

IMPACT OF ORGANIZATIONAL LEARNING AND PROCESS ORIENTATION ON ORGANIZATIONAL PERFORMANCE

A. Please estimate to what extent the following statements related to organizational learning apply to your organization:

A.I. INFORMATION ACQUISITION	
<p>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.</p> <p>(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 = agree, 5 = strongly agree; X = do not know)</p>	
1.	Employees in our organization are an extremely important source of information.
2.	Previous decisions are a very useful source of information for current decisions.
3.	New business methods and services are always worth trying even if they may prove risky.
4.	Reports prepared by external experts are an extremely important source of information.
5.	Our organization uses clipping service – regular collection of papers and articles to our interest.
6.	Our competitors are an extremely important source for learning new methods and services.
7.	Expertise on the industry, products, and services is an extremely important criterion for hiring a new employee.
8.	Joint tasks and mergers contribute a great deal of knowledge about industry and economic environment, new methods and services/products.
9.	Top managers in any important decision seek information or advice from the board of directors or owners (in general).
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).
11.	Our organization has employees whose job is related to searching for external information.
12.	External sources (reports, consultants, newsletters, etc.) are extremely important for the operations of our organization.
13.	In our organization we explicitly reward employees that are a source of quality information.
A.II. INFORMATION QUALITY	
<p>Information that are available in our company are ...</p> <p>(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 = agree, 5 = strongly agree; X = do not know)</p>	
1.	... comprehensive (all that we need).
2.	... accurate (close enough to actual situation).
3.	... clear (allow for simple interpretation).
4.	... applicable (serve certain intent e.g. decision-taking).
5.	... concise (there's no information overload).
6.	... consistent (not in contradiction according to different sources).
7.	... correct (true).
8.	... current (quickly available).
9.	Access to the information is simple.
10.	Information users in our company can self-adjust format and content of reports.

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 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.	Written memos, notes, letters...	1 2 3 4 5 X
6.	Special reports	1 2 3 4 5 X
7.	Formal chain of command reporting	1 2 3 4 5 X
8.	Companies intranet as a mean of information interpretation	1 2 3 4 5 X
9.	Forums (e-chat, e-debates)	1 2 3 4 5 X
What is your attitude (as a manger) 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. Please estimate to what extent the following statements related to process orientation apply to your organization:

B.I	PROCESS VIEW	
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.		(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 =agree, 5 = strongly agree; X = do not know)
1	The average employee views the business as a series of linked processes.	1 2 3 4 5 X
2	Process terms such as input, output, process, and process owners are used in conversation in the organization.	1 2 3 4 5 X
3	Processes within the organization are defined and documented using inputs and outputs to and from our customers.	1 2 3 4 5 X
4	The business processes are sufficiently defined so that most people in the organization know how they work.	1 2 3 4 5 X
5	Business informatization is based on processes (not business functions).	1 2 3 4 5 X
B.II	PROCESS JOBS	
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.		(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 =agree, 5 = strongly agree; X = do not know)
1	Jobs are usually multidimensional and not just simple tasks.	1 2 3 4 5 X
2	Employees have enough authority for job related problem-solving.	1 2 3 4 5 X
3	Due to constant changes in processes our employees learn constantly.	1 2 3 4 5 X
B.III	PROCESS MANAGEMENT AND MEASUREMENT SYSTEM	
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.		(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 =agree, 5 = strongly agree; X = do not know)
1	Process performance is measured in the organization.	1 2 3 4 5 X
2	Process measurements are defined.	1 2 3 4 5 X
3	Resources are allocated based on process.	1 2 3 4 5 X
4	Specific process performance goals are in place.	1 2 3 4 5 X
5	Process outcomes are measured.	1 2 3 4 5 X
6	Quality of process data is monitored and controlled.	1 2 3 4 5 X
7	Information flows and is shared throughout business processes.	1 2 3 4 5 X

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

C.	ORGANIZATIONAL 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						Statement B			
1. FIN	Return on assets (ROA, %) in our company is well below the industry average.			1	2	3	4	5	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.			1	2	3	4	5	Value added per employee in our company is well above the industry average.	
3. NONFIN supply	Relations with suppliers are very poor and unstable and usually short-term.			1	2	3	4	5	We consider our relations with suppliers to be excellent because we maintain genuine partnerships with them.	
4. NONFIN employ	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.			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.	
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.	
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.	
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 high.	
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.	
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).	
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.	

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.
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.
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.
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.

Name of the company: _____

Main industry (circle adequate letter according to SIC):

- 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

Average number of employees in year 2004:

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

Revenues in 2004:

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

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

- 1) up to 1 hour per week
- 2) from 1 up to 2 hours per week
- 3) from 2 up to 3 hours per week

- 4) from 3 up to 4 hours per week
- 5) 4 hours and more weekly
- 6) Do not have this data

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: _____

Your function within the organization: _____

Your e-mail: _____

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