

Survey on information/communications technology and organizational structure at Workplace

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Preparatory survey

Q1 Are you working at present?

- 1. No. (Questionnaire ends.)
- 2. Yes. (To Q2)

Q2 Have you changed job in the last three years?

- 1. No, I have been working at my present company for over three years.
(To the Questionnaire)
- 2. Yes, I have. (Questionnaire ends.)

Questionnaire

Q1 What is your occupation?

Please select the appropriate response (Randomized settings)

- 1. Specialist/technician
- 2. Manager
- 3. Clerk/office worker
- 4. Salesperson
- 5. Service worker
- 6. Security worker
- 7. Agriculture/forestry/fisheries worker
- 8. Transportation/communications worker
- 9. Manufacturing worker/manual laborer
- 10. Other (please enter in 20 characters or less in Japanese) ()

Q6 Please select all appropriate responds from the list below software that you are confident you can use well.

- 1. Word processors
- 2. Spreadsheets
- 3. Presentation software
- 4. Email software
- 5. Groupware
- 6. Web search engines
- 7. Databases

Q7 Does your company have a homepage?

- 1. No
- 2. Yes

Q8 In what way are computers (excepting mobile devices) shared at your company?

- 1. Computers are not used
- 2. Several people share one computer
- 3. One computer per person
- 4. Two or more computers per person

Q9 Do you use a mobile terminal at work?

- 1. No (To Q11)
- 2. Yes (To Q10)

Q10 Please answer this question only if you answered 'Yes' to Q9. What kind of mobile terminal? Please select the appropriate response.

- 1. Cellular telephone
- 2. PDA
- 3. Other ()

Q11 In what way do you use the following knowledge databases that utilize information systems?

Please select all appropriate responses. (randomized setting)

- 1. To share process information about regular work
- 2. To share information about meetings
- 3. To share information about official presentations
- 4. To record project results and share information about project reports, etc.
- 5. To share HR-related information including individual profiles

Q12 How does the situation at your workplace at present differ from that three years ago? Please select the appropriate locations below.

	Increased	No change	Decreased
Satellite offices			
Hierarchical levels between president and regular employees			
Types of mid-level manager			
Number of mid-level managers			
Number of subordinates per manager			
Percentage of part-time staff			
Percentage of dispatched employees			
Outsourcing			
Project teams spanning organization laterally			
Project teams not spanning organization laterally			
Number of people in smallest team in company			

Q13 Please select all responses that apply to your workplace.

- 1. Authority is being handed over from upper to lower organizational levels
- 2. Stock options (the right to purchase shares in one's own company) are being offered
- 3. An employee stock ownership plan is being offered
- 4. Flexi-time is being used
- 5. The company is being split up
- 6. Roles of members of the smallest-sized company team are being clarified

Q14 How has the flow of information changed due to increased use of IT at your workplace? Please select the appropriate responses in each box.

direction	Increased	Increased somewhat	No change	Decreased somewhat	Decreased
From employees to managers					
From managers to employees					
From employees to employees					

Q15 How has the speed of information transfer been affected by the increased use of IT at your workplace? Please select the appropriate responses in each box.

direction	Increased	Increased somewhat	No change	Decreased somewhat	Decreased
From employees to Managers					
From managers to Employees					
From employees to employees					

Q16 Do you take part in creative activities (e.g. proposing revolutionary systems or novel work practices) at your workplace?

- 1. No
- 2. To an extent
- 3. Very much

Q17 How would you describe the speed at which you have been promoted compared to people who entered the company at the same time as you?

- 1. Very slow
- 2. Somewhat slow
- 3. Average
- 4. Somewhat fast
- 5. Very fast

Q18 Are you evaluated as 'a contributor to the company' at your workplace?

- 1. Not at all
- 2. Not particularly
- 3. To an average level
- 4. Somewhat
- 5. Very much

Q19 How confident are you in your skills at the workplace?

- 1. Not at all
- 2. Not much
- 3. Somewhat
- 4. Very much

Q20 How satisfied are you with your current company and work in general?

- 1. Not at all
- 2. Not much
- 3. Somewhat
- 4. Very much

Q21 What is the likelihood of your changing employer?

- 1. I will probably stay with the same company
- 2. I would change jobs if I found a company where I could make more use of my skills
- 3. I would change jobs if it would improve my financial situation

Q22 Is your salary directly linked to your work-related performance (results)?

- 1. Not at all
- 2. Not really
- 3. To an extent
- 4. Very much

Q23 Which of the following carries most weight in the system of remuneration at your company?

Please select the appropriate response.

- 1. Seniority
- 2. Individual results (performance)
- 3. Performance of organizational units (company, division, section, project section)
- 4. Skills and expert knowledge

Q24 Is the system of remuneration at your company an annual salary system?

- 1. No
- 2. Yes

Q25 Which of the following are true of your company? Please select all appropriate responses.

- 1. On-the-job training is highly valued
- 2. Duties are subdivided and fixed
- 3. Reassignment takes place in order to build a wide skill range
- 4. Duties are changed flexibly in order to assist colleagues and other departments as necessary
- 5. Labor and management are formed such that they collaborate to solve diverse problems
- 6. An early retirement system is in place

Q26 Do you possess/wish to possess official qualifications or similar certification?

- 1. I have no interest in possessing qualifications
- 2. I would like to obtain official work-related qualifications
- 3. I possess work-related qualifications, but have not thought about obtaining any others
- 4. I possess work-related qualifications and would like to obtain others

Q27 Which of the following does your company value as a means to encourage staff to learn about IT? Please select all appropriate responses.

- 1. Financial assistance, including class fees for distance education
- 2. Hosting of lectures, seminars, etc.
- 3. Endowment of paid leave for training/education
- 4. Arrangement of working hours (use of flexi-time system, etc.)
- 5. Provision of information regarding training/education (introduction of external training institutions, etc.)

Q28 Which of the following best describes your immediate supervisor?

- 1. I have no immediate supervisor
- 2. Joined the company directly after graduation
- 3. Joined the company some time after graduation
- 4. Don't know

Q29 What kind of person is the leader (manager) of your department or group? Please select all appropriate responses.

- 1. He/she has a high level of work-related specialist knowledge
- 2. He/she has a good grasp of the situation and abilities of members of the organization; a good team manager
- 3. He/she attempts new methods and makes proposals without being bound by tradition
- 4. He/she has many networks and personal connections inside and outside the company
- 5. He/she has the ability to obtain management resources including information, time, budget, and human resources.
- 6. He/she is skilled in passing on (and regulating) information and opinions from subordinates to members of upper management
- 7. He/she has a cosmopolitan outlook
- 8. He/she has the ability to motivate people with diverse career backgrounds and characteristics
- 9. He/she has the ability to rapidly obtain/disseminate information and make appropriate decisions
- 10. There is no department or group leader (manager) (To Q30)

Q30 Overall, how satisfied are you with your department/group leader (manager)?

- 1. Very unsatisfied
- 2. Somewhat unsatisfied
- 3. More or less satisfied
- 4. Satisfied

Q31 How many employees are working in your company?

Approximately () people

Q32 Is your company Japanese or foreign-owned?

- 1. Japanese
- 2. Foreign-owned
- 3. Difficult to say

Q33 Have you ever changed job? How many times? If you have never changed job, please enter a zero.

() times

Q34 What is your position in the company?

- 1. No official position
- 2. Managerial position other than those described below
- 3. Vice manager/division chief/group leader
- 4. General manager/executive manager/section chief
- 5. Company director/company executive

Q35 How long ago was your most recent promotion?

Please enter a zero if you have never been promoted or do not remember the date of your promotion.

() years () months

Q36 What size is the capital fund of your company?

() million yen

Q37 How long have you been employed at your current company?

Total years consecutive employment at company: () years

Q38 What is your annual income? (SA) Please select your pre-tax income from the below.

- 1. Under 2 million yen
- 2. 2 - 2.99 million yen
- 3. 3 - 3.99 million yen
- 4. 4 - 4.99 million yen
- 5. 5 - 5.99 million yen
- 6. 6 - 6.99 million yen
- 7. 7 - 7.99 million yen
- 8. 8 - 8.99 million yen
- 9. 9 - 9.99 million yen
- 10. 10.00 million yen or more

Q39 What is your education level? Please select education level from the below.

- 1. Junior high school graduate
- 2. High school graduate
- 3. Technical college graduate
- 4. Junior college graduate
- 5. Technical college graduate
- 6. University graduate
- 7. Graduate school graduate
- 8. Other ()

Q40 What is the education level of your spouse (husband/wife)

- 1. Junior high school graduate
- 2. High school graduate
- 3. Technical college graduate
- 4. Junior college graduate
- 5. High-level technical college graduate
- 6. University graduate
- 7. Graduate school graduate
- 8. Other ()

Q41 How do you evaluate people unknown to you? Please select the appropriate response in each box.

	Disagree strongly	Disagree somewhat	Difficult to say	Agree somewhat	Agree strongly
Most people are basically honest	A()	B()	C()	D()	E()
I tend to trust people	A()	B()	C()	D()	E()
Most people are basically good and kind	A()	B()	C()	D()	E()
Most people trust others	A()	B()	C()	D()	E()
Most people can be trusted	A()	B()	C()	D()	E()

Q42 How is important information (customer information/internal product development information, etc.) handled at your company? Please select the appropriate response.

- 1. It can easily be taken home to work on
- 2. It can be taken home to work on with permission from a superior
- 3. It cannot be taken home
- 4. It can be externally accessed and worked on through the Internet
- 5. It can be externally accessed and worked on using a high-security level VPN

Q43 At your company, who is the contact person in times of IT-related problems? Please select all appropriate responses.

- 1. A superior
- 2. A staff member in a specialist department
- 3. Other ()

Q44 How does your company conduct relations with other companies? Please select all appropriate responses.

- 1. Meetings are conducted face-to-face
- 2. Product information is provided by Direct Mail
- 3. Product information is provided by FAX
- 4. Estimates and the like are sent/received by FAX
- 5. Product information is provided by Email
- 6. Estimates and the like are sent/received by Email
- 7. The company makes electronic payments
- 8. Meetings are conducted using ISDN, video conferencing or other IT system

Q45 How does your company conduct relations with customers? Please select all appropriate responses.

- 1. Meetings are conducted face-to-face
- 2. Product information is provided by DM
- 3. Product information is provided by FAX
- 4. Estimates and the like are sent/received by FAX
- 5. Product information is provided by E-mail
- 6. Estimates and the like are sent/received by E-mail
- 7. The company makes electronic payments

Q46 To what extent has IT been adopted in offices in your company? Please select all appropriate responses.

- 1. ISDN or Internet video conference system is used
- 2. An Internet messenger (AOL, Yahoo!, MSN messenger, etc) is used
- 3. Software used at the company is installed on servers rather than individual computers, and is used remotely
- 4. Groupware is used
- 5. Wired Internet is available
- 6. Wired Internet (internal network) is available
- 7. Wireless Internet is available
- 8. Wireless Internet (internal network) is available
- 9. IC cards are used as employee identification
- 10. All work-related devices (photocopiers, etc.) at the company have an IP address

Q47 How do you feel about adoption of IT at your company?

- 1. Work speed has not increased at all
- 2. Work speed has not increased
- 3. Difficult to say
- 4. Work speed has increased
- 5. Work speed has increased greatly

Q48 Please give reasons for your answer to Q47.

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