



Arhiv družboslovnih podatkov

Fakulteta za družbene vede

Kardeljeva ploščad 5

1000 Ljubljana

Tel: 01/5808-277

arhiv.podatkov@fdv.uni-lj.si



Univerza v Ljubljani

Fakulteta *za družbene vede*

Vpliv organizacijskega učenja in procesne usmerjenosti na uspešnost poslovanja v malezijskih podjetjih 2005

Škerlavaj, Miha

ADP - IDNo: PROCMA05

Izdajatelj: Arhiv družboslovnih podatkov, 2010

URL: <https://www.adp.fdv.uni-lj.si/opisi/procma05>

E-pošta za kontakt: arhiv.podatkov@fdv.uni-lj.si



Opis raziskave

Osnovne informacije o raziskavi

ADP - IDNo:

PROCMA05

DOI:

https://doi.org/10.17898/ADP_PROCMA05_V1

Glavni avtor(ji):

Škerlavaj, Miha, Škerlavaj, Miha

Ostali (strokovni) sodelavci:

Kimman, Mok

Izdelava:

EF - Ekonomska fakulteta, Univerza v Ljubljani (Ljubljana, Slovenija; 2005)

Datum izdelave:

2005

Kraj izdelave:

Ljubljana, Slovenija

Uporaba računalniškega programa za izdelavo podatkov:

SPSS

Finančna podpora:

EF - Ekonomska fakulteta

Številka projekta:

ni podatka

Izdajatelj:

ADP - Arhiv družboslovnih podatkov - Univerza v Ljubljani

Od: 2010-12

Izročil:

EF - Ekonomska fakulteta

Datum: 2010-08-23

Raziskava je del serije:

ORGU - Organizacijsko učenje

Serija ORGU preučuje organizacijsko učenje v podjetjih. Zajema Slovenijo, Hrvaško, Južno Korejo in Španijo. Teme, ki so zajete v seriji so: organizacijsko učenje, uspešnost poslovanja podjetij, uspešnost poslovanja in organizacijska kultura. Prva raziskava iz te serije je bila narejena leta 2003 v Sloveniji in se je ponovila leta 2004. Preučevala je vpliv informacijsko komunikacijskih tehnologij na organizacijsko učenje in uspešnost poslovanja. Leto kasneje sta bili izvedeni dve raziskavi, na Hrvaškem in v Maleziji, ki sta proučevali vpliv organizacijskega učenja in procesne usmerjenosti na uspešnost poslovanja v podjetjih. Zadnji dve raziskavi iz te serije sta bili narejeni leta 2008 v Južni Koreji in Španiji, ukvarjali pa sta se z vplivom organizacijskega učenja in inovacij na uspešnost podjetij.

Oblika citiranja:

Škerlavaj, Miha in Mok Kimman. Vpliv organizacijskega učenja in procesne usmerjenosti na uspešnost poslovanja v malezijskih podjetjih 2005 [datoteka podatkov]. Slovenija, Ljubljana: Univerza v Ljubljani, Ekonomska fakulteta [izdelava], 2005. Slovenija, Ljubljana: Univerza v Ljubljani, Arhiv družboslovnih podatkov [distribucija], 2010. ADP - IDNo: PROCMA05.https://doi.org/10.17898/ADP_PROCMA05_V1

Vsebina raziskave

Ključne besede:

pridobivanje informacij, kakovost informacij, podajanje informacij, vedenjske spremembe, kognitivne spremembe, procesna usmerjenost, ocena uspešnosti poslovanja

Ključne besede ELSST:

UPRAVA PODJETJA, UPRAVA PODJETJA, PODJETJE, PODJETJE, USPEŠNOST DELOVANJA, UČENJE, KAZALEC USPEŠNOSTI

Vsebinska področja CESSDA:

GOSPODARSTVO
IZOBRAŽEVANJE

Vsebinsko področja CERIF:

Vodenje podjetij
organizacijsko učenje
organizacijska kultura
uspešnost poslovanja

Povzetek:

Namen raziskave je bil raziskati proces organizacijskega učenja (OU) in njegovo povezavo z uspešnostjo poslovanja (UP) ter ugotoviti, kateri indikatorji uspešnosti poslovanja so najbolj pomembni. V ta namen so bili pridobljeni podatki 300-tih malezijskih podjetij, ki zaposlujejo več kot 100 ljudi.

Abstract:

ni podatka

Metodologija

Časovno pokritje:

september 2005 - oktober 2005

Čas zbiranja podatkov:

september 2005 - oktober 2005

Čas izdelave:

2005-09

Država:

Malezija

Geografsko pokritje:

ozemlje Malezije

Najmanjša geografska enota:

Ni določena.

Enota za analizo:

podjetje

Populacija:

Malezijska podjetja, ki zaposlujejo več kot 100 ljudi.

Vrsta podatkov:

Anketni podatki

Izključeni:

ni podatka

Zbiranje podatkov je opravil:

Škerlavaj, Miha - Škerlavaj, Miha, Ekonomska fakulteta
Kimman, Mok - Kimman, Mok, Univerza Malezija Sabah

Časovna opredelitev podatkov:

Raziskava v časovnem preseku

Tip vzorca:

Slučajno vzorčenje. Zajet je bil slučajni vzorec 744 podjetij v Maleziji, ki zaposlujejo več kot 100 ljudi.

Način zbiranja podatkov:

Samoizpolnjevalna anketa poslana po pošti.

Uporabljeni inštrument:

Standardizirani vprašalnik z vprašanji zaprtega tipa.

Uteževanje:

Brez uteževanja.

Očiščenje podatkov:

Podatki so bili očiščeni pred prevzemom v Arhiv.

Stopnja sodelovanja:

Izmed 744 podjetij je odgovorilo 300 podjetij, kar pomeni stopnjo odgovora $300/744=40,3\%$.

Uvrstitev raziskave po pomembnosti:

8: teoretsko ali praktično pomembne raziskave, zapolnjujejo raziskovalno praznino ali imajo široko uporabnost za več praktičnih problemov, imajo dolgoročno vrednost za znanost

Dostop do podatkov**Mesto:**

Arhiv družboslovnih podatkov

Velikost zbirke:

1 SPSS datoteka podatkov.

Skupaj datotek:

1

Omejitve pri uporabi

Podatki se izročajo izključno za izobraževalne in raziskovalne namene. Za navedene namene se lahko uporablja podatke s šestmesečnim zamikom od izvedbe raziskave.

Pri objavah, ki bi sledile na podlagi podatkov, je potrebno polno citirati avtorja in Arhiv.

Vsak uporabnik je dolžan opozoriti na morebitne pomanjkljivosti gradiva in poslati Arhivu 2 kopiji nastalih besedil.

Uporabnik naj pred uporabo pozorno prebere spremljajočo dokumentacijo in se v primeru nejasnosti obrne na avtorje raziskave ali Arhiv.

Spremna gradiva

Gradiva o izvedbi raziskave

1. Škerlavaj, Miha (2005). [PROCMA05 - Vpliv organizacijskega učenja in procesne usmerjenosti na uspešnost poslovanja v malezijskih podjetjih 2005 \[Vprašalnik\]](#).

Rezultati raziskave

Ni gradiv povezanih z rezultati raziskave!

Povezane objave

1. Mok Kim Man, Mandy, Dimovski, Vlado in Škerlavaj, Miha (2007). [The organizational learning in Malaysian companies](#).
2. Dimovski, Vlado et al. (2006). [Proces organizacijskega učenja v slovenskih, hrvaških in malezijskih podjetjih](#).
3. Dimovski, Vlado et al. (2008). [Comparative analysis of the organisational learning process in Slovenia, Croatia, and Malaysia](#).

Opis podatkov

Osnovne informacije o datoteki podatkov

Naslov podatkovne datoteke: PROCMA05 - Vpliv organizacijskega učenja in procesne usmerjenosti na uspešnost poslovanja v malezijskih podjetjih 2005 [datoteka podatkov], 2005

Format: *.por - prenosljiva SPSS datoteka

število spremenljivk: 93

število enot: 300

Spremenljivke

ID: **infacq1** Oznaka: **1. Employees in our organization are an extremely important source of information.**

A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 1. Employees in our organization are an extremely important source of information.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	22
2	disagree	26
3	nor disagree nor agree	42
4	agree	132
5	strongly agree	78
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq2** Oznaka: **2. Previous decisions are a very useful source of information for current decisions.**

A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 2. Previous decisions are a very useful source of information for current decisions.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	32
2	disagree	54
3	nor disagree nor agree	53

4	agree	128
5	strongly agree	33
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq3** Oznaka: **3. New business methods and services are always worth trying even if they may prove risky.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 3. New business methods and services are always worth trying even if they may prove risky.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	21
2	disagree	23
3	nor disagree nor agree	104
4	agree	114
5	strongly agree	38
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq4** Oznaka: **4. Reports prepared by external experts are an extremely important source of information.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 4. Reports prepared by external experts are an extremely important source of information.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	14

2	disagree	19
3	nor disagree nor agree	106
4	agree	119
5	strongly agree	42
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq5** Oznaka: **5. Our organization uses clipping service - regular collection of papers and articles to our interest.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 5. Our organization uses clipping service - regular collection of papers and articles to our interest.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	6
2	disagree	27
3	nor disagree nor agree	102
4	agree	129
5	strongly agree	36
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq6** Oznaka: **6. Our competitors are an extremely important source for learning new methods and services.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 6. Our competitors are an extremely important source for learning new methods and services.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	7
3	nor disagree nor agree	53
4	agree	164
5	strongly agree	71
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq7** Oznaka: **7. Expertise on the industry, products, and services is an extremely important criterion for hiring a new employee.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 7. Expertise on the industry, products, and services is an extremely important criterion for hiring a new employee.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	1
2	disagree	5
3	nor disagree nor agree	77
4	agree	146
5	strongly agree	71
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq8** Oznaka: **8. Joint tasks and mergers contribute a great deal of knowledge about industry and economic environment, new methods and services/products.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or

disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 8. Joint tasks and mergers contribute a great deal of knowledge about industry and economic environment, new methods and services/products.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	3
2	disagree	5
3	nor disagree nor agree	73
4	agree	146
5	strongly agree	73
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: infacq9 Oznaka: 9. Top managers in any important decision seek information or advice from the board of directors or owners (in general). A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 9. Top managers in any important decision seek information or advice from the board of directors or owners (in general).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	2
2	disagree	5
3	nor disagree nor agree	63
4	agree	154
5	strongly agree	76
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: infacq10 Oznaka: 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).** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 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).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	2
2	disagree	6
3	nor disagree nor agree	49
4	agree	163
5	strongly agree	80
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: infacq11 Oznaka: 11. **Our organization has employees whose job is related to searching for external information.** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 11. Our organization has employees whose job is related to searching for external information.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	6
3	nor disagree nor agree	59
4	agree	154
5	strongly agree	76
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq12** Oznaka: **12. External sources (reports, consultants, newsletters, etc.) are extremely important for the operations of our organization.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 12. External sources (reports, consultants, newsletters, etc.) are extremely important for the operations of our organization.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	8
2	disagree	7
3	nor disagree nor agree	79
4	agree	123
5	strongly agree	83
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infacq13** Oznaka: **13. In our organization we explicitly reward employees that are a source of quality information.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Dobesedno vprašanje: 13. In our organization we explicitly reward employees that are a source of quality information.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	3
2	disagree	3
3	nor disagree nor agree	74
4	agree	142
5	strongly agree	78
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin1** Oznaka: **1. ... comprehensive (all that we need)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 1. ... comprehensive (all that we need).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	2
2	disagree	4
3	nor disagree nor agree	69
4	agree	139
5	strongly agree	86
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin2** Oznaka: **2. ... accurate (close enough to actual situation)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 2. ... accurate (close enough to actual situation).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	1
2	disagree	3
3	nor disagree nor agree	63
4	agree	152
5	strongly agree	81
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin3** Oznaka: **3. ... clear (allow for simple interpretation)**. A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 3. ... clear (allow for simple interpretation).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	2
2	disagree	5
3	nor disagree nor agree	70
4	agree	159
5	strongly agree	64
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin4** Oznaka: **4. ... applicable (serve certain intent e.g. decision-taking)**. A: Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 4. ... applicable (serve certain intent e.g. decision-taking).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	7
2	disagree	5
3	nor disagree nor agree	77
4	agree	148
5	strongly agree	63
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin5** Oznaka: **5. ... concise (there is no information overload)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 5. ... concise (there's no information overload).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	7
2	disagree	4
3	nor disagree nor agree	58
4	agree	167
5	strongly agree	64
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin6** Oznaka: **6. ... consistent (not in contradiction according to different sources)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 6. ... consistent (not in contradiction according to different sources).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	6
3	nor disagree nor agree	67
4	agree	157
5	strongly agree	65
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin7** Oznaka: **7. ... correct (true)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 7. ... correct (true).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	4
2	disagree	8
3	nor disagree nor agree	90
4	agree	134
5	strongly agree	64
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin8** Oznaka: **8. ... current (quickly available)**. A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 8. ... current (quickly available).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	11
2	disagree	5
3	nor disagree nor agree	65
4	agree	161
5	strongly agree	58
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin9** Oznaka: **9. Access to the information is simple.** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 9. Access to the information is simple.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	4
2	disagree	5
3	nor disagree nor agree	77
4	agree	147
5	strongly agree	67
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **qualin10** Oznaka: **10. Information users in our company can self-adjust format and content of reports.**

A:Please estimate to what extent the following statements related to organizational learning apply to your organization: Information that are available in our company are ...

Dobesedno vprašanje: 10. Information users in our company can self-adjust format and content of reports.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	3
2	disagree	7
3	nor disagree nor agree	77
4	agree	153
5	strongly agree	60
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint1** Oznaka: **1. Personal contacts** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 1. Personal contacts

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	7
3	nor disagree nor agree	84
4	agree	139
5	strongly agree	65
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint2** Oznaka: **2. Team meetings** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 2. Team meetings

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	6
2	disagree	3
3	nor disagree nor agree	96
4	agree	136
5	strongly agree	59
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint3** Oznaka: **3. Committees as decision-makers** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 3. Committees as decision-makers

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	9
3	nor disagree nor agree	72
4	agree	155
5	strongly agree	59
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint4** Oznaka: **4. Telephone contacts** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 4. Telephone contacts

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	6
2	disagree	1
3	nor disagree nor agree	76
4	agree	151
5	strongly agree	66

9	do not know	0
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Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint5** Oznaka: **5. Written memos, notes, letters...** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 5. Written memos, notes, letters...

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	5
3	nor disagree nor agree	69
4	agree	163
5	strongly agree	58
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint6** Oznaka: **6. Special reports** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 6. Special reports

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	6
2	disagree	10
3	nor disagree nor agree	79

4	agree	152
5	strongly agree	53
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint7** Oznaka: **7. Formal chain of command reporting** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 7. Formal chain of command reporting

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	37
2	disagree	13
3	nor disagree nor agree	76
4	agree	130
5	strongly agree	44
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint8** Oznaka: **8. Companies intranet as a mean of information interpretation** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 8. Companies intranet as a mean of information interpretation

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	36

2	disagree	14
3	nor disagree nor agree	82
4	agree	117
5	strongly agree	51
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint9** Oznaka: **9. Forums (e-chat, e-debates)** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: 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 following things are important:

Dobesedno vprašanje: 9. Forums (e-chat, e-debates)

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	38
2	disagree	11
3	nor disagree nor agree	61
4	agree	142
5	strongly agree	48
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint10** Oznaka: **10. The more information the subordinate has the better he/she will perform.** A:Please estimate to what extent the following statements related to organizational learning apply to your organization: What is your attitude (as a manager) about informing the subordinates in your organization?

Dobesedno vprašanje: 10. The more information the subordinate has the better he/she will perform.

Vrednosti	Kategorije	Frekvenca
-----------	------------	-----------

1	strongly disagree	36
2	disagree	16
3	nor disagree nor agree	67
4	agree	144
5	strongly agree	37
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **infint11** Oznaka: **11. Information to a subordinate must always be simple and concise.** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What is your attitude (as a manager) about informing the subordinates in your organization?

Dobesedno vprašanje: 11. Information to a subordinate must always be simple and concise.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	36
2	disagree	16
3	nor disagree nor agree	70
4	agree	125
5	strongly agree	53
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc1** Oznaka: **1. Adaptability to environmental pressures** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 1. Adaptability to environmental pressures

Vrednosti	Kategorije	Frekvenca
-----------	------------	-----------

1	substantial decline/decrease	33
2	moderate decline/decrease	8
3	no change	79
4	moderate improvement/increase	127
5	substantial improvement/increase	53
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc2** Oznaka: **2. Quality of products / services** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 2. Quality of products / services

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	33
2	moderate decline/decrease	14
3	no change	73
4	moderate improvement/increase	131
5	substantial improvement/increase	49
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc3** Oznaka: **3. Number of products / services offered** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 3. Number of products / services offered

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	32

2	moderate decline/decrease	15
3	no change	71
4	moderate improvement/increase	131
5	substantial improvement/increase	51
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc4** Oznaka: **4. Technology of operation** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 4. Technology of operation

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	33
2	moderate decline/decrease	15
3	no change	75
4	moderate improvement/increase	131
5	substantial improvement/increase	46
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc5** Oznaka: **5. Speed of operations** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 5. Speed of operations

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	34
2	moderate decline/decrease	13
3	no change	76

4	moderate improvement/increase	128
5	substantial improvement/increase	49
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc6** Oznaka: **6. Introduction of new marketing approaches** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 6. Introduction of new marketing approaches

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	34
2	moderate decline/decrease	13
3	no change	75
4	moderate improvement/increase	123
5	substantial improvement/increase	55
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc7** Oznaka: **7. Average productivity of employees** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 7. Average productivity of employees

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	35
2	moderate decline/decrease	12
3	no change	82

4	moderate improvement/increase	125
5	substantial improvement/increase	46
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc8** Oznaka: **8. Satisfaction of employees** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 8. Satisfaction of employees

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	36
2	moderate decline/decrease	12
3	no change	79
4	moderate improvement/increase	128
5	substantial improvement/increase	45
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc9** Oznaka: **9. Overall atmosphere** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 9. Overall atmosphere

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	35
2	moderate decline/decrease	15
3	no change	76
4	moderate improvement/increase	129
5	substantial improvement/increase	45

9	do not know	0
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Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc10** Oznaka: **10. Personal communication between top managers and employees** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 10. Personal communication between top managers and employees

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	36
2	moderate decline/decrease	11
3	no change	66
4	moderate improvement/increase	139
5	substantial improvement/increase	48
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc11** Oznaka: **11. Team meetings** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 11. Team meetings' efficiency

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	32
2	moderate decline/decrease	16
3	no change	69
4	moderate improvement/increase	133
5	substantial improvement/increase	50
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc12** Oznaka: **12. Employees A:** Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 12. Employees' level of understanding of company's strategic orientation

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	34
2	moderate decline/decrease	11
3	no change	71
4	moderate improvement/increase	121
5	substantial improvement/increase	63
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc13** Oznaka: **13. Employee A:** Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 13. Employee's level of understanding of major problems in the company

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	33
2	moderate decline/decrease	13
3	no change	69
4	moderate improvement/increase	139
5	substantial improvement/increase	46
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **bcc14** Oznaka: **14. Efficiency of information systems within the company** A: Please estimate to what extent the following statements related to organizational learning apply to your organization: What has happened to the following in last three years?

Dobesedno vprašanje: 14. Efficiency of information systems within the company

Vrednosti	Kategorije	Frekvenca
1	substantial decline/decrease	34
2	moderate decline/decrease	11
3	no change	74
4	moderate improvement/increase	132
5	substantial improvement/increase	49
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procv1** Oznaka: **1. The average employee views the business as a series of linked processes.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process view:

Dobesedno vprašanje: 1. The average employee views the business as a series of linked processes.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	34
2	disagree	15
3	nor disagree nor agree	68
4	agree	135
5	strongly agree	48
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procv2** Oznaka: **2. Process terms such as input, output, process, and process owners are used in conversation in the organization.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process view:

Dobesedno vprašanje: 2. Process terms such as input, output, process, and process owners are used in conversation in the organization.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	35
2	disagree	8
3	nor disagree nor agree	88
4	agree	119
5	strongly agree	50
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procv3** Oznaka: **3. Processes within the organization are defined and documented using inputs and outputs to and from our customers.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process view:

Dobesedno vprašanje: 3. Processes within the organization are defined and documented using inputs and outputs to and from our customers.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	21
2	disagree	30
3	nor disagree nor agree	95
4	agree	119
5	strongly agree	35

9	do not know	0
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Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procv4** Oznaka: **4. The business processes are sufficiently defined so that most people in the organization know how they work.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process view:

Dobesedno vprašanje: 4. The business processes are sufficiently defined so that most people in the organization know how they work.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	15
2	disagree	23
3	nor disagree nor agree	110
4	agree	120
5	strongly agree	32
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procv5** Oznaka: **5. Business informatization is based on processes (not business functions).** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process view:

Dobesedno vprašanje: 5. Business informatization is based on processes (not business functions).

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	8
2	disagree	31

3	nor disagree nor agree	116
4	agree	108
5	strongly agree	37
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procj1** Oznaka: **1. Jobs are usually multidimensional and not just simple tasks.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process jobs:

Dobesedno vprašanje: 1. Jobs are usually multidimensional and not just simple tasks.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	2
2	disagree	11
3	nor disagree nor agree	56
4	agree	154
5	strongly agree	77
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procj2** Oznaka: **2. Employees have enough authority for job related problem-solving.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process jobs:

Dobesedno vprašanje: 2. Employees have enough authority for job related problem-solving.

Vrednosti	Kategorije	Frekvenca
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1	strongly disagree	4
2	disagree	6
3	nor disagree nor agree	77
4	agree	134
5	strongly agree	79
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **procj3** Oznaka: **3. Due to constant changes in processes our employees learn constantly.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process jobs:

Dobesedno vprašanje: 3. Due to constant changes in processes our employees learn constantly.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	4
2	disagree	7
3	nor disagree nor agree	82
4	agree	134
5	strongly agree	73
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc1** Oznaka: **1. Process performance is measured in the organization.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 1. Process performance is measured in the organization.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	1
2	disagree	9
3	nor disagree nor agree	77
4	agree	144
5	strongly agree	69
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc2** Oznaka: **2. Process measurements are defined.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 2. Process measurements are defined.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	5
2	disagree	9
3	nor disagree nor agree	62
4	agree	168
5	strongly agree	56
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc3** Oznaka: **3. Resources are allocated based on process.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 3. Resources are allocated based on process.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	6
2	disagree	13
3	nor disagree nor agree	62
4	agree	147
5	strongly agree	72
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc4** Oznaka: **4. Specific process performance goals are in place.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 4. Specific process performance goals are in place.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	8
2	disagree	8
3	nor disagree nor agree	67
4	agree	160
5	strongly agree	57
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc5** Oznaka: **5. Process outcomes are measured** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or

disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 5. Process outcomes are measured

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	3
2	disagree	8
3	nor disagree nor agree	87
4	agree	134
5	strongly agree	68
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc6** Oznaka: **6. Quality of process data is monitored and controlled.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 6. Quality of process data is monitored and controlled.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	3
2	disagree	8
3	nor disagree nor agree	81
4	agree	143
5	strongly agree	65
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **mmproc7** Oznaka: **7. Information flows and is shared throughout business processes.** B: Please estimate to what extent the following statements related to process orientation apply to your organization: Indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements. Process management and measurement system:

Dobesedno vprašanje: 7. Information flows and is shared throughout business processes.

Vrednosti	Kategorije	Frekvenca
1	strongly disagree	4
2	disagree	7
3	nor disagree nor agree	65
4	agree	150
5	strongly agree	73
9	do not know	0
Sysmiss		1

Opisne statistike

Veljavni odgovori: 299

Neveljavni odgovori: 1

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **fin1** Oznaka: **ROA** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 1. Statment 1: Return on assets (ROA, %) in our company is well below the industry average. Statement 2: Return on assets (ROA, %) in our company is well above the industry average.

Vrednosti	Kategorije	Frekvenca
1	strongly below industry average	4
2	slightly below industry average	8
3	close to industry average	72
4	slightly above industry average	164
5	strongly above industry average	52
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **fin2** Oznaka: **valu added per employee** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 2. Statment 1: Value added per employee in our company is well below the industry average. Statment 2: Value added per employee in our company is well above the industry average.

Vrednosti	Kategorije	Frekvenca
1	strongly below industry average	4
2	slightly below industry average	8
3	close to industry average	87
4	slightly above industry average	136
5	strongly above industry average	65
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefsup1** Oznaka: **relationships with suppliers** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 3. Statment 1: Relations with suppliers are very poor and unstable and usually short-term. Statment 2: We consider our relations with suppliers to be excellent because we maintain genuine partnerships with them.

Vrednosti	Kategorije	Frekvenca
1	very unstable and short-term	8
2	relatively unstable and short-term	8
3	average	90
4	good	143
5	excellent	51
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp1** Oznaka: **net fluctuation of employees** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 4. Statment 1: The net fluctuation of employees (number of staff replaced due to dissatisfaction with pay, relationships in the workplace and chances for career advances etc - internal reasons) is very high within our company. Statment 2: There are no cases in our company of people leaving for internal reasons.

Vrednosti	Kategorije	Frekvenca
1	very high net fluctuation	7
2	high	6
3	average	89
4	low	138
5	very low	60
9	ne vem	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp2** Oznaka: **work productivity of employees** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 5. Statment 1: Productivity of employees is much lower than industry average. Statment 2: Productivity of employees is much higher than industry average.

Vrednosti	Kategorije	Frekvenca
1	very bad	4
2	bad	12
3	average	82
4	good	143
5	very good	59
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp3** Oznaka: **trust into leadership** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 6. Statment 1: Employees' trust into leadership is low. Statment 2: Employees' trust into leadership is high.

Vrednosti	Kategorije	Frekvenca
1	very bad	7
2	bad	10
3	average	79
4	good	149
5	very good	54
9	do not know	0
Sysmiss		1

Opisne statistike

Veljavni odgovori: 299

Neveljavni odgovori: 1

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp4** Oznaka: **employees mutual trust** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 7. Statment 1: Trust among employees themselves is weak. Statment 2: Trust among employees is strong.

Vrednosti	Kategorije	Frekvenca
1	very bad	8
2	bad	9
3	average	71
4	good	155
5	very good	57
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp5** Oznaka: **work organization of employees** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 8. Statment 1: Work organization is inefficient. Statment 2: Work organization is efficient.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	12
3	average	88
4	good	133
5	very good	58
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp6** Oznaka: **commitment of employees** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 9. Statment 1: Employees do not feel special commitment to the organization. Statment 2: Employees feel very committed to the organization.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	12
3	average	89
4	good	134
5	very good	56
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp7** Oznaka: **employees prepared to go extra mile** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 10. Statment 1: Employees are not prepared to go an extra mile for the company. Statment 2: Employees are prepared to go an extra mile for the company.

Vrednosti	Kategorije	Frekvenca
1	very bad	8
2	bad	14
3	average	89
4	good	136
5	very good	53
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp8** Oznaka: **costs of work** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 11. Statment 1: Work costs per employee are well above the industry average. Statment 2: Work costs per employee are well below the industry average.

Vrednosti	Kategorije	Frekvenca
1	very bad	10
2	bad	10
3	average	86
4	good	155
5	very good	39
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp9** Oznaka: **absenteeism** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 12. Statement 1: Absenteeism is in our company (relative to competition) very high. Statement 2: Absenteeism is in our company (relative to competition) very low.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	18
3	average	84
4	good	136
5	very good	53
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp10** Oznaka: **satisfaction with work conditions** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 13. Statement 1: Employees are very dissatisfied with the situation within the company. Statement 2: Employees are very satisfied with the situation within the company.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	13
3	average	80
4	good	149
5	very good	49
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp11** Oznaka: **learning ability and adaptability** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 14. Statment 1: Learning ability and adaptability of employees is low (in comparison to competition). Statment 2: Learning ability and adaptability of employees is high (in comparison to competition).

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	12
3	average	86
4	good	146
5	very good	47
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefemp12** Oznaka: **risk taking** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 15. Statment 1: Risk-taking within the company is worse than it is by our competitors. Statment 2: Risk-taking within the company is better than it is by our competitors.

Vrednosti	Kategorije	Frekvenca
1	very bad	11
2	bad	8
3	average	82
4	good	154
5	very good	44
9	do not know	0
Sysmiss		1

Opisne statistike

Veljavni odgovori: 299

Neveljavni odgovori: 1

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefcust1** Oznaka: **customers complaints number** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 16. Statment 1: The number of customer complaints within the last period has increased strongly. Statment 2: The number of customer complaints within the last period has decreased strongly.

Vrednosti	Kategorije	Frekvenca
1	very bad	11
2	bad	8
3	average	87
4	good	134
5	very good	59
9	do not know	0
Sysmiss		1

Opisne statistike

Veljavni odgovori: 299

Neveljavni odgovori: 1

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefcust2** Oznaka: **customer complaints speed of solving** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 17. Statment 1: Speed of dealing with customer complaints (comparatively to competition) is low. Statment 2: We deal with customer complaints faster than our competition.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	8
3	average	94
4	good	129
5	very good	60
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefcust3** Oznaka: **loosing/retaining clients** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 18. Statment 1: We loose existing clients and do not manage to attract new-ones. Statment 2: We retain existing clients and manage to attract new-ones.

Vrednosti	Kategorije	Frekvenca
1	very bad	9
2	bad	8
3	average	71
4	good	161
5	very good	51
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **nefcust4** Oznaka: **reputation of company in customers eyes** C: Please evaluate organizational performance in last three years using following bi-polar scales:

Dobesedno vprašanje: 19. Statment 1: Reputation of our company in eyes of the customers has declined. Statment 2: Reputation of our company in eyes of the customers has improved.

Vrednosti	Kategorije	Frekvenca
1	very bad	8
2	bad	9
3	average	80
4	good	144
5	very good	59
9	do not know	0

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **company** Oznaka: **Company name**

Dobesedno vprašanje: Name of the company:

Vrednosti	Kategorije	Frekvenca
0		300

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

ID: **typeindu** Oznaka: **typeindustry**

Dobesedno vprašanje: Main industry (circle adequate letter according to SIC):

Vrednosti	Kategorije	Frekvenca
1	agricultural product&machinery	6
2	automotive&company part	8
3	building material&related product	15
4	cement&concrete product	4
5	ceramic&tiles	8
6	chemical&adhesive product	14
7	electrical&electronic product	28
8	environment&waste managemt product	15
9	food&beverage	49
10	furniture&wood related product	17
11	giftware&jewellery	11
12	household&appliances	19
13	industrial&engineering product	26
14	iron&steel product	10
15	laboratory equipmt	5
16	packaging, labelling&printing	8
17	pharmaceutical, medical equipmt&cosmetics	10
18	plastic product&resins	9
19	playground equipmt	7
20	rubber product	6

Prikazanih je 20 od 28 kategorij. Za vse podatke si pogledjte opis raziskave na spletni strani.

Opisne statistike

Veljavni odgovori: 298

Neveljavni odgovori: 2

Minimum: 1

Maksimum: 26

Vrednosti spremenljivk: od 1 do 26

ID: **numbemp** Oznaka: **average number of employees in 2004**

Dobesedno vprašanje: Average number of employees in year 2004:

Vrednosti	Kategorije	Frekvenca
1	1-49	0
2	50-249	0
3	250-499	0
4	500-999	0
5	1000 in več	0
29		1
31		2
32		2
34		2
35		1
36		4
37		1
38		2
40		2
41		1
42		6
43		4
44		2
45		1
46		2

Prikazanih je 20 od 213 kategorij. Za vse podatke si poglejte opis raziskave na spletni strani.

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Vrednosti spremenljivk: od 1 do 3621

ID: **anureven** Oznaka: **revenues in 2004**

Dobesedno vprašanje: Revenues in 2004:

Vrednosti	Kategorije	Frekvenca
1	RM 0-RM500,000	0
2	RM500,000- RM 1,000,000	0
3	RM 1,000,000 and above	0
3160		1
4000		3
4093		1
4500		1
4700		1
4940		1
5172.8		1
5308		1
5600		1
5620		1
6075		1
8500		1
8860		1
9500		1
16000		1
19600		1
20000		1

Prikazanih je 20 od 265 kategorij. Za vse podatke si pogledjte opis raziskave na spletni strani.

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

Vrednosti spremenljivk: od 1 do 95682680

ID: **pwteduc** Oznaka: **average work time per education and training**

Dobesedno vprašanje: Portion of working time, that employees on average use for education and training:

Vrednosti	Kategorije	Frekvenca
1	do pod 1 uro na teden	46
2	od 1 do pod 2 uri na teden	73
3	od 2 do pod 3 ure na teden	79
4	od 3 do pod 4 ure na teden	57
5	nad 4 ure tedensko	27
6	nimamo tega podatka	17

Opisne statistike

Veljavni odgovori: 282

Neveljavni odgovori: 18

Minimum: 1

Maksimum: 5

Vrednosti spremenljivk: od 1 do 5

ID: **surname** Oznaka: **surname of respondent** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Dobesedno vprašanje: Your surname:

Opisne statistike

Veljavni odgovori: 0

Neveljavni odgovori: 0

ID: **name** Oznaka: **name of respondent** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Dobesedno vprašanje: Your name:

Opisne statistike

Veljavni odgovori: 0

Neveljavni odgovori: 0

ID: **function** Oznaka: **function of respondent within organization** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Dobesedno vprašanje: Your function within the organization:

Vrednosti	Kategorije	Frekvenca
Accountant		1
Accounts Executive		1
Administration Manager		2
Administrator		2
Assistant Manager		1
Business Development Director		1
Business Development Manager		4
Director		44
Division Manager		1
Engineer		1

Excecutive Director	1
Executive	1
Executive Director	9
Executive Officer	1
Export Director	1
Export Executive	3
Export Manager	1
Finance Director	3
Finance Manager	7
Financial Controller	1

Prikazanih je 20 od 52 kategorij. Za vse podatke si pogledjte opis raziskave na spletni strani.

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

ID: **funccode** Oznaka: **coded function of respondent** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Vrednosti	Kategorije	Frekvenca
FA dir		1
FAdir	director of finace and/or accounting	12
HRMdir	director of HRM/personell	5
director	CEO or director of company	203
infodir	director of informatics, CIO	1
marktdir	marketing director	58
marktidr		1
other	other: lower levels in hierararchy	9
quadir		1
qualdir	director of quality	9

Opisne statistike

Veljavni odgovori: 300

Neveljavni odgovori: 0

ID: **email** Oznaka: **e-mail of respondent** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Dobesedno vprašanje: Your e-mail

Opisne statistike

Veljavni odgovori: 0

Neveljavni odgovori: 0

ID: **mail** Oznaka: **respondent postal code** In case that we would need some additional information we would appreciate the data on the person who filled-in this questionnaire.

Opisne statistike

Veljavni odgovori: 0

Neveljavni odgovori: 0
