Organisational culture and complacency

How to use culture for driving corporate changes

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Abstract

Recent years have been commanded by a cascade of unpredictable incidents, that have redefined new standards in our private, but also in our professional life. Events like the financial crisis, the COVID-19 pandemic, the energy crisis in Europe, resource scarcity and so forth have caused instability, forcing companies towards flexibility, constantly adapting their operative structures according to the needs of the moment. The effective adaptation to this environment is the key for reacting the dynamism of the market, and for guaranteeing future success. However, the introduction of these crucial changes on a stable company organisation is challenging.

Furthermore, due to digitalisation, boundaries between countries have been removed, and the daily cooperation with co-workers and customers all around the globe became the new standard. The establishment of a good corporate culture where diverse people can work in harmony and, is a difficulty that comes ahead.

This master thesis developed from a professional perspective. The topics of change management and corporate culture where combined, and the relationship between these two concepts was studied. This master thesis aims utilising corporate culture as an instrument in managements favour, to implement strategical changes easily and successfully in a more efficient way. The relation between corporate culture and the resistance to change, focusing on the initiation of the change process, was the main area of study.

Research questions and hypothesis, formulated with a solid theoretical background, are to be answered based firstly on literature, and secondly on the results of empirical quantitative research. To conclude, a set of recommendations for corporates were suggested with the intention of guiding companies how to use corporate culture as an instrument for change management.

Keywords in English: Complacency, Corporate Culture, Change Management, Cultural Dimensions.

Kurzreferat

Die letzten Jahre waren geprägt von einer Vielzahl unvorhersehbarer Ereignisse, die neue Standards in unserem privaten, aber auch in unserem beruflichen Leben definiert haben. Ereignisse wie die Wirtschaftskrise, die COVID-19 Pandemie, die Energiekrise in Europa, die Ressourcenknappheit usw. haben zu Instabilität geführt und die Unternehmen zu Flexibilität gezwungen, indem sie ihre Betriebsstrukturen ständig an die Erfordernisse des Augenblicks anpassten. Die wirksame Anpassung an dieses sich verändernde Umfeld ist der Schlüssel, um auf die Dynamik des Marktes zu reagieren und den zukünftigen Erfolg zu garantieren. Die Einführung dieser entscheidenden Veränderungen in eine stabile Unternehmensorganisation ist jedoch eine Herausforderung.

Darüber hinaus sind durch die physischen Distanzen haben sich verkürzt, und die tägliche Zusammenarbeit mit Mitarbeitern und Kunden rund um den Globus ist die Norm. Die Etablierung einer guten Unternehmenskultur, in der unterschiedliche Menschen miteinander arbeiten und gleichzeitig das Beste von sich geben können, ist eine Schwierigkeit, die auf uns zukommt.

Diese Masterarbeit ist aus einer beruflichen Perspektive entstanden. Die Themen Veränderungsmanagement und Unternehmenskultur wurden miteinander kombiniert und die Beziehung zwischen diesen beiden Konzepten untersucht. Ziel dieser Masterarbeit ist es, die Unternehmenskultur als Instrument des Managements zu nutzen, um strategische Veränderungen leichter und erfolgreicher umsetzen zu können. Die Beziehung zwischen der Unternehmenskultur und dem Widerstand gegen Veränderungen war der Hauptuntersuchungsgegenstand, wobei die Initiierung von Veränderungen den Kern der Forschung bildete.

Die Forschungsfragen und -hypothesen, die vor einem soliden theoretischen Hintergrund formuliert wurden, sollen zum einen auf der Grundlage der Literatur und zum anderen als Ergebnis der empirischen Forschung beantwortet werden. Abschließend wurden eine Reihe von Empfehlungen für Unternehmen formuliert, um ihnen einen Leitfaden an die Hand zu geben, wie sie die Unternehmenskultur als Instrument für das Veränderungsmanagement nutzen können.

Keywords in German: Selbstgefälligkeit, Unternehmenskultur, Change-Management, kulturelle Dimensionen.

Preface and Acknowledgements

"It can not be changed, because we have always done it that way"

I have heard the previous sentence more times than I can ever explain. Resistance for changing the status quo, disapproval for trying new approaches or opposition for taking some risks have been the origin of personal struggles on my entire proffesional life. That this opposition is somehow linked to culture, is a fact that has cristalized over the years. The theoretical background acquired during the last four semesters studying at the University of Applied Scienes Vorarlberg has supported my personal perception and has given me a baseline for a better management of such challenging situations.

My motivation to explore the topic of corporate culture and change management has its origin on the personal experience of working on a multinational german corporate for the last decade. Nevertheless, the struggle of overcomming oposition to changes in the corporate world is a general issue, that agravates with the actual volatility of the market and the demand of rapid adaptations to the actual dynamic situation.

At this point, I would like to express my special thanks to all those who supported me on this journey. First and foremost, I would like to thank my supervisor Wilfried Manhart who provided me with feedback and orientation on this research, but also allowed me to be a part of this master studies. I would also like to thank all amazing professors that I have had the honour to meet during my studies, specially to Karin Prizing-Hoppe, Stephanie Chen and Willy Kriz, who enriched my knowledge but also helped me to develop on a personal level. My special thanks to the whole IML crew, who supported me during the entire period of this master studies, and made every single lecture feel like a special event.

Getting through the journey of completing my master studies required more than academic support, and I have many people to thank for listening to and, at times, having to tolerate me over the past years. Special thanks to fan club: my husband Sasha, who offered me his incredible support and kindness, and my kids, Lukas and Marco, who despite their young age accepted my endeavour, and cheered me up during this project. This master thesis stands as a testament to their unconditional love and encouragement.

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List of Abbreviations and Symbols

3+	More than 3 years of working experience. Also referred as "Extended case" (see Annex III).
5+	More than 5 years of working experience. Also referred as "Initial case" (see Annex III).
COVID-19	Coronavirus -19.
e.g.	exempli gratia: for example.
etc.	et cetera: and so forth, and other similar things.
FIRST	Acronym: Focus, Intention, Responsibility, Structure, Time.
H1, H2, …	Hypothesis number 1, hypothesis number 2, …
TOP management	Person or group of people who directs and controls an organization at the highest level.
V1 / V_1, V2 / V_2…	Variable number 1, variable number 2, …
Vs.	Versus.
VUCA	Acronym: Volatile, Uncertain, Complex, Ambiguous.

1 Chapter of Introduction

In the past decades, we have been immersed in a tsunami of quick unpredictable changes. The uncertainty on the market that this situation implies, caused industries to operate on a constant level of struggle, making their long-term existence very challenging.

The acronym VUCA has gained popularity as a synonym of an uncontrollable environment[1], and describes the characteristics of the continuously changing context. VUCA stays for a Volatile, Uncertain, Complex and Ambiguous environment. These four different terms refer to the demand of four different responses for adapting to the surroundings. Dealing with the challenges of a VUCA world requires both: a good strategy, and a good willingness to adapt accordingly. Thus, actively facing events and designing new products and services in a VUCA world is crucial.[2] In other words, those who listen and respond better to the dynamic customer needs will come out first.

Keeping control in business in a VUCA world has become a more demanding task. The market and customer needs shall be constantly reviewed, denotating that strategical changes and/or adaptations in companies should take place constantly. These seemingly endless strategical changes are oriented to anticipating the response of the company towards the future changes.

Corporates offering certain products may foresee that the market will not demand the actual goods in the future, so companies must achieve the so-called "transformational growth". Transformational growth is given when companies open to new markets with the aim of preparing themselves for the long-term. For example, mineral oil companies refine waste into renewable fuels, and automotive manufacturers are developing into software corporations.[3] For transformational growth a drastic adaptation of the actual businesses is vital.

1.1 Changes in companies

Corporate changes often must overcome a strong internal resistance. However, this opposition does not have its origin in a lack of trust of the management, but roots in the individual understanding about the connection between those announced changes and the company goals (purpose and vision of the company). This effect gets magnified when the company has been successful for quite a long time.

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[1] Jeroen Kraaijenbrink, "What Does VUCA Really Mean?" (Forbes, December 19, 2018), https://www.forbes.com/sites/jeroenkraaijenbrink/2018/12/19/what-does-vuca-really-mean/?sh=3d30424017d6.
[2] Nate Bennett, G. James Lemoine, "What VUCA Really Means for You" (Harvard Business Review, February 2014), 45, https://hbr.org/2014/01/what-vuca-really-means-for-you.
[3] Holger Glockner, Andreas Neef, "Transformational Growth – Why Companies Should Look to the Future" (z punkt, 2020), https://z-punkt.de/en/themen/transformational-growth-warum-sich-fuer-unternehmen-der-blick-in-die-zukunft-lohnt.

Drastic (strategical) changes are often challenging the vision, purpose, and/or core values of the organisations. In addition, the need of the change is not instantaneously visible since strategical changes will pay out in a medium/long term: most of the employees do not have the tools and the knowledge for having a complete long-term strategical understanding. As a result, new strategies are communicated, then employees start to strongly question management decisions.

In this complex situation, resistance can be perceived across the organisation and questions start to emerge: Why the company should go through such a drastic change if the revenue was satisfactory? Why is this strategy necessary? How should it work? Will it be really the key to future success? Consequently, firms must put great efforts (time and resources) in getting most of the employees on board for carrying out the intended strategical changes.

Contradictory, during the COVID-19 pandemic situation an opposite effect could be observed. Changes (structural but also strategical changes) in companies during the pandemic were applied with an astonishing promptness: people were open to accept new challenges and company's decisions were rarely questioned. Out of this experience it can be deduced that a change implementation with minimal resistance, is possible. How can companies improve their response systems in a dynamic environment? How could corporates implement strategies in a more effective way?

1.2 Drastic adaptation

The six ring Model indicates that any change that a corporate is trying to implement has an impact on its organisation, starting to hit the purpose and core values on the first ring, and working their way outwards through actions.[4]

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[4] Eric Douglas, "How Effective Leaders Build Organizational Culture" (LRI Leading Resources Incorporated, October 1, 2021), https://leading-resources.com/organizational-culture/how-effective-leaders-build-organizational-culture/.
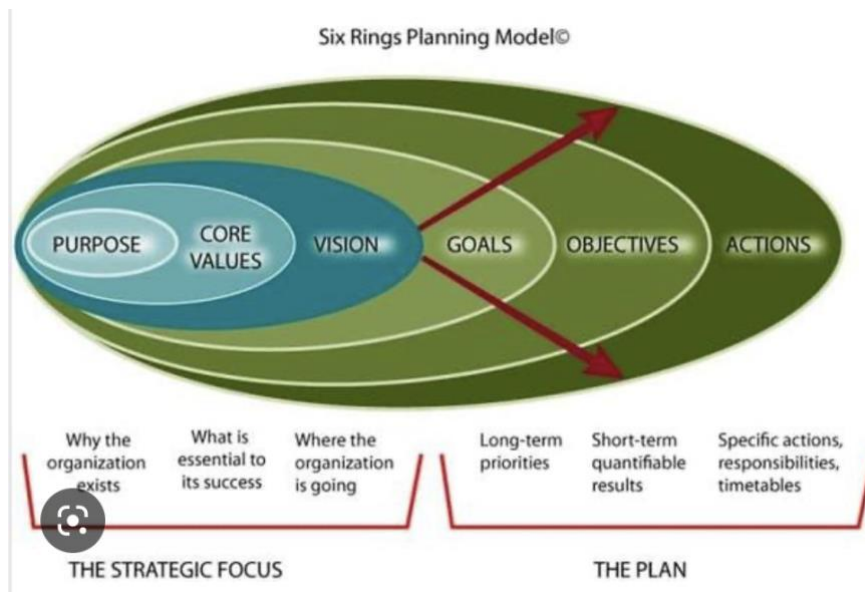
Figure 1: [The six-ring strategic planning model.]

Source: [Eric Douglas, "Strategic Planning Model - The Six Rings Model" (LRI Leading Resources, May 15, 2004), https://leading-resources.com/communication/the-six-rings-planning-model/.]

In the external layers the operative stages are represented. In these layers, aspects related to the functioning structure of the corporate are included. Strategic transformations, however, would hardly hit the substance of the business, affecting the vision, core values and purpose of the organisation.[5] Slight modifications in this regard would have noticeable effects on the whole system.

A drastic (strategical) adaptation can be defined as an alteration which directly hits the goal and purpose of the corporate. A drastic adaptation will be the initiator of a transformational growth strategy and will challenge the purpose of the firm (the "why" of the existence of the business), the core values (qualities of the organisation) and/or its vision (the intended result).

Nowadays, the decision for a drastic adaptation is often made by the TOP management of the company. The communication and implementation of a new strategy in the organisation, in most of the cases, is top-down. In addition, the understanding of the purpose of such transformation requires not only a great understanding of the market, but also the understanding that value creation, organization and innovation need to be aligned.[6] Consequently, employees' understanding of the reasons for the decisions is usually limited, leading to a certain opposition to the change.

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[5] Eric Douglas, "Strategic Planning Model - The Six Rings Model" (LRI Leading Resources, May 15, 2004), https://leading-resources.com/communication/the-six-rings-planning-model/.
[6] Holger Glockner, Andreas Neef, "Transformational Growth – Why Companies Should Look to the Future."

1.3 Effect of culture

As previously addressed, drastic adaptations are impacting the values of corporates. Since values are closely linked to culture, a cultural effect on this phenomenon is to be expected.

According to Hofstede, culture is a complex concept, and it can be understood as a lawyered system that is built on a stable base of values and rituals.[7]
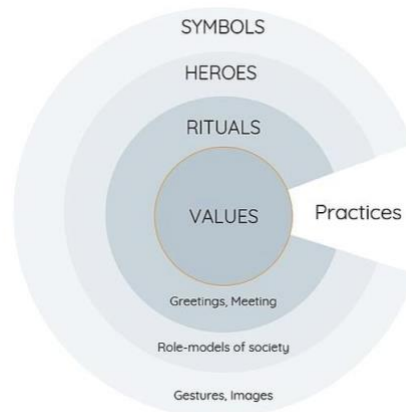
Figure 2: [The onion model of culture.]

Source: [Hofstede, "WHAT DO WE MEAN BY 'CULTURE'?," Hofstede insights, 2023, https://hi.hofstede-insights.com/organisational-culture#.]

The six-ring model shown in *Figure 1* and the culture model of Hofstede shown in *Figure 2* overlap in terms of values. Consequently, it is to be expected that culture and corporate changes are to some extent related to each other.

This assumption that corporate culture has an impact when inducing changes is supported by the IBM Report about change Management.[8] This report states that the most important aspects of a successful change are the TOP management sponsorship and a shared vision, followed by a corporate culture that promotes and motivates the change and transparent communication.

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[7] Hofstede, "WHAT DO WE MEAN BY 'CULTURE'?," Hofstede insights, 2023, https://hi.hofstede-insights.com/organisational-culture#.
[8] Hans-Henrik Jorgensen, Oliver Bruehl, Neele Franke, "Making Change Work... While the Work Keeps Changing" (United States of America: IBM Global Business Services, August 2014).

Most important aspects of successful change

Aspect	Percentage
Top management sponsorship	83%
A shared vision	64%
Corporate culture that motivates and promotes change	57%
Honest and timely communication	53%
Ownership of change by middle management	51%
Employee involvement	46%
Change agents (pioneers of change)	39%
Efficient structure and roles within organization	27%
Skill-set of project team	24%
Efficient training programs	18%
Adjustment of performance measures	14%
Monetary and non-monetary incentives	9%
Focus on project management tasks	7%
Regular status reports to management	6%

■ Hard factors
■ Soft factors

Figure 3: [Organizations view TOP management sponsorship as the single most important aspect for successful change.]

Source: [Hans-Henrik Jorgensen, Oliver Bruehl, Neele Franke, "Making Change Work... While the Work Keeps Changing" (United States of America: IBM Global Business Services, August 2014).]

Besides, the research of Priyanka Malik supports the idea that culture, and organizational change are closely related.[9] This study declares that there are three major ways for applying Lewin's 3-stage change model for organizational change:

- Changing the behaviour and skills of a workforce.

- Changing the processes, structures or systems in an organization.

- Changing the culture of an organization.

The objective of this research is to provide corporates with suggestions about how to implement strategical changes on an efficient way. The relation between corporate culture and the resistance to changes will be the core study area. The Focus was established at the initial stage of a major corporate change. The defreeze of the status quo in organisations, closely connected to a certain level of complacency across the company, will be intended to relate to the different dimensions of culture. To end with, a set of recommendations will be made with

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[9] Priyanka Malik, "Lewin's 3-Stage Model of Change Theory: Overview" (Whatfix, May 2, 2023), https://whatfix.com/blog/lewins-change-model/.

the intention of guiding corporates how to use certain corporate culture elements as an instrument for a successful change management strategy.

1.4 Research question and hypothesis

The research will be focused on the initiation of mayor corporate changes, specifically on the relationship between the sense of complacency and the corporate culture. The proposed research question is as follows:

How organizational culture impacts complacency in an organization?

1.1.1 Hypothesis

The proposed hypothesis relates the level of complacency in organisations with the different dimensions of organisational culture of Hofstede.[10]

H1: High level of control increases the level of complacency.

Research has demonstrated that on automated systems, complacency is directly related to the feeling of control.[11] Because automated systems follow human logic, an analogy between these systems and individual behaviour has been assumed. At this point, it is to be expected that the level of control in individuals equally relates to the level of complacency.

H2: High customer orientation reduces the level of complacency.

From research it is known that in sales, customer orientation has a positive effect in adaptive selling, that at the same time is indirectly related with the level of complacency: the higher the adaptive selling, the lower the level of complacency.[12] Extrapolating these findings from the sales sector to a general professional sector, customer orientation would reduce the level of complacency.

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[10] Geert Hofstede, "The Business of International Business Is Culture," *International Business Review* 3, no. 1 (1994): 1–14.
[11] J Elin Bahner, Anke-Dorothea Hüper, and Dietrich Manzey, "Misuse of Automated Decision Aids: Complacency, Automation Bias and the Impact of Training Experience," *International Journal of Human-Computer Studies* 66, no. 9 (2008): 688–99.
[12] RM Harindranath, Bharadhwaj Sivakumaran, and Jayanth Jacob, "The Moderating Role of Sales Experience in Adaptive Selling, Customer Orientation and Job Satisfaction in a Unionized Setting," *Journal of Business & Industrial Marketing*, 2019, https://www.emerald.com/insight/content/doi/10.1108/JBIM-08-2018-0233/full/html.

H3: An employed-oriented philosophy reduces the levels of complacency.

Harraf demonstrated with his research that the appropriate structure, people, and processes are necessary for overcoming complacency.[13] His analysis was not performed on a work-oriented basis, but more on an employee-oriented foundation. H3 was therefore drafted using this baseline, implying that a more employee-oriented management would decrease the level of complacency.

H4: High organisational effectiveness reduces the level of complacency.

In general terms, complacency reduces team effectiveness.[14] In this case, organisational effectiveness would be a consequence of effectiveness on the different teams, compounding the general organisation effectiveness. It is therefore to be expected, that effectiveness in organizations and in teams has an equivalent relation with complacency in organisations and in teams.

H5: High level on professional focus reduces the level of complacency.

In a local culture, employees are internally focused: they want to be like everybody else and innovation or features that draw an extra attention on them are not desired. In a professional culture, employees want to make an impact by being different.[15] According to this reasoning, high levels on professional focus would reduce the level of complacency.

H6: A high level of approachability reduces the level of complacency.

Unfortunately, no research that specifically relates approachability with the level of complacency on an organization has been performed on the terms that this present research requires. Approachability relates to the accessibility of an organisation and will be detected when newcomers are immediately welcome into the company, been treated as a part of the social structure.[16] In close cultures where insiders and outsiders are strictly distinguished, this integration of outsiders will have to overcome certain barriers. H6 predicts that on closed cultures, higher level of complacency than in approachable cultures is expected.

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[13] Abe Harraf, Brandon William Soltwisch, and Kaitlyn Talbott, "Antecedents of Organizational Complacency: Identifying and Preventing Complacency in the Work Environment," *Managing Global Transitions* 14, no. 4 (2016): 385–401.
[14] Margaret M Luciano et al., "Shared Team Experiences and Team Effectiveness: Unpacking the Contingent Effects of Entrained Rhythms and Task Characteristics," *Academy of Management Journal* 61, no. 4 (2018): 1403–30.
[15] Hofstede, "WHAT DO WE MEAN BY 'CULTURE'?"
[16] Hofstede, "Organisational Culture," 2023, https://hi.hofstede-insights.com/organisational-culture.

1.1.2 Aims

This research aims to cover three main aspects:

1- How culture affects the sense of complacency.
2- Which dimensions of culture can be tackled for reducing the sense of complacency, and how these dimensions should be influenced.
3- How culture can influence the implementation of strategical decisions.

2   Literature Overview

The main models about the process of the change and corporate culture will be consequently describe, for providing with the theoretical basis for the subsequent research design.

2.1   Change process

Several change management models have been designed and developed for helping to understand the phases of the changes and for guiding managers to achieve the overall conversion process. Kurt Lewin is considered the pioneer in the field. His research stated that restraining forces influence the behaviour of the people affected by the change. Balancing these forces through communication is crucial for a successful transformation.[17]

Lewin suggested and developed a three steps phase model, which aids employee's ability to change:
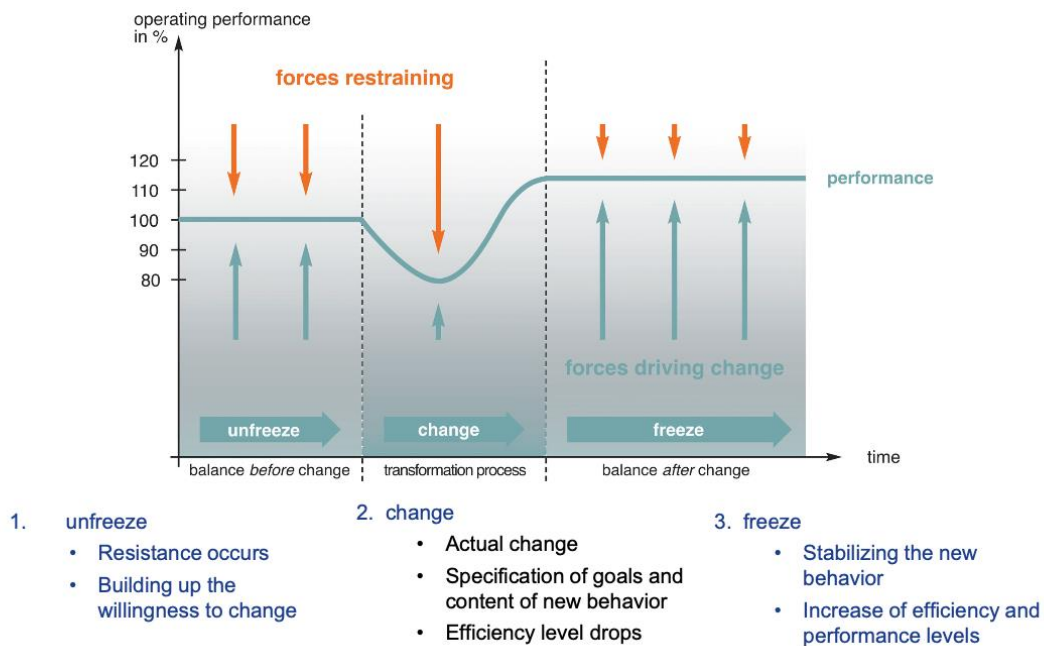
Figure 4: [Lewin Model and Phases of change.]

Source: [Prof. Dr. Willy Kriz, Dr. Herbert Schmidt, "SysTeamsChange" (FH Vorarlberg, 2022).]

Numerous authors based their studies in the model of Lewin and proposed similar models. For example, Cummins, Bridgman, and Brown have classified the model of Lewin as simplistic and incomplete. They argue that more complete and extensive approaches are currently

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[17] Priyanka Malik, "Lewin's 3-Stage Model of Change Theory: Overview."

existing, and they have published an extensive literature review of the most relevant existing change models.[18]

Model	Unfreeze			Change			Refreeze	
Schein's 'Lewinian' Model of Change/Learning 2010	Unfreezing: Creating the motivation to change			Learning new concepts			Institutionalizing new concepts	
JP Kotter's 8-Steps of Change 1995	Est. sense of urgency	Form guiding coalition	Create vision	Commun-icate vision	Empower others	Plan short term wins	Consolidate	Institutional-ize the new
Tichy and Devanna's '3 Acts' of Transformation 1986	ACT1. Recognize need for revitalization		ACT2. Create new vision	ACT2. Mobilize commitment		ACT2. Transition	ACT3. Institutionalizing change	
	MOVING FORWARD — *LOOKING BACK*							
Kolb and Frohman's Planned Change Model 1970	Assess need for change: Scout for change agent/consultant		Diagnosis	Develop plan		Action	Evaluate	Terminate
Schein and Bennis' 'Lewinian' Model of Attitude Change (Schein, 1961; Schein and Bennis, 1965)	Unfreezing: -Lack of confirmation/disconfirmation -Induction of guilt-anxiety -Creation of psych safety			Changing: -Scanning interpersonal environment -Identifying with a model			Refreezing: -Integrate new into personality -Integrate new into relationships	
Lippitt et al.'s 1958	Develop need for change		Establish change relation-ships	Work toward change			Stabilize change	Achieve terminal relations
Lewin's classic 'foundation' 1947/1951	UNFREEZE			CHANGE			REFREEZE	

Figure 5: [Literature review, overview of different change management models.]

Source: [Stephen Cummings, Todd Bridgman, and Kenneth G Brown, "Unfreezing Change as Three Steps: Rethinking Kurt Lewin's Legacy for Change Management," *Human Relations* 69, no. 1 (2016): 33–60.]

Since all the compared models have their origin on the model of Lewin, a high number of similarities can be found among them. To give this research a more up-to-date perspective, actual models (Change models of Kotter and Edgar H. Schein) will be further considered and covered in the next chapters of this literature overview.

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[18] Stephen Cummings, Todd Bridgman, and Kenneth G Brown, "Unfreezing Change as Three Steps: Rethinking Kurt Lewin's Legacy for Change Management," *Human Relations* 69, no. 1 (2016): 33–60.

2.1.1 Change model of Kotter

According to John P. Kotter, external and internal aspects as unfocused cultures, political reasons, lack of trust, lack of teamwork etc. can be the distinction between a successful application and a change implementation failure. John P. Kotter presented a change model based on eight steps; those summarizes the eight phases to take for any change in organizations.

Figure 6: [Kotter eight-stage change process.]

Source: [John P. Kotter, *Leading Change* (Boston, Massachusetts, 2012), 20–25.]

Steps 1-4 are related to the beginning of the change process, and for instance to the withdraw status quo of the organization. Phases 5-7 are the stages where new practices will be introduced. The last step grounds performed changes into the corporate culture, making the new situation a new socially accepted standard. Successful changes need to navigate through the eight steps, often operating some of them at the same time but never skipping any of the mentioned eight phases.[19]

2.1.2 Change Model of Edgar H. Schein

Edgar H. Schein projected a different model for changes based on three steps. These proposed steps are equivalent to the three stages proposed for Lewin, but Edgar H. Schein

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[19] John P. Kotter, *Leading Change* (Boston, Massachusetts, 2012), 20-25.

implemented new findings on the process and broke down the phases in some sub-stages as shown in the *Figure 7*.[20]

Stage 1
- Disconfirmation
- Creation of survival anxiety or guilt
- Learning anxiety produces resistance to change
- Creation of psychological safety to overcome learning anxiety

Stage 2:
- Imitation of and identification with role models
- Scanning for solutions and trial- and error learnings

Stage 3:
- Incorporation into self-concept and identity
- Incorporation into ongoing relationships

Figure 7: [Edgar H. Schein change management stages.]

Source: [Edgar H. Schein and Peter Schein, *Organizational Culture and Leadership*, Fifth;5th;, Book, Whole (Hoboken, New Jersey: John Wiley & Sons, Inc, 2017), 322–40, http://fhv.summon.serialssolutions.com/.]

According to Edgar H. Schein, any change begins with some sort of pain. For instance, the feeling that failure can be the outcome of a change, or the feeling that goals are not going to be met can be considered as "pain" as well, and their effects would be therefore comparable. This is the starting point and the motivation of a change process and is included in the first sub-step "disconfirmation". The anxiety, guilt and the resistance to the change would be a natural reaction to this induced pain, being perceived as a certain resistance to accept an uncertain situation.

2.1.3 The beginning of change management

An evaluation between the models of Kotter and Edgar H. Schein has been made. For Edgar H. Edgar H. Schein any change is driven by some sort of pain: there is something hurting somewhere and therefore a change needs to take place. Similarly, Kotter considers that for

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[20] Edgar H. Schein and Peter Schein, *Organizational Culture and Leadership*, Fifth;5th;, Book, Whole (Hoboken, New Jersey: John Wiley & Sons, Inc, 2017), http://fhv.summon.serialssolutions.com/. 322-340

starting a change, a sense of urgency needs to be raised: the information that targets can't be reached by doing business in the usual way needs to spread.[21] Both authors agree that the initiation of a change occurs in a very similar way through some kind of discomfort. In other words, the individuals of an organisation need to feel and understand the need for a change.

Plenty of publications can be found about how to increase the sense of urgency or how to raise the initial pain levels for driving changes: from creating a crisis, increasing the value of communication internally but also with customers, bombard people with information about future opportunities etc[22] This necessary sense of urgency is closely related to the sense of complacency. With high complacency, transformations would go nowhere since people would not be interested in working on the change problem.

According to Kotter, the level of complacency has the origin in nine sources.[23] Controlling, managing, and reducing complacency would smooth the implementation process.
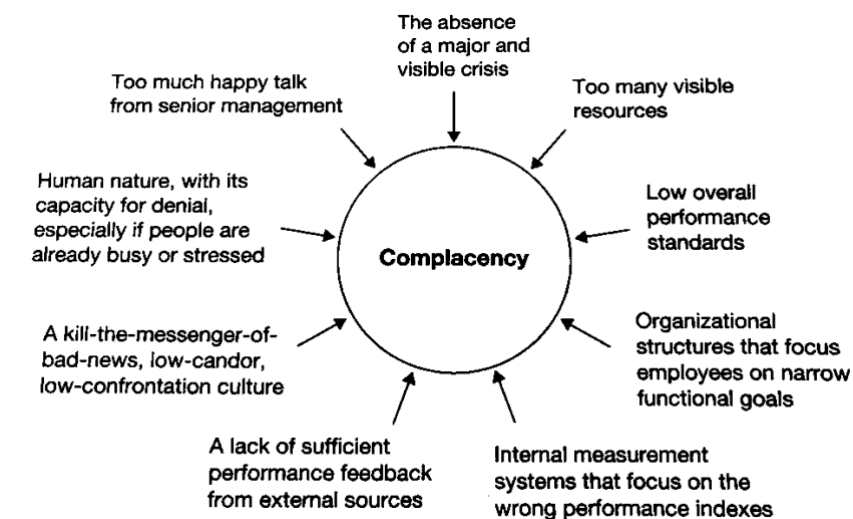
Figure 8: [Sources of complacency.]

Source: [John P. Kotter, *Leading Change*, 42.]

2.2 Culture

During the last decades, several authors have presented different models that allow a comparison among different cultures. In this section, a brief overview into the more important cultural models will be presented.

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[21] John P. Kotter, *Leading Change*. 38-44.
[22] John P. Kotter and Dan S. Cohen, *The Heart of Change: Real-Life Stories of How People Change Their Organizations*, Book, Whole (Boston, Massachusetts: Harvard Business School Press, 2002), https://go.exlibris.link/c0ZHklyj.
[23] John P. Kotter, *Leading Change*, 38–44.

2.2.1 Model of Hofstede (from 1960s)

Culture is a complex diffuse concept several authors have struggle to define. Hofstede defines culture as *"the collective programming of the mind that distinguishes the members of one group or category of people from others".* After exhaustive studies on the field of culture, Hofstede proposed a culture model based on six different dimensions. By scoring each of the cultural dimensions a relative perception of culture can be shown. The result would be a relative comparison between the different categories of study (countries).[24]
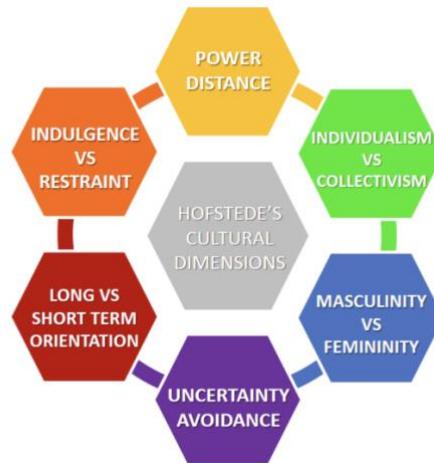
Figure 9: [Hofstede cultural dimensions.]

Source: [Hofstede, "WHAT DO WE MEAN BY 'CULTURE'?"]

The IBM study conducted in 1979 demonstrated that corporate cultures from companies from different countries are significantly different in values (power distance, individualism-collectivisms, masculinity-femininity, and uncertainty avoidance). Having access to a wider range of organisations, the IRIC study used the established root of the IBM study for measuring the practices in which corporate culture is based.[25] Hofstede extended these results with the conclusion that not only values play a central role on corporate culture: practices and daily treatment are shaping the culture on organisations. Consequently, two more dimensions were added by Hofstede to the already proposed ones (shown in *Figure 9*), and after a relabelling process the practice-based corporate culture dimensions turned to comprise following dimensions:[26]

- **Level of control:** Easy-going Work Discipline (Loosely controlled) VS. Strict Work Discipline (tightly controlled). In a loose control culture, the feeling is that there is

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[24] Hofstede, "WHAT DO WE MEAN BY 'CULTURE'?"
[25] Geert Hofstede, *Cultures and Organizations: Software of the Mind ; Intercultural Cooperation and Its Importance for Survival*, Paperback, Book, Whole (London: HarperCollinsBusiness, 1994), 177–92, https://go.exlibris.link/L7Gwsbp4.
[26] Hofstede, "The Business of International Business Is Culture."

no major concern about costs or time effectiveness. As a direct consequence, jokes in the working environment are frequent. A tightly controlled unit is often associated with (unwritten) dressing codes and strictly dignified behaviour.

- **Customer orientation:** Internally Driven VS. Externally Driven. In an external or pragmatic unit, the drive is usually the market. A normative unit perceives its tasks towards the outside world as rules that must be followed.

- **Management Philosophy:** Employee-Oriented VS. Work-Oriented. In employee-oriented cultures workers have the feeling that their personal problems and concerns are taken seriously, that the organisation cares about the well-being of their human resources, and that their opinions and suggestions are heard. In addition, in a job-oriented environment, a certain pressure for finishing the work is noticed.

- **Organisational effectiveness:** Means/process-Oriented VS. Goal/result-Oriented. In processed oriented cultures individuals' trend to avoid risks and their activities get limited to just completing their jobs. In a goal-oriented environment individuals feel comfortable with unknown situations, uncertainty, and challenges.

- **Focus: Local VS. Professional.** In a local environment the code of conduct applied at work is superfluous since the same standards are applied on the working life an on private spheres. Being the private life perceived as the "own business", in a professional environment job competence and a strict code of conduct define what is the acceptable and expectable working behaviour.

- **Approachability:** Open System VS. Closed System. An open system considers both, the organisation, and its employees, open to newcomers, and therefore almost anyone could fit into the organisation. On a close system a strong barrier between "insiders" and "outcomes" is experienced, so new individuals would have to overcome this barrier for adapting themselves to the social environment.

The previously described dimensions conceive a general model; thus, the dimensions are not applicable in specific circumstances, meaning that the dimensions do not account cultural differences per se, and they should be understood in relative terms. The model is conceived for describing tendencies within a certain cultural grouping in normal situations and compare those inclinations with the tendencies of a second group.

2.2.2 Model of Trompenaars (1997)

Trompenaars believed that managers should reconcile the differences they would encounter by recognizing differences, resolving them, and retaining one's own cultural style.[27] Thus, organisational culture is shaped by the cultural preferences of leaders. Three aspects are especially important in determining corporate culture:

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[27] Prof. Stefanie Chen, "Cross-Cultural Management" (FHVorarlberg, July 2022).

- The relationship between employees and the organisation.

- The vertical or hierarchical system of authority.

- The general views of employees about the organisation's destiny.

In Trompenaars model, there would be four different types of corporate culture called the family, the Eiffel tower, the guided missile, and the incubator. The differences between them are shown in *Figure 10.*[28]
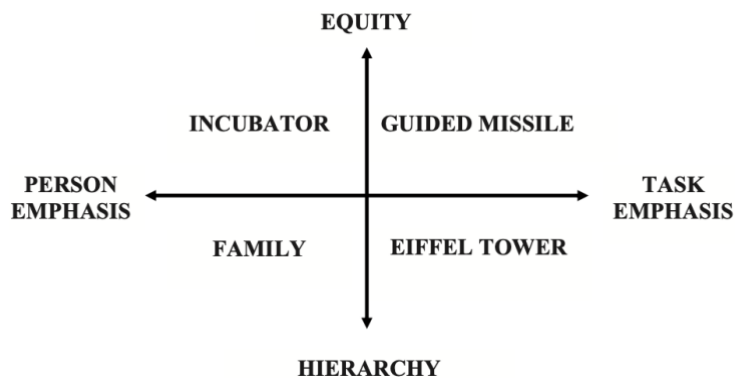
Figure 10: [Models of organizational culture by Trompenaars.]

Source: [Adrian Pyszka and Michał Piłat, "Applying Trompenaars Typology of Organizational Culture to Implementation of CSR Strategy," *Journal of Intercultural Management* 3, no. 2 (2011): 113–25.][29]

2.2.3 Model of Edgar H. Schein (2004)

Edgar H. Schein distinguished between three different layers in culture. This would include very visible and tangible levels, but also deep and embedded levels. Beliefs, values, norms, and rules are factors that interconnect those different levels. Edgar H. Schein proposed a model of organisational culture is fostered on:[30]

- **Artifacts.** Visible and feelable lawyer. Includes architecture, language, technology, products, the dress code of the employees, office furniture, behaviour of the employees etc…

- **Espoused Beliefs and values.** Conscious level. Serve the normative or moral function of guiding the members of the group and providing comfort.

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[28] Fons Trompenaars and Charles Hampden-Turner, *Riding the Waves of Culture: Understanding Diversity in Global Business*, für Fachhochschule Vorarlberg im Campusnetz;3., rev.updat;, Book, Whole (London: Brealey, 2012), 193–218, https://go.exlibris.link/774JkNrq.
[29] Adrian Pyszka and Michał Piłat, "Applying Trompenaars Typology of Organizational Culture to Implementation of CSR Strategy," *Journal of Intercultural Management* 3, no. 2 (2011): 113–25.
[30] Edgar H. Schein and Edgar H. Schein, *Organizational Culture and Leadership*, 17–25.

- **Basic Underlying assumptions.** When a system works repeatedly it comes to be taken for granted. In this level practices are not discussed but are commonly assumed.

2.2.4 Model of Erin Meyer (2014)

The last model that will be covered in this summary is the proposed by Erin Meyer. He based his studies on the culture dimensions of Hofstede, developing and updating them. The model of culture proposed from Erin Meyer is based on eight culture scales that aims a behavioural relative comparison between the cultures of study.[31]

- **Communicating:** Low context vs. high context.
- **Evaluating:** Direct negative feedback vs. indirect negative feedback.
- **Persuading:** Principle-first vs. applications-first.
- **Leading:** Egalitarian vs. hierarchical.
- **Deciding:** Consensual vs. top-down.
- **Trusting:** Task-based vs. relationship-based.
- **Disagreeing:** Confrontational vs. avoids confrontation.
- **Scheduling:** Linear time vs. flexible time.

As in the case of Hofstede, the grading of each dimension is relative and can only be compared between cultures, being an absolute rating of culture not feasible.

2.2.5 Overview of cultural models

In *Table 2* the summarized models of *Chapters 2.2.1 – 2.2.4* are shown for better overview:

Hofstede (1960)	Trompenaars (1997)	Edgar H. Schein (2004)	Erin Meyer (2014)
Level of control Customer orientation Management Philosophy Organisational effectiveness Focus Approachability	Family Eiffel Tower Guided missile Incubator	Artifacts Exposed Beliefs and Values Basic Underlying assumptions	Communicating Evaluating Persuading Leading Deciding Trusting Disagreeing Scheduling

Table 1: [Summary of culture dimensions of Hofstede, Trompenaars, Edgar H. Schein and Erin Meyer.]

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[31] Erin Meyer, *The Culture Map: Decoding How People Think, Lead, and Get Things Done across Cultures*, International, First, Book, Whole (New York: Public Affairs, 2015), 17–27, https://go.exlibris.link/kJZ1V5v3.

The previously displayed models follow an ethic approach allowing similarities and differences between cultures, and studying cross-cultural differences.[32][33] Furthermore, the introduced culture models are classified as generalized studies, useful for comparison but not suitable for giving guidance in a specific culture.[34]

The present research will target a comparison between the cultural perception on a group of participants, and its relationship with the level of complacency in corporations. Consequently, any of the proposed models of *Table 1* would be a good fit for achieving this goal.

Since the intention of this study is to advise corporates about how to reduce the level of complacency by introducing adaptations in current practices using culture, the model of Hofstede appears to be appropriate both in the approach and in the procedure for gathering the data on for empirical research. [35]

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[32] Hede Helfrich, "Beyond the Dilemma of Cross-Cultural Psychology: Resolving the Tension between Etic and Emic Approaches," *Culture & Psychology* 5, no. 2 (1999): 131–53, https://doi.org/10.1177/1354067X9952002.

[33] Velichko H Fetvadjiev and Fons JR van de Vijver, "Measures of Personality across Cultures," in *Measures of Personality and Social Psychological Constructs* (Elsevier, 2015), 752–76.

[34] Lisbeth Clausen, "Moving beyond Stereotypes in Managing Cultural Difference: Communication in Danish–Japanese Corporate Relationships," *Scandinavian Journal of Management* 26, no. 1 (2010): 57–66, https://doi.org/10.1016/j.scaman.2009.11.008.

[35] Hofstede, "The Business of International Business Is Culture."

3 Methodology

The design of the present research was based on a positivist paradigm and quantitative methods. A brief clarification about the approach followed and an outline about the research design will be clarified next.

3.1 Paradigm

For the present research, the reality was investigated and linked to theoretical concepts. Using a solid academical basis, a practical investigation was made, and the results were critically analysed. Since this research will not influence the reality, the investigation itself will have no effect with the accuracy of the data.

According to Collis and following the facts previously explained, positivism is the paradigm that this research followed.[36]

3.2 Approach

Subsequently, the ideal methodology is a deductive approach since the study is based on existing proven theories and numerical research. Quantitative methods were used to find and measure in a quantitative way the concepts of complacency and corporate culture. Statistical and numerical tools were applied for analysing the data and for finding a relation among the multiple variables.

For gathering the data and for quantifying the variables (complacency and the different dimensions of culture), a questionnaire was launched using the tool provided from the University of Applied Sciences Vorarlberg, Unipark. For better understanding of the relationship of corporate culture with the complacency level, the research was not limited to a specific company, but was targeted to a general audience. As corporate culture should be internalized from the employees, the survey was aimed to individuals that have been uninterrupted employed for the same company for a period of at least five years.

3.3 Research design

The central point of this study is the investigation of a relation between the sense of complacency and the different dimensions of corporate culture. Thus, the terms of complacency and corporate culture needed to be measured and compared. Finally, a connexion between the measured variables were investigated.

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[36] Jill Collis and Roger Hussey, *Business Research: A Practical Guide for Students* (Bloomsbury Publishing, 2021). 77-99

Subsequently the data were analysed and a correlation between the cultural factors and the level of complacency was investigated. At the end of the day, the level of complacency will be a function of the mentioned cultural dimensions.

3.3.1 Measurement of the level of complacency

Complacency can be defined as a psychological state characterized by a self-satisfaction with the own abilities.[37] According to this definition, complacency is a qualitative variable that cannot be a priori quantified by using any known measurement tool. However, several researchers have carried out various studies measuring, in a qualitative and quantitative way, the level of complacency. An example is the study carried out by Rodriguez, that uses as a baseline a study of the university of Illinois that measured complacency through the levels of interest and enjoyment, perceived choice, perceived competence, and pressure and tension for a specific task, measured complacency towards autonomous agents.[38] In addition, the creation of a complacency scale in different sectors has been the goal of some investigations. As an example, the creation of a complacency-potential scale for assessing the complacency level for pilots, and for evaluating the aptitudes towards automation at work was developed by L. Singh. [39]

As previously mentioned, the study measured complacency using the survey method, basing the results on a defined score system. The relation of complacency with variables like confidence, reliance, trust, and safety was compared. To conclude with, complacency cannot be understood as an absolute variable, but a score system can be applied with comparison goals.

The present research was grounded on the sources of complacency proposed by Kotter (see *Figure 8*).[40] These sources overlap with the studies of Rodriguez and Singh. An adaptation of the questionnaires of Rodriguez and Singh gave a subjective level of complacency for each of the survey participants.

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[37] Cambridge University Press & Assessment 2023, "Complacency," 2003, https://dictionary.cambridge.org/dictionary/english/approachable.
[38] Sebastian S Rodriguez et al., "Measuring Complacency in Humans Interacting with Autonomous Agents in a Multi-Agent System," vol. 11413 (Artificial Intelligence and Machine Learning for Multi-Domain Operations Applications II, SPIE, 2020), 258–71.
[39] Indramani L Singh, Robert Molloy, and Raja Parasuraman, "Automation-Induced" Complacency": Development of the Complacency-Potential Rating Scale," *The International Journal of Aviation Psychology* 3, no. 2 (1993): 111–22.
[40] Kotter and Cohen, *The Heart of Change: Real-Life Stories of How People Change Their Organizations*, 38–44.

3.3.2 Measurement of corporate culture

The different dimensions of corporate culture proposed by Hofstede were evaluated.[41] Analogously to complacency, the different dimensions of corporate culture needed to be recorded and scored using a Likert-scale, allowing at a later stage a comparative evaluation of the results.

Hofstede measured organizational culture in his model using a questionnaire.[42] Other researchers, like Yoo, Donthu and Lenartowicz measured five of the dimensions of Hofstede at individual level using this method as well.[43] For the present research, a similar method was used.

For the obtained results, individual responses may vary, but a normative pattern was expected. The mean of the data was understood as the value of the variable, referring to the studied population.
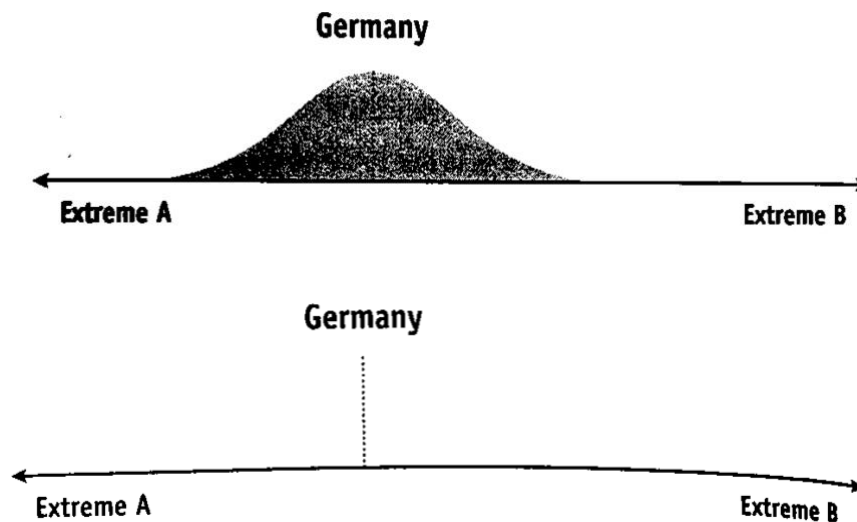
Figure 11: [Representation of answers expected in culture dimension results.]

Source: [Meyer 2014][44]

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[41] Hofstede, "The Business of International Business Is Culture."
[42] Geert Hofstede et al., "Measuring Organizational Cultures: A Qualitative and Quantitative Study across Twenty Cases," *Administrative Science Quarterly*, 1990, 286–316.
[43] Boonghee Yoo, Naveen Donthu, and Tomasz Lenartowicz, "Measuring Hofstede's Five Dimensions of Cultural Values at the Individual Level: Development and Validation of CVSCALE," *Journal of International Consumer Marketing* 23, no. 3–4 (2011): 193–210.
[44] Erin Meyer, *The Culture Map: Breaking through the Invisible Boundaries of Global Business*, First, Book, Whole (New York: Public Affairs, 2014), https://go.exlibris.link/kMk5Drsy. 19-20

3.4 Sample size and expectations

The sample size of a questionnaire is described as the number of answers expected. Since the survey was meant to measure the relation between corporate culture and the level of complacency, the followed approach was not to limit the reach of the questionnaire to one specific company or sector. Aiming for diversity in the obtained answers would enhance the spectrum between the relations of the corporate culture dimensions and complacency. This procedure ensured that the results obtained can be extrapolated to a greater general population.

Corporate culture and national culture are interrelated and cannot be easily marked off.[45] Logic dictates that organisational culture, being per definition limited to the individuals of a specific working community, has greater influence than national culture. Though, research indicates that national culture may erase organisational culture. The study of the possible influence of national culture is not relevant for this research, however it would be an interesting topic for future investigations (see chapter related to further research). For minimizing the effect of different national cultures in the results, the survey was launched covering a geographical area where national culture does not vary (or the differences on this regard are minimal). Following the above, the survey was launched in the region of Austria and Germany.

In the geographical area where the survey was sent off the great majority of the population are native German speakers. Although, the questionnaire was designed and launched in English language, probably originating a certain degree of frustration on the participants-side when responding to the questions. On one side, an elevated rate of interruptions was therefore expected. On the other side, only individuals with adequate English knowledge, meaning a certain level of education, were able to properly understand and answer the questionnaire.

According with the data obtained from Statista, the population of Germany and Austria were 83,6 and 9,04 Mill. respectively in 2022: From this population, 42,44 Mill. were in 2022 employed in Germany and 4,44 mill. in Austria. [46][47][48] Consequently, the total target population is estimated on 46,88 Mill. people.

Finally, the study population was targeted at individuals that have been employed on the same company for an interrupted period of 5 years or longer. According to the results of the national statistical institute in 2021, 63,5% of the employees in Germany have been 5 years or more

[45] Lothar Katz, "Organizational versus National Culture," *Leadership Crossroad* (blog), 2005, http://www.leadershipcrossroads.com/mat/Organizational%20vs%20National%20Culture.pdf.

[46] Aaron O'Neill, "Germany: Employment from 2014 to 2024," Statista, n.d., https://www.statista.com/statistics/795244/employment-in-germany/.

[47] Aaron O'Neill, "Austria: Employment from 2014 to 2024," Statista, April 14, 2023, https://www.statista.com/statistics/795222/employment-in-austria/.

[48] Aaron O'Neil, "Total Population of the DACH Countries from 2000 to 2027," Statista, February 9, 2023, https://www.statista.com/statistics/804551/total-population-of-the-dach-countries/.

working for the current employer.[49] This tendency may have shifted in the last months due to the new work trends driven by the pandemic situation in 2019 (e.g. working from home), however assuming that these data are valid today, and that the values can be extended to near regions like Austria, the study population can be assumed as to approximately 29,5 Mill.
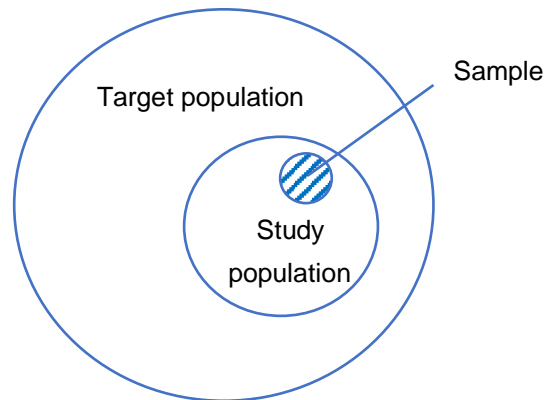
Figure 12: [Visual representation of sample population.]

Representativity on a study of these characteristics can be expected for sample sizes that varies between 100 and 1000, aiming a minimization of the statistical error[50]

After launching the survey, a total of 81 answers (excluding answers of interrupted questionnaires) were gathered. It can therefore not be assured that the present study is a reliable representation of the reality since further data would be needed.

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[49] Statistisches Bundesamt (Destatis), 2023, "Duration of Employment at Current Employer" (Statistisches Bundesamt, 2023), https://www.destatis.de/EN/Themes/Labour/Labour-Market/Quality-Employment/Dimension4/4_1_DurationEmploymentCurrentEmployer.html.
[50] Dr. Florian Bühler, "Quantitative Research Methods" (FH Vorarlberg, 2023), 44.

4 Questionnaire design and process of research

The approach based on quantitative methods requested the development of a questionnaire. The survey should allow the quantification of the variables of study, as well as the analysis of and comparison of the results. In this chapter a deep dive on the intention behind each of the sections of the questionnaire will be detailed.

4.1 Questionnaire design

The survey was divided in two main sections. In the first group of questions, the level of complacency was scored. In the second group of questions, the different factors of corporate culture were measured.

The core of this research is the measurement and posterior analysis of the relationship between the level of complacency and each of the six cultural dimensions. For practical reasons, the length of the questionnaire was intended to be kept as reduced as possible, limiting the number of statements for each of the factors and dimensions to be measured. In addition, a certain level of simplicity was kept regarding the wording of the questionnaire to avoid misunderstandings due to a language barrier.

In this chapter, the reasoning behind each of the measured factors of contentment and culture were described. The variables that attempt to measure each of the needed factors are listed below with the letter V (variable) and the number of the variable assigned (e.g., V1, V2, V3…). An overview of the measured dimensions can be found in *Annex I*. The whole questionnaire is covered in the *Annex III*.

4.1.1 Measuring complacency

Complacency can be understood as a self-satisfaction status with the person itself that prevents individuals for trying harder or trying to make any sort of improvement.[51] Several studies have been found in the literature that intended to quantify the level of complacency in different specific professional areas. However, in the present research, complacency should be measured in a multidisciplinary way, or in other terms, the measured element should be scored for a wide range of professional sectors.

Complacency was measured by Rodriguez using a model based on five different dimensions, with the aim of understanding the level of complacency in humans interacting with autonomous agents.[52] Although his definition of complacency slightly differs from the terminology employed

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[51] Cambridge University Press & Assessment 2023, "Complacency."
[52] Rodriguez et al., "Measuring Complacency in Humans Interacting with Autonomous Agents in a Multi-Agent System."

on the paragraph above, both descriptions converge. Rodriguez defined complacency as a psychological status of lower suspicion, assuming the person itself that everything is well and not checking and probably lowering the level of interest and attention. Consequently, complacency would be closely linked with the trust the individual has, in this case, in automation.

An analogue definition of complacency than the one accepted for this research, was used by Molloy.[53] In his research he created a scale for measuring level of complacency for airplane pilots. His scale, developed and validated in further research projects, was based on five factors based on research.[54] The factors used from Molloy are general automation, confidence, reliance, trust, and safety, and they complement the sources of complacency already discovered by Kotter. Since general automation is not the aim of this research, this factor was neglected for further argumentations.

As an example, Kotter pointed out that one of the sources of complacency could be in the absence of a mayor crisis. This would perfectly align with the factors of Molloy related to confidence (absence of crisis would increase confidence, promoting the perception that everything is just going well), reliance (more reliance when no crisis is noticed), trust (that everything is in order or there is no crisis) and safety (if no crisis is noticed, individuals feel safe). Furthermore, the source of complacency associated to the low overall performance standards, could again increase the confidence, reliance, trust, and safety levels.

Based on the importance of trust demonstrated by Rodriguez and using the five factors Molloy employs for his scale of complacency, the first section of the survey was created.

- **Confidence.** The factor was interpreted in general terms, as a reflection of a certain overconfidence in the environment. In a corporate world this can be understood as the confidence level placed in the team or in the working peers. This confidence in the environment is manifested when workers decide to delegate tasks to other colleagues, or when opinions of co-workers are seriously considered on a professional level.

    o *V1: I delegate the task to an experienced colleague rather than confronting difficult challenges.*

    o *V2: I gladly accept the help expert advice from colleagues.*

- **Reliance.** In addition to a degree of confidence on the abilities of the working colleagues, a certain level of reliance is needed for inducing satisfaction. In this case, a clear level of dependence on the team is recognized. To acknowledge reliance the expertise field of the co-workers and trust in their abilities was measured.

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[53] Singh, Molloy, and Parasuraman, "Automation-Induced" Complacency": Development of the Complacency-Potential Rating Scale."

[54] Stephanie M Merritt et al., "Automation-Induced Complacency Potential: Development and Validation of a New Scale," *Frontiers in Psychology* 10 (2019): 225.

o   **V3:** *I don't question the opinions of experts to avoid digging into challenges myself.*

o   **V4:** *The best solution is created when everyone takes care of their field of expertise.*

- **Trust.** The previously mentioned study of Rodriguez highly emphasizes trust as a central influence on compliance.[55] The individual level of trust in the system, in this case trust on the company, was measured on this section. The trust that the company and the colleagues are prioritizing the common interest and goals over the personal private objectives is crucial for nourishing the level of complacency.

o   **V5:** *I don't question the basis of critical company decisions because of given reasons.*

o   **V6:** *I trust that my colleagues prioritize company interest.*

- **Safety.** An employee can only reach contentment if a certain level of safety has been met. The concern about making a mayor mistake that has a negative impact on the company or on the employee itself was understood as a practice that negatively influences the levels of safety at work. How the entity is dealing with workers errors was the basis for the quantification of this factor.

o   **V7:** *I am not concerned with loosing face when suggesting controversial solutions.*

o   **V8:** *I don't check colleagues' results for errors.*

All the proposed questions were based on statements participants were asked to score using a Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). The combination of all the recorded answers drafted a comparative value of the individual perception of the level of complacency at the working place.

4.1.2 Corporate culture

For a quantitative measurement of the six dimensions of corporate culture, a total of thirty questions were defined, five for each of the cultural dimensions. The number of variables per dimension was intended to be kept on a minimum level for avoiding higher rates of survey drop-off. An initial review of the literature and specific research on the area was used as a baseline for the design of the questions.

Aiming simplicity for the participants from one side, and for the posterior data analysis on the other side, the dimensions were measured using statements and rating them with the same Likert scale, 1 (strongly agree) to 5 (strongly disagree).

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[55] Rodriguez et al., "Measuring Complacency in Humans Interacting with Autonomous Agents in a Multi-Agent System."

4.1.2.1 Level of control

This dimension illustrates the perceptions of the participants about how work discipline is practiced at the place of work. Should the company have a loosely controlled discipline, the participants would have to score the related questions with grades closer to 5. Respectively, a score closer to 1 (strongly agree) would reveal a strong controlled work discipline. The subdimensions of discipline applied for the quantitative measurement of this item are based on the FIRST concept (focus, intention, responsibility, structure, and time). [56] The FIRST concept is based on the personal aspirations for performing better, specifically used in research for measuring the conduct of discipline in higher education.[57] Similarly, using the same methodology, a brief adjustment of the questions allowed the application of the methodology for the measurement of controlled discipline at the working places.

- **Focus:** The Intention of this subdimension is to quantify the request, on company's side, for maintaining workers focused on their respective tasks. The demand of managers for reducing distractions during working hours was considered as a suitable factor for this assessment.

    o *V42: We are requested to reduce distractions (e.g., Personal conversations, use of phone) during the working time.*

- **Intention:** The expectations of the managers concerning the results delivered from the employees was the core of this subdimension.

    o *V43: Our management has high expectations for its employees.*

- **Responsibility:** Taking responsibility for the actions on the jobs is an important aspect of the work discipline. The way how an employee understands the requirements of the managers regarding the job performed is a sign of the accountability the individual shows toward his job. The higher the responsibility demonstrated from employees, the stronger the individual work discipline.

    o *V44: I am required to perform at high level in my work.*

- **Structure:** A structured work and organized documentation, and a controlled way of performing certain tasks requires high levels of discipline.

    o *V45: We schedule regular meetings to ensure it is known what is happening when.*

- **Time:** Deadlines and time control requisites is a clear and strong sign of a disciplined working practice. When workers are requested to work under tight deadlines, there is

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56 Hana Krskova et al., "An Exploration of University Student Perceptions of Discipline: Introducing FIRST Discipline Principles," *Higher Education, Skills and Work-Based Learning* 10, no. 1 (2020): 61–82.
57 Hana Krskova et al., "The Skill of Discipline–Measuring FIRST Discipline Principles in Higher Education," *Higher Education, Skills and Work-Based Learning* 11, no. 1 (2021): 258–81.

no place for poor performance, and the perception of the level of control increases automatically.

- o **V46:** *We perform best when under tight deadlines.*

The results received for the rating on the previous listed variables (V42-V46) gave an outline about if the working discipline is easy-going (Loosely controlled) or the work discipline is strict (tightly controlled). It is worth to highlight that, for not losing the purpose of this research whose goal is to quantify the corporate culture dimensions, the discipline level should be externally driven and not originated on an individual level (personal traits).

4.1.2.2 Customer orientation

Customer orientation or customer focus is an approach in business that pays high attention to the interest and the needs of the customers.[58]

Customer orientation has been measured in plenty different investigations, mainly on sectors that are traditionally in close or direct contact with customers, e.g. sales. For example, in the study of Harindranath, customer orientation was measured just as a part of his research with the aim of modulating the amount of time spent on sales activities.[59] Besides, the study of Zhang measured customer orientation for exploring the mediating role in the relationship between employee orientation and performance.[60] An extensive method for the measurement of the customer orientation was developed by Hajjat.[61] The CUSTOR scale was developed for measuring the customer orientation of the marketing activities on a firm, considering elements like customer welfare and customer needs.

Due to the extensive amount of literature in this regard and the limited room on the survey for questions regarding the customer orientation, it was decided to set the focus on the implementation of customer feedback, and the customer orientation on the operational tasks performed by the firm. The survey suggested the following statements:

- - **V14:** *In my work, I always keep the best interests of the customer in mind.*

- - **V15:** *Customers are not promised more than can be delivered.*

- - **V16:** *My company has a system of following up and solving customer problems.*

- - **V17:** *Customers feedback is used for product development.*

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[58] Cambridge University Press & Assessment, "Customer-Focused," 2003, https://dictionary.cambridge.org/dictionary/english/customer-focused?q=customer-orientated.
[59] Harindranath, Sivakumaran, and Jacob, "The Moderating Role of Sales Experience in Adaptive Selling, Customer Orientation and Job Satisfaction in a Unionized Setting."
[60] Junfeng Zhang, "Employee Orientation and Performance: An Exploration of the Mediating Role of Customer Orientation," *Journal of Business Ethics* 91 (2010): 111–21.
[61] Mahmood M. Hajjat, "Customer Orientation: Construction and Validation of the CUSTOR Scale," *Marketing Intelligence & Planning* 20, no. 7 (2002): 428–41.

- ***V18****: We are more customer-focused than our competitors.*

With regards to the cultural dimension, the outcome is exposed to a subjective perception of the participants about how the company operates. Diversity in the results was expected since this perception varies along different departments or sections within the same company. As the study didn't focus on departments, the results did not follow the mentioned segmentation.

4.1.2.3 Management philosophy

The management philosophy is understood, according to Hofstede, as a measurement of employee orientation.[62] An evaluation of this item can be found as a part of the study of Zhang.[63] In addition, the study of Lee measures the relation between employee orientation and customer orientation and throw some conclusions how these two factors can affect the performance of the company.[64] Using both studies previously mentioned as a baseline, employee orientation was scored through following statements:

- ***V19:*** *The climate at work is relaxed and easy- going.*

- ***V20:*** *The philosophy of our management put people in the focus.*

- ***V21:*** *Our management accepts mistakes.*

- ***V22:*** *Our company takes employees' opinions seriously.*

- ***V23:*** *Our company provides employees with opportunities for training and development.*

4.1.2.4 Organisational effectiveness

Organisational effectiveness relates to the extent to which an organisation achieves its full potential. Effectiveness is often among the goals of a company, dealing to an optimisation of resources and the obtention of the best benefit possible.[65]

Gibson investigated the different subcategories for measuring team effectiveness, this research was taken as a baseline for the quantification of this cultural dimension.[66] The subcategories Gibson used in her research have been firstly grouped into eight dimensions,

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[62] Hofstede, "Organisational Culture."
[63] Zhang, "Employee Orientation and Performance: An Exploration of the Mediating Role of Customer Orientation."
[64] Ruby P Lee and Susan Wei, "Do Employee Orientation and Societal Orientation Matter in the Customer Orientation—Performance Link?," *Journal of Business Research* 159 (2023): 113722.
[65] Cambridge University Press & Assessment 2023, "Effectiveness," 2023, https://dictionary.cambridge.org/dictionary/english/effectiveness.
[66] Cristina B Gibson, Mary E Zellmer-Bruhn, and Donald P Schwab, "Team Effectiveness in Multinational Organizations: Evaluation across Contexts," *Group & Organization Management* 28, no. 4 (2003): 444–74.

reducing them to a total of five at a later stage. The concluding subcategories for effectiveness are goals, customers, timeline, quality, and productivity.

For the present research, the five subdimensions of Gibson for organisational effectiveness were measured, each of them with one statement to be rated. The expected outcome drafts a complete view of the organisational effectiveness.

- **Goals.** It was requested to rate to which extent the organisation fulfils its mission, accomplishes objectives, achieves its goals, and serves the purpose that was intended to serve.

    o *V27: My company accomplishes its mission, objectives, and goals.*

- **Customer satisfaction:** Rather than customer orientation on the firm's side, this sub-element intends to measure if the customers are satisfied and happy with the company, if the company fulfil customer needs and if the company is responding to customer demands.

    o *V28: Our customers are happy with the company's performance.*

- **Timelines:** Effectiveness is only given when a company makes a rational use of time (working in a time compliant manner), following the prearranged schedule and meeting given deadlines.

    o *V29: We meet our deadlines.*

- **Quality:** Generally, quality is a sign of the degree of excellence. In an organization, quality can be understood as the excellence of its products, or in other words as the superiority of the products or services offered to their customers.

    o *V30: The company has a high level of quality regarding its products.*

- **Productivity:** A productive entity is the one that makes a correct use of resources for achieving its purpose. It can be quantified as the rate of output per input unit. The less resources needed for achieving a predefined goal, the higher the productivity will be.

    o *V31: My company uses its resources efficiently.*

The outcome of the questionnaire for the variables 27-31 provided a numerical measurement of the organisational effectiveness, so a quantitative measurement of the process orientation vs goal orientation was documented.

4.1.2.5 Focus: Local vs. Professional

This cultural dimension was considered as the measurement of the professionalism in the working place. Professionalism can be defined as the combination of all the qualities that relate to trained and skilled people.[67] This concept is therefore very much linked to the attitude and

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[67] Cambridge University Press & Assessment 2023, "Proffesionalism," in *Cambridge University*, 2023, https://dictionary.cambridge.org/dictionary/english/professionalism?q=Professionalism.

the behaviours that the worker demonstrates in the working place. Since the behaviour of a specific professional sector varies with respect to one another (e.g., behaviours of professionals in health sector are different as behaviours of individuals in law-related professions), a variation of the score in this cultural dimension could also be expected among different professional sectors. A differentiation of the results among sectors is not the focus of the present research.

The sub-domains for professionalism measured on the pharmaceutical sector was taken as a reference.[68] These were based on the variables derived from the Physician ship Evaluation Form.[69] The dimensions were generalized and slightly adapted, offering a gradation for a non-specific profession. Each of the subdomains was measured with one quote participants were asked to rate using a Likert-scale. The combination of the five subdimensions was considered for further analysis.

- **Reliability, responsibility, and accountability:** The fulfilling of the responsibilities at work in a reliable manner was evaluated.

   o *V47: I take responsibility for my own actions at work.*

- **Lifelong learning and adaptability:** At this point, the willingness of self-improvement was quoted. Accepting feedback, recognizing the own limitations, and incorporating these changes on the daily work are shaping factors of this subdomain.

   o *V48: I accept constructive feedback and use it to implement changes.*

- **Relationships with others:** Acting with sensibility and empathy, but at the same time establishing clear boundaries on a professional environment are conduct related practices that influences professionalism.

   o *V49: Appropriate professional boundaries are established in conduct.*

- **Principles of integrity and respect:** The core values of the company are a central piece of the corporate culture; therefore, they need to be communicated inside the company and, more importantly, practiced daily. With this aim, a code of conduct is generally used as reference, where certain rules and the nature of interactions among peers and customer are covered. In addition, respect and integrity are values that should be respected in every professional environment.

   o *V50: Maintaining honesty, integrity and respect at work is one of our core values.*

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[68] Katherine A Kelley et al., "Cross-Validation of an Instrument for Measuring Professionalism Behaviors," *American Journal of Pharmaceutical Education* 75, no. 9 (2011), https://www.ajpe.org/content/ajpe/75/9/179.full.pdf.

[69] Maxine A Papadakis, Helen Loeser, and Kathleen Healy, "Early Detection and Evaluation of Professionalism Deficiencies in Medical Students: One School's Approach," *Academic Medicine* 76, no. 11 (2001): 1100–1106.

- **Citizenship and Professional Engagement:** How the worker involves itself in the working life to deliver what is expected from him is reflected on professionalism levels. For the quantification of this element, the individual perception of management expectations was asked.

    o *V51: I am requested to be proactive at work.*

4.1.2.6 Approachability: Open System vs. Closed System.

Somebody is perceived as approachable when they are friendly and easy to talk to.[70] Following this definition, an approachable environment would be a friendly and easy-going atmosphere, where new starters feel welcome, finding no difficulties for integrating themselves.

For the present study it was assumed that approachability is directly linked with the community feeling perceived at the workplace. A closed and less-approachable system would be the consequence of a solid feeling of community, and a strong feeling of belonging within the firm. In this case, individuals that are not directly a part of this social group would be perceived as been "outside of the circle": the process of entering this closed community would have to overcome strong barriers and hurdles.

According to literature, approachability was specifically measured in the education environment.[71] The survey for measuring accessibility of superiors in the field of education was used as a guideline for the creation of the questions of the survey. After a selection of the relevant questions and after making some modifications on them, some community-feeling based questions were proposed. The dimension of approachability could then be measured quantitatively. The survey questions of the variables 52 - 56 are as follows.

- *V52: In my company we also interact with each other on a personal level.*

- *V53: Our management is interested in personal goals and aspirations.*

- *V54: We share our private contact within the team.*

- *V55: I share elements of my personal life with work colleagues.*

- *V56: New starters feel immediately welcomed and respected.*

4.1.3 Demographics

Pursuing a better understanding about the profile of participants of the questionnaire, some general, personal, and anonymous questions were proposed about:

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[70] Cambridge University Press & Assessment 2023, "Complacency."
[71] Heidi Porter, Jason S Wrench, and Crissy Hoskinson, "The Influence of Supervisor Temperament on Subordinate Job Satisfaction and Perceptions of Supervisor Sociocommunicative Orientation and Approachability," *Communication Quarterly* 55, no. 1 (2007): 129–53.

- **Gender**

- **Age**

In addition, for an appropriate analysis of the results and filtering of the received responses at a later stage, the total of the years the participant has been working for the company were asked using a cluster.

- **Time with the current employer:**

  o Less than 3 years.

  o Between 3 and 5 years.

  o More than 5 years.

Since initial assumptions of the present study quoted that internalizing the corporate culture would occur after a relatively long employment estimated in over five years of uninterrupted service, the first analysis was done filtering answers of this range. An additional study of the different employment time range was performed, and an evaluation whether the results on compliance and corporate culture significantly differ with respect to the years of employment.

4.2 Piloting phase

The questionnaire was tested and piloted with individuals familiar with research processes, but also with people with relatively low knowledge on the research field. Valuable feedback was gathered, and some modifications were made at this stage about the structure of the questionnaire and the clarity of the statements.

Subsequently, some additional adjustments were made with regards to grammar of the quotes, the structure of the questions and the overall construction of the questionnaire.

5   Results and discussion

Once the questionnaire was launched and the results were gathered, an analysis of the received answers followed. Statistical tests were performed and the different variables were evaluated.

5.1   General results and statistical overview

Initially, the questionnaire was intended to be kept active for a period of two weeks after being launched. In the first week, a total of 37 responses were received.

With the aim of accumulating further data for more complete research, an extension on the active time of the questionnaire, as well as a new approach for reaching a larger population was decided. A raise on the received answers (see *Figure 13* between the dates of 2nd and 4th April) was perceived and an increase on the drop-in rate expected due to the complexity added through the survey language was noticed.
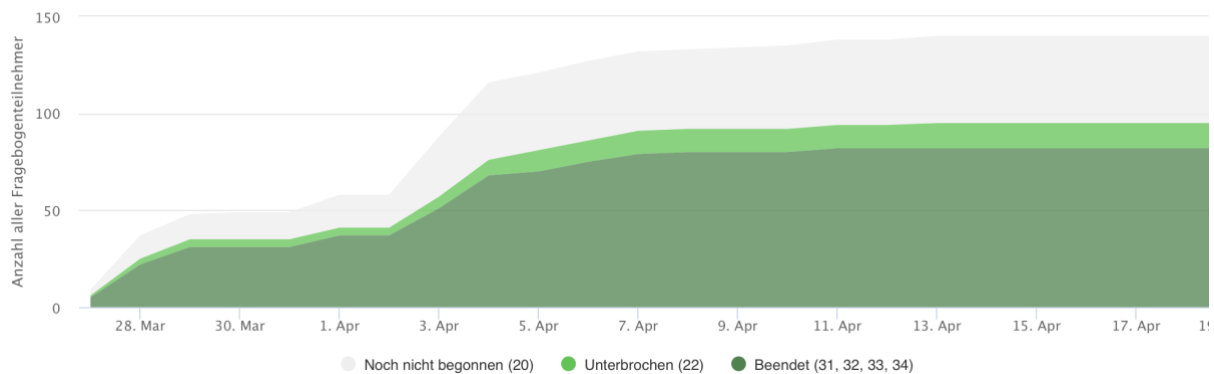

Figure 13: [Illustration of the number of answers recorded during survey time.]

Source: [Unipark]

Finally, a total of 81 answers were gathered. Overall, the questionnaire was interrupted and not finished a total of 13 times, and 45 times the questionnaire was received and acknowledged, but was not even started. The survey had a completion rate of 59%.

The obtained data are diverse in their nature. The personal questions about gender (men, woman and diverse) and age were not compulsory, so some participants decided not to answer them. Two people decided not to answer the question about their age, so the total answers on this variable dropped to 79. In general, the rate of women that participated in the survey are slightly higher than men: 41 female participants (52%) vs 38 male participants (48%).
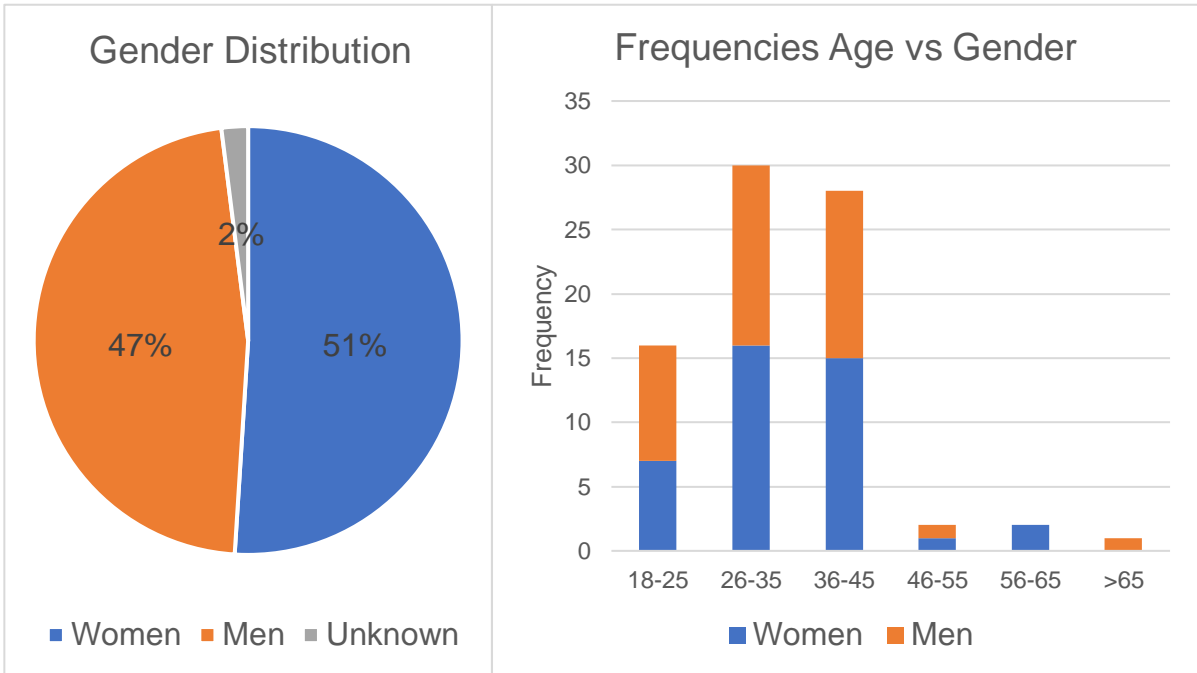
Figure 14: [Statistical overview of the responses. *Total.*]

The leading range of answers were registered in the age range of 26-36 years old. Relating to the professional world, this age rages relates in general to individuals starting their professional career. Since the present research is targeting a minimum of 5 years of working experience, only a small portion of the answers is expected to be relevant for the analysis. This credence was confirmed once a distribution in terms of working experience was finalized. Over 50% of the participants were reporting employments below 3 years, and only 34% notified a professional experience of 5 years or higher.
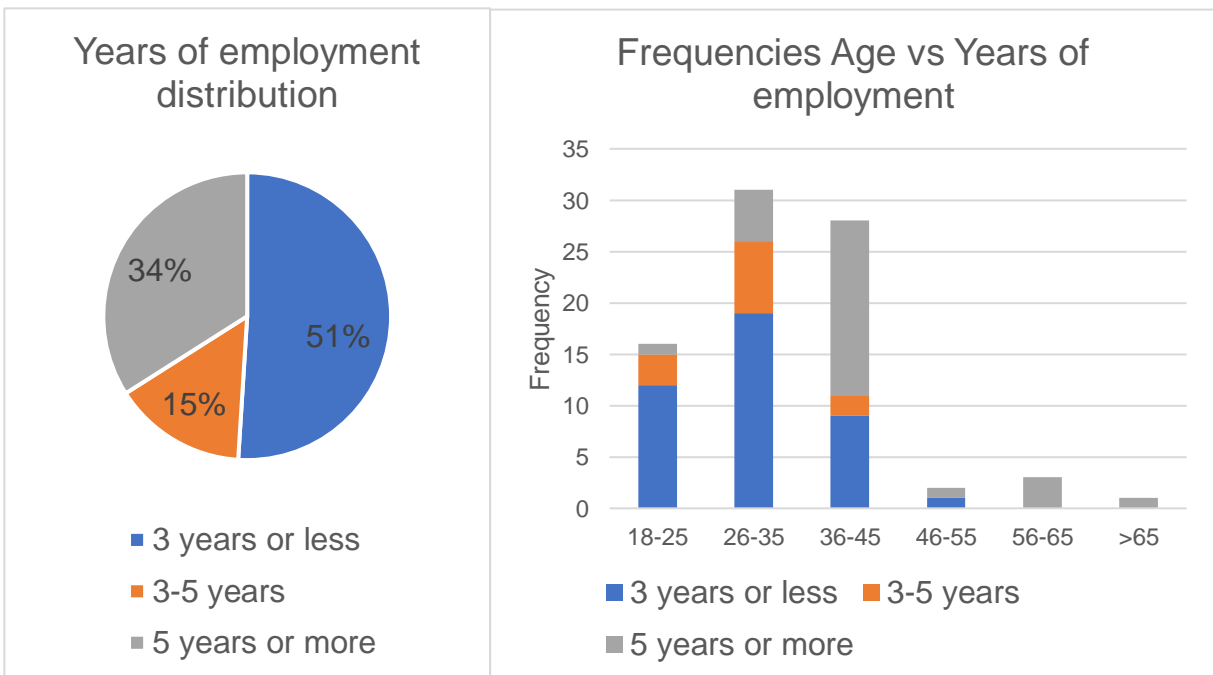

Figure 15: [Statistical overview of the years of employment. *Total.]*

Looking at the data shown in *Figure 15*, it can be concluded that the relevant data in which this study was based was provided mainly for participants in the age range of 36-45 years old.

5.2 Data analysis

In this section, an overview of the analysed results will be presented. After reviewing the number of responses received, an expansion of the initial research was considered, thus the results on three different segments of professional experience were analysed and compared:

- **Initial case:** A minimum of 5 years of employment, called **5+** case, based on 28 responses.

- **Extended case:** A minimum of 3 years of employment, called **3+** case, based on 40 responses.

- **Total case:** Analysis of all the received answers, called **total** case, based on 81 responses.

An overview of the study cases mentioned above, the abbreviations used in this section and the baselines used on the analysis is covered in *Annex II*.

The main elements to be analysed for each of the cases of study are seven: the level of complacency and each of the cultural dimensions of Hofstede (in total, 6 more elements). Each of them was measured through several scores (Likert-scale based) given to proposed quotes on a survey.

The first step for the analysis was to determine, for each of the elements to be quantified, if the variables proposed for its quantification are showing consistency with each other. In another words, it is important to determine if the participants did answer the different variables related to the same element with the same tendency. Variables related to the same element were grouped and a Cronbach's alpha test was conducted to determine consistency. If values of Cronbach's alpha parameter are located within an unacceptable or low range (lower than 0,7), inconsistent variables were eliminated with the aim of raising consistency level and with it, the reliability of the results.

Cronbach's alpha	Internal consistency
$0,9 < \alpha$	Excellent
$0,8 < \alpha < 0,9$	Good
$0,7 < \alpha < 0,8$	Acceptable
$0,6 < \alpha < 0,7$	Questionable
$0,5 < \alpha < 0,6$	Poor
$\alpha < 0,5$	Unacceptable

Table 2: [Internal consistency, Cronbach's alpha value.]

On a second step, consistent variables were grouped for each of the seven elements of the study. The goal of this stage is to conceive each of the seven elements as a unique variable.

Finally, the relation between complacency and each of the six cultural dimensions was calculated. For it, a Pearson test was performed and the relationship between the seven mentioned elements was scored. The significance or non-significance level of the Pearson correlations was defined through the value Sigma 2-tailed. A correlation was considered significant for levels of sigma 2-tailed below 0,05.

5.2.1 Initial case / 5+

This chapter shows a summary of the received results, as well as an overview of the test performed will be described.

5.2.1.1 Demographics initial case / 5+

The demographic results for the results filtered for participants with professional experience greater than 5 years, referred in this research as *"initial case"* is as follows:
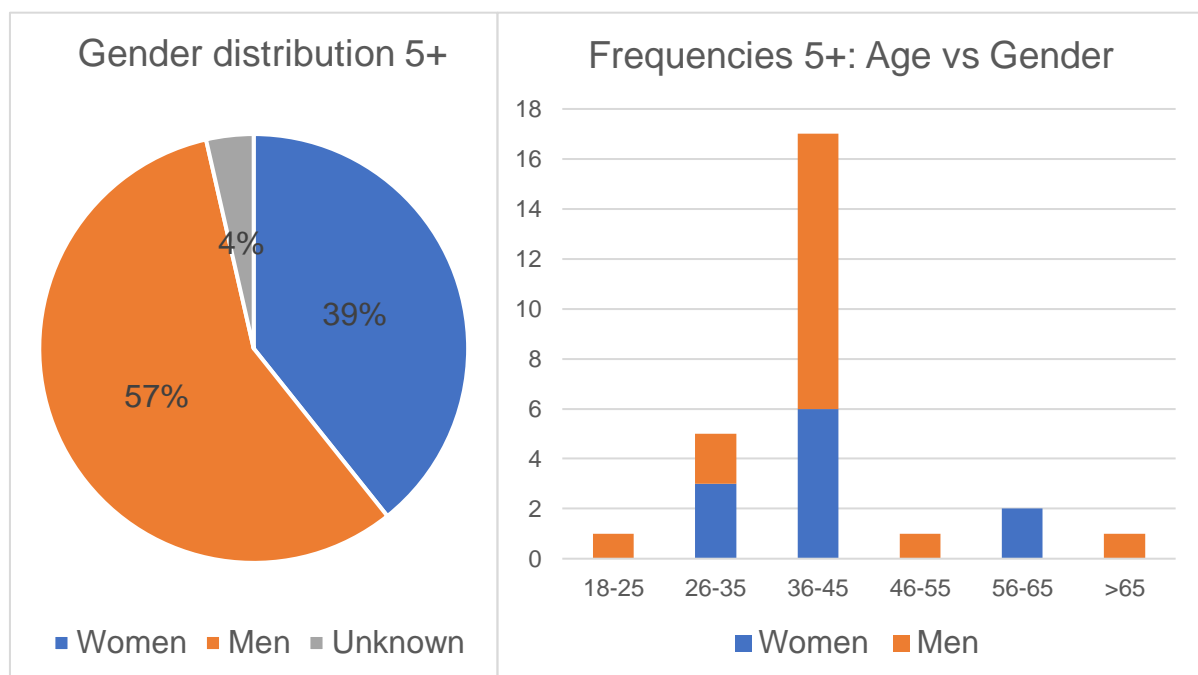

Figure 16: [Statistical overview of the responses. Initial case *5+*.]

As mentioned in the beginning of the *Section 5.2*, the present research was conceived so that each of the elements to be analysed were measured through more than one variable. Therefore, a reliability test for discovering if the group of variables related to each element are consistent is needed.

5.2.1.2 Data Analysis initial case *5+*

According to the parameter of Cronbach's alpha, some of the variables needed to be discarded for reaching the highest possible level of consistency for each of element. The test was repeated several times, until a maximization of the consistency level for all the studied variables was obtained.

Dimension	Variables of measurement	Consistent variables	Cronbach's alpha
Control	V_42, V_43, V_44, V_45, V_46	~~V_42,~~ V_43, V_44, ~~V_45, V_46~~	0,869
Customer	V_14, V_15, V_16, V_17, V_18	V_14, V_15, V_16, V_17, ~~V_18~~	0,667
Employee	V_19, V_20, V_21, V_22, V_23	V_19, V_20, ~~V_21,~~ V_22, V_23	0,819
Effectiveness	V_27, V_28, V_29, V_30, V_31	V_27, V_28, V_29, V_30, ~~V_31~~	0,835
Focus	V_47, V_48, V_49, V_50, V_51	~~V_47, V_48,~~ V_49, V_50, V_51	0,807
Approachability	V_52, V_53, V_54, V_55, V_56	V_52, ~~V_53,~~ V_54, V_55, ~~V_56~~	0,804
Complacency	V_1, V_2, V_3, V_4, V_5, V_6, V_7, V_8	V_1, ~~V_2, V_3,~~ V_4, V_5, ~~V_6, V_7, V_8~~	0,552

Table 3: [Results of consistency tests. Initial case *5+*.]

The level of the Cronbach's alpha is considered poor in the case of complacency (according to *Table 2*). For the dimension *customer*, a questionable consistency level was obtained.

- **Complacency:** The level of complacency was measured through levels of confidence (variables 1 and 2), reliance (variables 3 and 4), trust (variables 5 and 6), and safety (variables 7 and 8). The results showed that the level of safety, does not show consistency with the rest of the formulated questions. For the rest of the subdimensions (confidence, reliance, and trust) the results are only partially consistent: V1, V4 and V5 show consistency while V2, V3, V6 did not show consistency.

- *Customer:* Customer orientation was measured through five statements or variables. Only one of the formulated questions (corresponding to variable 18) showed some inconsistency when comparing it with the rest of the variables. Nevertheless, the value of Cronbach's alpha showed a questionable level of consistency, being the direct effect of a substantial diversity on the responses received.

Once consistency was determined, the results achieved for the consistent variables were combined, and an average value for each of the dimensions of the study was obtained.

Dimension	Mean	Standard deviation
Control	1,94	0,946
Customer	1,99	0,795
Employee	2,35	0,9
Effectiveness	1,99	0,69
Focus	1,82	0,87
Approachability	1,98	0,947
Complacency	2,83	0,73

Table 4: [Results of the dimensions of study. Initial case *5+.*]

The participants of the questionnaire scored a level of complacency of 2,83. The cultural dimension with a poorer score was the related to management philosophy (employee orientation). The rest of the dimensions remain with a similar value around 2.

Finally, the relation between the different cultural dimensions and the level of complacency was investigated. The obtained results of the Pearson's-r test are shown in *table 5.*

		Control	Customer	Employee	Effectiveness	Focus	Approachability	Complacency
Control	Pearson Correlation	1						
	Sig. (2-tailed)							
Customer	Pearson Correlation	,190	1					
	Sig. (2-tailed)	,332						
Employee	Pearson Correlation	,207	,557**	1				
	Sig. (2-tailed)	,290	,002					
Effectiveness	Pearson Correlation	-,015	,638**	,539**	1			
	Sig. (2-tailed)	,940	<,001	,003				
Focus	Pearson Correlation	,646**	,251	,451*	,167	1		
	Sig. (2-tailed)	<,001	,197	,016	,396			
Approachability	Pearson Correlation	,033	,053	,227	,265	-,150	1	
	Sig. (2-tailed)	,868	,789	,245	,173	,447		
Complacency	Pearson Correlation	-,179	,471*	,073	,261	-,198	-,266	1
	Sig. (2-tailed)	,362	,011	,712	,179	,312	,172	
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Table 5: [Results for the multiple correlations. N=28. Initial case *5+*.]

The term of complacency shows a significant positive correlation at 0,05 level (confidence interval 95%) with the variable *customer*. The relationship with the rest of the variables is not significant.

- **Control:** Shows a minor negative correlation with the level of complacency.

- **Customer:** Is positive correlated with the level of complacency.

- **Employee:** Shows the lowest correlation among all the variables. The correlation with the level of complacency is positive.

- **Effectiveness:** Is positively correlated with the level of complacency.

- **Focus:** Is negatively correlated with the level of complacency.

- **Approachability:** Is negatively correlated with the level of complacency.

In addition to the above, some more significant correlations among the different cultural dimension, can be derived from the results:

- **Employee / customer:** Management philosophy is significantly correlated with the customer orientation. This correlation is strong and positive with a confidence level of 99%.

- **_Effectiveness / customer and effectiveness / employee_**: Organisational effectiveness is significantly correlated with the customer orientation and the management philosophy. Both correlations are positive and robust, with a confidence interval of 99% in both cases.

- **_Focus / Control._** Focus is positively correlated with the level of control and the management philosophy. For the level of control, the significance level is 99% and for the management philosophy 95%.

In *table 6* a summary of the results for 5+ group is displayed. Correlations (positive or negative) are represented with a "+" or a "-" respectively. For non-significant correlations, the symbol is represented in grey colour. Strong correlations are shown with a double sign ("++" for positive or "--" for negative correlations).

	Control	Customer	Employee	Effectiveness	Focus	Approachability	Complacency
Control							
Customer	+						
Employee	+	+ +					
Effectiveness	-	+ +	+ +				
Focus	+ +	+	+	+			
Approachability	+	+	+	+	-		
Complacency	-	+	+	+	-	-	

Table 6: [Summary of correlations. Initial case *5 +*. N=28.]

5.2.2 Extended case / *3+*

In the initial project phase, individuals working in a company for a period of at least 5 years were addressed for the study, since it was assumed that only after five years of employment a real understanding of the corporate culture was given.

However, after exploration of the first results, an extension of the analysis was decided. The results obtained for the group of answers for individuals employed for a period of 3 years or more (what would include answers in the group 5+), and for less than three years were analysed. In the one hand, the interest is to study if the variables that influence the level of complacency varies with the years of employment. On the other hand, the objective is to analyse if the perception of the corporate culture dimensions varies with the years of employment.

5.2.2.1 Demographics extended case 3+

The results were filtered using the years of employment. For this group of data, a total of 40 answers could be gathered.

In terms of representativity, we could conclude that the results for this group of people, would not be representative. If representativity would be desired, a higher number of results would need to be gathered.

The demographical distribution encounters a less diversity in terms of gender and age. Most of the answers were received from male participants in the age range of 36-45 years.
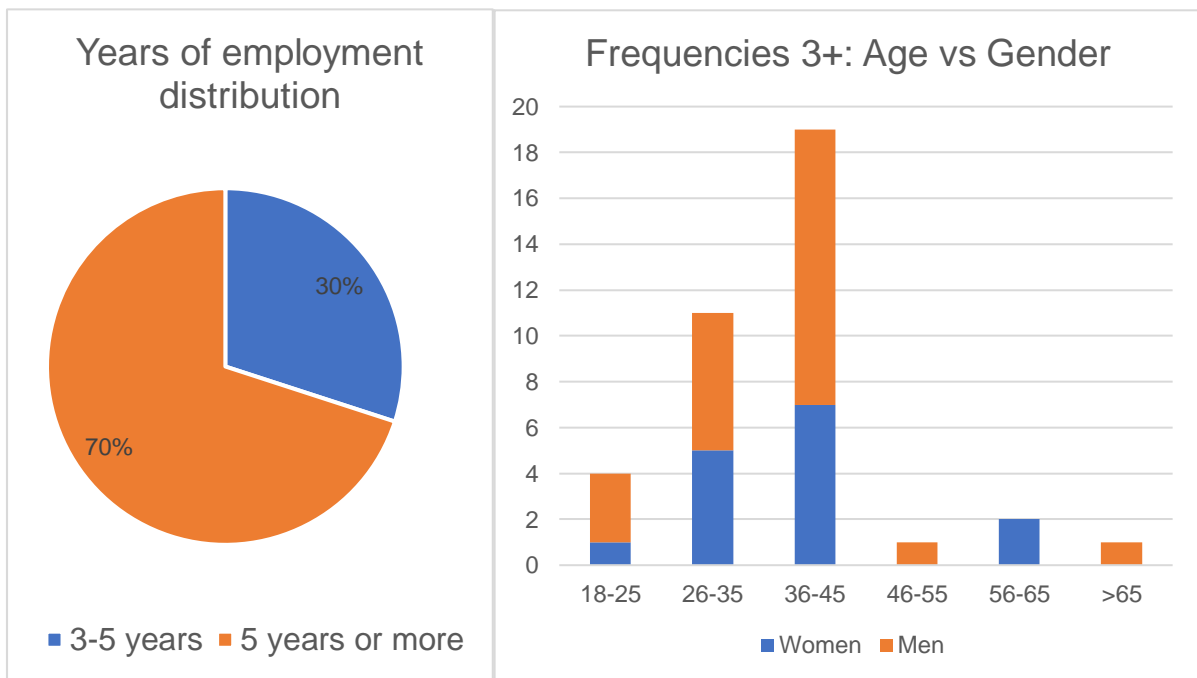

Figure 17: [Statistical overview of the responses. Extended case 3+.]

Most of the answers received was provided from individuals employed for over 5 years (more than 2/3 of the results), therefore significant variation within the results of the analysis compared with the 5+ group was not expected.
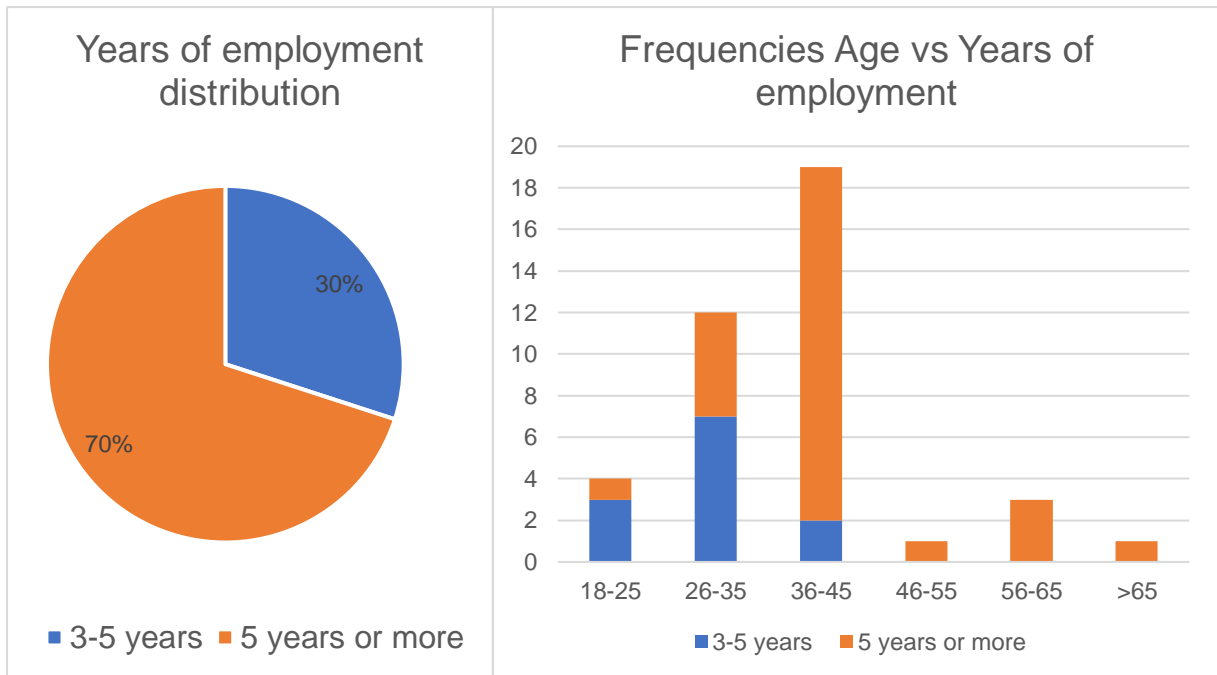
Figure 18: [Statistical overview of the years of employment. Extended case *3+*]

5.2.2.2 Data Analysis extended case */ 3+*

Firstly, a consistency test was performed. As in the previous studied case, only answers which demonstrated consistency were further considered in this study.

Dimension	Variables of measurement	Consistent variables	Cronbach's alpha
Control	V_42, V_43, V_44, V_45, V_46	~~V_42,~~ V_43, V_44, **V_45**, ~~V_46~~	**0,387**
Customer	V_14, V_15, V_16, V_17, V_18	V_14, V_15, V_16, V_17, **V_18**	0,652
Employee	V_19, V_20, V_21, V_22, V_23	V_19, V_20, ~~V_21,~~ V_22, V_23	0,762
Effectiveness	V_27, V_28, V_29, V_30, V_31	V_27, V_28, V_29, V_30, ~~V_31~~	0,881
Focus	V_47, V_48, V_49, V_50, V_51	~~V_47, V_48,~~ V_49, V_50, ~~V_51~~	0,751
Approachability	V_52, V_53, V_54, V_55, V_56	~~V_52, V_53,~~ V_54, V_55, ~~V_56~~	0,805
Complacency	V_1, V_2, V_3, V_4, V_5, V_6, V_7, V_8	V_1, ~~V_2, V_3,~~ V_4, V_5, ~~V_6, V_7, V_8~~	0,597

Table 7: [Results of consistency test. Extended case *3+*.]

- **Control:** In contrast to the initial case described above, the variable 45 showed to be consistent with variables V34 and V44, proven to be consistent for the case 5+. Nevertheless, the value of Cronbach's alpha is very limited (unacceptable). The element level of control is therefore not acceptable in terms of consistency.

- **Customer:** For this group of data, all the variables V14-V18 show consistency.

- **Focus.** The variable 51 is not consistent with variables V49 and V48, contrary to the initial case.

- **Approachability:** The variable 52 loses its consistency with variables V54 and V55 when answers include lower reported professional experiences.

Dimension	Mean	Standard deviation
Control	2,29	0,688
Customer	2,11	0,723
Employee	2,29	0,826
Effectiveness	2,06	0,78
Focus	1,9	0,942
Approachability	1,94	1,04
Complacency	**3,31**	0,92

Table 8: [Score of the dimensions. Extended case *3+*.]

The level of complacency reporting is considerably shifting towards higher numbers (lower level of complacency) in comparison with the results obtained from the initial case.

Finally, the correlations between the different dimensions were calculated.

		Control	Customer	Employee	Effectiveness	Focus	Approachability	Complacency
Control	Pearson Correlation	1						
	Sig. (2-tailed)							
Customer	Pearson Correlation	,358*	1					
	Sig. (2-tailed)	,023						
Employee	Pearson Correlation	,236	,597**	1				
	Sig. (2-tailed)	,143	<,001					
Effectiveness	Pearson Correlation	0,178	,552**	,491**	1			
	Sig. (2-tailed)	,272	<,001	,001				
Focus	Pearson Correlation	,259	,585**	,512**	,389*	1		
	Sig. (2-tailed)	,107	<,001	<,001	,013			
Approachability	Pearson Correlation	-,045	-,011	,235	,103	-,210	1	
	Sig. (2-tailed)	,781	,946	,145	,528	,194		
Complacency	Pearson Correlation	0,062	,359*	0,077	,408**	-,017	-,113	1
	Sig. (2-tailed)	,705	,023	,638	,009	,918	,489	
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Table 9: [Results for the multiple correlations. N=40. Extended case *3+*.]

For the group of data *3+*, complacency significantly correlates in a positive way with variables *Customer*, with a significance level of 95%, and with the variable *Effectiveness* with a confidence interval of 99%.

In *table 10* a summary of the different correlations is displayed. The legend is equivalent to those used previously. Correlations (positive or negative) are represented with a "+" or a "-". Non- significant correlations are displayed in grey, and strong positive or negative correlations are marked with a double sign ("++" or "--").

	Control	*Customer*	*Employee*	*Effectiveness*	*Focus*	*Approachability*	*Complacency*
Control							
Customer	**+**						
Employee	+	**+ +**					
Effectiveness	+	**+ +**	**+ +**				
Focus	+	**+ +**	**+ +**	**+**			
Approachability	-	-	+	+	-		
Complacency	+	**+**	+	**+ +**	-	-	

Table 10: [Summary of correlations. N=40. Extended case *3+*.]

Additionally, following significant correlations with a significance level of 99% could be deducted:

- *Employee / customer:* Management philosophy and customer orientation.

- **Effectiveness / Customer and Employee:** Organisational effectiveness is significantly correlated with the customer orientation and the management philosophy.

- **Focus / Customer and Employee.** Focus is positively correlated with the level of customer orientation and employee orientation. In the initial case this variable was significantly related to *control*. The significance level with *Effectiveness* was 95%.

5.2.3 Total case / *Total*

Finally, the complete recorded data were analysed and studied. In this case, 81 answers were documented. Representativity is similar to the cases previously analysed, and is not given.

A demographical overview was displayed at the beginning of this chapter (see *section 5.1- General results and statistical overview*).

5.2.3.1 Data Analysis total case */ Total*

Firstly, a consistency test was performed. Only questions that have been answered with demonstrated consistency were considered for further calculations.

Dimension	Variables of measurement	Consistent variables	Cronbach's alpha
Control	V_42, V_43, V_44, V_45, V_46	~~V_42,~~ V_43, ~~V_44,~~ **V_45**~~, V_46~~	**0,410**
Customer	V_14, V_15, V_16, V_17, V_18	~~V_14, V_15,~~ V_16, V_17, ~~V_18~~	0,669
Employee	V_19, V_20, V_21, V_22, V_23	V_19, V_20, **V_21,** V_22, V_23	0,77
Effectiveness	V_27, V_28, V_29, V_30, V_31	V_27, V_28, V_29, V_30, ~~V_31~~	0,846
Focus	V_47, V_48, V_49, V_50, V_51	~~V_47, V_48,~~ V_49, V_50~~, V_51~~	**0,645**
Approachability	V_52, V_53, V_54, V_55, V_56	V_52, ~~V_53,~~ V_54, V_55, **V_56**	0,772
Complacency	V_1, V_2, V_3, V_4, V_5, V_6, V_7, V_8	V_1, ~~V_2,~~ **V_3,** V_4, V_5, ~~V_6, V_7, V_8~~	0,408

Table 11: [Results of consistency test. Total case.]

- **Complacency:** In this case the variable 3 (compared with the initial case *5+*) turned out to be consistent with the consistent variables from the initial case, V1, V4 and V5.

- **Control:** Contrary to the case above 5+, the variable 45 showed to be consistent with the results, and the variable 44 not consistent. The highest consistency was obtained as a combination of V43 and V45. In addition, overall consistency of this dimension turned to be categorized as unacceptable.

- **Customer:** Variables 14 and 15 are in this case not consistent, being consistency a combination of V16 and V17.

- **Employee**: All the variables showed consistency and were further considered for the analysis of the total case.

- **Focus.** The final value of Cronbach's alpha parameter dropped considerably. In addition, the variable 51 showed no consistency with the rest of the variables, therefore V49 and V50 being the relevant variables for the analysis.

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- **Approachability:** In addition to V52, V54 and V55, the variable 56 turned to be also consistent. In the initial case 5+ this consistency for V56 was not given.

The results of the means of the variables are as follows.

Dimension	Mean	Standard deviation
Control	**2,56**	0,782
Customer	**2,15**	1,045
Employee	2,28	0,838
Effectiveness	2,09	0,776
Focus	1,85	0,811
Approachability	2,17	0,837
Complacency	**3,45**	0,67

Table 12: [Score of the dimensions. Total case.]

A considerable drop in the means of the variables of *Complacency*, *Control* and *Customer* compared with the initial case *5+*, can be noticed.

Finally, the correlations between the different dimensions were calculated.

		Control	Customer	Employee	Effectiveness	Focus	Approachability	Complacency
Control	Pearson Correlation	1						
	Sig. (2-tailed)							
Customer	Pearson Correlation	,201	1					
	Sig. (2-tailed)	,072						
Employee	Pearson Correlation	,064	,409**	1				
	Sig. (2-tailed)	,571	<,001					
Effectiveness	Pearson Correlation	0,110	,515**	,518**	1			
	Sig. (2-tailed)	,329	<,001	<,001				
Focus	Pearson Correlation	,183	,405**	,367**	,325**	1		
	Sig. (2-tailed)	,102	<,001	<,001	,003			
Approachability	Pearson Correlation	,066*	,205	,466**	,372**	,090	1	
	Sig. (2-tailed)	,016	,066	<,001	<,001	,427		
Complacency	Pearson Correlation	0,006	,217	,114	,355**	,025	-,109	1
	Sig. (2-tailed)	,957	,052	,310	,001	,823	,334	
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Table 13: [Results for the multiple consistency. N=81. Total case.]

In this case, *Complacency* correlates positively with *Effectiveness* with a confidence interval of 99%.

In *table 14* a summary of the different correlations for the total case is shown. Positive or negative correlations are represented with a "+" or a "-", a double sign ("++" or "—") is displayed when correlations are strong. Non-significant correlations were marked with grey symbols.

	Control	Customer	Employee	Effectiveness	Focus	Approachability	Complacency
Control							
Customer	+						
Employee	+	+ +					
Effectiveness	+	+ +	+ +				
Focus	+	+	+	+			
Approachability	+	+	+	+	+		
Complacency	+	+	+	+	+	-	

Table 14: [Summary of correlations. N=81. Total case.]

Some additional significant correlations with a 99% significance level between the different considered cultural dimensions could also be acknowledged for the total case.

- *Employee / customer:* Relating to management philosophy and customer orientation.
- **Effectiveness / Customer and Employee:** Organisational effectiveness is significantly correlated with the customer orientation and the management philosophy.

5.3 Result interpretation and discussion

The results were grouped into the initial different elements and compared between the three different groups of study (5+, 3+ and total).

5.3.1 Complacency

As a first step, the level of complacency measured for the three population groups (*5+, 3+* and *Total*), independent of the culture and the cultural dimensions were analysed. Results show that complacency is clearly varying with the time of employment. There is an indication that the measured value of complacency moves to lower scored values (indicating higher complacency), as the analysed data focuses on individuals with greater working experiences. In general, the present study recorded values of contentment around 3, denotating moderate values of complacency, scored from a scale from 1 to 5.

	Consistent variables	Cronbach's alpha	Mean
Complacency *Total*	V_1, ~~V_2~~, V_3, V_4, V_5, ~~V_6, V_7, V_8~~	0,408	3,45
Complacency 3+	V_1, ~~V_2, V_3~~, V_4, V_5, ~~V_6, V_7, V_8~~	0,597	3,31
Complacency 5+	V_1, ~~V_2, V_3~~, V_4, V_5, ~~V_6, V_7, V_8~~	0,552	2,83

Table 15: [Summary of the results for the level of complacency.]

The level of complacency was measured through four subdimensions. The variables V7 and V8, corresponding to the subdimension of safety, are no consistent with the rest of the variables. A certain level of safety at the workplace turned out not to be relevant for the complacency level perceived from the participants, independent of the work experience reported.

Relative strong differences in the mean on the group's *Total* and *5+* indicates high weight towards lower values of complacency on population with less working experience. Veterans would perceive significantly higher complacency of the organization's culture than newcomers. This can be understood as a higher resistance to changes emerging from these veteran workers, possibly believing that they have reached a better understanding about the actual business requirements. For this reason, new starters and members work force quoting lower years of experience would have more willingness to accept organizational changes since their knowledge about the operational approach on the workplace would be more limited.

However, since the intention of employee turnover increases when changes are intended, it is reasonable to believe that veterans will hunt job opportunities when changes are projected. [72] As a consequence, this dynamic would reduce complacency in organizations through job rotation and the lower level of complacency scored on this population groups.

5.3.2 Corporate culture

In the chapter of the analysis of the data, complacency showed a positive correlation with the dimensions of customer orientation, management philosophy and organizational

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[72] Muhammad Ali Raza, Muhammad Majid Khan, and Bahaudin G Mujtaba, "The Impact of Organizational Change on Employee Turnover Intention: Does Stress Play a Mediating Role?," *Public Organization Review* 18 (2018): 313–27.

effectiveness, and an inverse correlation with approachability. In addition, the correlation of complacency with the level of control and focus are fluctuating with the years of employment.

As an extension of the initial goal of this research, a comparison and posterior relation of the variation of the variables with the time of employment were studied. In this section, the different cultural dimensions will be analysed separately.

5.3.2.1 Level of control

The level of control indicated a positive correlation with complacency in the early years of employment, switching to a negative correlation in the group *5+*. Since the level of Cronbach's alpha is below the acceptable level, the obtained correlations for the groups all and 3+ (positive correlations) are very weak, as it is shown in *table 2*. However, the negative correlation calculated in the participant group *5+* is good, and therefore, reliable to a certain extent. The correlations for the element *control* are non-significant due to the reduced sample size of the survey and the reduced sample size.

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Control Total	V_42, V_43, V_44, V_45, V_46	0,410	2,56	+
Control 3+	V_42, V_43, V_44, V_45, V_46	0,387	2,29	+
Control 5+	V_42, V_43, V_44, V_45, V_46	0,869	1,94	-

Table 16: [Summary of the results for the level of control.]

The measurement of the level of control was based on six subdimensions, explained in detail in the *chapter 4.1.2.*1. The inconsistency measured for the variables corresponding to subdimensions related to focus and time caused that variable 42 (request for reducing distractions at work) and 46 (performance linked to deadlines) could not be considered for the analysis. The subdimension corresponding to intention (expectation of the managers towards employees) was the only relevant variable common to all the groups of study.

Overall, the mean rating of the level of control during the years of employment is decreasing or moving towards the value 1. In other words, the longer the employee is in the company, the

feeling of being controlled will increase, creating an uncomfortable work environment, and at the same time the engagement level of employees drops. [73] The willingness of experienced individuals for an easy-going controlled dynamic and the need for autonomy may influence the scoring of this dimension, pushing results towards lower values when the expectation has not been met.

Low values on Cronbach's alpha parameters for the group *Total* and group *3+* indicate that the correlation between this dimension and the level of complacency can't be assured. Opposing to the previous statement, the results on the group *5+* indicate a strong negative correlation between *control* and *complacency*. The perception of the level of control for new starters and individuals with relative low experience at work differ drastically with the perception reported from experienced workers. In addition, according to the value of the Cronbach's alpha parameter, individuals on the *5+* groups seem to be aligned in their perception of how the level of control and complacency are connected, while the extended groups (*3+*, *Total*) show a strong misalignment in their opinions. Overall, it can be concluded that newcomers would perceive the level of control as a factor that increases their level of complacency. Professionals would tend to easily feel controlled and are therefore less compliant, pushing individuals for achieving communicated goals and fulfilling the management expectations, at the cost of autonomy, creativity, and innovation among others.[74]

5.3.2.2 Customer orientation

The results of the analysis suggest that the element *complacency* and element *customer* are positively correlated. This correlation is significant for the group of study *3+* and *5+*, with confidence levels of 95%.

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[73] Nandini Sen, "Harmful Effects of Excessive Supervision" (HR Katha, Human resource simplified, November 17, 2022), https://www.hrkatha.com/features/harmful-effects-of-excessive-supervision/.
[74] Surendra Kumar Sia and Aneesh V Appu, "Work Autonomy and Workplace Creativity: Moderating Role of Task Complexity," *Global Business Review* 16, no. 5 (2015): 772–84.

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Customer Total	~~V_14, V_15,~~ V_16, V_17, ~~V_18~~	0,669	2,15	+
Customer 3+	V_14, V_15, V_16, V_17, V_18	0,652	2,11	+
Customer 5+	V_14, V_15, V_16, V_17, ~~V_18~~	0,869	1,99	+

Table 17: [Summary of the results for the levels of customer orientation.]

According to the variables and the results of the consistency performed analysis, a high diversity in the outcomes of the different groups of answers received was noticed. For the proposed questionnaire, the variable 18, that evaluated how the firm acts towards competition, seemed to be less relevant for this study. Since the participants of the questionnaire were not segmented attending to a professional area of work and/or the type of the tasks that participants achieve at work, it can be assumed that a high number of contestants are lacking essential knowledge about the company's competitors. This would explain the lack of consistency of this variable, V18, in groups *Total* and *5+*.

The mean of the element related to customer orientation decreases when the results of less experience individuals are filtered out, possibly due to the higher understanding that the participants on group *5+* have about the company and about the desires of their customers. Longer experience in the working place would increase the individual sensitivity for recognizing internal improvement potential to fulfil customer needs.

Complacency is directly related to customer orientation, the significance found in two of the three groups of study supports the statement that, when a firm is customer oriented, the perception or attitude of the workers is generally more compliant. Experienced workers with an expected knowledge about customer needs, may see the benefits a customer orientation-based policy would bring. For instance, the customer satisfaction, good word-to mouth marketing and the satisfaction within the firm among others, would give the impression that

no change is needed, raising levels on personal contentment.[75] In addition, the positive influence of a customer orientated philosophy on job satisfaction and job commitment would support the rise in contentment levels of the employees.[76]

5.3.2.3 Management Philosophy

In addition to customer orientation, employee orientation (vs. work orientation) was measured to describe the management philosophy. The analysed results demonstrated a non-significant positive correlation between employee orientation and complacency for all specified groups.

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Employee Total	V_19, V_20, V_21, V_22, V_23	0,77	2,28	+
Employee 3+	V_19, V_20, V̶_̶2̶1̶, V_22, V_23	0,762	2,29	+
Employee 5+	V_19, V_20, V̶_̶2̶1̶, V_22, V_23	0,819	2,35	+

Table 18: [Summary of the results for the levels of employee orientation.]

Practically the totality of the variables showed a consistent behaviour towards complacency, with exception of variable number 21 (intended to measure the attitude of the management concerning errors). In groups *3+* and *5+* variable 21 needed to be excluded due to inconsistency on the performed tests.

The mean of the dimension *employee*, related to management philosophy, increases in a moderate way as the group of study targets populations with longer working experiences. This shows that veteran workers perceive a management philosophy more work-centred, slightly deviating from an employee-centred attitude. After the pandemic in 2019, a noticeable shift in employee expectations has been perceived. Working conditions, expectations regarding work

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[75] Gerrard Macintosh, "Customer Orientation, Relationship Quality, and Relational Benefits to the Firm," *Journal of Services Marketing*, 2007, https://www.emerald.com/insight/content/doi/10.1108/08876040710746516/full/html.
[76] D Todd Donavan, Tom J Brown, and John C Mowen, "Internal Benefits of Service-Worker Customer Orientation: Job Satisfaction, Commitment, and Organizational Citizenship Behaviors," *Journal of Marketing* 68, no. 1 (2004): 128–46.

itself (nature on the tasks to be completed) and the prioritization of their own well-being have gained importance in the last years.[77] The change on these expectations may influence the personal perception of the employee orientation in the working places, principally on the population group of experienced workers.

In general, complacency and employee orientation are closely related. Employees would tend to feel more compliant when management put employee's welfare in the focus. On the one hand, it is reasonable to believe that in a system where employee well-being and comfort is the focus, the same individuals will be hesitant to accept any changes that may put the current conditions in danger. On the other hand, experienced individuals (group *5+*) slightly tend to a more work-oriented philosophy perception, and therefore slightly tend to be less compliant. Proficiency would somewhat underline the ability of recognizing sectors with improvement potential at the workplace, driving a certain degree of dissatisfaction and willingness to change.

5.3.2.4 Organisational effectiveness

In the industry, operational strategy is a determinant factor on corporate culture. Effectiveness was studied and analysed for the three population groups. In all the cases, the elements of *effectiveness* and *complacency* were positively correlated, being the obtained correlation strong (attending to the Cronbach's alpha values) and significant for some of the groups (95% significance on the group *Total*, and 99% significance in the group *3+*).

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Effectiveness Total	V_27, V_28, V_29, V_30, ~~V_31~~	0,846	2,09	+
Effectiveness 3+	V_27, V_28, V_29, V_30, ~~V_31~~	0,881	2,06	+ +
Effectiveness 5+	V_27, V_28, V_29, V_30, ~~V_31~~	0,835	1,99	+

Table 19: [Summary of the results for the levels of organisational effectiveness.]

Effectiveness was measured through five sub dimensions determined from former research. The subdimension of productivity, corresponding to the variable 31, constantly showed no

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[77] Randa Diab-Bahman and Abrar Al-Enzi, "The Impact of COVID-19 Pandemic on Conventional Work Settings," *International Journal of Sociology and Social Policy* 40, no. 9/10 (2020): 909–27.

consistence with the rest of the questions during the study, and was therefore not considered for the calculation of results. It is interesting to observe how participants would not acknowledge productivity as a sign of company effectiveness, giving more weight to the rest of the variables that measured, for example, goal orientation or fulfilment of the timelines.

This cultural dimension is slightly increasing (values closer to 1) as the group of study focuses to highly experienced individuals. Employees perception on *effectiveness* would increase as workers get more experience in the company or, in another words, as they get to understand how company's operating structure is built.

In the present research, *effectiveness* can be understood as an expression of the efficiency of the firm.[78] While efficiency is closely related to a cost and resources reduction, effectiveness is more related to strategic goals that align with the vision of the organization. [79] In addition, efficiency would drive savings, reducing relative expending's and pushing earnings, making the companies more valuable. Efficiency in company processes is an essential method for the improvement of company's effectiveness.[80] Effectiveness would seriously impact complacency: the slight modification of internal processes would be extremely difficult, if the general perception is that they are working properly. While high performance and economic benefits can be interesting in general terms, high levels on effectiveness would strongly hinder improvement, as shown on the results related to complacency. In addition, processes and guided approaches could increase the safety feeling of workers (and therefore the level of complacency). Contrarywise, flexible approaches that would push individuals out of the comfort zone.

5.3.2.5 Professional focus

The element related to professional focus, contrasting to a local focus environment was intended to quantify the degree of professionalism existing on the working places. The perceived relationship between the professional focus and the level of complacency is not homogeneous for all the different groups of study. The results obtained after a complete analysis of the recorded data, showed a positive correlation between this cultural dimension and the self-contentment. This correlation turned negative for the groups *3+* and *5+*.

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[78] Cambridge University Press & Assessment 2023, "Effectiveness."
[79] Lisa Scharz, "Efficiency vs. Effectiveness: What's the Difference?," Oracle Netsuite, November 3, 2022, https://www.netsuite.com/portal/resource/articles/financial-management/business-efficiency-vs-effectiveness.shtml#:~:text=Efficiency%20is%20all%20about%20reducing,to%20an%20increase%20in%20efficiency.
[80] Donald L. Davis, "Improving Processes Can Improve Your Bottom Line: How Efficiency Can Benefit Your Business | Building Blocks 17" (Linkedin, May 9, 2022), https://www.linkedin.com/pulse/improving-processes-can-improve-your-bottom-line-how-davis-phd-mba/?trk=articles_directory.

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Focus Total	V_47, V_48, V_49, V_50, V_51	0,645	1,85	+
Focus 3+	V_47, V_48, V_49, V_50, V_51	0,751	1,9	-
Focus 5+	V_47, V_48, V_49, V_50, V_51	0,807	1,82	-

Table 20: [Summary of the results for the levels of professional focus.]

Focus or level of professionality was measured through five sub-dimensions, as explained in *chapter 4.1.2.5.* Cronbach's alpha parameter demonstrated that consistency on variables 47 and 48 is non-existent, and therefore, there is no verified relation between the level of complacency and the reliability and accountability, and the level of complacency and a lifelong learning and adaptability. While longer uninterrupted belonging to the corporation would be directly linked with citizenship and feeling part of the company's society, the inconsistency shows in the results of the test related to variable 51 (citizenship and professional engagement) for the different studied groups are not unrealistic: this variable was only relevant for populations with high levels of professional experience.

The values of the mean calculated for *focus* varies with the different groups of study, and a pattern that explains a dependency with the number of years working in the company could not be revealed. However, the levels of Cronbach's alpha increases as the groups of study get more specific, being good for the group *5+* and poor for the group *Total*. Due to the values on the means are not highly differing from each other, deviations on the mean values of consistency can be related to the divergences of analysed variables, for instance for variable 51 (as explained above).

Depending on the professional experience of the participants, professional focus is linked to self-satisfaction in a different way. The analysis of the provided data denotes that the elements related to professional focus and complacency are positively correlated, with this correlation being non-significant. For groups *3+* and *5+* the level of complacency and professional focus are negatively correlated, so professionality would therefore be beneficial for a reduction of complacency levels of the workers. Firms with a lower quote of experienced workers would

experience a slightly greater tendency to conflict avoidance, due to partially the higher managerial and social power (contacts within the organization, ability of coalition built, integration within the organization) of the opponent, and therefore higher levels of complacency would be met.[81][82] The fact that organizations nowadays rely on a code of conduct as a guideline for setting the frame for constructive discussions would influence how the company is making decisions. Fixing the basis for expected behaviour and ethical prioritization would influence professionalism. This influence on professionalism will translate into a reduction of the level of complacency.[83]

5.3.2.6 Approachability

A friendly and easy-to-penetrate system is an opening door to understand the culture of a company. The measurement of the approachability in the present study was based on the perception of the participants towards a friendly and sociable environment in the company and the feeling of social belonging on company's association. The results showed a no-significant negative correlation with the perception of the complacency levels.

	Consistent variables	Cronbach's alpha	Mean	Relation with complacency
Approachability Total	V_52, ~~V_53,~~ V_54, V_55, V_56	0,772	2,17	-
Approachability 3+	~~V_52, V_53,~~ V_54, V_55~~, V_56~~	0,805	1,94	-
Approachability 5+	V_52, ~~V_53,~~ V_54, V_55~~, V_56~~	0,804	1,98	-

Table 21: [Summary of the results for the levels of approachability.]

This element was scored through five subdimensions chosen from an extensive literature research, recorded on the variables 52-56. The variable 53, related to the interest of the management in the personal aspirations of the workers, does not demonstrate consistency when analysing the relationship of *approachability* with *complacency*. In addition, the variable 56 showed consistency only when examining the totality of the data. Because this last variable

[81] John P Wanous, "Newcomer Orientation Programs That Facilitate Organizational Entry," *Personnel Selection and Assessment: Individual and Organizational Perspectives*, 1993, 125–39.
[82] Amos Drory and Ilana Ritov, "Effects of Work Experience and Opponent's Power on Conflict Management Styles," *International Journal of Conflict Management*, 1997, https://www.emerald.com/insight/content/doi/10.1108/eb022794/full/html.
[83] Darius Fatemi, John Hasseldine, and Peggy Hite, "The Influence of Ethical Codes of Conduct on Professionalism in Tax Practice," *Journal of Business Ethics* 164 (2020): 133–49.

(V56) relates to the perception of the participants towards newcomers, it is reasonable that a diversity on the relation with complacency is shown on the complete performed analysis *Total* and *3+/5+*.

Calculated averages on *approachability* do not vary significantly towards the different groups of the study. Similarly, levels of the Cronbach's alpha values (around 0,8) do not show high differences. The results in this regard are stable and consistent for the groups *5+, 3+* and *total*. *Approachability* is therefore equally understood and perceived independently to the professional experience of the participants. *Approachability* defined as friendliness, the difficulty for penetrating the culture, and how open the environment is towards newcomers would be a holistic concept. The understanding and perception of this concept is somehow universal.[84]

The level of approachability is negatively related to the level of complacency. The more friendly and approachable an environment is perceived, the lower the level of complacency. The willingness to get to know new people and helping them to integrate will reduce the level of complacency in the company. In addition, this will increase professionalism and profits. Firms that account an elevated number of workers with a welcoming attitude would have an open-minded approach towards new challenges and would not express high resistance to new situations.

5.4 Additional findings

The analysis accomplished for the three groups used on this study (*5+, 3+* and *total*) provided additionally interesting insights about how the different dimensions of culture are interrelated (See *Table 6, Table 10 and Table 14*). An in-depth discussion and further analysis on this area is not in the scope of this study, so only significant results will be briefly displayed.

The element related to the management philosophy strongly correlates with the element related to customer orientation. This correlation is positive and 99% significant. Higher levels on employee orientation would therefore be linked to high levels on customer orientation. Modifying one of both dimensions would carry out a change on the other related dimension. An investigation about the cause for this interrelation could be an interesting topic for further research.

The element related to organizational effectiveness correlates with a 99% significance an in a positive way with customer orientation and management philosophy. When a firm aims at effectiveness, customer and employee orientation are therefore being indirectly considered.

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[84] Desiree Aragon, "Approachability" (Linkedin, December 3, 2019), https://www.linkedin.com/pulse/approachability-desiree-aragon-m-h-r-o-d-/.

Finally, management philosophy and professional focus are positively correlated, with a significance of 95%.

On the following table an overview of the additional correlations between the different cultural levels is shown. Only solid correlations, positive or negative within the three groups of study are displayed. Significant correlations are displayed in black, being grey symbols related to solid non-significant correlations.

	Control	Customer	Employee	Effectiveness
Customer	+			
Employee	+	+ +		
Effectiveness		+ +	+ +	
Focus	+	+	+	+
Approachability			+	+

Table 22: [Summary of the additional results: relation between the different cultural levels.]

For the carried-out research on the population specifically studied, approachability and level of control turned to be elements with low significant relationship with the rest of the cultural dimensions.

6   Finding trends

The obtained conclusions will be summarized on this chapter. The initial proposed hypothesis will be discussed and, with this basis, some proposals for improvements in companies will be proposed.

6.1   Hypothesis

Subsequently, a summary about the proposed hypotheses and their relationship with the results of the present study will be presented.

H1: High level of control increases the level of complacency.

This hypothesis turned out to be incorrect for sectors related to individuals with great professional experience. Complacency levels drop by raising the level of control. For new starters and individuals with lower experience the results turned to be no determinant, since the correlations obtained, and the level of the parameters calculated cannot be considered as accurate.

H2: High customer orientation reduces the level of complacency.

The results obtained in the analysis of customer orientation and the level of complacency pointed out that both variables are positively correlated. A customer-driven attitude in corporates would increase the perception of the workers for being compliant. H2 can therefore be rejected.

H3: An employee-oriented philosophy reduces the levels of complacency.

Complacency and employed-orientation philosophy are positive correlated, invalidating H3 for the present study. Complacency would reduce as the company philosophy moves towards work-orientation.

H4: High organizational effectiveness reduces the level of complacency.

The results show that high levels of organisational effectiveness and its acknowledgement in the professional environment would increase the general wish for remaining in the current situation, increasing the level of complacency. Hypothesis H4 can be therefore rejected.

H5: High level on professional focus reduces the level of complacency.

This hypothesis was confirmed for professional segments with known experience in the area. The results in the groups *3+* and *5+* showed that complacency decreases as professional focus increases. However, when considering the overall recorded data, the hypothesis does not apply. This would mean that for newcomers or for professionals with a short career within the firm (group *3+*) the level of complacency and professional focus are positively correlated.

H6: A high level of approachability reduces the level of complacency.

The present study validated this hypothesis, when attending to the results on the relation between approachability and the level of complacency. This certainty applies to all the studied participant levels (*Total, 3+* and *5+*).

6.2 Recommendations

The results of the cross-analysis of the level of complacency with the years of professional experience of the population studied, showed that experienced workers are more compliant and therefore more sensitive when it comes to organizational changes. This will bring in the worst of the cases a higher fluctuation on this employee's segment, and consequently an outflow of qualified talent and know-how. The actual scarcity of talent and shortage of labour force results in 80% of employers facing difficulties to find the workers they require.[85] Companies need to carefully evaluate if the benefits of the intended change will override the risk of losing valuable talent (veteran experienced workers), that may not be replaceable short term.

Tightly controlled firms would show generally lower levels of resistance to changes, especially in the working segment corresponding to experienced workers. Companies may fall into the trap of simplifying the journey towards organizational change by strongly encouraging management expectations (specially on the segment integrated of experienced workers), compromising employees' autonomy and the numerous benefits that autonomous and self-directed workers will bring to the company in the future.[86] Aiming corporate change towards innovation and productivity and focusing employees' control rather than on management expectations or control of deadlines, could reduce complacency and in addition, increase employee satisfaction and loyalty. A proposal for promoting a more open culture for new opportunities, would be to settle key performance indicators based on innovation.[87]

The future of the work is a domain of highly customer -focused companies: from agile systems to the rise of the market of consultant companies.[88] The present research verified that this customer centric approach would not benefit the implementation of changes in corporates. If

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[85] Manpower Group, "2023 Global Talent Shortage" (Manpower, 2023), https://manpower.com.tr/en/blog/research-insights/2023-talent-shortage.

[86] Stan Phelps, "If You Love Your Employees, Set Them Free: Autonomy Is Key To Employee Engagement" (Forbes, September 24, 2019), https://www.forbes.com/sites/stanphelps/2019/09/24/if-you-love-your-employees-set-them-free-autonomy-is-key-to-employee-engagement/?sh=6114ff8168e6.

[87] Victoria Lakiza and Isabelle Deschamps, "How to Develop Innovation KPIs in an Execution-Oriented Company," *Technology Innovation Management Review* 8, no. 7 (2018): 14–30.

[88] Hari Abburi, "The Future Of Work Is About The Future Of Customer" (Forbes, January 7, 2021), https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/01/07/the-future-of-work-is-about-the-future-of-customer/?sh=664f6be16fa9.

corporates wish to promote disconformity to promote innovation and ease the way for change implementation, a step back should be taken when concentrating the totality of the decisions on customer needs. A more purpose-oriented philosophy where authentic innovative products are pushed into the market would reduce complacency and possibly, fulfil customers' expectations.

Employee orientation has positive benefits on the company's financial performance.[89] After the crisis of 2019-2022 due to the COVID-19 pandemic, and additionally driven by the shortage of workforce, employers have been forced to improve their working conditions for attracting and retaining talent.[90] In most of the cases, this prioritisation of employee well-being and comfort has driven management philosophies towards employees. Workers do not only expect from their companies to monetarily recognize their efforts and performance, but they also want an enjoyable job that lets them fulfil their aspirations, they want to make an impact on the society and in some cases, they are expecting to find in the workplaces friends and mentors. As the requests get fulfilled, workers feel satisfied and thus, resistant to make any modification of the status quo. Nevertheless, the industry should carefully reconsider the process for attracting work force and should focus on company key features that may make a difference as an employer. As in the discussion of customer orientation, a purpose and aim-centred philosophy with focus on why companies perform the way they do and offer the products they do could be a game changer regarding complacency. Companies that have interiorized why they do what they do can inspire their employees, communicating the feeling that the tasks they perform at work are valuable. This approach would drive innovation and reduce complacency.[91]

Effectiveness is a pursued element to, on one hand aim rentability, and on the other hand target a more resource-responsible attitude. Some inflexible methods, for example the implementation of processes and iterative practices, have been implemented in the past intending these goals. The results of the present analysis denote, that even if the mentioned methods are generating results, the implementation of changes not aiming efficiency but pursuing other long-term benefits (development, innovation, etc) have been left behind on this journey. In a capitalistic world rentability matters, but corporate goals and innovation beyond these levels should also be considered. A recommendation would be the addition of a certain

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[89] Sabrina Wieland and Benjamin Scott Flavel, "The Relationship between Employee Orientation, Financial Performance and Leverage," *Social Responsibility Journal* 11, no. 4 (2015): 716–33.
[90] Tim Allen, "The Pandemic Is Changing Employee Benefits" (Harvard Business Review, April 7, 2021), https://hbr.org/2021/04/the-pandemic-is-changing-employee-benefits.
[91] Simon Sinek, *Start with Why, How Great Leaders Inspire Everyone to Take Action*, 44th ed. (Penguin Group, 2009), 94–101.

degree of flexibility in the stated processes, that besides would reduce complacency and increase revenue in the long run.[92]

An agreed code that regulates workers professionalism would help corporates to reduce the level complacency. in this regard, managing the population group that includes new acquired talent would be challenging. These individuals' trend to adopt a more compliant position as more professional perception they have, due to the lack of experience in a relatively new environment. New employees should be taught to act in a (commonly) accepted professional way. Professionalism relates to the individual behaviour, as well as the organizational priorities in a corporate dependent context.[93][94] Because the understanding of an accepted professional attitude is very subjective and highly dependent on the company, trainings in this regard for newcomers could accelerate this process. A common code of conduct could be used as a standard guideline for the understanding about how experts within the company should interact with each other. Their distribution, especially in the segments that have the need to quickly learn the code of conduct and the acknowledgment and good practices of these guidelines, could reduce complacency in companies today.

Finally, the results demonstrate that focusing and targeting talent linked to extroverts would help creating a welcoming environment, and at the same time, would help for keeping an open-minded culture where changes are easier adopted. Firms do need to focus on experienced and talented candidates, but these features are no longer enough when a certain degree in innovation and adaptability is required. At the end of the day, talent acquisition should balance skills and personality traits (soft skills).[95] A work force with a majority of friendly and welcoming personalities would help the company to easily adapt to changes, a key factor for success in a volatile and dynamic business environment.

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[92] Susan Athey and Armin Schmutzler, "Product and Process Flexibility in an Innovative Environment," *The RAND Journal of Economics*, 1995, 557–74.

[93] Maria Athina Martimianakis, Jerry M Maniate, and Brian David Hodges, "Sociological Interpretations of Professionalism," *Medical Education* 43, no. 9 (2009): 829–37.

[94] Kalinka Van De Camp et al., "How to Conceptualize Professionalism: A Qualitative Study," *Medical Teacher* 26, no. 8 (2004): 696–702.

[95] Daniel Sines, "Skills vs. Personality: Which Is More Important?" (Linkedin, September 1, 2016), https://www.linkedin.com/pulse/skills-vs-personality-which-more-important-daniel-sines/.

7   Summary

Change management remains one of the highest challenges of corporate leaders. In a volatile environment, companies need to answer in a dynamic manner, change with relative frequency the stated approach and ways of working. In firms with high resistance to change, the difficulty for, on the one side adapt to the dynamics of the market and, on the other side for achieving innovation and novelty, is a pattern most corporates are struggling to modify.

In the present research the relation of the cultural dimensions proposed by Hofstede, and the level of complacency was studied. The aim was to help companies for implementing changes in an easier way. The recorded answers of the participants were analysed on three different levels, where the established factor for segmentation was the professional experience of the participants.

The results showed, that for achieving a reduction of the level of complacency, some measures need to be made on a management level. The approach about how the management is acting towards employees and how the company is performing on an operational level are factors that need to be reviewed if a decrease of the level of complacency required. Three factors would contribute to reduce contentment, motivate innovation, and drive improvements: the Aim and purpose of the firms, a clear communication about why the company is existing and an understanding about what is the service provided to the customers.

Furthermore, some changes on individual levels need to take place in companies. Trainings on corporate culture in early stages of joining the company, would reduce the fear of conflicts and would help to create a professional and communicative environment. In addition, targeting of a slightly different profile in the talent acquisition process needs to be considered. This approach would smooth the needed cultural change towards complacency reduction.

8 Risks & Limitations

Complacency is a term that several authors have tried to define. Several definitions and different understandings of this term can be found in the literature. One limitation of this research is the understanding and the measurement of the term "complacency". The proposed survey was pursuing a clear and simple formulation of its statements, intending a minimisation of possible misinterpretations. However, the variables for the measurement are abstract, thus some potential for interpretation cannot be neglected.

The present research tried to achieve universal results that could be extrapolated to a higher population on the studied geographical area. With this aim, a great participation for the survey was intended. Cultural and gender diversity was consequently projected. Nevertheless, biased results due to national cultures and sub-cultures could not be avoided. In addition, the results were universally recorded without considering the industrial sector in which participants are working or the nature of the tasks the participants were responsible for. Different perceptions within different professional sectors can be expected and are certainly a limitation to the results.

In addition, the size of the sample does not generate the required representativity. The results scope a certain level of representativity for the very reduced sector of the population that answered the survey. Nevertheless, the outcomes can certainly not be extrapolated to a wider population considered as a representation of the society. For assuring representativity, further research needs to be performed.

Finally, the survey was designed and launched in English language to a target population located in Germany and Austria, hence to most German speakers. It was communicated to the author that the difficulties for understanding the questions in English language made some participants drop the questionnaire or caused them not to start it. The population sector with a limited educational level and/or not proficient English skills was, with higher probability, not participating on the study, so a complete ladder of company's structure was not covered. In addition, misunderstandings due to language barriers could interfere with the answers of the contestants.

9 Further research

For achieving representation and validating the obtained results, the research should be extended to a wider population. A higher number of answers needs to be gathered, and analysis should be again performed. Hypothesis could then be validated again, and if applicable, extrapolated on universal foundations.

The present study was investigating the relation between complacency and the different dimensions of culture. Culture is a very multifaceted concept, and even in the same geographical area, can include sub-cultures with totally different guidelines. Another proposed area of study would be to focus on the national culture, and to research how (and if) the levels of national culture are related with the levels of complacency at work.

Finally, a break-down of the results in different types of industries could also give interesting insights about how the sense of complacency affects different activities, and how corporate culture should diverge depending on different business areas. This analysis could also be designed considering different professional divisions of companies (e.g. department of sales, HR, engineering…). An understanding about how corporate culture and certain topics are perceived in different segments of corporates would give interesting additional perceptions to the already presented results.

In *chapter 5.4*, additional findings resulting from the present investigation were displayed. This overview can be the starting point to a completely new area of research. A deeper investigation and discussion about how this relationship among cultural levels could be beneficial for corporates could open a new area of potential research.

An application of the proposed recommendations, and their effect on the complacency levels was not included in the scope of the research. The door for further research on this topic in a practical level, as well as for the development of the methods for the use of corporate culture on the benefit of the firms, remains open.

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Appendix

I- Overview of cultural dimensions

Cultural dimension by Hofstede	Meaning of the element	Name of variable
	Likert scale rating	
Level of control	Tightly controlled - - - - - - - - - Loosely controlled	*Control*
	1 - - - - - - - - - 5	
Customer orientation	Externally driven - - - - - - - - - Internally driven	*Customer*
	1 - - - - - - - - - 5	
Management philosophy	Employee-Oriented - - - - - - - - - Work-Oriented	*Employee*
	1 - - - - - - - - - 5	
Organisational effectiveness	Process-Oriented - - - - - - - - - Goal-Oriented	*Effectiveness*
	1 - - - - - - - - - 5	
Focus	Professional - - - - - - - - - Local	*Focus*
	1 - - - - - - - - - 5	
Approachability	Open System - - - - - - - - - Closed System	*Approachability*
	1 - - - - - - - - - 5	

II- Overview of groups of analysis

Case	Group	Clarification of group	Number of answers considered	Abbreviation
Total case	All the results	Including all the gathered results, independently of the professional experience	82	*Total*
Extended case	More than 3 years of experience	Internally Driven VS. Externally Driven	40	*3+*
Initial case	More than 5 years of experience	Employee-Oriented VS. Work-Oriented	28	*5+*

III- Survey

Fragebogen

1 Erste Seite

At this first part of the survey I am interested in your personal perception at work.

Level of comfort at work.

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
I delegate the task to an experienced colleague rather than confronting difficult challenges.	○	○	○	○	○
I gladly accept the expert advice from colleagues.	○	○	○	○	○
I don't question the opinions of experts to avoid digging into challenges myself.	○	○	○	○	○
The best solution is created when everyone takes care of their field of expertise.	○	○	○	○	○
I don't question the basis of critical company decisions because of given reasons.	○	○	○	○	○
I trust that my colleagues prioritize companys' interest.	○	○	○	○	○
I am not concerned about loosing face when suggesting controversial solutions.	○	○	○	○	○
I don't check colleagues' results for errors.	○	○	○	○	○

Level of control at the working place.

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
We are requested to reduce distractions (ie. personal conversations, use of phone) during the working time.	○	○	○	○	○
Our management has high expectations for its employees.	○	○	○	○	○
I am required to perform at high level in my work.	○	○	○	○	○
We schedule regular meetings to ensure it is known what is happening when.	○	○	○	○	○
We perform best when under tight deadlines.	○	○	○	○	○

2 zweite Seite

In this section, some information about the focus of the company (i.e. customer orientation, employee orientation...) is needed.

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
In my work, I always keep the best interests of the customer in mind.	○	○	○	○	○
Customers are not promised more than it can be delivered.	○	○	○	○	○
My company has a system for following up and solving customer problems.	○	○	○	○	○
Customers feedback is used for product development.	○	○	○	○	○
We are more customer-focused than our competitors.	○	○	○	○	○
The climate at work is relaxed and easy-going.	○	○	○	○	○
The philosophy of our management put people in the focus.	○	○	○	○	○
Our management accepts mistakes.	○	○	○	○	○
Our company takes employees' opinions seriously.	○	○	○	○	○
Our company provides employees with opportunities for training and development.	○	○	○	○	○

3 dritte Seite

Finally, this statements refer to habits and working environment.

Organisational efficiency.

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
My company accomplishes its mission, objectives, and goals.	○	○	○	○	○
Our customers are happy with the company's performance.	○	○	○	○	○
We meet our deadlines.	○	○	○	○	○
The company has a high level of quality regarding its products.	○	○	○	○	○
My company uses its resources efficiently.	○	○	○	○	○

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
In my work, I always keep the best interests of the customer in mind.	○	○	○	○	○
Customers are not promised more than it can be delivered.	○	○	○	○	○
My company has a system for following up and solving customer problems.	○	○	○	○	○
Customers feedback is used for product development.	○	○	○	○	○
We are more customer-focused than our competitors.	○	○	○	○	○
The climate at work is relaxed and easy-going.	○	○	○	○	○
The philosophy of our management put people in the focus.	○	○	○	○	○
Our management accepts mistakes.	○	○	○	○	○
Our company takes employees' opinions seriously.	○	○	○	○	○
Our company provides employees with opportunities for training and development.	○	○	○	○	○

3 dritte Seite

Finally, this statements refer to habits and working environment.

Organisational efficiency.

For each statement please, rate using a 5-points scale if you agree or disagree.

	1- Strongly agree	2	3	4	5- Strongly disagree
My company accomplishes its mission, objectives, and goals.	○	○	○	○	○
Our customers are happy with the company's performance.	○	○	○	○	○
We meet our deadlines.	○	○	○	○	○
The company has a high level of quality regarding its products.	○	○	○	○	○
My company uses its resources efficiently.	○	○	○	○	○

How long have you been with your current employer?

○ 3 years or less

○ 3-5 years

○ 5 years or more

---

5 Endseite

Thank you so much for your time in completing this survey.

IV- Database

Participant	v_1	v_2	v_3	v_4	v_5	v_6	v_7	v_8	v_42	v_43	v_44	v_45	v_46
1	5	2	5	2	1	5	4	1	2	1	1	5	5
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14	4	1	5	3	4	2	2	1	5	2	2	3	2
15	1	2	3	4	2	4	1	4	4	2	2	1	2
16	3	1	4	4	5	2	2	3	2	2	2	1	4
17	2	1	4	1	2	2	1	3	5	1	1	1	5
18	2	1	3	5	3	1	4	5	2	1	1	1	5
19	2	1	4	2	4	2	2	2	2	3	3	3	4
20	4	1	5	3	5	2	1	2	5	1	1	4	5
21	2	1	3	2	3	3	2	3	4	2	2	2	2
22	3	2	3	2	4	2	2	4	2	2	1	3	4
23	4	2	2	3	5	3	1	4	5	2	1	1	4
24	5	1	3	4	3	3	2	3	3	4	4	4	5
25	3	1	4	4	4	3	2	4	5	1	1	2	3
26	5	1	4	4	3	3	2	5	5	2	2	2	3
27	3	4	4	5	5	4	5	1	5	2	4	2	5
28	5	1	5	3	4	2	2	5	4	1	1	1	5

29	4	1	4	3	4	2	1	3	3	3	2	1	3
30	5	1	4	3	2	3	4	4	3	2	3	1	4
31	5	1	4	4	5	3	2	4	5	2	1	4	3
32	5	1	4	2	4	2	1	5	3	1	1	1	3
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34	3	1	4	2	2	1	3	1	1	1	1	2	1
35	4	1	4	2	3	1	2	2	2	2	2	2	3
36	4	2	5	2	4	4	2	4	2	2	2	2	5
37	4	2	2	2	4	3	4	4	4	2	1	1	2
38	5	1	5	5	4	1	2	3	4	2	2	1	4
39	4	1	3	4	2	2	3	4	5	3	2	5	2
40	3	1	4	2	3	2	3	4	1	2	2	1	3
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42	4	1	4	3	2	2	2	5	1	2	4	5	4
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45	4	2	5	2	5	3	2	1	2	1	1	1	1
46	4	2	3	2	3	4	2	5	2	2	1	4	3
47	2	1	4	1	2	3	1	4	2	3	1	2	3
48	5	2	5	2	5	3	2	1	4	3	2	4	5
49	2	1	3	1	3	5	2	2	2	2	1	1	4
50	4	1	5	4	4	2	1	4	4	1	1	2	2
51	4	1	3	4	3	4	5	3	4	3	2	1	5
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66	4	1	4	3	4	2	2	4	5	3	3	2	2
67	4	2	3	3	3	2	3	2	3	2	2	1	3
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69	4	1	2	3	5	2	2	1	4	2	2	2	5
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79	1	1	5	1	1	1	5	5	1	5	5	1	1
80	4	1	4	3	4	3	3	4	4	2	2	3	2
81	3	1	3	4	3	1	3	4	5	4	4	2	4

Participant	v_14	v_15	v_16	v_17	v_18	v_19	v_20	v_21	v_22	v_23	v_27	v_28	v_29	v_30
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2	4	3	1	1	2	1	1	3	1	3	2	1	3	1
3	2	3	1	2	2	4	3	1	2	2	2	2	4	2
4	1	3	3	2	3	2	1	1	1	1	3	3	2	1
5	1	2	4	1	3	1	2	2	2	2	2	2	1	1
6	1	1	1	4	2	2	2	2	2	1	1	1	2	1
7	1	1	3	1	2	2	3	3	2	3	2	2	2	2
8	2	1	2	1	2	2	1	2	1	1	2	1	2	1
9	1	1	1	1	3	3	3	2	3	3	2	2	2	1
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14	1	4	2	1	2	1	4	3	2	2	2	2	2	2
15	2	1	3	1	3	2	3	2	3	2	2	2	2	1
16	2	1	3	3	1	2	1	2	1	1	3	2	2	1
17	1	2	1	1	1	1	1	1	1	1	1	2	2	1
18	1	5	1	1	5	1	1	1	1	4	4	3	5	2
19	2	2	1	2	3	1	1	1	1	2	3	2	2	2
20	2	1	2	2	2	1	3	5	3	2	2	2	3	1
21	3	3	3	2	2	2	2	2	2	1	2	1	1	2
22	2	3	3	2	4	3	4	4	4	5	2	2	3	2
23	1	3	3	1	1	1	1	1	1	1	1	1	2	1
24	3	3	3	4	5	4	3	2	2	2	2	2	2	2
25	2	3	3	3	3	2	2	1	2	1	2	2	4	2
26	1	2	1	1	3	3	2	1	1	2	3	2	3	2
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35	2	2	1	1	1	4	3	4	3	2	2	2	2	2
36	1	2	2	2	3	5	3	4	4	1	2	2	3	1
37	3	1	2	2	1	2	2	2	2	1	3	2	2	2
38	3	2	2	2	3	1	5	2	1	1	1	1	2	2
39	2	4	4	1	3	1	3	1	1	3	1	1	1	1
40	1	2	3	2	2	3	2	2	2	2	2	3	2	2
41	2	2	1	1	2	1	1	1	1	2	1	1	2	1
42	1	2	1	1	3	4	4	2	4	2	4	2	2	3
43	2	1	2	4	4	1	3	2	2	2	2	2	2	3
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45	2	1	5	5	5	4	4	4	3	4	5	4	3	4
46	1	2	4	2	1	1	2	5	3	5	2	2	3	1
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48	2	4	4	4	4	3	4	4	4	1	3	4	4	4
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51	1	2	2	3	2	1	1	2	2	1	2	2	3	2
52	3	3	3	3	3	3	3	3	1	2	2	2	3	1
53	2	2	3	2	3	1	2	2	2	1	2	1	2	2
54	4	5	2	1	4	4	3	1	4	4	2	1	1	1
55	2	2	2	2	3	2	2	2	1	1	2	2	2	2
56	3	2	3	3	4	4	3	1	2	3	2	1	2	1
57	1	1	4	1	3	1	1	1	2	3	3	3	2	1
58	2	4	1	2	2	3	3	2	2	3	4	2	2	1
59	1	3	1	1	2	1	1	1	4	2	3	2	3	2
60	2	1	1	1	3	1	1	2	1	2	1	1	2	1
61	1	1	2	3	3	2	1	3	2	2	2	2	2	2
62	2	4	1	1	1	2	1	1	2	1	2	1	2	1
63	3	2	2	2	1	2	2	2	2	2	2	2	3	2

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65	2	4	5	3	3	3	3	3	3	4	3	2	3	2
66	2	3	1	2	3	2	3	2	2	3	2	2	3	2
67	2	3	3	1	1	2	4	3	3	2	2	1	2	1
68	3	3	3	3	3	3	5	2	4	4	4	3	2	1
69	2	3	1	1	1	3	2	2	2	2	2	2	2	1
70	1	3	1	4	4	4	1	3	3	1	1	3	1	2
71	2	2	5	5	2	2	2	2	3	1	2	1	2	2
72	1	1	3	1	3	2	2	1	1	3	2	2	1	1
73	3	2	3	1	2	1	1	1	1	1	1	2	2	1
74	2	3	4	3	3	2	3	2	3	2	3	2	3	3
75	1	1	4	3	3	2	1	1	3	2	2	1	3	1
76	2	3	1	1	3	1	4	3	3	1	2	1	4	1
77	2	2	1	2	3	2	2	2	2	1	2	2	1	2
78	1	3	1	1	1	5	1	5	1	1	1	1	1	1
79	1	1	1	1	5	1	5	3	1	1	1	1	1	1
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Participant	v_31	v_47	v_48	v_49	v_50	v_51	v_52	v_53	v_54	v_55	v_56	v_39	v_40	v_41
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7	2	1	1	2	1	2	1	2	1	1	2	2	3	3
8	1	1	1	2	1	1	1	1	3	1	1	1	3	2
9	4	1	1	2	1	3	2	3	1	1	1	1	2	3
10	3	1	1	1	1	1	1	3	3	1	1	2	3	3
11	1	1	2	2	1	1	1	1	2	1	1	1	2	2
12	4	1	1	3	3	2	2	3	1	1	2	2	2	2
13	2	2	2	2	2	2	2	3	4	3	2	0	5	3
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16	2	1	1	2	1	1	1	2	2	3	2	1	5	3
17	2	1	1	1	1	1	3	1	3	2	1	1	3	3
18	5	1	1	3	1	1	5	4	5	5	1	2	2	1
19	2	1	1	1	2	2	1	1	1	1	1	1	2	2
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21	1	1	2	2	1	1	1	2	1	2	1	2	3	3
22	2	1	2	3	1	1	2	4	1	1	2	1	2	1
23	4	1	1	3	1	1	2	2	2	1	1	1	2	1
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25	2	1	1	2	1	1	2	2	2	2	2	1	3	1
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27	5	2	2	2	2	2	2	4	5	2	3	2	3	1
28	5	1	1	3	3	3	2	5	4	2	2	2	2	1
29	4	2	2	1	1	2	2	2	2	3	2	1	3	1
30	2	1	1	3	1	1	1	3	1	1	1	1	3	3
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34	1	2	1	2	1	2	1	1	1	5	1	1	2	1
35	2	1	1	1	1	1	2	2	2	5	1	2	3	3
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38	2	1	1	2	1	1	1	2	2	1	1	2	1	2
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40	2	1	1	2	2	2	3	2	2	4	2	1	1	1
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42	4	2	1	1	1	3	4	4	2	5	4	1	2	1
43	3	1	1	4	2	1	1	1	1	1	3	1	1	2
44	4	1	1	2	5	1	4	5	1	2	2	2	2	2
45	2	2	3	4	1	1	1	1	1	1	3	1	2	1
46	1	1	1	1	1	2	4	5	5	5	5	1	1	1
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53	2	1	1	2	1	2	1	2	1	2	2	1	1	1
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57	2	1	2	2	1	2	1	1	1	1	1	1	2	1
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60	2	1	1	1	1	2	3	2	3	2	1	2	1	1
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63	3	1	2	2	1	3	2	3	4	1	1	1	2	1

64	2	3	1	2	1	2	3	4	1	2	2	1	1	1
65	4	1	2	3	3	2	2	4	3	3	3	0	2	2
66	3	2	1	2	2	2	2	4	2	2	1	2	1	3
67	2	2	1	2	3	2	2	3	2	2	3	1	3	1
68	5	2	2	4	3	3	2	3	3	2	4	1	3	1
69	4	1	1	2	2	1	1	3	2	2	1	2	2	2
70	1	1	2	3	4	1	1	3	1	1	2	2	2	1
71	2	1	1	2	2	3	2	4	3	2	2	1	3	1
72	2	1	1	2	1	2	1	1	2	1	1	2	1	1
73	1	2	1	1	1	1	1	2	3	1	1	2	1	1
74	2	2	2	2	2	3	3	4	4	3	3	1	1	1
75	2	1	1	3	2	1	1	3	1	1	1	2	2	1
76	3	1	1	2	3	2	1	4	1	1	1	2	1	1
77	2	1	2	1	2	1	2	2	1	3	3	1	2	1
78	1	1	1	1	1	1	1	1	1	1	1	1	2	1
79	5	1	1	5	5	5	1	5	1	1	1	1	3	3
80	2	1	2	2	2	2	3	4	4	3	3	1	3	3
81	5	1	1	3	2	2	2	4	5	3	3	2	2	1

Statement of Affirmation

I hereby declare that all parts of this thesis were exclusively prepared by me, without using resources other than those stated above. The thoughts taken directly or indirectly from external sources are appropriately annotated.

This thesis or parts of it were not previously submitted to any other academic institution and have not yet been published.

Dornbirn, 5th July 2023   Sara Yeni González Endrinal