

## QUESTIONNAIRE: IMPACT OF ORGANIZATIONAL LEARNING AND INNOVATIONS ON PERFORMANCE

In the questionnaire we ask you about impact of various elements of organizational learning process and innovations on organizational performance. The questionnaire itself has four main parts. In the first one you assess various elements of organizational learning process in your organization. In the second one you address the issue of innovativeness. The third part aims to assess performance of your organization, while the fourth part consists of few demographic data.

We would like to ask you to be realistic and objective in assessing your organization. We assure **complete anonymity** of the gathered data. These will be represented on aggregate level alone. Please provide answers on all questions even though you feel that they repeat them selves occasionally. This is the only way we can assure statistical validity of the questionnaire. In spite this; if you feel that certain statement is truly irrelevant, circle the letter »X« (do not know).

### A. Organizational learning

Indicate the degree of agreement or disagreement that fits the situation in your company best:

#### A.I. INFORMATION ACQUISITION

Please circle one choice for each of the following statements.

(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 =agree, 5 = strongly agree; X = do not know)

1.	Employees in our organization are an extremely important source of information.	1	2	3	4	5	X
2.	Previous decisions are a very useful source of information for current decisions.	1	2	3	4	5	X
3.	New business methods and services are always worth trying even if they may prove risky.	1	2	3	4	5	X
4.	Reports prepared by external experts are an extremely important source of information.	1	2	3	4	5	X
5.	Our organization uses a clipping service – the regular collection of papers and articles of interest to us.	1	2	3	4	5	X
6.	Our competitors are an extremely important source for learning new methods and services.	1	2	3	4	5	X
7.	Expertise on the industry, products, and services is an extremely important criterion for hiring a new employee.	1	2	3	4	5	X
8.	Joint tasks and mergers contribute a great deal of knowledge about industry and economic environment, new methods and services/products.	1	2	3	4	5	X
9.	Top managers in any important decision seek information or advice from the board of directors or owners (in general).	1	2	3	4	5	X
10.	Top managers in any important decision seek information or advice from sources outside the company (hiring experts, contacting top managers of other companies, etc).	1	2	3	4	5	X
11.	Our organization has employees whose job is related to searching for external information.	1	2	3	4	5	X
12.	External sources (reports, consultants, newsletters, etc.) are extremely important for the operations of our organization.	1	2	3	4	5	X
13.	In our organization we explicitly reward employees that are a source of quality information.	1	2	3	4	5	X
14.	In our organization we often organize internal training of our employees.	1	2	3	4	5	X
15.	We frequently send our employees to various seminars, workshops, conferences with intention to acquire information.	1	2	3	4	5	X

#### A. II INFORMATION DISTRIBUTION

1.	Our information system allows for efficient and effective exchange of information within the organization.	1	2	3	4	5	X
2.	All members of our organization are aware what the goals of the organization are.	1	2	3	4	5	X
3.	We frequently hold meetings with the purpose to inform employees.	1	2	3	4	5	X
4.	We have formal mechanisms and systems that ensure transfer of best practices among various areas of work (e.g. reward systems based on group performance).	1	2	3	4	5	X
5.	In our organization we have individuals that work in more than one team or project groups together with individuals from other organizational units.	1	2	3	4	5	X
6.	We have individuals dedicated to collecting and internal dissemination of improvement propositions from employees.	1	2	3	4	5	X

### A. III INFORMATION INTERPRETATION

Indicate the degree of importance of the following statements about the vehicles for communication between management and the other employees in your organization.

For information interpretation and recognition of business opportunities the following things are important:

(1 = not important at all, 2 = not important, 3 = nor not important nor important, 4 = important, 5 = very important; X = do not know)

1.	Personal contacts	1	2	3	4	5	X
2.	Team meetings	1	2	3	4	5	X
3.	Committees as decision-makers	1	2	3	4	5	X
4.	Telephone contacts	1	2	3	4	5	X
5.	Seminars, conferences, workshops	1	2	3	4	5	X
6.	Written memos, notes, letters...	1	2	3	4	5	X
7.	Special expert reports	1	2	3	4	5	X
8.	Formal chain of command reporting (in sense of reporting to superiors)	1	2	3	4	5	X
9.	Companies intranet as a mean of information interpretation	1	2	3	4	5	X
10.	Forums (e-chat, e-debates)	1	2	3	4	5	X
11.	Electronic e-mail	1	2	3	4	5	X

What is your attitude (as a manager) about informing the subordinates in your organization?

(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 = agree, 5 = strongly agree; X = do not know)

10.	The more information the subordinate has the better he/she will perform.	1	2	3	4	5	X
11.	Information to a subordinate must always be simple and concise.	1	2	3	4	5	X

### A.IV. BEHAVIOURAL AND COGNITIVE CHANGES

Indicate the degree of change that best approximates the actual developments in your organization in last three years.

What has happened to the following in last three years?

(1=substantial decline/decrease, 2=moderate decline/decrease, 3= no change, 4=moderate improvement/increase, 5=substantial improvement/increase)

1.	Adaptability to environmental pressures	1	2	3	4	5	X
2.	Quality of products / services	1	2	3	4	5	X
3.	Number of products / services offered	1	2	3	4	5	X
4.	Technology of operation	1	2	3	4	5	X
5.	Speed of operations	1	2	3	4	5	X
6.	Introduction of new marketing approaches	1	2	3	4	5	X
7.	Average productivity of employees	1	2	3	4	5	X
8.	Satisfaction of employees	1	2	3	4	5	X
9.	Overall atmosphere	1	2	3	4	5	X
10.	Personal communication between top managers and employees	1	2	3	4	5	X
11.	Team meetings' efficiency	1	2	3	4	5	X
12.	Employees' level of understanding of company's strategic orientation	1	2	3	4	5	X
13.	Employee's level of understanding of major problems in the company	1	2	3	4	5	X
14.	Efficiency of information systems within the company	1	2	3	4	5	X

## B. Innovativeness

Please estimate to what extent the following statements related to various kinds of innovations apply to your organization.

### B.I. PRODUCT AND SERVICE (TECHNICAL) INNOVATIONS

Please circle one choice for each of the following statements.

(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 = agree, 5 = strongly agree; X = do not know)

1.	In new product and service introduction, our company is often first-to-market.	1	2	3	4	5	X
2.	Our new products and services are often perceived as very novel by customers.	1	2	3	4	5	X
3.	New products and services in our company often take us up against new competitors.	1	2	3	4	5	X

4.	In comparison with competitors, our company has introduced more innovative products and services during past 5 years.	1	2	3	4	5	X
5.	We constantly emphasize development of particular and patent products.	1	2	3	4	5	X
6.	We manage to cope with market demands and develop new products quickly.	1	2	3	4	5	X
7.	We continuously modify design of our products and rapidly enter new emerging markets.	1	2	3	4	5	X
8.	Our firm manages to deliver special products flexibly according to customers' orders.	1	2	3	4	5	X
9.	We continuously improve old products and raise quality of new products.	1	2	3	4	5	X
<b>B.II. PROCESS (ADMINISTRATIVE) INNOVATIONS</b>							
1.	Development of new channels for products and services offered by our corporation is an on-going process.	1	2	3	4	5	X
2.	We deal with customers' suggestions or complaints urgently and with utmost care.	1	2	3	4	5	X
3.	In marketing innovations (entering new markets, new pricing methods, new distribution methods, etc.) our company is better than competitors.	1	2	3	4	5	X
4.	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.).	1	2	3	4	5	X
<b>B.III. INOVATIVENESS (INNOVATIVE CULTURE)</b>							
1.	Innovation proposals are welcome in the organization.	1	2	3	4	5	X
2.	Management actively seeks innovative ideas.	1	2	3	4	5	X
3.(R)	Innovation is perceived as too risky and is resisted.	1	2	3	4	5	X
4.	People are not penalized for new ideas that do not work.	1	2	3	4	5	X
5.	Program/Project managers promote and support innovative ideas, experimentation and creative processes.	1	2	3	4	5	X

## C. Organizational performance

Please evaluate organizational performance in last three years using following bi-polar scales:

### C.I. FINANCIAL PERFORMANCE

Please circle the number that fits situation in your organization best how close it is to one of the poles (X = do not know, don't have access to the data).

	Statement A	1	2	3	4	5	Statement B
1. FIN	Return on assets (ROA, %) in our company is well below the industry average.			X			Return on assets (ROA, %) in our company is well above the industry average.
2	Value added per employee in our company is well below the industry average.			X			Value added per employee in our company is well above the industry average.

### C.I. NON-FINANCIAL PERFORMANCE

1. NONFIN supply	Relations with suppliers are very poor and unstable.	1	2	3	4	5	We consider our relations with suppliers to be excellent because we maintain genuine partnerships with them.
2.	We change suppliers very often.	1	2	3	4	5	We have long-term partner relationships with our suppliers.
3.	We do not involve our suppliers in research and development processes at all.	1	2	3	4	5	We strongly involve our suppliers in our research and development processes.
4. NONFIN employ	The net fluctuation of employees due to internal reasons is very high within our company.	1	2	3	4	5	There are no cases in our company of people leaving for internal reasons.
5.	Productivity of employees is much lower than industry average.	1	2	3	4	5	Productivity of employees is much higher than industry average.
6.	Employees' trust into leadership is low.	1	2	3	4	5	Employees' trust into leadership is high.
7.	Trust among employees themselves is weak.	1	2	3	4	5	Trust among employees is strong.
8.	Work organization is inefficient.	1	2	3	4	5	Work organization is efficient.

9.	Employees do not feel special commitment to the organization.	1	2	3	4	5	Employees feel very committed to the organization.
				X			
10.	Employees are not prepared to go an extra mile for the company.	1	2	3	4	5	Employees are prepared to go an extra mile for the company.
				X			
11.	Work costs per employee are well above the industry average.	1	2	3	4	5	Work costs per employee are well below the industry average.
				X			
12.	Absenteeism is in our company (relative to competition) very high.	1	2	3	4	5	Absenteeism is in our company (relative to competition) very low.
				X			
13.	Employees are very dissatisfied with the situation within the company.	1	2	3	4	5	Employees are very satisfied with the situation within the company.
				X			
14.	Learning ability and adaptability of employees is low (in comparison to competition).	1	2	3	4	5	Learning ability and adaptability of employees is high (in comparison to competition).
				X			
15.	Risk-taking within the company is worse than it is by our competitors.	1	2	3	4	5	Risk-taking within the company is better than it is by our competitors.
				X			
16. NONFIN customer	The number of customer complaints within the last period has increased strongly.	1	2	3	4	5	The number of customer complaints within the last period has decreased strongly.
				X			
17.	Speed of dealing with customer complaints (comparatively to competition) is low.	1	2	3	4	5	We deal with customer complaints faster than our competition.
				X			
18.	We loose existing clients and do not manage to attract new-ones.	1	2	3	4	5	We retain existing clients and manage to attract new-ones.
				X			
19.	Reputation of our company in eyes of the customers has declined.	1	2	3	4	5	Reputation of our company in eyes of the customers has improved.
				X			

#### D. Few general (demographic) data

Name of the company (not obligatory):

Average number of employees in year 2006:

Main industry (according to NACE classification):

- A Agriculture, forestry, hunting
- B Fishing
- C Mining and quarrying
- D Manufacturing
- E Electricity, gas, water supply
- F Construction
- G Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods
- H Hotels and restaurants
- I Transport, storage and communication
- J Financial intermediation
- K Real estate, renting and business activities
- L Public administration and defence; compulsory social security
- M Education
- N Health and social work
- O Other community, social and personal service activities

- 1) 1 – 50
- 2) 50 - 249
- 3) 250 – 499
- 4) 500 – 999
- 5) 1000 and more

Revenues in 2006:

- 1) Up to 7 mio USD
- 2) From 7 mio USD up to 28 mio USD
- 3) From 28 mio USD above

**In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.**

Your name and surname (not obligatory):

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Your function within the organization:

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Your e-mail (not obligatory):

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**We would like to thank you for your kindness and patience!**