception of the institution's image. Similar to Mullakhmetov et al. (2019), and Bencsik et al. (2018), corporate culture is an important element of management enterprises, and at the same time as one of the tools, which affects its competitiveness. These are philosophies, ideologies, values, beliefs, opinions, expectations, and attitudes that are shared and reveal a way to make decisions and solve problems (Barth and Mansouri, 2021). If values, norms, and the resulting patterns of behaviour in a company are shared to a large extent, the corporate culture is strong and significantly affects its competitiveness (Kraśnicka et al., 2018).

There exist several typologies of corporate culture (Coyle, 2018; Cameron and Quinn, 2006; Deal and Kennedy, 1982) that map the intricate content of the social environment of the enterprise and make it possible to distinguish and understand the basic characteristics in which enterprises differ. We consider the Cameron and Quinn (2006) typology to be the most comprehensive one as it identifies the content of corporate culture, not only in relation to the degree of flexibility and control but also in relation to the level of the internal and external environment. In this typology, the values, and the related assumptions in the company, which can ultimately provide a realistic representation of the culture in the company are evaluated. Cameron and Quinn (2006) assume that each company uses four different types of corporate culture (clan, adhocracy, market, and hierarchy).

According to Cameron and Quinn (2006), companies applying a clan corporate culture resemble an extended family, where employees share equal values. Leaders play the role of advisors or mentors. The company binds loyalty and tradition. Commitment to the company is essential. The long-term benefits of each person's development are emphasized. Great importance is attached to cohesion, morality, and the working environment. Success is understood in connection with the internal environment and care for employees.

Cameron and Quinn (2006) define the adhocracy corporate culture as a dynamic workplace with a business and creative environment. Employees are willing to take risks. Leaders are visionaries and innovators, willing to take risks. The company is brought together by experimentation, innovative approaches, and thinking. It is essential to be at the forefront of knowledge, products, and services (Mura et al., 2021; Nedeliakova et al., 2020). Being ready for change and new challenges is highly appreciated. The long-term goal is to focus on rapid growth and the acquisition of new resources. Success results from the production of unique and original products and services.

The core values that dominate market companies are competitiveness and productivity (Cameron and Quinn, 2006). Leaders are ambitious competitors who

demand high-quality performance from their employees. The organization is united by orientation to primacy. Long-term attention is paid to competitive activity and the achievement of exaggerated goals.

Companies applying a hierarchy corporate culture are characterized by their formal and structured work environment, emphasizing procedures and regulations, in which formal rules are the unifying element. Leaders are good coordinators and organisers, responsible for maintaining the organisation's smooth running, stability, and efficiency. Success is defined by the reliability of supply, smooth fulfilment of schedules and low costs. The management of employees is focused primarily on ensuring the security of employment (Cameron and Quinn, 2006).

Each type of corporate culture includes a different set of values applied in the company (presented in Figure 1), which characterize and support its competitiveness. To measure the corporate culture and its preferences, the Organizational Culture Assessment Instrument was developed based on the Competing Values Framework (Van Huy et al., 2020). This methodology is the most frequently used instrument for assessing corporate culture for the last twenty years (Dostiyarova, 2016). It has been used in a variety of industries including health care, education, national, and local governments, colleges and universities, military organizations, family businesses, hotels, and many others. The set of values typical for clan culture dominate the Slovenian logistics sector (Cucek and Kac, 2020), hotel companies in Mexico (Ibarra-Michel et al., 2019), and in Greek banks (Belias et al., 2015). The set of values typical for hierarchy culture is typical for the construction industry in the Gulf Cooperation Council countries (Jaeger and Adair, 2013), and Turkish workplaces (Caliskan and Zhu, 2019).

{1} CLAN	{1} ADHOCRACY
{2} collaborative	{2} creative
{3} facilitator, mentor, teambuilder	{3} innovator, entrepreneur, visionary
{4} commitment, communication, development	{4} innovative outputs, transformation, agility
{5} human development, participation	{5} innovativeness, vision, constant change
{1} HIERARCHY	{1} MARKET
{2} control	{2} compete
{3} coordinator, monitor, organizer	{3} hard-driver, competitor, producer
{4} efficiency, timeliness, consistency and uniformity	{4} market share, goal achievement, profitability
{5} control capable processes with capable processes	{5} aggressively competing, customer focus

Figure 1: Competing value framework (Cameron and Quinn, 2006).

* {1} Culture type; {2} Orientation; {3} Leader type; {4} Value drivers; {5} Theory of effectiveness

When creating any type of corporate culture, managers must take into account the opinions of their employees because their personal characteristics and work activity significantly affect the company and its competitiveness (Solakis et al., 2021). The views and values espoused by each employee may differ due to time (Sun and Li, 2021; Zulfikar et al., 2021). The views and values espoused by each employee may differ due to the different socio-demographic characteristics of each employee, too. It can be seen in the historical context of male hegemony based on gender differences in perceptions of priorities (Fernández-Muñoz and Topa, 2018). Women are more family-based and try to combine work life with family, while men focus on gaining economic well-being and work success (Inceoglu et al., 2012). Differences in corporate culture related to gender were confirmed in the research of Kusumawardhani et al. (2018), Dadgar et al. (2013), and de-la-Garza-Carranza et al. (2011), too. In this context, the role of managers is to follow the development of corporate culture over time and consider the uniqueness of each employee because the values or standards they profess significantly affect the competitiveness of the company.

Research Methodology

Research on corporate culture took place in 2020 and 2021. The sociological research method through questionnaires was used in the research. In the first part of the questionnaire, the characteristics of the companies and the socio-demographic characteristics of the respondents were examined. The population consists of approx. 2,589,000 employees in 2021 (Statistical Office of the Slovak Republic, 2022a), and approx. 2,399,000 employees in 2020 (Statistical Office of the Slovak Republic, 2022b). To ensure the variability and randomness of respondent selection, questionnaires were distributed electronically via Google Docs by the method of random selection to employees working in companies operating in Slovakia. To determine the minimum size of the sample, Cochran's formula was used (Pacáková, 2009). With a 95% reliability, accuracy of at least 5%, and a critical value corresponding to the selected reliability of the estimate of 1.96, the minimum sample size was 385 respondents. A total of 2,115 respondents took part in the research, which, given the conventions used in our research, met the benchmark of the minimum size of the sample. The detailed composition of the research sample is presented in Table 1.

Table 1. Description of the Sample Set

Factor		2020		2021	
		Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Size of company	Small-sized	350	39.77	530	60.23
	Medium-sized	450	53.64	389	46.36
	Large-sized	150	37.88	246	62.12

Sector	Industry	370	37.11	627	62.89
	Services	580	51.88	538	48.12
Gender	Men	475	41.92	658	58.08
	Women	475	48.37	507	51.63
Working position	Managers	121	47.83	132	52.17
	Blue-collar workers	540	44.19	682	55.81
	White-collar workers	289	45.16	351	54.84

The second part of the questionnaire was based on the Organizational Culture Assessment Instrument methodology (Cameron and Quinn, 2006) where four types of corporate cultures (clan, adhocracy, market, hierarchy) are examined. The type of corporate culture provides an overview of fundamental values applied in the company characterizing it and supporting its competitiveness. The results from the years 2020 and 2021 were compared when a worldwide coronavirus pandemic broke out. Mathematical-statistical methods further evaluated the research results. Tukey's HSD test was used. The significance of differences in employees' value preferences that support a company competitiveness in the field of corporate culture was tested. Differences were interpreted as statistically significant if the p-value was lower than 0.05. Hypotheses with following assumptions were tested:

- WH1: value preferences of employees that support the company competitiveness in corporate culture do not change due to a global pandemic.
- WH2: the gender of employees influences their value preferences that support company competitiveness in corporate culture.

Research Results and Discussion

In the first section, the value preferences of employees that support the company competitiveness in the field of corporate culture in terms of time and gender were examined. The results at the current level of corporate culture are presented in Table 2.

Table 2. Comparison of the Current Level of Value Preferences of Employees

Culture type	Descriptive statistics		2020		2021		Total
			Men	Women	Men	Women	
Clan corporate culture	Average		29.33	30.01	31.03	31.69	30.57
	Confidence interval	-95%	28.30	28.83	29.97	30.47	30.01
		95%	30.36	31.20	32.08	32.85	31.13
Variance		130.57	173.45	189.15	186.52	172.36	
Adhocracy corporate culture	Average		22.28	20.62	19.05	19.41	20.22
	Confidence interval	-95%	21.55	19.89	18.42	18.66	19.86
		95%	23.00	21.35	19.68	20.16	20.57
Variance		64.36	65.89	67.36	73.49	69.30	
Market	Average		23.01	23.67	20.97	19.80	21.76
	-95%		22.21	22.68	20.25	19.03	21.34

corporate culture	Confidence interval	95%	23.82	24.65	21.69	20.58	22.17
	Variance		79.25	119.55	88.07	78.95	93.13
Hierarchy corporate culture	Average		25.38	25.70	28.95	29.13	27.46
	Confidence interval	-95%	24.56	24.88	28.08	28.19	27.02
		95%	26.20	26.52	29.82	30.06	27.90
	Variance		82.01	83.22	129.05	114.71	107.64

The results presented in Table 2 show that in 2020, women attached greater importance to the values that apply within the clan, hierarchy, and market corporate culture. On the contrary, men attached greater importance to the values typical of an adhocracy corporate culture. In 2021, women attached greater importance to the values applied within the clan, hierarchy, and adhocracy corporate culture. Men attributed the higher average rating to values typical of a market corporate culture. Statistical testing of respondents' value preferences presented in Table 3 shows that there are statistically significant differences not only between year-on-year but also in terms of gender. The most statistically significant differences were recorded in the preferences of adhocracy, market, and hierarchy corporate culture.

Furthermore, differences in the value preferences of men assessing clan corporate culture in 2020 and women assessing clan corporate culture in 2021 were noted ($p=0.028$).

Furthermore, the research results confirmed that men rated adhocracy corporate culture differently in 2020, and 2021 ($p=0.000$). In 2020, adhocracy corporate culture was assessed by men differently than by women ($p=0.010$). There were other differences in men's preferences in 2020 compared to women's preferences in 2021 ($p=0.000$).

The examination of market corporate culture confirmed differences for men in 2020 compared to 2021 ($p=0.002$). Differences were also observed between women in 2020 and 2021 ($p=0.000$). Further differences were also confirmed when comparing the values of men in 2020 and women in 2021 ($p=0.000$) and women in 2020 with men in 2021 ($p=0.000$).

The hierarchy corporate culture confirmed the differences between men in 2020 and 2021 ($p=0.000$), between women in 2020 and 2021 ($p=0.000$), between men in 2020 and women in 2021 ($p=0.000$) and finally between women in 2020 and men in 2021 ($p=0.000$).

Table 3. Statistical Testing of the Current Level of Value Preferences

Culture type	Year		2020		2021	
	Gender		Men	Women	Men	Women
Clan corporate culture	Average		M=29.329	M=30.012	M=31.026	M=31.658
	2020	Men		0.853	0.138	0.028*
		Women	0.853		0.573	0.201
	2021	Men	0.138	0.573		0.847

		Women	0.028*	0.201	0.847	
Adhocracy corporate culture	Average		M=22.278	M=20.621	M=19.053	M=19.411
	2020	Men		0.010*	0.000*	0.000*
		Women	0.010*		0.009*	0.098
	2021	Men	0.000*	0.009*		0.883
		Women	0.000*	0.098	0.883	
	Market corporate culture	Average		M=23.13	M=23.667	M=20.969
2020		Men		0.716	0.002*	0.000*
		Women	0.716		0.000*	0.000*
2021		Men	0.002*	0.000*		0.163
		Women	0.000*	0.000*	0.163	
Hierarchy corporate culture		Average		M=25.381	M=25.700	M=28.953
	2020	Men		0.963	0.000*	0.000*
		Women	0.963		0.000*	0.000*
	2021	Men	0.000*	0.000*		0.991
		Women	0.000*	0.000*	0.991	

* p < 0.05

Based on the results achieved, it can be concluded, that there are statistically significant differences in the current level of respondents' value preferences that support the company competitiveness in corporate culture in terms of time as well as in terms of gender. The WH1 hypothesis was rejected. The WH2 hypothesis was confirmed.

In the next section, the required level of value preferences of employees that support the company competitiveness in the field of corporate culture in terms of time and gender was tested. The results in Table 4 show that both men and women also attributed the highest average ratings to those values typical for the clan corporate culture, not only in 2020 but also in 2021.

Table 4. Comparison of the Required Level of Value Preferences of Employees

Culture type	Descriptive statistics		2020		2021		Total
			Men	Women	Men	Women	
Clan corporate culture	Average		33.30	36.22	35.63	37.19	35.62
	Confidence interval	-95%	32.28	35.07	34.51	35.94	35.04
		95%	34.32	37.37	36.75	38.45	36.19
	Variance		127.07	163.27	213.57	207.08	182.92
Adhocracy corporate culture	Average		22.46	21.08	20.51	19.57	20.85
	Confidence interval	-95%	21.79	20.37	19.90	18.86	20.51
		95%	23.13	21.80	21.12	20.27	21.19
	Variance		55.12	62.50	63.28	65.19	62.67
Market corporate culture	Average		20.52	19.10	19.19	17.74	19.12
	Confidence interval	-95%	19.85	18.37	18.56	17.08	18.78
		95%	21.19	19.82	19.81	18.40	19.47
	Variance		55.32	65.09	66.56	57.62	62.37
Hierarchy	Average		23.72	23.60	24.67	25.50	24.41

corporate culture	Confidence interval	-95%	22.99	22.78	23.93	24.67	24.02
		95%	24.45	24.42	25.41	26.33	24.81
	Variance		65.77	83.56	93.01	89.97	84.48

Despite the existence of a mutual consensus on respondents' value preferences for the required level of value preferences that support the company-competitiveness in corporate culture, as shown in Table 4, statistical testing confirmed the existence of differences not only in terms of time but also in terms of gender. The results achieved are presented in Table 5.

The most statistically significant differences were confirmed in the preferences of values typical of the market corporate culture. This culture was perceived differently by both men and women in 2020 ($p=0.026$), and 2021 ($p=0.010$). Statistically significant differences continued to take place between men in 2020 and 2021 ($p=0.024$), then between men in 2020 and women in 2021 ($p=0.000$), and between women in 2020 and 2021 ($p=0.035$).

The second-largest number of differences occurred when examining the value preferences typical of the adhocracy corporate culture. Differences were recorded between men and women in 2020 ($p=0.035$), and 2021 ($p=0.014$). Other statistically significant differences were confirmed when comparing men's preferences in 2020 with those from 2021 ($p=0.000$) and comparing men in 2020 with women in 2021 ($p=0.000$).

Furthermore, the results show that both men and women perceived clan corporate culture differently in 2020 ($p=0.005$). In 2020, men perceived clan corporate culture differently from women in 2021 ($p=0.021$). The last difference was confirmed when comparing men's views on values typical of clan corporate culture in 2020 with women in 2021 ($p=0.000$).

Statistical testing further confirmed the existence of differences also in the perception of values typical of the hierarchy corporate culture. This type of corporate culture was perceived differently by men in 2020 compared to women evaluating hierarchy corporate culture in 2021 ($p=0.013$). Women's preferences confirmed the differences in 2020 and 2021 ($p=0.007$), too.

Table 5. Statistical Testing of the Required Level of Value Preferences

Culture type	Year		2020		2021	
	Gender		Men	Women	Men	Women
Clan corporate culture	Average		M=33.300	M=36.221	M=35.633	M=37.192
	2020	Men		0.005*	0.021*	0.000*
		Women	0.005*		0.887	0.671
	2021	Men	0.021*	0.887		0.203
		Women	0.000*	0.671	0.203	
	Adhocracy corporate culture	Average		M=22.461	M=21.082	M=20.512
2020		Men		0.035*	0.000*	0.000*
		Women	0.035*		0.623	0.014*
2021		Men	0.000*	0.623		0.176

		Women	0.000*	0.014*	0.176	
Market corporate culture	Average		M=20.524	M=19.097	M=19.186	M=17.742
	2020	Men		0.026*	0.024*	0.000*
		Women	0.026*		0.998	0.035*
	2021	Men	0.024*	0.998		0.010*
		Women	0.000*	0.035*	0.010*	
Hierarchy corporate culture	Average		M=23.716	M=23.600	M=24.670	M=25.498
	2020	Men		0.997	0.309	0.013*
		Women	0.997		0.212	0.007*
	2021	Men	0.309	0.212		0.420
		Women	0.013*	0.007*	0.420	
* p < 0.05						

Based on the results achieved, it can be concluded that there are statistically significant differences in the required level of respondents' value preferences that support the company competitiveness in the field of corporate culture in terms of time as well as in terms of gender. The WH1 hypothesis was rejected and the WH2 hypothesis was confirmed.

In today's modern age, businesses face many challenges due to the dynamic nature of the environment. In order to stay competitive, businesses must focus their activity on streamlining, and optimising business processes, streamlining resource use, human potential, and strategic management (Kowala and Duháček Šebestová, 2021; Neykov et al., 2021; Štaffenová and Kucharčíková, 2021). In this context, corporate culture is also beneficial. At first sight, it is an inconspicuous but very effective tool that significantly and unmistakably distinguishes one enterprise from another. The main reason why such emphasis is placed on corporate culture is that according to previous research (Gao et al., 2022; Suifan, 2021; Pizar and Mazo, 2020) corporate culture is considered to be a critical factor in financial performance and at the same time a critical factor that influences the management processes, motivation of employees, thus deciding on the competitiveness of the enterprise.

This research confirms previous research (Khan et al., 2021; Pinilla et al., 2021) that the COVID pandemic had an impact on the performance of economies in a number of countries, on a decline in employment, also the business sphere and the health of the population and expands knowledge of the impacts of the global pandemic in Slovakia. The aim was to find out whether there are any changes in the value preferences of employees that support the company competitiveness in the field of corporate culture in Slovak companies due to a global pandemic. The research results show that the value preferences of employees that support the company competitiveness in the field of corporate culture in Slovak companies were affected, too. In terms of the current level of value preferences of employees that support the company competitiveness in the field of corporate culture, the importance of clan and hierarchy corporate culture has grown. Based on the research results, it can be conducted that greater emphasis was placed on values such as teamwork, participation, mutual communication, and consensus. Greater emphasis was also

placed on compliance with procedures, regulations, along with the need for stability, and control. Over a period of 5 to 10 years, the importance of values typical of a clan and hierarchy corporate culture (teamwork, participation, communication, consensus, compliance with procedures, and regulations) should continue to grow. According to the results of our research, values such as productivity, efficiency, or profitability are not as important in terms of the long-term perspective of the business.

Furthermore, statistical testing confirmed the existence of differences in respondents' value preferences in both current and required levels of corporate culture in terms of gender. Similar to our findings, Ikavalko and Kohvakka (2021), Block et al. (2018), confirm the different gender value orientation. It is essential for managers to acknowledge the values their employees prefer, since employees, depending on various socio-demographic factors, their personality characteristics, work performance and the values they profess, have a significant influence on corporate culture, thus affecting the competitiveness of the enterprise.

Conclusion

In the context of current societal changes, managers are looking for comprehensive solutions to support the competitiveness of their company. One of the options is the corporate culture, which directly impacts the competitiveness of the company. The creators and representatives of the corporate culture are all employees. A manager must know which values his/her employees prefer because values can vary between employees in terms of various factors. The research results showed that the global pandemic had an impact on the value preferences of employees that support the company competitiveness in the field of corporate culture in companies operating in Slovakia. There are statistically significant differences not only in terms of time but also in terms of gender.

Based on the results of our research, it can be recommended to support the company competitiveness that the corporate culture focuses on employee development in the future. The working environment should remind the employees of an extended family, where equal opportunities are created to develop everyone. Similar to our recommendations, Belias et al. (2015), Mohyeldin and Suliman (2007), confirm that employees like to work in a friendlier environment, in which mutual trust and informal relations between colleagues prevail, where personal ambitions are taken into account, and teamwork is rewarded. Management should be based on mentoring or organized coordination and monitoring. Employee management should focus on cooperation and securing the stability of employment. The efficiency of smooth running, predictability, efficiency, and accuracy of management procedures should be emphasised. Loyalty, traditions, and formal rules should consolidate the business. Strategies should focus on human resource development, constancy, and stability. Success should be understood concerning the internal environment, employee care, and long-term investment in human resources, as confirmed by research Übius and Alas (2009) because according to previous research (Nallusamy, 2021; Tuan, 2021;

Belas et al., 2020; Němec et al., 2017) only employees contribute to the competitiveness of the enterprise. Employees are considered valuable assets to an organization (Bandyopadhyay and Jadhav, 2021; Luna et al., 2021). It is employees who are the "engine" that sets other company resources in motion and are considered invaluable and irreplaceable capital for achieving the company competitiveness (Kucharcikova and Miciak, 2018). Employees, thanks to their knowledge, ideas, experience, and skills, are considered a strategic a critical tool in managing many companies (Javorcikova et al., 2021).

The limitation factor of the presented research is that the research on corporate culture took place in one country only. Therefore, in the future, the research should be extended to other V4 employees, too. Furthermore, it would be interesting to find out how the value preferences of employees develop in terms of socio-demographic characteristics such as age, education completed, working position, or seniority as well.

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PREFERENCJE WARTOŚCI WSPIERAJĄCE KONKURENCYJNOŚĆ FIRM W OBSZARZE KULTURY KORPORACYJNEJ

Streszczenie: Globalna pandemia COVID-19 zmusza firmy do reagowania na niezwykle turbulentne warunki w otoczeniu biznesowym i ciągle dostosowywanie strategii zarządzania do zmieniających się warunków. Bardzo skutecznym narzędziem bezpośrednio wpływającym na sukces i konkurencyjność firmy jest kultura korporacyjna. Celem badań jest sprawdzenie, czy w słowackich firmach zachodzą zmiany w preferencjach wartościowych pracowników, które wspierają konkurencyjność tychże firm w związku z globalną pandemią. Badania kultury korporacyjnej odbyły się w 2020 i 2021 roku. Opierają się na metodologii Instrumentu Oceny Kultury Organizacyjnej. Do oceny istotności różnic w preferencjach wartościowych pracowników wykorzystano test HSD Tukeya. Wyniki pokazują, że globalna pandemia wpłynęła na preferencje wartościowe pracowników w kulturze korporacyjnej. Potwierdzono różnice na obecnym i wymaganym poziomie kultury korporacyjnej również w aspekcie płci. Zaleca się, aby kultura korporacyjna zapewniała przestrzeń dla rozwoju pracowników.

Słowa kluczowe: kultura korporacyjna, konkurencyjność, COVID-19, zarządzanie, strategia

在企业文化领域支持公司竞争力的价值偏好

摘要：COVID-19 的全球大流行迫使公司应对商业环境中极其动荡的条件，并不断调整管理策略以适应不断变化的条件。直接影响公司成功和竞争力的一个非常有效的工具是企业文化。目的是找出由于全球大流行，支持斯洛伐克公司企业文化竞争力的员工价值偏好是否有任何变化。企业文化研究于 2020 年和 2021 年进行。它基于组织文化评估工具方法。Tukey 的 HSD 测试用于评估员工价值偏好差异的显著性。结果表明，全球大流行影响了员工在企业文化中的价值偏好。在性别方面，当前和所需的企业文化水平也存在差异。建议企业文化为员工发展提供空间

关键词：企业文化、竞争力、COVID-19、管理、战略