

MANAGEMENT STRATEGIES AND ECONOMIC PERSPECTIVES: UNPACKING THE PARALLELS AND CONTRASTS BETWEEN POLAND AND THE CZECH REPUBLIC

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Purpose: The article aims to elucidate management and economic divergences between Poland and the Czech Republic, providing valuable insights for Central European policymakers and entrepreneurs.

Design/methodology/approach: The research employs literature analysis, tabular comparisons, and surveys conducted in both countries.

Findings: Parallels exist in governance and policy alignment, while disparities are evident in economic development and sectoral priorities. These findings offer a nuanced understanding of shared traits and distinct differences shaping the business landscapes and economic paths of these Central European nations.

Research limitations/implications: The research has limitations, such as its specific timeframe and omitted variables. It underscores the importance of comparative analysis for comprehending unique and common features in both economies.

Practical implications: Practical implications extend to policymakers, managers, and entrepreneurs in Poland and the Czech Republic, providing insights for informed decision-making and collaboration. Understanding both similarities and differences enables stakeholders to leverage strengths and address specific challenges, promoting growth and cooperation within the Central European region.

Social implications: The study suggests potential enhanced collaboration and mutual understanding between the societies of Poland and the Czech Republic, facilitated by aligned management strategies and economic policies. These insights may foster a shared sense of identity and purpose in the Central European region, contributing to social cohesion and mutual growth.

Originality/value: This research's uniqueness lies in its comparative analysis of management strategies and economic prospects between Poland and the Czech Republic, an underexplored area in existing literature. Its value extends to both academic discourse and practical applications, offering distinct insights to drive collaboration and development within the Central European context.

Keywords: Management, comparative analysis, organizational culture, centralization, business practices, regional economics, cooperation, innovation, Poland, Czech Republic.

Category of the paper: research paper.

1. Introduction

In the evolving landscape of global business, the understanding and evaluation of management strategies and economic perspectives is critical. As two prominent Central European economies, Poland and the Czech Republic present a rich tapestry of similarities and differences worth exploring. This research delves into the various facets of business conduct, economic conditions, and organizational behavior that shape the two nations.

The comparison of management structure between Poland and the Czech Republic forms a core part of this investigation. A detailed look at the hierarchy, authority, decision-making processes, and their impact on employees and business results unveils the underlying organizational principles guiding enterprises in these countries. This inquiry helps in discerning how different or similar these concepts are in the two contexts.

Furthermore, the article offers a comparative analysis of industry focus and employee experience between Poland and the Czech Republic. This analysis shines a light on the sectors that dominate the economies of both nations and how employees perceive their professional environment. The connection between industrial concentration and workforce dynamics is a thread that runs through this comparative study.

An overview of management and economic perspectives between Poland and the Czech Republic lends a macroscopic view to this comparative endeavor. Examining the policies, regulations, market forces, and economic indicators provides a complete picture of the business ecosystem. The parallels and contrasts in these areas hold valuable insights into how each country has tailored its economic strategies.

The aspect of decision-making processes and transparency forms another significant angle of comparison. A thorough comparative analysis of how decisions are made, who makes them, and how transparent these processes are in Poland and the Czech Republic can uncover variations in leadership and governance in the corporate landscape of both nations.

The study also covers internal communication and organizational culture in a comparative analysis between Poland and the Czech Republic. Understanding how companies in these countries communicate internally, foster organizational culture, and its impact on productivity and innovation is key to this analysis. This section provides a nuanced view of how businesses nurture their internal environment and the consequent effect on overall performance.

Lastly, the comparative analysis of results on the example of Poland and the Czech Republic ties together all the previous sections. It brings coherence to the various strands of comparison, synthesizing the insights gathered from each angle. This part offers a summative view that places the detailed comparisons in a broader context, emphasizing the relevance and implications of the findings.

Overall, this article offers a comprehensive and nuanced view of management strategies and economic perspectives, painting a vivid picture of business in Poland and the Czech Republic. By weaving together varied threads of comparison, it provides an in-depth understanding of how these two Central European economies navigate their unique and shared challenges. The learnings from this research can inform policymakers, business leaders, academics, and anyone interested in the intricate dynamics of business management and economy in the region.

It is worth pointing out that the similarities between Poland and the Czech Republic are:

Both are members of the European Union and the Visegrad Group, a regional alliance of four Central European countries. Both sides are characterized by a high level of mutual trade, exceeding EUR 20 billion per year. They mainly export and import similar products such as food, machinery, electrical equipment, base metals, cars and aircraft (Garlick, 2019, pp. 1390-1414; Nowak et al., 2022, p. 1599; Svejnar, 2002, pp. 3-28; Roland, 2002, pp. 29-50; Tung, Havlovic, 2003, pp. 289-306; Business ties between Poland and the Czech Republic, Economic forecast for Poland).

They both participate in a cross-border cooperation program financed by the European Regional Development Fund, which aims to strengthen ties and increase the attractiveness and accessibility of areas near the Polish-Czech border.

Here are some contrasts between Poland and the Czech Republic:

Poland has a much larger population (38 million) and GDP (\$595 billion) than the Czech Republic (\$10.7 million and \$262 billion, respectively). Poland recorded stronger economic growth in 2022 (4.9%) than the Czech Republic (3.6%), but according to forecasts it will face a sharper slowdown in 2023 (0.7%) than the Czech Republic (1.8%) with due to increased inflation, tighter financing conditions and low consumer and business confidence.

Poland is characterized by higher inflation (13.2% in 2022) than the Czech Republic (9.5% in 2022), which is mainly due to the growing increase in prices of energy, food and services. In both countries, inflation is expected to peak in early 2023 and decline gradually thereafter.

2. Selected theoretical aspects of the management structure on the example of Poland and the Czech Republic

Differences in the distribution of positions between Poland and the Czech Republic suggest a different approach to the management structure. This may indicate differences in hierarchy, authority and decision-making processes. It is important to consider whether these differences are the result of different business traditions or whether they may be a response to specific business challenges and goals.

Table 2. Comparison of Governmental Policies, Goals, Regulations, Support, Challenges and Strategies for the Implementation of Hydrogen Technologies in Poland and Germany presents a detailed analysis broken down by Poland and Germany, taking into account various aspects related to the implementation of hydrogen technologies. This comprehensive table can serve as a reference for further research and analysis in this field. A detailed analysis broken down by Poland and Germany is presented in Table 1 below.

Table 1.

Comparison of the management structure between Poland and the Czech Republic: hierarchy, authority, decision-making processes and impact on employees and business results

HIERARCHY	
Poland	A more hierarchical management structure may prevail, where decisions are taken at higher levels and lower-level employees have limited autonomy.
Czech Republic	A flatter structure is possible, where employees at different levels have more influence on decisions.
AUTHORITY	
Poland	Authority can be more focused, with a clear line of command and more emphasis on obedience and compliance.
Czech Republic	A more decentralized authority is possible where employees are encouraged to think for themselves and take initiatives.
DECISION PROCESSES	
Poland	The decision-making process can be more formalized, with clear procedures and regulations that must be followed.
Czech Republic	The decision-making process can be made more flexible and participatory, with more emphasis on cooperation and consensus.
IMPACT ON EMPLOYEES AND BUSINESS RESULTS	
Poland	A hierarchical structure can lead to greater efficiency and control, but it can also reduce employee initiative and satisfaction.
Czech Republic	A flat structure can increase employee engagement and satisfaction, but it may also require stronger leadership and coordination.

Source: (Authors own work on the basis of: Skuza, Scullion, McDonnell, 2013; Ladner, 2017; Grobelna, 2019; Knippschild, 2011; Kabus, 2019; Grzelczak et al., 2017; Goetz, Wollmann, 2001).

In Poland, the management structure tends to be more hierarchical. This means that decisions are made at higher levels of the organization and employees at lower levels have limited autonomy (Cichoń et al., 2021). This centralization can lead to faster and more decisive decision-making, but at the same time it can discourage individual initiatives and innovation at lower levels.

In the Czech Republic, the management structure is flatter, which means that employees at different levels have more influence on decisions. This decentralization can promote creativity and innovation, but it can also lead to problems with coordination and uniformity.

The authority in Poland is more focused and concentrated, with a clear line of command. This can lead to a more organized and coherent structure, but also to potential inflexibility and bureaucracy (Hąbek, Wolniak, 2016).

In the Czech Republic, authority is more decentralized, which encourages independent thinking and initiative on the part of employees. This can lead to increased adaptability and response to changing market conditions.

Decision-making processes in Poland are often more formalized, with clear procedures and regulations. This can lead to consistency and transparency, but it can also slow down the decision-making process.

In the Czech Republic, decision-making processes are more flexible and participatory, which can lead to greater cooperation and consensus. However, this may require stronger leadership and coordination to ensure effective implementation of the decision.

The hierarchical structure in Poland can lead to greater efficiency and control. Nevertheless, it can also discourage employees from taking initiatives and affect their satisfaction. The flat structure in the Czech Republic can increase employee engagement and satisfaction, but may require stronger leadership and coordination.

While Poland and the Czech Republic are neighboring countries with many common characteristics, differences in governance structure can affect the way organizations operate in these countries. Poland seems to prefer a more hierarchical and centralized structure, while the Czech Republic tends towards a flatter and decentralized model. These differences can have different implications for both employees and business outcomes, with distinct advantages and disadvantages for each approach. The choice of the appropriate structure depends on the specificity of a given organization, its goals and culture as well as on the market environment in which it operates (Tikhonova, Dvornikova, 2018). Differences in the governance structure between Poland and the Czech Republic are multidimensional and may have various causes and consequences. The final interpretation may require further research and analysis, which takes into account the specificity of various industries, history, culture and economic environment of both countries.

3. Comparative Analysis of Industry focus and employee experience between Poland and the Czech Republic

This table 2 provides an insightful comparison between Poland and the Czech Republic, focusing on the differences in industry specialization and employee experience. It highlights

how each country may prioritize various sectors and how their approach to employee retention and development may differ. Such a comparative analysis can be vital for stakeholders seeking to understand the unique business landscapes of both countries, informing decisions in investment, management practices, and market entry strategies.

Table 2.

Comparative Analysis of industry focus and employee experience between Poland and the Czech Republic

INDUSTRY DIFFERENCES	
Poland	IT sector: As previously mentioned, Poland may focus on technology and innovation, which suggests a stronger emphasis on the development of this field.
Czech Republic	Other Industries: The Czech Republic may focus on other sectors, such as engineering, automotive and tourism, reflecting the country's unique resources, traditions and strategies. Diversification: There may also be more diversification in the Czech Republic, which indicates flexibility and adaptability to different markets and trends.
EMPLOYEE EXPERIENCE	
Poland	Stability: As previously indicated, a longer seniority may indicate the stability and attractiveness of employers in Poland. Employee development: Polish companies may put more emphasis on employee development and training, which can affect loyalty and satisfaction.
Czech Republic	Worker Mobility: There may be greater worker mobility in the Czech Republic, indicating a dynamic labor market where workers often change employers in search of new opportunities. Flexibility: The Czech Republic can promote more flexible career paths and a variety of experiences, which can attract different talents and skills. Recruitment strategy: Differences in seniority may also reflect different recruitment and employment strategies, such as greater openness to international workers or different approaches to employment contracts.

Source: Authors own work on the basis of: (Koubek, Brewster, 1995; Wolniak, Sułkowski, 2016; Clark, Soulsby, 1998).

The distribution of industries and the experience of employees in Poland and the Czech Republic reflect the different strategies, values and cultures in both countries. Both Poland and the Czech Republic have their own unique characteristics that can provide valuable insights for entrepreneurs, investors and managers. Analyzing these differences can lead to a deeper understanding of both markets and enable you to plan and execute your business strategies more effectively.

4. Comparative Overview of management and economic Perspectives: Poland and the Czech Republic

As part of globalization and an increasingly complex business world, understanding the cultural and economic differences between countries becomes crucial to international success. Poland and the Czech Republic, two dynamically developing economies in Central Europe, present unique approaches to both management and investment in new technologies.

Table 3 is an attempt to illustrate these differences. It analyzes and compares key aspects of management, such as hierarchical management style and employer-employee relations, as well as some specific economic perspectives, such as investments in hydrogen technology.

By juxtaposing these diverse elements, the table provides valuable insight into how different cultures and management strategies can influence the business and economic dynamics in these two countries. Such analysis can prove to be an invaluable tool for investors, managers and policy makers who seek to understand and act effectively in these unique market contexts.

Table 3.

Comparative Overview of management and economic Perspectives: Poland and the Czech Republic

POLAND	
Hierarchical Management	In Poland, a more hierarchical management style may prevail. Managers often make key decisions, and lower-level employees may have limited autonomy. This may reflect traditional social values and norms that emphasize the importance of authority and structure.
Organizational Culture	Polish companies can put more emphasis on procedures and regulations, promoting a culture that values consistency and compliance with set standards.
Employer-Employee Relations	In Poland, employer-employee relationships can be more formal, with clear lines of communication and expectations towards employees.
CZECH REPUBLIC	
Democratic Governance	The Czech Republic is a parliamentary representative democracy with a president as head of state and a prime minister as head of government. Introduced in 1993 after the dissolution of Czechoslovakia, it defines the rules and structure of governance. It operates on the principle of separation of powers into three independent branches: executive, legislative and judiciary.
Organizational Culture	Czechs are often recognized for their strong work ethic, valuing hard work, precision, and responsibility. This manifests in organizations as a focus on goals, efficiency, and quality.
Employer-Employee Relations	In the Czech Republic, these relationships may be more relaxed and collegial, reflecting openness and a desire for cooperation at different levels of the organization.

Source: (Authors own work on the basis of: Skuza, Scullion, McDonnell, 2013; Ladner, 2017; Grobelna, 2019, Knippschild, 2011; Grzelczak et al., 2017; Goetz, Wollmann, 2001).

A comparison of management styles in Poland and the Czech Republic brings to light differences that are not only superficial, but also deeply rooted in the culture and tradition of both countries. A higher percentage of democratic governance in the Czech Republic, for example, may indicate a more collegial and participatory working style, while Poland may lean towards a more organized and hierarchical structure. These differences can have a significant impact on how business is conducted, how employees are motivated and how organizations achieve their goals in both countries.

5. Innovations and Management Styles: A Comparative Analysis of Poland and the Czech Republic

In today's rapidly changing world of technology and globalization, innovation and management style are becoming key elements of success for any economy. Poland and the Czech Republic, two important countries in Central and Eastern Europe, are known for their unique approaches to science, technology and management (Wojtaszek, Miciuła, 2019).

Table 4 gives an overview of these two different perspectives. On the one hand, it shows the commitment of both countries to invest in research and development and innovation, with Poland focusing on supporting startups and the Czech Republic on engineering and new technological products. On the other hand, it analyzes differences in management styles, emphasizing a hierarchical but increasingly flexible approach in Poland and a more consensus- and cooperation-oriented structure in the Czech Republic (Potluka, Liddle, 2014).

These differences in management and innovation can have a significant impact on the ways of doing business, organizational culture and the ability to adapt to new challenges and opportunities in both countries. This table provides a valuable overview of these key aspects that can serve as a tool for investors, entrepreneurs and business leaders who wish to understand and take advantage of these unique features of Poland and the Czech Republic.

Table 4.

Innovations and Management Styles: A Comparative Analysis of Poland and the Czech Republic

INNOVATIONS	
Poland	Poland is one of the largest economies in Central and Eastern Europe, and its market is attractive to external investors. In recent years, Poland has invested in scientific and technological development, focusing on modern technologies and innovations. Examples include support for startups and research and development programs.
Czech republic	The Czech Republic is known for its engineering and technical tradition. In the field of science and technology, there is a strong emphasis on research and development, which translates into innovation. There are many high-tech companies in the Czech Republic that focus on the development of new products and technologies.
MANAGEMENT STYLE	
Poland	The management style in Poland is characterized by a combination of traditional hierarchies with elements of a modern, more flexible approach. The approach to employees is changing, focusing more and more on autonomy, motivation and creativity. This approach can foster innovation because it gives employees more freedom to create and implement new ideas.
Czech republic	The Czech style of management is more oriented towards consensus and cooperation. Companies often use a flatter organizational structure, which can foster communication and the exchange of ideas. Such a structure can foster innovation as it allows thoughts and ideas to flow more easily across the different levels of the organization.

Source: Authors own work on the basis of: (Costa et al., 2023; Špaček, 2018; De Blick et al., 2023; Savitt, 1998, Wojtaszek, Miciuła, 2019; Koubek, Brewster, 1995; Cerciello et al., 2023).

Differences in management styles and approaches to innovation in Poland and the Czech Republic can be seen as a reflection of cultural and historical differences. Both countries have their own unique features that can foster innovation, but in different ways.

Poland, with its increasingly flexible approach and support for startups, can create an environment conducive to experimentation and risky projects. In turn, the Czech Republic, with its emphasis on consensus and cooperation, can foster innovation through effective communication and cooperation between departments.

Ultimately, management style can have a significant impact on how organizations in Poland and the Czech Republic approach innovation. Adjusting the management style to the organizational culture and market specificity may be the key to success in the field of innovation (Heyden et al., 2019).

6. Decision-making Processes and Transparency: A Comparative Analysis of Poland and the Czech Republic

In today's business world, decision-making processes and the level of transparency in organizations are essential to the effectiveness, trust and satisfaction of employees. Different approaches to these key aspects of management can have a profound impact on a company's culture and performance.

Table 5 presents an analysis of these two important areas in Poland and the Czech Republic. It provides a detailed look at the different styles of decision-making in traditional and modern organizations in both countries and the importance of transparency in decision-making. In Poland, we observe both hierarchical decision-making structures and a growing tendency towards more decentralized and democratic approaches, especially in modern companies and startups. Similarly, in the Czech Republic, these differences are reflected in conservative companies compared to those that promote innovation and collaboration.

Table 5.

Decision-making Processes and Transparency: A Comparative Analysis of Poland and the Czech Republic

POLAND	
Making a decision	
In Poland, decision-making processes in organizations may differ depending on the type of company and organizational culture.	
Traditional Organizations	In some of the more traditional Polish companies, decisions are made at higher levels of management. This means that lower-level employees have less influence on decision-making processes.
Modern Organizations	In companies that promote a more open and flexible culture, decision-making processes are more decentralized. In such cases, teams and individuals have more freedom and responsibility to make decisions.
Power Structure	In Poland, there is a trend towards flat organizational structures, especially in modern companies and startups. Greater employee participation in decision-making may indicate a more decentralized and democratic power structure.
CZECH REPUBLIC	
Making a decision	
As in Poland, in the Czech Republic there are also differences in decision-making processes depending on the type of company and organizational culture.	
Traditional Organizations	In more conservative and hierarchical companies, decisions are made primarily by senior management.
Modern Organizations	Innovative and collaborative companies often take a more decentralized approach to decision-making, where employees at various levels have an influence on decision-making processes.
Power Structure	In the Czech Republic, a culture of collaboration and consensus can lead to a flatter organizational structure where employees are more involved in decision-making. It could also mean a more decentralized and flexible power structure.

Cont. table 5.

POLAND	
Transparency level	
In Poland, the transparency of the decision-making process may vary from organization to organization. In modern companies, especially those focused on innovation and agility, transparency is often highly valued.	
Benefits of Transparency	Transparency in Poland is seen as a way to build trust among employees, improve communication and promote accountability.
Exceptions and Challenges	Some companies, especially more traditional ones, may not promote full transparency. This may be the result of fears of disclosing sensitive information or the complexity of decision-making processes.
Organizational Culture and Values	
In Poland, values such as honesty and ethics are important in shaping organizational culture. Transparency of the decision-making process is often associated with these values and can be a key element in building a positive image of the company.	
CZECH REPUBLIC	
Transparency Level	
The Czech Republic, like Poland, has a varied level of transparency in the decision-making process in different companies.	
Benefits of Transparency	In the Czech Republic, transparency is also considered an important factor in building trust and cooperation. Companies that promote openness and clarity in their decision-making processes may experience higher employee engagement.
Exceptions and Challenges	As in Poland, not all companies in the Czech Republic adhere to full transparency. The reasons may be similar, such as fear of disclosure or lack of understanding of the benefits of full transparency.
Organizational Culture and Values	In the Czech Republic, a culture of cooperation and consensus can foster transparency. Pursuing a common goal and mutual trust are often important values, and transparency in decision-making processes can be crucial to achieving these goals.

Source: Authors own work on the basis of: (Kohnová et al., 2023; Wolniak, 2023; De Blick et al., 2023; Savitt, 1998, Tung, Havlovic, 1996; Plaček et al., 2023; Claessens, Djankov, 1999; Bejtkovský, 2016).

Transparency of the decision-making process in Poland and the Czech Republic is a complex issue that reflects differences in organizational culture and company values. Both countries tend to promote transparency as a means of building trust and honesty, although the implementation of this goal may differ. Introducing and maintaining transparency requires proper management and understanding of the organization's specifics. This may include clear communication of decision-making processes, regular updates, and promoting a culture of openness and honesty (Abdallah, 2023). There is still room for improvement in both countries in terms of fully implementing transparency, and further research and adaptation to local conditions and values are crucial for the successful implementation of this important element in governance.

7. Internal Communication and Its Relationship with Organizational Culture in Poland and the Czech Republic

Internal communication and organizational culture are key elements of company management and strategy, affecting productivity, employee satisfaction and the overall working atmosphere. Collaboration, innovation and hierarchy are values that can shape both

communication and organizational culture differently in different countries and different types of companies (Khosravi et al., 2019).

The table 6 outlines the unique features and challenges of internal communication and organizational culture in Poland and the Czech Republic. In Poland, many companies strive to promote clear and effective communication, using modern tools and strategies, as well as emphasizing the importance of cooperation and innovation. However, in some larger, more hierarchical companies there can be communication problems. Similarly, in the Czech Republic, especially in small and medium-sized enterprises, communication can be more direct and open. Both Poland and the Czech Republic pay attention to innovation, especially in dynamically developing sectors, but they can show different degrees of formality and hierarchy depending on the industry and company tradition. The table 6 provides valuable insights for leaders and managers who seek to understand and adapt effective internal communication practices and organizational culture. It serves as a guide for those who want to understand how these key elements function in different cultural and organizational contexts, and how they can be adapted to the individual needs and goals of companies.

Table 6.

Internal Communication and Organizational Culture: A Comparative Analysis of Poland and the Czech Republic

POLAND	
Assessment of internal communication	
Strengths	In Poland, many companies strive for clear and effective communication, promoting openness and regular meetings between teams.
Weaknesses	There may be problems in large, hierarchical companies where communication can be more formal and complex.
Tools and Strategies	The use of modern communication tools, such as online collaboration platforms, can support internal communication.
Key elements of organizational culture	
Collaboration	In Poland, many leaders promote teamwork and collaboration.
Innovation	In some sectors, especially in technology, innovation is the key to success.
Hierarchy	In more traditional companies, hierarchy and structure may be more prominent.
CZECH REPUBLIC	
Assessment of internal communication	
Strengths	In the Czech Republic, especially in small and medium-sized enterprises, communication can be more direct and open.
Weaknesses	In some larger companies there may be communication barriers related to hierarchy and structure.
Tools and Strategies	The Czech Republic also uses modern tools and strategies to promote effective internal communication.
Key elements of organizational culture	
Cooperation	In the Czech Republic, cooperation and consensus are often key values.
Innovativeness	As in Poland, innovativeness can be valued, especially in dynamically developing sectors.
Hierarchy	Czech companies may exhibit varying degrees of formality and hierarchy depending on the industry and company tradition.

Source: Authors own work on the basis of: (Soukopová et al., 2023; Wolniak, 2023; De Blick et al., 2023; Savitt, 1998, Tung, Havlovic, 1996; Plaček et al., 2023; Claessens, Djankov, 1999; Bejtkovský, 2016).

In both Poland and the Czech Republic, there is a focus on effective communication, especially through the use of modern tools and online collaboration platforms. Larger, more hierarchical companies in both countries may face challenges in internal communication, where the structure can cause complexity and barriers. Teamwork, collaboration, and innovation are highlighted as key elements of organizational culture in Poland. In contrast, cooperation and consensus appear more emphasized in the Czech Republic (Afonina, 2015). The importance of hierarchy varies between traditional and modern sectors in both countries. More traditional companies in Poland and the Czech Republic may prioritize structure, while innovation is more common in technology and dynamically developing sectors (Soukopová, 2017). Overall, the two countries share similarities in their approach to internal communication and organizational culture, with some differences in emphasis and implementation reflecting local business traditions and industry characteristics.

8. Comparative analysis of results on the example of Poland and the Czech Republic

In the study on management strategies and economic perspectives in Poland and the Czech Republic, proper examination and comparative analysis of 384 respondents in Poland and 328 respondents in the Czech Republic are key to unpacking the parallels and contrasts between these two nations. Here is how these aspects were applied and why they are relevant in the context of this study:

Poland (384 respondents): The analysis in Poland was conducted to reflect the diversity of management strategies and economic perspectives, taking into account factors such as governance, economic development, and sectoral priorities.

Czech Republic (328 respondents): Similarly, the Czech analysis was structured to highlight the corresponding features and differences within the country. It covered various management practices, economic policies, and regional economic aspects that are unique to or shared with Poland.

Representativeness in a survey study refers to the extent to which the research sample reflects the general population from which it was drawn. This is a key aspect that determines whether survey results can be generalized to the entire population. In the context of the study on management strategies and economic perspectives in Poland (384 respondents) and the Czech Republic (328 respondents), representativeness can be understood by applying the following formulas and concepts:

Sample size (n): This is the number of units in the sample, i.e., 384 for Poland and 328 for the Czech Republic.

Population Size (N): This is the total number of units in the population from which the sample was drawn. It could be the total number of adult citizens in both countries, for example.

- Margin of Error (e): The margin of error expresses how far the results of a sample may differ from the actual results of the population as a whole. The standard margin of error is often 5% or 3%.
- Confidence Level (Z): This is the Z-score corresponding to the desired confidence level, often 95% or 99%.
- Standard Deviation (σ): This is a measure of the dispersion of results in the sample.
- Sample Size Calculation Formula:

sample size - Z-score value - standard deviation - population size - margin of error

$$n = \frac{Z^2 \cdot \sigma^2 \cdot (N - n)}{e^2 \cdot (N - 1) + Z^2 \cdot \sigma^2}$$

where:

n - sample size,

Z - Z-score value,

σ - standard deviation,

N - population size,

e - margin of error.

For this particular study, the appropriate values for: N, e, Z, and σ should be selected based on the purpose of the study and the characteristics of the population to achieve adequate representativeness. The selection of 384 and 328 respondents for Poland and the Czech Republic must comply with these parameters to ensure that the results are reliable and can be generalized to the wider population in both countries.

In both countries, the sample was structured to include a variety of social groups, including industry experts, policy makers, academia, entrepreneurs, and the general public. Efforts were made to make the sample demographically balanced, in line with national statistics, so that the results could be generalized to a wider population. Although the number of respondents in Poland and the Czech Republic was slightly different, this difference is not significant and does not affect the ability to compare results between the two countries.

Figure 1 provides an analysis of job positions within limited liability companies in both Poland and the Czech Republic. This analysis, sourced from the authors' own research, aims to uncover potential differences and similarities in the organizational structure of businesses within these two countries. The focus on job positions across various levels of the organization, including senior management, department managers, regular employees, and other roles, offers a window into the management culture and priorities of businesses in Poland and the Czech Republic. By examining these aspects, the figure 1 sets the stage for a deeper understanding of how organizational hierarchies are constructed and what this reveals about the broader business environment in each country.

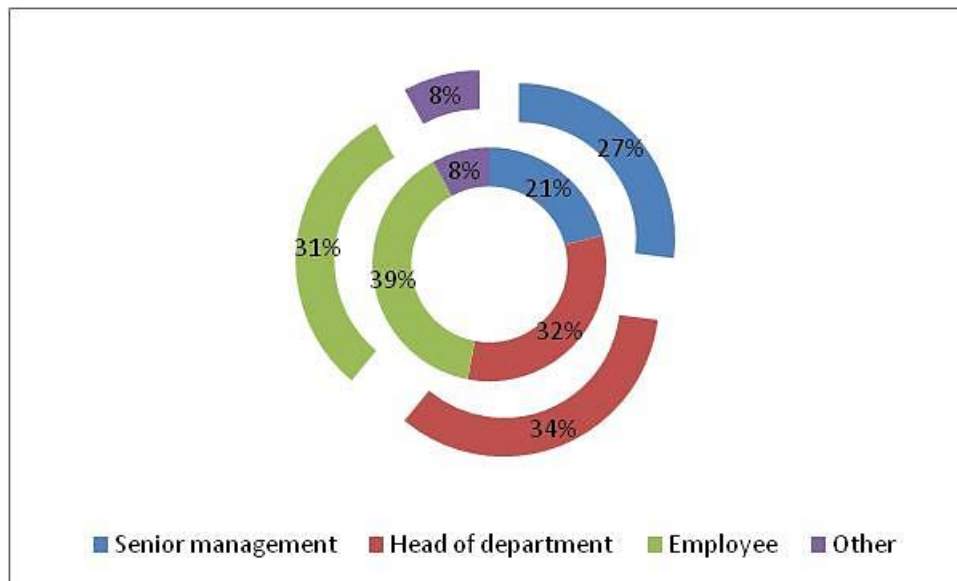


Figure 1. Analysis of the job position based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The interpretation of the results regarding positions in the company in Poland and the Czech Republic shows some differences in the organizational structure of limited liability companies in both countries. In Poland, senior management accounts for 21% of the structure, while in the Czech Republic this ratio is higher, at 27%. This may suggest that there is a slightly greater focus on higher-level management in the Czech Republic. A similar difference occurs in managerial positions, where in Poland department managers account for 32%, and in the Czech Republic 34%. Although the difference is small, it may indicate a slightly greater role of middle management in the Czech Republic. As regards employees, in Poland they constitute a larger part of the structure, at the level of 39%, compared to 31% in the Czech Republic. This may indicate that in Poland there is a greater emphasis on teamwork and involvement of lower-level employees. The "Other" category is the same in both countries, at 8%, indicating a similarity with regard to other positions and roles in the organization. In conclusion, these results may indicate some differences in the organization and management structure between Poland and the Czech Republic, with a greater emphasis on senior management and middle management in the Czech Republic, and a greater role of lower-level employees in Poland.

Figure 2 presents an industry analysis for Poland and the Czech Republic, derived from the authors' own research. This analysis aims to shed light on the distribution of employees across different sectors such as IT, manufacturing, services, trade, and others in both countries. By exploring the landscape of industries, the figure intends to highlight the underlying economic dynamics and potential differences and similarities between Poland and the Czech Republic. Such insights can provide valuable context for understanding the broader economic trends, preferences, and strategic directions that characterize the business environments in these two nations. Whether there are variations in the concentration of industries or alignment in certain sectors.

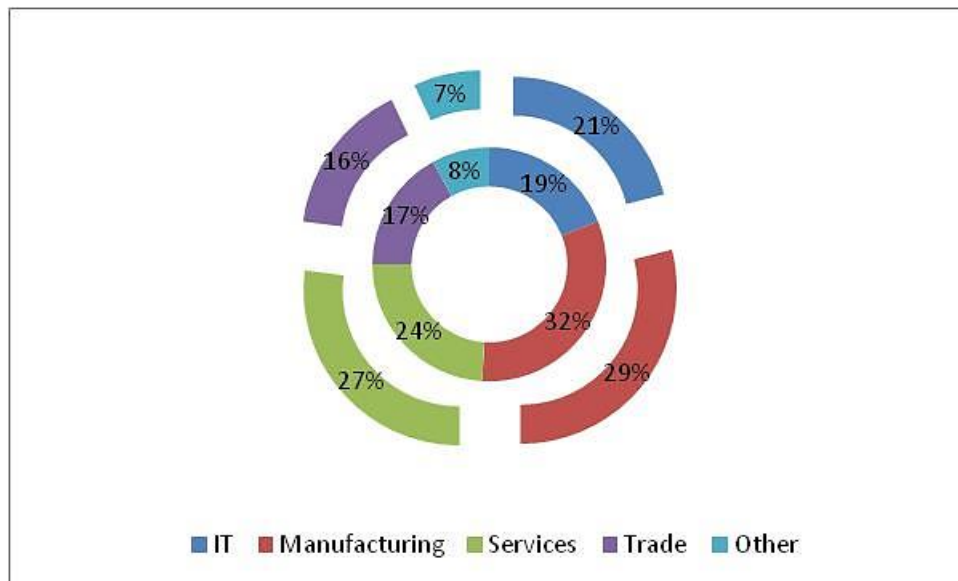


Figure 2. Industry analysis based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The results of the survey on industries in Poland and the Czech Republic reveal interesting differences and similarities between the two countries. In Poland, the IT industry accounts for 19% of the answers, while in the Czech Republic it is 21%, which may suggest a slightly greater involvement in technology in the Czech Republic. Manufacturing is more significant in Poland, accounting for 32%, compared to 29% in the Czech Republic, indicating a stronger focus on the manufacturing industry in Poland. Services are slightly more diverse, with 24% in Poland and 27% in the Czech Republic, which may reflect differences in service sector orientation. Trade is almost equal, with 17% in Poland and 16% in the Czech Republic, which indicates a similar importance of this industry in both countries. The "Other" categories are small and similar in both countries, with 8% in Poland and 7% in the Czech Republic, which may suggest a similarity in the distribution of other smaller industries. Taken together, these results show both differences and similarities in the economic structure of the two countries, with some exceptions in the IT, manufacturing and services industries.

Figure 3 provides an analysis of work experience, focusing on the number of years employees have worked in their current company in both Poland and the Czech Republic, based on the authors' own research. The figure seeks to explore the subtleties and nuances in the employment landscape of these two countries, considering various stages of career longevity, such as less than a year, 1-5 years, 6-10 years, and over 10 years. Without delving into specific percentages, Figure 3 aims to shed light on potential differences and similarities in employment stability, loyalty, and retention trends. Whether the results reveal a culture of staying with one company for longer periods or a tendency for more frequent job changes, the figure serves as an essential snapshot of how work experience and career paths are shaped in Poland and the Czech Republic. It offers a foundation for understanding broader workforce dynamics and organizational practices in these two European nations.

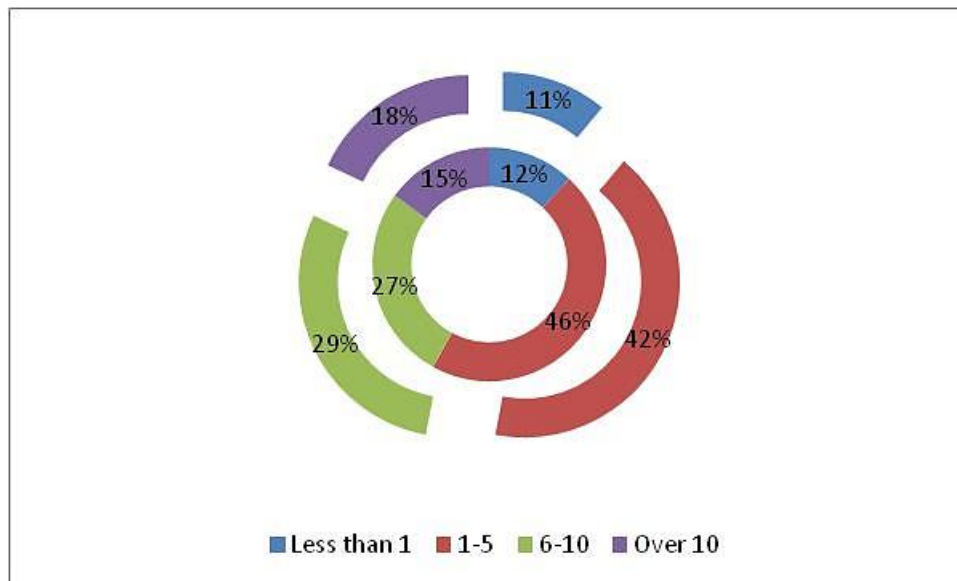


Figure 3. Work experience analysis based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The results of the survey regarding the number of years of work in the current company in Poland and the Czech Republic show some subtle differences in both countries. In Poland, 12% of respondents have been working in their current company for less than a year, compared to 11% in the Czech Republic, which indicates a similar level of employment stability in the early stages of a career. In the category of 1-5 years of work, there are slightly more respondents in Poland, 46%, than in the Czech Republic, where the result is 42%, which may suggest that in Poland employees are more likely to stay with the company for the first few years. When it comes to employees with 6-10 years of experience, the Czech Republic has a slightly higher percentage, 29%, compared to 27% in Poland. This may indicate that employees in the Czech Republic are more likely to stay in their jobs for an average period of time. In the category over 10 years, the Czech Republic also has a higher percentage, 18%, compared to Poland, where the result is 15%, which may suggest a greater tendency to stay in one job in the Czech Republic for a long time.

Overall, these results may indicate slightly more stable employment in the Czech Republic in the medium to longer term, while Poland seems to have slightly more stable employment in the shorter period of 1-5 years.

Figure 4 presents an analysis of management styles in Poland and the Czech Republic, specifically focusing on the perception of how these styles foster innovation, as derived from the authors' own research. The figure attempts to uncover how employees in both countries perceive their management style, whether it supports or inhibits innovation within the organization. This examination includes the perspectives of those who believe management is conducive to innovation, those who do not, and those who have no opinion on the matter. By comparing these views between Poland and the Czech Republic, Figure 4 seeks to reveal not only the prevailing opinions but also subtle differences and nuances between the two

countries. Understanding the role of management in driving innovation is crucial for organizational success, and this figure provides valuable insights into the perceived alignment between management practices and innovative culture in these two European nations. It adds depth to the ongoing conversation about leadership and innovation, contributing to a broader understanding of the connection between management style and creativity in the workplace.

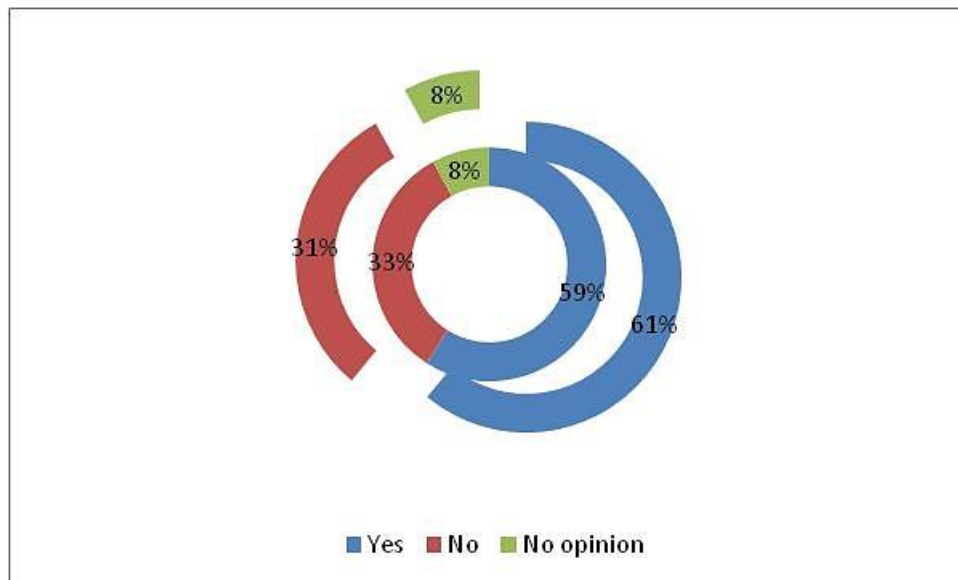


Figure 4. Management style analysis based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The results of the survey regarding the innovation-friendly management style in Poland and the Czech Republic are similar, but show some differences. In Poland, 59% of respondents believe that there is a management style conducive to innovation, while in the Czech Republic the percentage is slightly higher at 61%. This may suggest that both in Poland and the Czech Republic there is a relatively strong belief that appropriate management practices can support innovation, but in the Czech Republic this belief is somewhat stronger.

On the other hand, 33% of respondents in Poland believe that the management style is not conducive to innovation, compared to a slightly lower percentage in the Czech Republic of 31%. This may indicate a slightly greater skepticism in Poland as to the possibility of supporting innovation through management practices. The percentage of respondents who have no opinion on this subject is the same in both countries and amounts to 8%. This may suggest that the issue is not yet fully understood by a certain group of respondents in both countries. Overall, these results may indicate that there is a general agreement in both Poland and the Czech Republic that management style can foster innovation, but there is some variation in the degree of this agreement and some degree of uncertainty as to how to achieve this.

Figure 5 illustrates an analysis of the decision-making processes in organizations within Poland and the Czech Republic, based on the authors' own research. By investigating how decisions are made and who is involved in the decision-making process, the figure aims to highlight the similarities and differences between the two countries in this crucial aspect of

organizational management. The analysis includes perspectives on the roles played by various levels within the organization, including upper management, middle management, employees, and even customers. The comparison between Poland and the Czech Republic may provide valuable insights into the broader trends in organizational culture, centralization, delegation of responsibility, and the influence of different stakeholders in the decision-making process. By examining these dynamics, Figure 5 contributes to a more nuanced understanding of organizational behavior, management practices, and business culture in the context of these two European nations. It adds to the discourse on how decisions are made within organizations and the underlying factors that shape these processes.

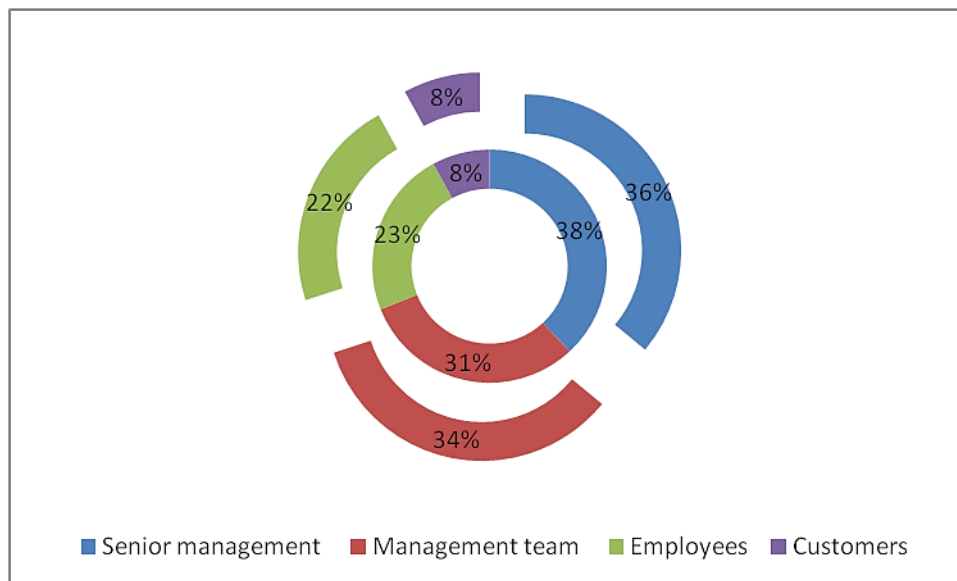


Figure 5. Analysis of the innovation-friendly management style based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The interpretation of the results of the survey on decision-making processes in Poland and the Czech Republic shows some similarities and differences in the structure of decision-making in both countries. In Poland, the highest percentage of respondents, 38%, believe that the upper management makes decisions, while in the Czech Republic the figure is 36%. This is a minor difference, but it may suggest a bit more centralization in Poland. The answers regarding the management team are also similar, with 31% in Poland and 34% in the Czech Republic, which indicates some degree of delegation of responsibility for decisions to lower levels of management in both countries. However, a slightly higher percentage in the Czech Republic may suggest a slightly greater role of middle management in the decision-making process. When it comes to employees, the answers are again close, with 23% in Poland and 22% in the Czech Republic, indicating that in both countries employees have some but limited influence on decision-making processes. Customer responses are identical in both countries, with 8%, indicating that in both countries customers play a relatively minor role in business decision-making. Overall, these results suggest that both in Poland and the Czech

Republic decision-making processes are dominated by upper management, but there are some differences in the extent to which middle management and employees are involved in these processes. These results may also indicate a similarity in business culture and management practices between the two countries.

Figure 6 provides an analysis of the transparency of decision-making processes within organizations in Poland and the Czech Republic, based on the authors' own research. The analysis focuses on examining the perspectives of employees on whether the decision-making processes within their organizations are conducted openly and transparently. This analysis uncovers both the similarities and the subtle differences between the two countries in how transparent decision-making is perceived. The insights derived from this survey may have implications for understanding the organizational culture, trust in leadership, and effectiveness of communication within businesses in Poland and the Czech Republic. By exploring the views of those directly involved in or affected by decision-making processes, Figure 6 adds to the ongoing dialogue on how decisions are made, managed, and communicated within organizations. It also points to areas where there may be room for improvement or further investigation to enhance transparency and clarity in decision-making, which are key factors in building trust and collaboration within an organization.

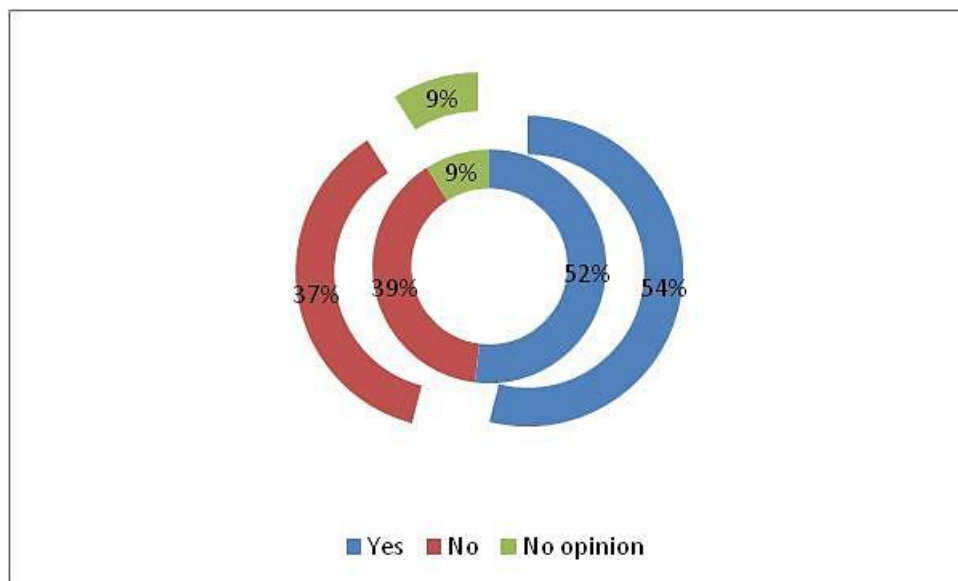


Figure 6. Analysis of decision-making in management based on employees from Poland and the Czech Republic.

Source: Authors' own research.

The interpretation of the results of the survey on the transparency of the decision-making process in Poland and the Czech Republic shows quite similar opinions in both countries. In Poland, 52% of respondents believe that the decision-making process is transparent, while in the Czech Republic this figure is 54%. This small difference may indicate a slightly greater openness in decision-making in the Czech Republic compared to Poland, although this difference is minimal. On the other hand, 39% of respondents in Poland believe that the decision-making process is not transparent, compared to a slightly lower percentage, 37%, in the Czech Republic. This difference may suggest that in Poland there is a bit more skepticism or uncertainty about the clarity and openness of decision-making processes in companies. The proportion of respondents who had no opinion on the subject was the same in both countries, at 9%. This may indicate that in both countries there is a certain group of people who do not have sufficient knowledge or experience to express their opinion on the transparency of the decision-making process. Overall, these results suggest that there is a relatively high level of transparency in decision-making in both Poland and the Czech Republic, with slightly more openness in the Czech Republic. However, there is also a significant proportion of people in both countries who feel that these processes are not clear enough, which may indicate the need for further research and possible improvement in this area.

Figure 7 presents an analysis of the perceptions of internal communication within limited liability companies in Poland and the Czech Republic, as derived from the authors' own research. The focus of the analysis is on understanding how employees in both countries evaluate the quality of internal communication within their organizations. While highlighting some disparities, it also uncovers common trends in how communication is perceived, assessed, and valued in these two countries.

The comparison between Poland and the Czech Republic adds a cross-cultural dimension to the study, shedding light on the nuances of communication within business environments. This analysis not only reveals insights into the effectiveness of internal communication but also hints at underlying cultural differences and expectations that may influence these perceptions.

By offering a detailed examination of positive and negative evaluations, Figure 7 contributes valuable information that could guide efforts to enhance communication strategies within organizations. The emphasis on both very good and unsatisfactory ratings provides a nuanced view that could inform management practices, potentially leading to more effective and satisfying communication within companies in both Poland and the Czech Republic.

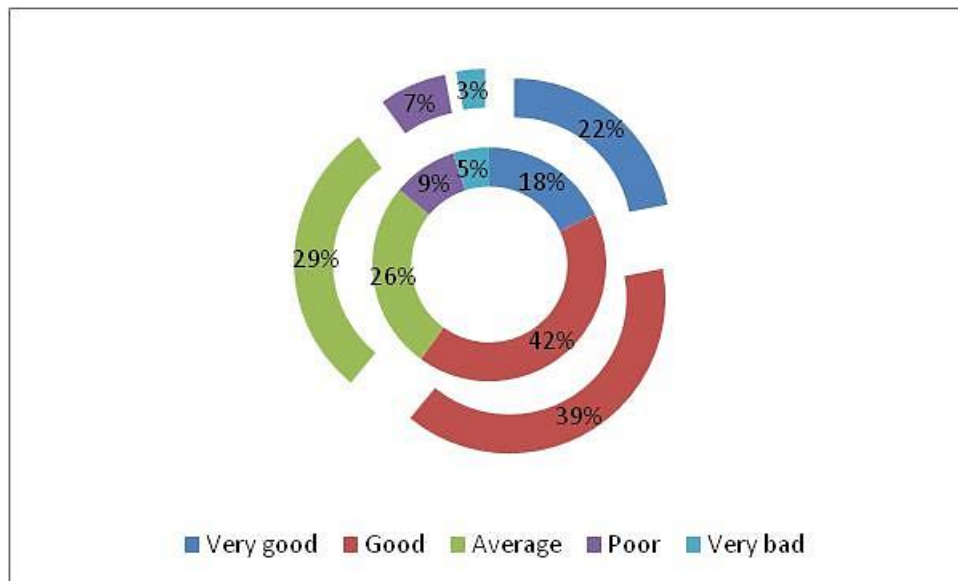


Figure 7. Analysis of the transparency of the decision-making process based on employees from Poland and the Czech Republic.

Source: Authors' own research.

Interpretation of the results regarding internal communication in limited liability companies in Poland and the Czech Republic shows some differences in the perception of the quality of communication in these two countries.

In Poland, the majority of respondents rated internal communication as good (42%) or very good (18%), which is 60% in total. In the Czech Republic, 39% and 22% of respondents gave these ratings, respectively, for a total of 61%. In both countries, the majority of respondents perceive internal communication in their companies as positive, although in the Czech Republic this percentage is slightly higher in the "very good" category. As for the average rating, in Poland it is 26%, while in the Czech Republic it is 29%. This indicates that a similar proportion of respondents in both countries consider internal communication to be average. In negative terms, 9% of respondents in Poland rated internal communication as bad and 5% as very bad. In the Czech Republic, these figures are slightly lower, with 7% and 3% respectively. This suggests that there is slightly less dissatisfaction with internal communication in the Czech Republic than in Poland.

Taken together, these results suggest that in both countries, the majority of respondents view internal communication in their organizations positively. However, in the Czech Republic there is a slightly greater tendency to rate communication as very good, while in Poland there is slightly more dissatisfaction in this area. This may indicate slightly higher standards or differences in communication practices between the two countries.

Figure 8 presents an analysis of the perceptions of key elements in organizational culture within limited liability companies in Poland and the Czech Republic, as sourced from the authors' own research. The study explores the values and principles considered essential by employees in both countries, offering a comparative view that highlights both shared

perspectives and distinct national differences. Categories such as cooperation, innovation, hierarchy, transparency, and social responsibility are analyzed, providing a multifaceted look into what defines organizational culture in these two contexts. The similarities in the emphasis on cooperation and hierarchy across Poland and the Czech Republic reveal a common ground in the understanding of organizational dynamics and interpersonal relationships. Differences in the importance assigned to innovation, though slight, offer insights into varying priorities and approaches to creativity and growth.

Figure 8 adds value to the broader discussion about organizational culture by emphasizing both commonalities and subtle distinctions between Poland and the Czech Republic. By focusing on the elements that employees consider essential, this analysis contributes to a more nuanced understanding of what shapes and drives organizational culture within the region. This information could guide companies in creating cultures that resonate with their employees' values, potentially fostering a more engaged and effective workforce.

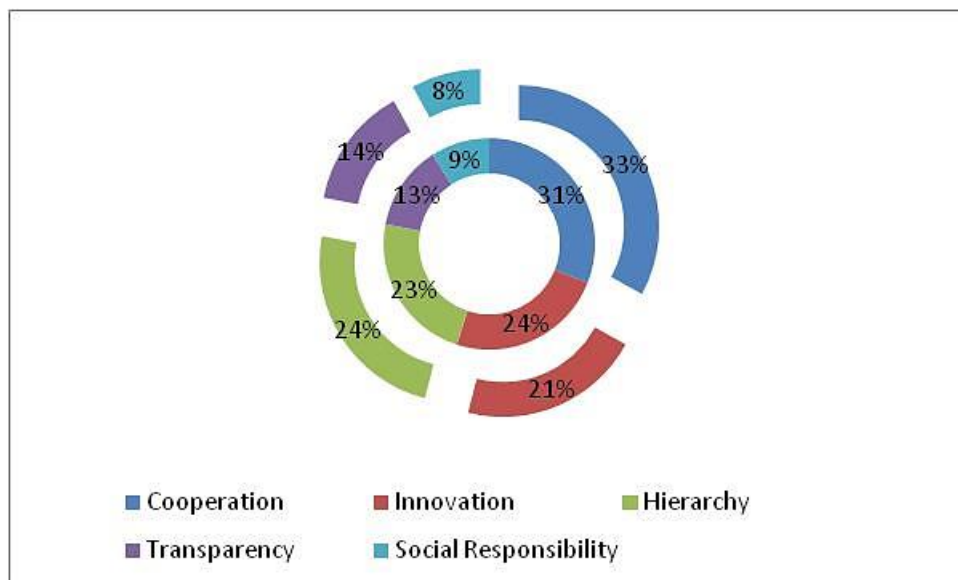


Figure 8. Analysis of the transparency of the decision-making process based on employees from Poland and the Czech Republic.

Source: Authors' own research.

Interpretation of the results regarding the key elements of organizational culture in limited liability companies in Poland and the Czech Republic reveals some similarities and differences between these two countries.

In both countries, cooperation is considered the most important element of organizational culture, accounting for 31% in Poland and 33% in the Czech Republic. This means that employees in both countries value working together and interacting with others. Innovation is also important, but differences in the perception of this element are visible, with 24% in Poland and 21% in the Czech Republic. This may suggest that in Poland there is a slightly greater emphasis on innovation as a key element of corporate culture. The hierarchy is equally important in both countries, with a slight difference in favor of the Czech Republic, where it

accounts for 24%, compared to 23% in Poland. This may indicate a similar perception of the role of structure and order in organizations in both countries.

Transparency and social responsibility are less important in both countries, but are still considered key elements of culture. Transparency is 13% in Poland and 14% in the Czech Republic, and social responsibility is 9% in Poland and 8% in the Czech Republic. These differences are minimal and may indicate a similar perception of these values in both countries. Taken together, these results suggest that the key elements of organizational culture are quite similar in Poland and the Czech Republic, with an emphasis on collaboration, innovation and hierarchy. The differences, although minor, may reflect slightly different priorities and values in the company cultures of the two countries.

9. Discussion

Poland has a more detailed structure of a centralized and hierarchical governance structure, where decisions are basic at a higher level and authority is more concentrated. In the Czech Republic, on the other hand, a flat structure prevails, where employees have an influence on decisions, and authority is more decentralized.

Decision-making processes in Poland are often higher formalized and categorized, while in the Czech Republic they are of a higher degree of cooperation and consensus. A hierarchical structure in Poland can display greater efficiency and control, but it can also create initiative and modules. In Czech, a flat structure can support employees, but it requires stronger leadership and channels. These differences are multidimensional and can have different effects and effects. They may result both from differences in the business industry and be a response to specific challenges and business goals in each country.

Poland tends to have a more centralized and hierarchical governance structure, where decisions are made at higher levels and authority is more concentrated. In the Czech Republic, on the other hand, a flat structure prevails, in which employees have more influence on decisions and authority is more decentralized.

Decision-making processes in Poland are often more formalized and organized, while in the Czech Republic they are more flexible and participatory, which can lead to greater cooperation and consensus. Poland can lead to greater efficiency and control, but it can also reduce employee initiative and satisfaction. In the Czech Republic, a flat structure can increase employee engagement, but requires stronger leadership and coordination.

These differences are multidimensional and can have various causes and consequences. They may result both from differences in business traditions and be a response to specific business challenges and goals in each country. In Poland, a more hierarchical style of management may prevail, where managers often make key decisions and lower-level

employees have limited autonomy. This may reflect traditional social values and norms that emphasize the importance of authority and structure. By contrast, the Czech Republic may have a higher proportion of democratic governance, which may indicate a more collegial and participatory working style. Polish companies can put more emphasis on procedures and regulations, promoting a culture that values consistency and adherence to established standards. Meanwhile, in the Czech Republic, investments in hydrogen technology can open up new economic opportunities, stimulating innovation. In Poland, these relationships can be more formal, with clear lines of communication and expectations towards employees. In the Czech Republic, these relationships may be more relaxed and collegial, reflecting openness and a desire for cooperation at different levels of the organization. Investments in hydrogen technology can open up new economic opportunities in the Czech Republic, creating jobs and stimulating innovation. This is an aspect that may differ from the Polish approach.

In Poland, a more hierarchical style of management may prevail, where managers often make key decisions and lower-level employees have limited autonomy. This may reflect traditional social values and norms that emphasize the importance of authority and structure. By contrast, the Czech Republic may have a higher proportion of democratic governance, which may indicate a more collegial and participatory working style. Known as one of the largest economies in Central and Eastern Europe, Poland focuses on investments in scientific and technological development. The focus on modern technologies and innovations, such as support for startups and research and development programs, makes Poland attractive to external investors. The Czech Republic is known for its engineering and technical tradition. A strong focus on research and development translates into innovation. There are many high-tech companies in the Czech Republic focused on developing new products and technologies. The Polish management style combines traditional hierarchies with elements of a modern, more flexible approach. The approach to employees is changing, focusing more and more on autonomy, motivation and creativity. This approach can foster innovation by giving employees more freedom to create and implement new ideas. The Czech style of management is more oriented towards consensus and cooperation. Companies often use a flat organizational structure, which can foster communication and the exchange of ideas. Such a structure can be conducive to innovation because it allows thoughts and ideas to flow more freely at different levels of the organization. Both countries have their own unique features that can foster innovation, but in different ways. Poland, with its increasingly flexible approach and support for startups, can create an environment conducive to experimentation and risky projects. By contrast, the Czech Republic, with its emphasis on consensus and collaboration, can foster innovation through effective communication and collaboration across departments. Ultimately, management style can significantly influence how organizations in Poland and the Czech Republic approach innovation. Adjusting the management style to the organizational culture and market specificity can be the key to success in the field of innovation. This comparison can serve as a valuable tool for investors, entrepreneurs and business leaders who want to understand and take advantage of these unique features of Poland and the Czech Republic.

In more traditional Polish companies, decisions are made at higher levels of management, which means less influence of employees at a lower level. Modern Organizations: In companies that promote a more open and flexible culture, decision-making processes are more decentralized, giving teams and individuals more freedom and responsibility. Power structure: In Poland, there is a tendency to flat organizational structures, especially in modern companies and startups. In more conservative companies, decisions are made mainly by senior management. Modern Organizations: Innovative and collaborative companies often adopt a more decentralized way of making decisions.

Power Structure: In the Czech Republic, a culture of collaboration and consensus can lead to a flat organizational structure with more employee involvement in the decision-making process. In Poland, transparency is seen as a way to build trust, improve communication and promote accountability. Exceptions and Challenges: Some companies, especially more traditional ones, may not promote full transparency for fear of disclosing sensitive information.

In Poland, values such as honesty and ethics are important in shaping organizational culture, and transparency is often associated with them. In the Czech Republic, transparency is also important in building trust and cooperation. As in Poland, not all companies in the Czech Republic are fully transparent. In the Czech Republic, a culture of cooperation and consensus can foster transparency.

The transparency of the decision-making process in Poland and the Czech Republic is a complex issue that reflects differences in organizational culture and company values. Both countries seem to promote transparency as a means of building trust and fairness, although the implementation of this objective may differ. Introducing and maintaining transparency requires proper management and understanding of the specifics of the organization. This may include clear communication of decision-making processes, regular updates, and promoting a culture of openness and honesty. There is still room for improvement in both countries with fully implemented transparency, and further research and adaptation to local conditions and values is crucial for the successful implementation of this important element of governance.

In Poland, many companies strive for clear and effective communication, promoting openness and regular meetings between teams. There may be problems in large, hierarchical companies where communication can be more formal and complex. The use of modern communication tools, such as online collaboration platforms, can support internal communication. In Poland, many leaders promote teamwork and cooperation. In some sectors, especially technology, innovation is the key to success. In more traditional companies, hierarchy and structure may be more apparent. In the Czech Republic, especially in small and medium-sized enterprises, communication can be more direct and open. Some larger companies may have communication barriers related to hierarchy and structure.

The Czech Republic also uses modern tools and strategies to promote effective internal communication. In the Czech Republic, cooperation and consensus are often key values. As in Poland, innovation can be valued, especially in dynamically developing sectors.

Czech companies can exhibit varying degrees of formality and hierarchy depending on the industry and company tradition. In both countries, there is an emphasis on effective communication, especially through the use of modern online collaboration tools and platforms. Larger, more hierarchical companies in both countries may face internal communication challenges where structure can create complexity and barriers. Teamwork, cooperation and innovation are emphasized as key elements of organizational culture in Poland. In the Czech Republic, cooperation and consensus are more emphasized. The meaning of the hierarchy varies between traditional and modern sectors in both countries.

Overall, the two countries show similarities in their approach to internal communication and organizational culture, with some differences in emphasis and implementation reflecting local business traditions and industry characteristics. In the Czech Republic, more emphasis on senior and middle management positions. In Poland, greater involvement of employees at lower levels. Some similarities in other roles. Slight differences in involvement in IT and services in the Czech Republic. Stronger focus on industry in Poland. Similarities in trade and other smaller industries. The analysis suggests differences and similarities in employment stability and loyalty between Poland and the Czech Republic. There are subtle differences in employment stability between Poland and the Czech Republic. In Poland, employees seem to be more stable in the period of 1-5 years, while in the Czech Republic there is more stability in the medium and longer term. In Poland and the Czech Republic, there is a similar belief that management style can be conducive to innovation, but in the Czech Republic this belief is slightly stronger. There is also some difference in skepticism about the ability of management practices to support innovation.

This analysis aims to highlight the similarities and differences in decision-making processes in Poland and the Czech Republic, but without specific data it is difficult to draw concrete conclusions about trends in organizational culture, centralization, delegation of responsibility and the impact of various stakeholders on the decision-making process. The results show that decision-making in both Poland and the Czech Republic is mainly centralized and involves senior management. Small differences in the involvement of middle management and employees suggest a slightly greater role for middle management in the Czech Republic. Both countries show little role for customers in decision-making. Similarities and slight differences may reflect shared business culture and management practices.

The results indicate a similar level of perceived transparency of decision-making processes in Poland and the Czech Republic. Slightly greater openness in the Czech Republic is offset by slightly greater skepticism in Poland. These results indicate a relatively high level of transparency, but also highlight the need for further research and potential improvements. Although no details are provided, the purpose of this analysis is to understand the assessment of the quality of internal communication in limited companies in both countries. Exploring common trends and differences, it aims to shed light on the effectiveness of communication, cultural differences and expectations.

The insights can guide efforts to improve communication strategies, potentially leading to more efficient and satisfying communication within organizations in both countries. Together, these analyzes provide a complex picture of organizational behavior, management practices and business culture in Poland and the Czech Republic. They underline the importance of understanding these aspects to foster innovation, trust and collaboration within companies, reflecting the subtleties of the European business environment. The study on internal communication in limited liability companies in Poland and the Czech Republic showed mostly positive perceptions in both nations. While the total percentage of good and very good ratings was almost identical, there was a slightly higher tendency in the Czech Republic to rate communication as very good, and slightly more dissatisfaction in Poland. The results may hint at different standards or practices in communication between the two countries. The interpretation of key elements in organizational culture revealed common ground in the emphasis on cooperation and hierarchy in both countries. Slight differences were noted in the perception of innovation, with Poland valuing it more. Transparency and social responsibility were considered less important but similar in both contexts. These findings indicate that the core elements of organizational culture are largely aligned in Poland and the Czech Republic, with minor variations possibly reflecting different corporate priorities and values.

10. Conclusion

The discussion should be enhanced by contextualizing these findings within the existing body of research. By conducting a comparative analysis with prior studies, a more comprehensive understanding of the presented findings can be achieved. This will provide a broader perspective and help establish the significance of the current research within the field.

Regarding the conclusions section, it is currently lengthy and detailed, spanning four pages. To improve its practical applicability in economic practice, it is advisable to condense this section. Retaining only the most crucial and pragmatic insights will make it more accessible and actionable for business practitioners.

The comparison of decision-making processes and organizational cultures between Poland and the Czech Republic has revealed nuanced differences. While both countries share similarities, such as centralized decision-making involving senior management, there are subtle distinctions, particularly in the roles of middle management and employee involvement. To strengthen the validity of these findings, references to existing research should be included for context.

Concerning internal communication, both nations perceive it positively, with slight variations indicating potential differences in communication standards or practices. The shared emphasis on cooperation and hierarchy in organizational culture is evident, with minor deviations such as Poland's higher valuation of innovation.

In summary, this analysis offers valuable insights into the organizational dynamics of Poland and the Czech Republic. It emphasizes the importance of comprehending these aspects to foster innovation, trust, and collaboration within companies. However, a more concise and referenced discussion and conclusions section would enhance the practical applicability of these insights in the realm of economic practice.

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