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APPENDIX 1: DESCRIPTIVE STATISTICS WITH NEGATIVE STATEMENTS UNCHANGED: N, RANGE, MINIMUM, MAXIMUM AND SUM STATISTICS

| Statement no | Statement | N statistic | Range statistic | Minimum statistic | Maximum statistic | Sum statistic |
|--------------|---|-------------|-----------------|-------------------|-------------------|---------------|
| 1 | Most employees are highly involved in their work | 2 731 | 4 | 1 | 5 | 9 980 |
| 2 | Decisions are usually made at the level where the best information is available | 2 730 | 4 | 1 | 5 | 8 689 |
| 3 | Information is widely shared so that everyone can obtain the information he or she needs when it is needed | 2 731 | 4 | 1 | 5 | 9 235 |
| 4 | Everyone believes that he or she can have a positive impact | 2 731 | 4 | 1 | 5 | 8 872 |
| 5 | Business planning is ongoing and to some degree involves everyone in the process | 2 716 | 4 | 1 | 5 | 8 956 |
| 6 | Cooperation across different parts of the organisation is actively encouraged | 2 723 | 4 | 1 | 5 | 9 226 |
| 7 | People work as if they are part of a team | 2 724 | 4 | 1 | 5 | 8 926 |
| 8 | Teamwork is used to get work done, rather than working according to hierarchy | 2 720 | 4 | 1 | 5 | 9 492 |
| 9 | Teams are our primary building blocks | 2 716 | 4 | 1 | 5 | 9 939 |
| 10 | Work is organised so that each person can see the relationship between his or her job and the goals of the organisation | 2 720 | 4 | 1 | 5 | 9 373 |
| 11 | Authority is delegated so that people can act on their own | 2 722 | 4 | 1 | 5 | 9 199 |
| 12 | The "bench strength" (capability of people) is constantly improving | 2 722 | 4 | 1 | 5 | 9 211 |
| 13 | There is continuous investment in the skills of employees | 2 722 | 4 | 1 | 5 | 8 973 |
| 14 | The capabilities of people are viewed as an important source of competitive advantage | 2 707 | 4 | 1 | 5 | 9 243 |
| 15 | Problems often arise because we do not have the skills necessary to do the job | 2 721 | 4 | 1 | 5 | 8 342 |
| 16 | The leaders and managers "practise what they preach" | 2 717 | 4 | 1 | 5 | 8 215 |
| 17 | There is a characteristic management style and a distinct set of management practices | 2 698 | 4 | 1 | 5 | 8 977 |
| 18 | There is a clear and consistent set of values that governs the way we do business | 2 720 | 4 | 1 | 5 | 9 842 |
| 19 | Ignoring core values will get you into trouble | 2 716 | 4 | 1 | 5 | 10 508 |
| 20 | There is an ethical code that guides | 2 714 | 4 | 1 | 5 | 10 676 |

| Statement no | Statement | N statistic | Range statistic | Minimum statistic | Maximum statistic | Sum statistic |
|--------------|---|-------------|-----------------|-------------------|-------------------|---------------|
| | our behaviour and tells right from wrong | | | | | |
| 21 | When disagreements occur, we work hard to achieve "win-win" solutions | 2 713 | 4 | 1 | 5 | 9, 276 |
| 22 | There is a "strong" culture | 2 708 | 4 | 1 | 5 | 9 047 |
| 23 | It is easy to reach consensus, even on difficult issues | 2 715 | 4 | 1 | 5 | 8 156 |
| 24 | We often have trouble reaching agreement on key issues | 2 705 | 4 | 1 | 5 | 8 076 |
| 25 | There is a clear agreement about the right way and the wrong way to do things | 2 710 | 4 | 1 | 5 | 9 537 |
| 26 | Our approach to doing business is very consistent and predictable | 2 699 | 4 | 1 | 5 | 9 370 |
| 27 | People from different parts of the organisation share a common perspective | 2 706 | 4 | 1 | 5 | 8 169 |
| 28 | It is easy to coordinate projects across different parts of the organisation | 2 693 | 4 | 1 | 5 | 7 505 |
| 29 | Working with someone from another part of the organisation is like working with someone from a different organisation | 2 718 | 4 | 1 | 5 | 8 840 |
| 30 | There is good alignment of goals across levels | 2 705 | 4 | 1 | 5 | 8 709 |
| 31 | The way things are done is very flexible and easy to change | 2 714 | 4 | 1 | 5 | 7 611 |
| 32 | We respond well to competitors and other changes in the business environment | 2 706 | 4 | 1 | 5 | 8 856 |
| 33 | New and improved ways to work are continually adopted | 2 715 | 4 | 1 | 5 | 9 374 |
| 34 | Attempts to create change usually meet with resistance | 2 708 | 4 | 1 | 5 | 8 913 |
| 35 | Different parts of the organisation often cooperate to create change | 2 693 | 4 | 1 | 5 | 8 720 |
| 36 | Customer comments and recommendations often lead to changes | 2 686 | 4 | 1 | 5 | 9 041 |
| 37 | Customer input directly influences our decisions | 2 686 | 4 | 1 | 5 | 9 106 |
| 38 | All members have a deep understanding of customer wants and needs | 2 693 | 4 | 1 | 5 | 8 565 |
| 39 | The interests of the customer are often ignored in our decisions | 2 695 | 4 | 1 | 5 | 7 336 |
| 40 | We view failure as an opportunity for learning and improvement | 2 704 | 4 | 1 | 5 | 9 644 |
| 41 | Innovation and risk taking are encouraged and rewarded | 2 691 | 4 | 1 | 5 | 8 465 |
| 42 | Lots of things "fall between the cracks" | 2 689 | 4 | 1 | 5 | 8 646 |
| 43 | Learning is an important objective of our day-to-day work | 2 701 | 4 | 1 | 5 | 10 514 |

| Statement no | Statement | N statistic | Range statistic | Minimum statistic | Maximum statistic | Sum statistic |
|--------------|---|-------------|-----------------|-------------------|-------------------|---------------|
| 44 | We make certain that the "right hand knows what the left hand is doing" | 2 704 | 4 | 1 | 5 | 8 190 |
| 45 | There is a long-term purpose and direction | 2 704 | 4 | 1 | 5 | 9 856 |
| 46 | Our strategy leads to other organisations changing the way they compete in the industry | 2 660 | | | | 8 783 |
| 47 | There is a clear mission that gives meaning and direction to our work | 2 696 | 4 | 1 | 5 | 9 953 |
| 48 | There is a clear strategy for the future | 2 692 | 4 | 1 | 5 | 9 797 |
| 49 | Our strategic direction is unclear to me | 2 697 | 4 | 1 | 5 | 6 635 |
| 50 | There is widespread agreement about goals | 2 690 | 4 | 1 | 5 | 9 210 |
| 51 | Leaders set goals that are ambitious, but realistic | 2 699 | 4 | 1 | 5 | 9 057 |
| 52 | The leadership has "gone on record" about the objectives we are trying to achieve | 2 669 | 4 | 1 | 5 | 9 622 |
| 53 | We continuously track our progress against our stated goals | 2 691 | 4 | 1 | 5 | 9 940 |
| 54 | People understand what needs to be done for us to succeed in the long run | 2 703 | 4 | 1 | 5 | 9 585 |
| 55 | We have a shared vision of what the organisation will be like in the future | 2 700 | 4 | 1 | 5 | 9 063 |
| 56 | Leaders have a long-term viewpoint | 2 686 | 4 | 1 | 5 | 9 784 |
| 57 | Short-term thinking often compromises our long-term vision | 2 676 | 4 | 1 | 5 | 8 997 |
| 58 | Our vision creates excitement and motivation for our employees | 2 692 | 4 | 1 | 5 | 8 626 |
| 59 | We are able to meet short-term demands without compromising our long-term vision | 2 676 | 4 | 1 | 5 | 8 824 |
| | Valid N (list wise) | 2 177 | | | | |

APPENDIX 2: DESCRIPTIVE STATISTICS: MEAN, STANDARD ERROR, STANDARD DEVIATION AND VARIANCE STATISTIC

| Statement no | Statement | Mean | | Standard deviation | Variance |
|--------------|---|-----------|----------------|--------------------|-----------|
| | | Statistic | Standard error | Statistic | Statistic |
| 1 | Most employees are highly involved in their work | 3,650 | 0,020 | 0,903 | 0,815 |
| 2 | Decisions are usually made at the level where the best information is available | 3,180 | 0,020 | 1,028 | 1,056 |
| 3 | Information is widely shared so that everyone can obtain the information he or she needs when it is needed | 3,380 | 0,020 | 1,015 | 1,031 |
| 4 | Everyone believes that he or she can have a positive impact | 3,250 | 0,020 | 0,970 | 0,941 |
| 5 | Business planning is ongoing and to some degree involves every one in the process | 3,300 | 0,020 | 0,970 | 0,941 |
| 6 | Cooperation across different parts of the organisation is actively encouraged | 3,390 | 0,020 | 0,937 | 0,878 |
| 7 | People work as if they are part of a team | 3,280 | 0,020 | 1,048 | 1,099 |
| 8 | Teamwork is used to get work done, rather than working according to a hierarchy | 3,490 | 0,020 | 1,000 | 1,001 |
| 9 | Teams are our primary building blocks | 3,660 | 0,020 | 0,889 | 0,791 |
| 10 | Work is organised so that each person can see the relationship between his or her job and the goals of the organisation | 3,450 | 0,020 | 0,924 | 0,853 |
| 11 | Authority is delegated so that people can act on their own | 3,380 | 0,020 | 1,005 | 1,010 |
| 12 | The "bench strength" (capability of people) is constantly improving | 3,380 | 0,020 | 0,909 | 0,826 |
| 13 | There is continuous investment in the skills of employees | 3,300 | 0,020 | 1,020 | 1,040 |
| 14 | The capabilities of people are viewed as an important source of competitive advantage | 3,410 | 0,020 | 0,027 | 0,860 |
| 15 | Problems often arise because we do not have the skills necessary to do the job | 3,070 | 0,020 | 1,099 | 1,209 |
| 16 | The leaders and managers "practise what they preach" | 3,020 | 0,020 | 1,016 | 1,033 |
| 17 | There is a characteristic management style and a distinct set of management practices | 3,330 | 0,020 | 0,827 | 0,684 |
| 18 | There is a clear and consistent set of values that governs the way we do business | 3,620 | 0,020 | 0,859 | 0,738 |
| 19 | Ignoring core values will get you into trouble | 3,870 | 0,010 | 0,805 | 0,647 |
| 20 | There is an ethical code that guides our behaviour and tells us right from wrong | 3,930 | 0,010 | 0,699 | 0,488 |
| 21 | When disagreements occur, we work hard to achieve "win-win" solutions | 3,420 | 0,020 | 0,896 | 0,802 |
| 22 | There is a "strong" culture | 3,340 | 0,020 | 0,935 | 0,873 |
| 23 | It is easy to reach consensus, even on difficult issues | 3,000 | 0,020 | 0,899 | 0,809 |
| 24 | We often have trouble reaching | 2,990 | 0,020 | 0,907 | 0,823 |

| Statement no | Statement | Mean | | Standard deviation | Variance |
|--------------|---|-----------|----------------|--------------------|-----------|
| | | Statistic | Standard error | Statistic | Statistic |
| | agreement on key issues | | | | |
| 25 | There is a clear agreement about the right way and the wrong way to do things | 3,520 | 0,020 | 0,892 | 0,795 |
| 26 | Our approach to doing business is very consistent and predictable | 3,470 | 0,020 | 0,854 | 0,730 |
| 27 | People from different parts of the organisation share a common perspective | 3,020 | 0,020 | 0,951 | 0,904 |
| 28 | It is easy to coordinate projects across different parts of the organisation | 2,790 | 0,020 | 0,920 | 0,847 |
| 29 | Working with someone from another part of the organisation is like working with someone from a different organisation | 3,250 | 0,020 | 1,019 | 1,038 |
| 30 | There is good alignment of goals across levels | 3,220 | 0,020 | 0,876 | 0,767 |
| 31 | The way things are done is very flexible and easy to change | 2,800 | 0,020 | 1,007 | 1,015 |
| 32 | We respond well to competitors and other changes in the business environment | 3,270 | 0,020 | 0,963 | 0,927 |
| 33 | New and improved ways to work are continually adopted | 3,450 | 0,020 | 0,913 | 0,834 |
| 34 | Attempts to create change usually meet with resistance | 3,290 | 0,020 | 0,924 | 0,854 |
| 35 | Different parts of the organisation often co-operate to create change | 3,240 | 0,020 | 0,817 | 0,668 |
| 36 | Customer comments and recommendations often lead to changes | 3,370 | 0,020 | 0,843 | 0,711 |
| 37 | Customer input directly influences our decisions | 3,390 | 0,020 | 0,860 | 0,740 |
| 38 | All members have a deep understanding of customer wants and needs | 3,180 | 0,020 | 1,030 | 1,062 |
| 39 | The interests of the customer are often ignored in our decisions | 2,720 | 0,020 | 1,028 | 1,057 |
| 40 | We view failure as an opportunity for learning and improvement | 3,570 | 0,020 | 0,836 | 0,699 |
| 41 | Innovation and risk taking are encouraged and rewarded | 3,150 | 0,020 | 0,970 | 0,942 |
| 42 | Lots of things "fall between the cracks" | 3,220 | 0,020 | 0,913 | 0,833 |
| 43 | Learning is an important objective of our day-to-day work | 3,890 | 0,010 | 0,766 | 0,586 |
| 44 | We make certain that the "right hand knows what the left hand is doing" | 3,030 | 0,020 | 1,020 | 1,039 |
| 45 | There is a long-term purpose and direction | 3,640 | 0,020 | 0,828 | 0,686 |
| 46 | Our strategy leads to other organisations changing the way they compete in the industry | 3,300 | 0,020 | 0,841 | 0,707 |
| 47 | There is a clear mission that gives meaning and direction to our work | 3,690 | 0,020 | 0,785 | 0,616 |
| 48 | There is a clear strategy for the future | 3,640 | 0,020 | 0,849 | 0,720 |
| 49 | Our strategic direction is unclear to me | 2,460 | 0,020 | 0,942 | 0,886 |
| 50 | There is widespread agreement about goals | 3,420 | 0,020 | 0,841 | 0,708 |
| 51 | Leaders set goals that are ambitious, but | 3,360 | 0,020 | 0,904 | 0,816 |

| Statement no | Statement | Mean | | Standard deviation | Variance |
|--------------|---|-----------|----------------|--------------------|-----------|
| | | Statistic | Standard error | Statistic | Statistic |
| | realistic | | | | |
| 52 | The leadership has "gone on record" about the objectives we are trying to achieve | 3,610 | 0,010 | 0,720 | 0,519 |
| 53 | We continuously track our progress against our stated goals | 3,690 | 0,010 | 0,762 | 0,581 |
| 54 | People understand what needs to be done for us to succeed in the long run | 3,550 | 0,020 | 0,860 | 0,740 |
| 55 | We have a shared vision of what the organisation will be like in the future | 3,360 | 0,020 | 0,908 | 0,824 |
| 56 | Leaders have a long-term viewpoint | 3,640 | 0,020 | 0,812 | 0,660 |
| 57 | Short-term thinking often compromises our long-term vision | 3,360 | 0,020 | 0,829 | 0,688 |
| 58 | Our vision creates excitement and motivation for our employees | 3,200 | 0,020 | 0,913 | 0,834 |
| 59 | We are able to meet short-term demands without compromising our long-term vision | 3,300 | 0,020 | 0,799 | 0,638 |

APPENDIX 3: DESCRIPTIVE STATISTICS: SKEWNESS AND KURTOSIS

| Statement no | Statement | Skewness | | Kurtosis | |
|--------------|---|-----------|----------------|-----------|----------------|
| | | Statistic | Standard error | Statistic | Standard error |
| 1 | Most employees are highly involved in their work | -0,905 | 0,047 | 0,338 | 0,094 |
| 2 | Decisions are usually made at the level where the best information is available | -0,379 | 0,047 | -0,949 | 0,094 |
| 3 | Information is widely shared so that everyone can obtain the information he or she needs when it is needed | -0,545 | 0,047 | -0,612 | 0,094 |
| 4 | Everyone believes that he or she can have a positive impact | -0,323 | 0,047 | -0,875 | 0,094 |
| 5 | Business planning is ongoing and to some degree involves every one in the process | -0,541 | 0,047 | -0,575 | 0,094 |
| 6 | Cooperation across different parts of the organisation is actively encouraged | -0,647 | 0,047 | -0,397 | 0,094 |
| 7 | People work as if they are part of a team | -0,417 | 0,047 | -0,861 | 0,094 |
| 8 | Teamwork is used to get work done, rather than working according to hierarchy | -0,685 | 0,047 | -0,262 | 0,094 |
| 9 | Teams are our primary building blocks | -0,721 | 0,047 | 0,240 | 0,094 |
| 10 | Work is organised so that each person can see the relationship between his or her job and the goals of the organisation | -0,743 | 0,047 | -0,188 | 0,094 |
| 11 | Authority is delegated so that people can act on their own | -0,724 | 0,047 | -0,331 | 0,094 |
| 12 | The "bench strength" (capability of people) is constantly improving | -0,673 | 0,047 | -0,231 | 0,094 |
| 13 | There is continuous investment in the skills of employees | -0,507 | 0,047 | -0,604 | 0,094 |
| 14 | The capabilities of people are viewed as an important source of competitive advantage | -0,711 | 0,047 | -0,035 | 0,094 |
| 15 | Problems often arise because we do not have the skills necessary to do the job | -0,049 | 0,047 | -1,169 | 0,094 |
| 16 | The leaders and managers "practice what they preach" | -0,283 | 0,047 | -0,772 | 0,094 |
| 17 | There is a characteristic management style and a distinct set of management practices | -0,498 | 0,047 | -0,131 | 0,094 |
| 18 | There is a clear and consistent set of values that governs the way we do business | -0,823 | 0,047 | 0,411 | 0,094 |
| 19 | Ignoring core values will get you into trouble | -0,816 | 0,047 | 0,949 | 0,094 |
| 20 | There is an ethical code that guides our behaviour and tells right from wrong | -0,999 | 0,047 | 2,245 | 0,094 |
| 21 | When disagreements occur, we work hard to achieve "win-win" solutions | -0,658 | 0,047 | -0,200 | 0,094 |
| 22 | There is a "strong" culture | -0,522 | 0,047 | -0,227 | 0,094 |
| 23 | It is easy to reach consensus, even on difficult issues | -0,160 | 0,047 | -0,962 | 0,094 |
| 24 | We often have trouble reaching agreement on key issues | 0,079 | 0,047 | -1,025 | 0,094 |

| Statement no | Statement | Skewness | | Kurtosis | |
|--------------|---|-----------|----------------|-----------|----------------|
| | | Statistic | Standard error | Statistic | Standard error |
| 25 | There is a clear agreement about the right way and the wrong way to do thing | -0,794 | 0,047 | 0,053 | 0,094 |
| 26 | Our approach to doing business is very consistent and predictable | -0,779 | 0,047 | -0,049 | 0,094 |
| 27 | People from different parts of the organisation share a common perspective | -0,242 | 0,047 | -0,904 | 0,094 |
| 28 | It is easy to coordinate projects across different parts of the organization | -0,024 | 0,047 | -0,746 | 0,094 |
| 29 | Working with someone from another part of the organisation is like working with someone from a different organization | -0,205 | 0,047 | -1,027 | 0,094 |
| 30 | There is good alignment of goals across levels | -0,388 | 0,047 | -0,593 | 0,094 |
| 31 | The way things are done is very flexible and easy to change | 0,085 | 0,047 | -1,034 | 0,094 |
| 32 | We respond well to competitors and other changes in the business environment | -0,580 | 0,047 | -0,512 | 0,094 |
| 33 | New and improved ways to work are continually adopted | -0,759 | 0,047 | -0,134 | 0,094 |
| 34 | Attempts to create change usually meet with resistance | -0,277 | 0,047 | -0,901 | 0,094 |
| 35 | Different parts of the organisation often cooperate to create change | -0,471 | 0,047 | -0,523 | 0,094 |
| 36 | Customer comments and recommendations often lead to changes | -0,572 | 0,047 | -0,385 | 0,094 |
| 37 | Customer input directly influences our decisions | -0,585 | 0,047 | -0,319 | 0,094 |
| 38 | All members have a deep understanding of customer wants and needs | -0,227 | 0,047 | -1,026 | 0,094 |
| 39 | The interests of the customer are often ignored in our decisions | 0,311 | 0,047 | -0,909 | 0,094 |
| 40 | We view failure as an opportunity for learning and improvement | -0,851 | 0,047 | 0,301 | 0,094 |
| 41 | Innovation and risk taking are encouraged and rewarded | -0,365 | 0,047 | -0,666 | 0,094 |
| 42 | Lots of things "fall between the cracks" | -0,174 | 0,047 | -0,709 | 0,094 |
| 43 | Learning is an important objective of our day-to-day work | -1,029 | 0,047 | 1,940 | 0,094 |
| 44 | We make certain that the "right hand knows what the left hand is doing" | -0,129 | 0,047 | -0,999 | 0,094 |
| 45 | There is a long-term purpose and direction | -0,951 | 0,047 | 0,913 | 0,094 |
| 46 | Our strategy leads to other organisations changing the way they compete in the industry | -0,395 | 0,047 | 0,024 | 0,095 |
| 47 | There is a clear mission that gives meaning and direction to our work | -0,944 | 0,047 | 1,114 | 0,094 |
| 48 | There is a clear strategy for the future | -0,851 | 0,047 | 0,739 | 0,094 |
| 49 | Our strategic direction is unclear to me | 0,665 | 0,047 | -0,174 | 0,094 |
| 50 | There is widespread agreement about goals | -0,650 | 0,047 | -0,149 | 0,094 |
| 51 | Leaders set goals that are ambitious, but realistic | -0,643 | 0,047 | -0,358 | 0,094 |
| 52 | The leadership has "gone on record" | -0,639 | 0,047 | 0,682 | 0,095 |

| Statement no | Statement | Skewness | | Kurtosis | |
|--------------|--|-----------|----------------|-----------|----------------|
| | | Statistic | Standard error | Statistic | Standard error |
| | about the objectives we are trying to achieve | | | | |
| 53 | We continuously track our progress against our stated goals | -0,880 | 0,047 | 1,005 | 0,094 |
| 54 | People understand what needs to be done for us to succeed in the long run | -0,842 | 0,047 | 0,175 | 0,094 |
| 55 | We have a shared vision of what the organisation will be like in the future | -0,579 | 0,047 | -0,328 | 0,094 |
| 56 | Leaders have a long-term viewpoint | -0,890 | 0,047 | 0,941 | 0,094 |
| 57 | Short-term thinking often compromises our long-term vision | -0,350 | 0,047 | -0,396 | 0,095 |
| 58 | Our vision creates excitement and motivation for our employees | -0,344 | 0,047 | -0,502 | 0,094 |
| 59 | We are able to meet short-term demands without compromising our long-term vision | -0,502 | 0,047 | -0,249 | 0,095 |

APPENDIX 4: DESCRIPTIVE STATISTICS WITH NEGATIVE STATEMENTS INVERTED: N STATISTIC, RANGE STATISTIC, MINIMUM, MAXIMUM AND SUM STATISTICS

| Statement no | Statement | N statistic | Range statistic | Minimum statistic | Maximum statistic | Sum statistic |
|--------------|---|-------------|-----------------|-------------------|-------------------|---------------|
| 15A | Problems often arise because we do not have the skills necessary to do the job | 2 721 | 4,000 | 1,000 | 5,000 | 7984,00 |
| 24A | We often have trouble reaching agreement on key issues | 2 705 | 4,000 | 1,000 | 5,000 | 8154,00 |
| 29A | Working with someone from another part of the organisation is like working with someone from a different organisation | 2 718 | 4,00 | 1,000 | 5,000 | 7468,00 |
| 34A | Attempts to create change usually meet with resistance | 2 708 | 4,000 | 1,000 | 5,000 | 7335,00 |
| 39A | The interests of the customer are often ignored in our decisions | 2 695 | 4,000 | 1,000 | 5,000 | 8834,00 |
| 42A | Lots of things "fall between the cracks" | 2 689 | 4,000 | 1,000 | 5,000 | 7488,00 |
| 49A | Our strategic direction is unclear to me | 2 697 | 4,000 | 1,000 | 5,000 | 9547,00 |
| 57A | Short-term thinking often compromises our long-term vision | 2 676 | 4,000 | 1,000 | 5,000 | 7059,00 |
| | Valid N (list wise) | 2 581 | | | | |

APPENDIX 5: DESCRIPTIVE STATISTICS: MEAN STATISTIC WITH STANDARD ERROR, STANDARD DEVIATION AND VARIANCE

| Statement no | Statement | Mean | | Standard deviation | Variance |
|--------------|---|-----------|----------------|--------------------|-----------|
| | | Statistic | Standard error | Statistic | Statistic |
| 15A | Problems often arise because we do not have the skills necessary to do the job | 2,9342 | 0,0211 | 1,09934 | 1,209 |
| 24A | We often have trouble reaching agreement on key issues | 3,0144 | 0,0174 | 0,90700 | 0,823 |
| 29A | Working with someone from another part of the organisation is like working with someone from a different organisation | 2,7476 | 0,0195 | 1,01893 | 1,038 |
| 34A | Attempts to create change usually meet with resistance | 2,7086 | 0,0178 | 0,92439 | 0,854 |
| 39A | The interests of the customer are often ignored in our decisions | 3,2779 | 0,0198 | 1,02834 | 1,057 |
| 42A | Lots of things "fall between the cracks" | 2,7847 | 0,0176 | 0,91294 | 0,833 |
| 49A | Our strategic direction is unclear to me | 3,5399 | 0,0181 | 0,94153 | 0,886 |
| 57A | Short-term thinking often compromises our long-term vision | 2,6379 | 0,0160 | 0,82939 | 0,688 |

APPENDIX 6: DESCRIPTIVE STATISTICS: SKEWNESS WITH STANDARD ERROR AND KURTOSIS WITH STANDARD ERROR

| Statement no | Statement | Skewness | | Kurtosis | |
|--------------|---|-----------|----------------|-----------|----------------|
| | | Statistic | Standard error | Statistic | Standard error |
| 15A | Problems often arise because we do not have the skills necessary to do the job | -0,049 | 0,047 | -1,169 | 0,094 |
| 24A | We often have trouble reaching agreement on key issues | -0,079 | 0,047 | -1,025 | 0,094 |
| 29A | Working with someone from another part of the organisation is like working with someone from a different organisation | 0,205 | 0,047 | -1,027 | 0,094 |
| 34A | Attempts to create change usually meet with resistance | 0,277 | 0,047 | -0,901 | 0,094 |
| 39A | The interests of the customer are often ignored in our decisions | -0,311 | 0,047 | -0,909 | 0,094 |
| 42A | Lots of things "fall between the cracks" | 0,174 | 0,047 | -0,709 | 0,094 |
| 49A | Our strategic direction is unclear to me | -0,665 | 0,047 | -0,174 | 0,094 |
| 57A | Short-term thinking often compromises our long-term vision | 0,350 | 0,047 | -0,396 | 0,095 |

APPENDIX 7: RELIABILITY FOR THE “EMPOWERMENT” SUBSCALE OF THE “INVOLVEMENT” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q1 | 13,111 | 9,012 | 0,492 | 0,746 |
| Q2 | 13,583 | 8,003 | 0,591 | 0,712 |
| Q3 | 13,383 | 8,205 | 0,561 | 0,723 |
| Q4 | 13,515 | 8,596 | 0,520 | 0,737 |
| Q5 | 13,466 | 8,459 | 0,549 | 0,728 |
| Reliability coefficients | | | | |
| N of cases = 2 706 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,7718 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 8: RELIABILITY FOR THE “TEAM ORIENTATION” SUBSCALE OF THE “INVOLVEMENT” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q6 | 13,886 | 9,276 | 0,502 | 0,795 |
| Q7 | 13,998 | 7,961 | 0,669 | 0,744 |
| Q8 | 13,784 | 8,088 | 0,692 | 0,737 |
| Q9 | 13,619 | 9,181 | 0,564 | 0,778 |
| Q10 | 13,829 | 9,163 | 0,538 | 0,785 |
| Reliability coefficients | | | | |
| N of cases = 2 679 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,8068 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 9: RELIABILITY FOR THE “CAPABILITY DEVELOPMENT” SUBSCALE OF THE “INVOLVEMENT” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q11 | 13,032 | 8,042 | 0,449 | 0,681 |
| Q12 | 13,033 | 7,833 | 0,581 | 0,633 |
| Q13 | 13,115 | 7,396 | 0,572 | 0,630 |
| Q14 | 13,003 | 7,829 | 0,561 | 0,639 |
| Q15 | 13,484 | 8,656 | 0,269 | 0,759 |
| Reliability coefficients | | | | |
| N of cases = 2 669 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,7185 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 10: RELIABILITY FOR THE “CORE VALUES” SUBSCALE OF THE “CONSISTENCY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q16 | 14,749 | 5,267 | 0,503 | 0,686 |
| Q17 | 14,444 | 5,907 | 0,512 | 0,677 |
| Q18 | 14,152 | 5,523 | 0,592 | 0,644 |
| Q19 | 13,905 | 6,468 | 0,373 | 0,727 |
| Q20 | 13,840 | 6,366 | 0,507 | 0,684 |
| Reliability coefficients | | | | |
| N of cases = 2 655 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,7313 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 11: RELIABILITY FOR THE “AGREEMENT” SUBSCALE OF THE “CONSISTENCY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q21 | 12,872 | 7,006 | 0,562 | 0,704 |
| Q22 | 12,948 | 7,206 | 0,478 | 0,734 |
| Q23 | 13,289 | 6,762 | 0,621 | 0,682 |
| Q24 | 13,274 | 7,447 | 0,446 | 0,744 |
| Q25 | 12,775 | 7,135 | 0,533 | 0,714 |
| Reliability coefficients | | | | |
| N of cases = 2 649 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,7598 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 12: RELIABILITY FOR THE “COORDINATION AND INTEGRATION” SUBSCALE OF THE “CONSISTENCY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q26 | 11,757 | 8,316 | 0,294 | 0,7623 |
| Q27 | 12,212 | 6,687 | 0,591 | 0,6577 |
| Q28 | 12,446 | 6,748 | 0,607 | 0,6524 |
| Q29 | 12,487 | 6,969 | 0,463 | 0,7108 |
| Q30 | 12,014 | 7,084 | 0,568 | 0,6694 |
| Reliability coefficients | | | | |
| N of cases = 2 632 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,738 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 13: RELIABILITY FOR THE “CREATING CHANGE” SUBSCALE OF THE “ADAPTABILITY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q31 | 12,667 | 6,246 | 0,478 | 0,6311 |
| Q32 | 12,204 | 6,267 | 0,514 | 0,6143 |
| Q33 | 12,020 | 6,318 | 0,550 | 0,6998 |
| Q34 | 12,767 | 7,337 | 0,295 | 0,7060 |
| Q35 | 12,236 | 7,182 | 0,418 | 0,6569 |
| Reliability coefficients | | | | |
| N of cases = 2 631 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,693 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 14: RELIABILITY FOR THE “CUSTOMER FOCUS” SUBSCALE OF THE “ADAPTABILITY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q36 | 9,848 | 4,866 | 0,537 | 0,620 |
| Q37 | 9,825 | 4,818 | 0,537 | 0,619 |
| Q38 | 10,035 | 4,580 | 0,440 | 0,679 |
| Q39 | 9,935 | 4,476 | 0,473 | 0,656 |
| Reliability coefficients | | | | |
| N of cases = 2 648 | | | | |
| N of items = 4 | | | | |
| Alpha = 0,706 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 15: RELIABILITY FOR THE “ORGANISATIONAL LEARNING” SUBSCALE OF THE “ADAPTABILITY” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q40 | 12,833 | 6,927 | 0,526 | 0,679 |
| Q41 | 13,256 | 6,491 | 0,507 | 0,685 |
| Q42 | 13,614 | 6,883 | 0,469 | 0,699 |
| Q43 | 12,505 | 7,499 | 0,442 | 0,709 |
| Q44 | 13,371 | 6,137 | 0,547 | 0,668 |
| Reliability coefficients | | | | |
| N of Cases = 2 635 | | | | |
| N of items = 4 | | | | |
| Alpha = 0,734 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 16: RELIABILITY FOR THE “STRATEGIC DIRECTION” SUBSCALE OF THE “MISSION” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q45 | 14,184 | 7,419 | 0,692 | 0,807 |
| Q46 | 14,524 | 8,178 | 0,489 | 0,859 |
| Q47 | 14,134 | 7,473 | 0,736 | 0,798 |
| Q48 | 14,185 | 7,028 | 0,774 | 0,784 |
| Q49 | 14,286 | 7,216 | 0,619 | 0,829 |
| Reliability coefficients | | | | |
| N of cases = 2 604 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,848 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 17 RELIABILITY FOR THE “OBJECTIVES AND GOALS” SUBSCALE OF THE “MISSION” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q50 | 14,203 | 5,793 | 0,574 | 0,721 |
| Q51 | 14,274 | 5,730 | 0,524 | 0,741 |
| Q52 | 14,020 | 6,464 | 0,506 | 0,745 |
| Q53 | 13,931 | 6,122 | 0,562 | 0,726 |
| Q54 | 14,085 | 5,742 | 0,568 | 0,723 |
| Reliability coefficients | | | | |
| N of cases = 2 616 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,773 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.

APPENDIX 18: RELIABILITY FOR THE “VISION” SUBSCALE OF THE “MISSION” SCALE

| | Scale | Scale | Corrected | |
|---------------------------------|----------------|-----------------|--------------------|----------------|
| | mean | variance | item- | Alpha |
| | if item | if item | total | if item |
| | deleted | deleted | correlation | deleted |
| Q55 | 12,783 | 5,393 | 0,593 | 0,636 |
| Q56 | 12,500 | 5,842 | 0,567 | 0,651 |
| Q57 | 13,504 | 7,198 | 0,188 | 0,785 |
| Q58 | 12,941 | 5,472 | 0,565 | 0,648 |
| Q59 | 12,850 | 5,907 | 0,559 | 0,654 |
| Reliability coefficients | | | | |
| N of cases = 2 611 | | | | |
| N of items = 5 | | | | |
| Alpha = 0,727 | | | | |

As can be seen from the analyses above, despite the small number of items in these smaller subscales, reliability coefficients and item-total correlations are still above acceptable levels in most cases.