
Supplementary Materials

QUESTIONNAIRE

All information received on this form will be treated as strictly confidential, and will be used for scientific purpose only.

1. GENERAL INFORMATION OF THE RESPONDENT

1. Age group

- a) Below 25
- b) 26–35
- c) 36–45
- d) 46–55
- e) 56–55

2. Gender

- a) Male
- b) Female

3. Level of education

- a) Elementary school diploma
- b) High School diploma
- c) Bachelor degree
- d) Masters degree and above

4. Years of work experience

- a) up to 5 years
- b) from 6 to 10 years
- c) from 11 to 20 years
- d) from 21 to 30 years
- e) from 31 to 40 years
- f) over 40 years

5. Type of employee

- a) Management
- b) Operational

2. DIAGNOSING OPERATIONAL CULTURE

I

Please, read the questions carefully. When answering the questions, keep in mind the state of your organization today. The questionnaire is made up of seven questions, and you will be given four answers to choose from, for every one of the seven questions. In each question you should divide the total of 100 points on the four answers in the way that the answer that describes your organization in the best way, gets the most points. It is entirely up to you to decide how will you divide the points on to the answers, but the total for each question needs to be 100.

1. Dominant Characteristics

- A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. ____
- B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. ____
- C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented. ____
- D. The organization is a very controlled and structured place. Formal procedures generally govern what people do. ____

2. Organizational Leadership

- A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing. ____
- B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking. ____
- C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. ____
- D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. ____

3. Management of Employees

- A. The management style in the organization is characterized by teamwork, consensus, and participation ____
- B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness ____
- C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. ____
- D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. ____

4. Organization Glue

- A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. ____
- B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. ____
- C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. ____
- D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. ____

5. Strategic Emphases

- A. The organization emphasizes human development. High trust, openness, and participation persist. ____

- B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. ____
- C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. ____
- D. The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important. ____

6. Criteria of Success

- A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.. ____
- B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator ____
- C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. ____
- D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical. ____

II

In this part, you will answer the questions having in mind what the organization was like in the past (5 years ago). The questionnaire is made up of seven questions, and you will be given four answers to choose from, for every one of the seven questions. In each question you should divide the total of 100 points on the four answers in the way that the answer that describes your organization in the best way, gets the most points. It is entirely up to you to decide how will you divide the points on to the answers, but the total for each question needs to be 100.

1. Dominant Characteristics

- A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. ____
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- A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing. ____
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- C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. ____
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SATISFACTION WITH DIFFERENT DIMENSION OF THE WORKPLACE

I

We kindly ask you to grade the level of satisfaction regarding your workplace today, through each of the dimensions listed below. You will grade each of the dimensions by circling one of the grades in the scale, where 1 will mark that you are very dissatisfied, and 5 that you are very satisfied.

JOB DIMENSIONS	<i>How satisfied are you with your work?</i>				
	VERY DISSATISFIED			VERY SATISFIED	
1. Salary	1	2	3	4	5
2. Teamwork	1	2	3	4	5
3. Independence at your job	1	2	3	4	5
4. Job security	1	2	3	4	5
5. Regular salary	1	2	3	4	5
6. Possibility of advance training	1	2	3	4	5
7. Possibility of advancement	1	2	3	4	5
8. Good relationship with colleagues	1	2	3	4	5
9. Absence of conflicts	1	2	3	4	5
10. Company's care for employees	1	2	3	4	5
11. Challenging job	1	2	3	4	5
12. Good physical work environment	1	2	3	4	5
13. Good relationship with the manager	1	2	3	4	5

14. Benefits: transport, phone expenses	1	2	3	4	5
15. Job is important for the company and society	1	2	3	4	5

II

We kindly ask you to grade how satisfied were you at your workplace 5 years ago, through each of the dimensions listed below. You will grade each of the dimensions by circling one of the grades in the scale, where 1 will mark that you are very dissatisfied, and 5 that you are very satisfied.

JOB DIMENSIONS	<i>How satisfied are you with your work?</i>				
	VERY DISSATISFIED				VERY SATISFIED
1. Salary	1	2	3	4	5
2. Teamwork	1	2	3	4	5
3. Independence at your job	1	2	3	4	5
4. Job security	1	2	3	4	5
5. Regular salary	1	2	3	4	5
6. Possibility of advance training	1	2	3	4	5
7. Possibility of advancement	1	2	3	4	5
8. Good relationship with colleagues	1	2	3	4	5
9. Absence of conflicts	1	2	3	4	5
10. Company's care for employees	1	2	3	4	5
11. Challenging job	1	2	3	4	5
12. Good physical work environment	1	2	3	4	5
13. Good relationship with the manager	1	2	3	4	5
14. Benefits: transport, phone expenses	1	2	3	4	5

15. Job is meaningful for the company and the society	1	2	3	4	5
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4. COMMUNICATION AT WORK

I

We kindly ask you to grade the communication at work today by circling one of the grades on a scale with numbers from 1–5, where each one of them means the following:

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree;
5 = strongly agree

1. My organization communicates effectively and on time with its employees..... 1 2 3 4 5
2. You meet with your work group regularly and communicate with appropriate feedback 1 2 3 4 5
3. Employees are familiar with what is happening in the organization and know how to explain important questions/problems that the organization is dealing with 1 2 3 4 5
4. Communication, whether it's internal or external, verbal or nonverbal, conscious or unconscious, is the key for successful performance of activities in the organization..... 1 2 3 4 5
5. Communication between the supervisor and the employee is a two-way communication..... 1 2 3 4 5
6. I feel free to ask my manager for advice/support..... 1 2 3 4 5
7. Employees' feedback is useful to management for further growth and development of the organization..... 1 2 3 4 5
8. Employees believe that the organization keeps their promises, specially those known to the public 1 2 3 4 5
9. You very often feel that you have to send more information than you want to..... 1 2 3 4 5

II

We kindly ask you to grade the communication at work 5 years ago by circling one of the grades on a scale with numbers from 1–5, where each one of them means the following:

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree;
5 = strongly agree

1. My organization communicates effectively and on time with its employees..... 1 2 3 4 5
2. You meet with your work group regularly and communicate with appropriate feedback 1 2 3 4 5

3. Employees are familiar with what is happening in the organization and know how to explain important questions/problems that the organization is dealing with 1 2 3 4 5
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6. I feel free to ask my manager for advice/support..... 1 2 3 4 5
7. Employees' feedback is useful to management for further growth and
development of the organization..... 1 2 3 4 5
8. Employees believe that the organization keeps their promises, specially
those known to the public 1 2 3 4 5
9. You very often feel that you have to send more information than you want to..... 1 2 3 4 5

5. ORGANIZATIONAL STRUCTURE

I

We kindly ask you to grade your organization's organizational structure today by circling one of the grades on a scale with numbers from 1 to 5, where each one of them means the following:

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree;
5 = strongly agree

1. In my organization, every employee is given tasks to be done at their workplace, everyone's tasks are clearly defined..... 1 2 3 4 5
2. In my organization, everyone does everything, or what the organization's leader determines. Tasks are not clearly defined, or assigned to employees. 1 2 3 4 5
3. In my organization, authority is concentrated on top level management, and either the top management or the leader make all the decision by themselves. 1 2 3 4 5
4. In my organization, authority is distributed on lower organizational levels, and managers and employees on lower levels are included in the decision making 1 2 3 4 5
5. My organization has a functional structure, employees are grouped through business functions (sectors)..... 1 2 3 4 5
6. My organization has a divisional structure, with organizational functions grouped into a division) 1 2 3 4 5
7. My organization has a team-based structure, made of teams working on their individual tasks1 2 3 4 5
8. In my organization, managers coordinate through direct control of employees' work.....1 2 3 4 5
9. In my organization, coordination is conducted through business process standardization.....1 2 3 4 5
10. In my organization, coordination is standardization-based, meaning it is conducted through standardization of knowledge and expertise of employed experts 1 2 3 4 5
11. In my organization, coordination is conducted with direct communication and cooperation between

the employees..... 1 2 3 4 5

II

We kindly ask you to grade your organization's organizational structure from 5 years ago by circling one of the grades on a scale with numbers from 1 to 5, where each one of them means the following:

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree;
5 = strongly agree

1. In my organization, every employee is given tasks to be done at their workplace, everyone's tasks are clearly defined..... 1 2 3 4 5
2. In my organization, everyone does everything, or what the organization's leader determines. Tasks are not clearly defined, or assigned to employees. 1 2 3 4 5
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11. In my organization, coordination is standardization-based, meaning it is conducted through standardization of knowledge and expertise of employed experts..... 1 2 3 4 5
12. In my organization, coordination is conducted with direct communication and cooperation between the employees..... 1 2 3 4 5

6. MANAGERIAL NETWORK

I

Think about the managers in your organization. There are 20 statements listed regarding their behaviour, please grade how often are these stated behaviours present in your organization. Grades are to be given by the following model:

1 = never; 2 = rarely; 3 = from time to time; 4 = often; 5 = always

My organization's or work group's leader:

- | | |
|--|-----------|
| 1. Tells the group members what to do | 1 2 3 4 5 |
| 2. Acts friendly with group members | 1 2 3 4 5 |
| 3. Sets standards for work members' performance | 1 2 3 4 5 |
| 4. Helps others feel comfortable in the group | 1 2 3 4 5 |
| 5. Gives suggestions on how to solve problems | 1 2 3 4 5 |
| 6. Open for others' suggestions | 1 2 3 4 5 |
| 7. Is capable of clearly stating their stances | 1 2 3 4 5 |
| 8. Behaves properly with others | 1 2 3 4 5 |
| 9. Comes up with the group's plan of activities | 1 2 3 4 5 |
| 10. His behaviour towards other members of the group is predictable | 1 2 3 4 5 |
| 11. Assigns roles and responsibilities to every member of the group | 1 2 3 4 5 |
| 12. Actively communicates with group members | 1 2 3 4 5 |
| 13. Clarifies his/her own role in the group | 1 2 3 4 5 |
| 14. Cares for the welfare of others | 1 2 3 4 5 |
| 15. Makes plans on how the job should be done | 1 2 3 4 5 |
| 16. Shows flexibility in decision making | 1 2 3 4 5 |
| 17. Sets the criteria on what is expected from the group | 1 2 3 4 5 |
| 18. Expresses his/her thoughts and shows his/her feelings to the group members | 1 2 3 4 5 |
| 19. Encourages group members to do a high quality job | 1 2 3 4 5 |
| 20. Helps group members come to an agreement | 1 2 3 4 5 |

II

Think about how were the managers in your organization 5 years ago. There are 20 statements listed regarding their behaviour, please grade how often were these stated behaviours present in your organization. Grades are to be given by the following model:

1 = never; 2 = rarely; 3 = from time to time; 4 = often; 5 = always

My organization's or work group's leader:

- | | |
|---|-----------|
| 1. Tells the group members what to do | 1 2 3 4 5 |
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| 9. Comes up with the group's plan of activities | 1 2 3 4 5 |
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11. Assigns roles and responsibilities to every member of the group 1 2 3 4 5
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14. Cares for the welfare of others 1 2 3 4 5
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16. Shows flexibility in decision making 1 2 3 4 5
17. Sets the criteria on what is expected from the group 1 2 3 4 5
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the group members 1 2 3 4 5
19. Encourages group members to do a high quality job 1 2 3 4 5
20. Helps group members come to an agreement 1 2 3 4 5

7. LEADERSHIP STYLES

We kindly ask you to first read the descriptions of these 4 types:

- Typ 1:** Usually makes decisions fast, and is clear and decisive when announcing them to the employees. Expects them to implement his/her decisions, without unnecessary questions.
- Typ 2:** Usually makes decisions fast, but before implementing them tries to explain them to the employees. Gives them reasons for the decision made, and answers their questions.
- Typ 3:** Usually consults the subordinated before making a decision. Listens to what they think and takes it into consideration, after that announces the decision. Expects the subordinates to conduct the decision made, no matter if it is in accordance with their opinions or not.
- Typ 4:** Usually calls the subordinates for a meeting when an important decision needs to be made. Presents the problem to the group, and asks for a discussion. Accepts the opinion of the majority as the decision.

From the four explained types of managers, please mark the one that describes the most common type of managers in your organization today in the best way.

- a) Type 1
- b) Type 2
- c) Type 3
- d) Type 4

From the four explained types of managers, please mark the one that describes the most common type of managers in your organization from 5 years ago in the best way

- a) Type 1
- b) Type 2
- c) Type 3
- d) Type 4