

Appendix 1- Test of Normality

Construct I: Leadership

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalLeadership	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalLeadership	Mean	36.8309	.55834
	95% Confidence Interval for Mean		
	Lower Bound	35.7206	
	Upper Bound	37.9413	
	5% Trimmed Mean	36.8873	
	Median	37.0000	
	Variance	26.499	
	Std. Deviation	5.14768	
	Minimum	25.00	
	Maximum	48.00	
	Range	23.00	
	Interquartile Range	6.50	
	Skewness	-.231	.261
	Kurtosis	-.213	.517

Extreme Values

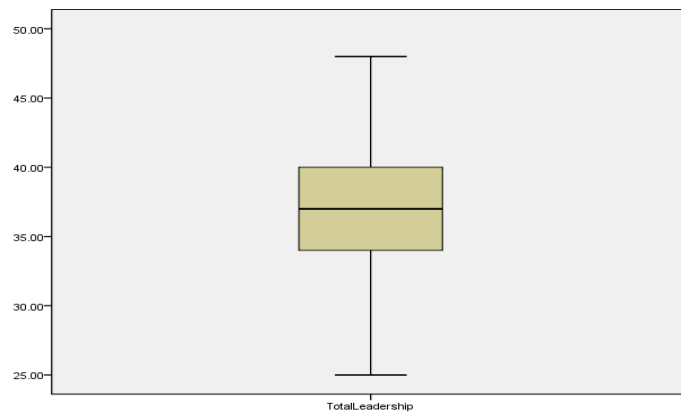
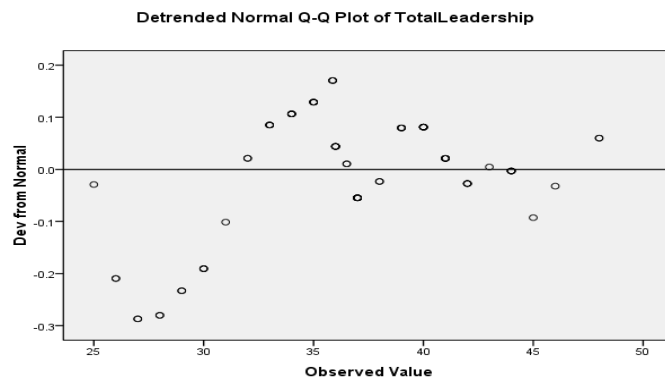
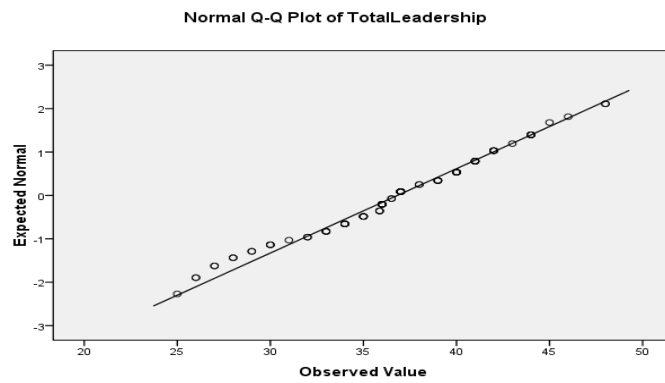
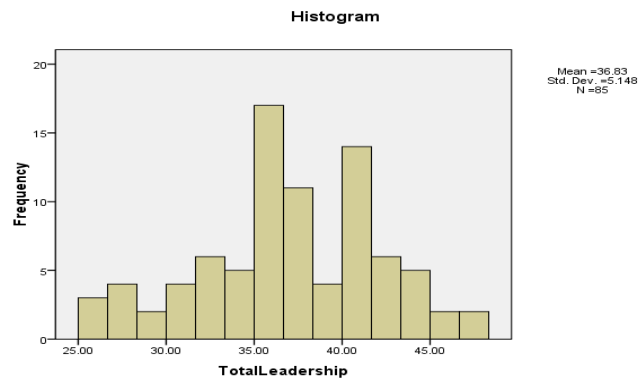
			Case Number	Value
TotalLeadership	Highest	1	26	48.00
		2	43	48.00
		3	18	46.00
		4	10	45.00
		5	12	44.00 ^a
	Lowest	1	62	25.00
		2	58	26.00
		3	4	26.00
		4	66	27.00
		5	9	27.00

a. Only a partial list of cases with the value 44.00 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalLeadership	.085	85	.192	.981	85	.238

a. Lilliefors Significance Correction



Construct II: Employee Competence

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalEmployeeCompetence	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalEmployeeCompetence	Mean	22.4087	.24588
	95% Confidence Interval for Mean		
	Lower Bound	21.9198	
	Upper Bound	22.8977	
	5% Trimmed Mean	22.4280	
	Median	22.3700	
	Variance	5.139	
	Std. Deviation	2.26686	
	Minimum	17.00	
	Maximum	28.00	
	Range	11.00	
	Interquartile Range	3.00	
	Skewness	-.087	.261
	Kurtosis	.260	.517

Extreme Values

			Case Number	Value
TotalEmployeeCompetence	Highest	1	69	28.00
		2	16	27.00
		3	42	27.00
		4	10	26.00
		5	12	26.00 ^a
	Lowest	1	80	17.00
		2	36	17.00
		3	78	18.00
		4	59	18.00
		5	25	18.00 ^b

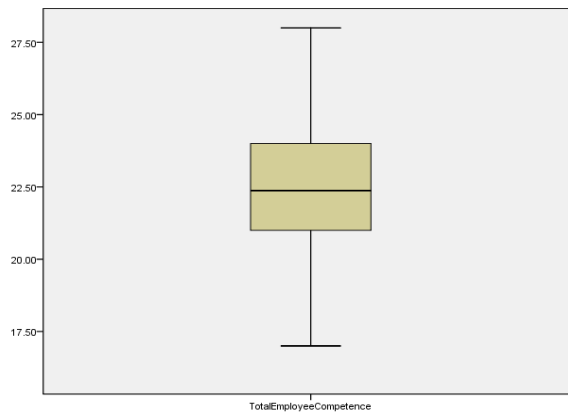
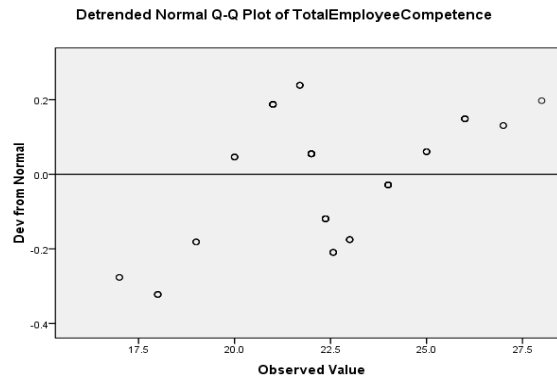
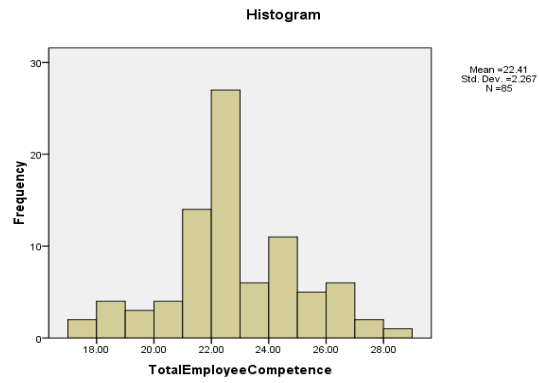
a. Only a partial list of cases with the value 26.00 are shown in the table of upper extremes.

b. Only a partial list of cases with the value 18.00 are shown in the table of lower extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalEmployeeCompetence	.118	85	.005	.967	85	.030

a. Lilliefors Significance Correction



Construct III: Information and Organization Intelligence

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalInfoOrgIntelligence	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalInfoOrgIntelligence	Mean	93.7188	1.78244
	95% Confidence Interval for Mean		
	Lower Bound	90.1743	
	Upper Bound	97.2634	
	5% Trimmed Mean	94.2660	
	Median	93.0000	
	Variance	270.052	
	Std. Deviation	16.43325	
	Minimum	54.00	
	Maximum	128.00	
	Range	74.00	
	Interquartile Range	21.00	
	Skewness	-.435	.261
	Kurtosis	.207	.517

Extreme Values

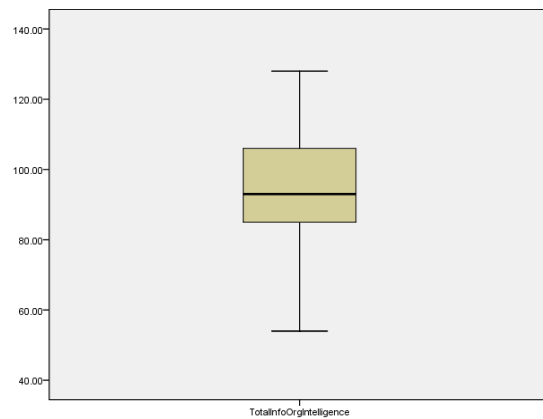
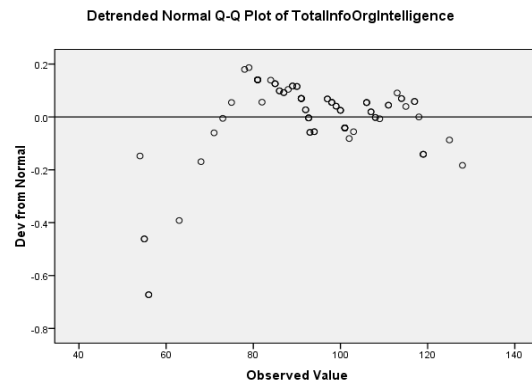
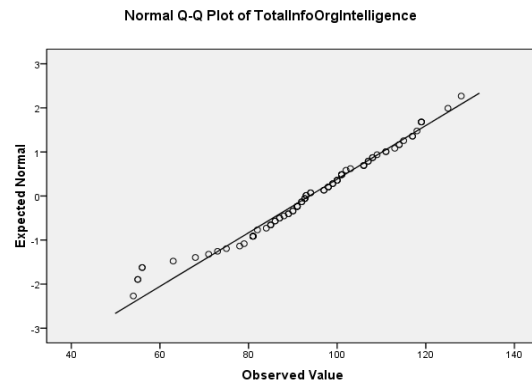
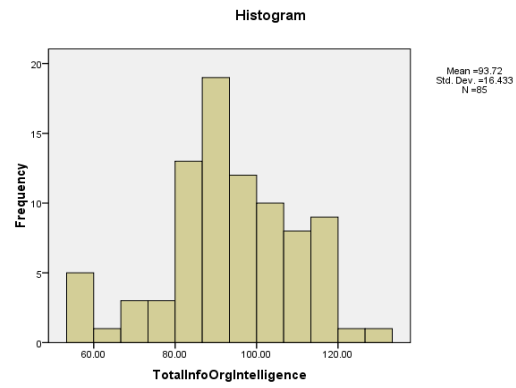
			Case Number	Value
TotalInfoOrgIntelligence	Highest	1	77	128.00
		2	68	125.00
		3	16	119.00
		4	42	119.00
		5	65	119.00
	Lowest	1	83	54.00
		2	62	55.00
		3	41	55.00
		4	54	56.00
		5	3	56.00

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalInfoOrgIntelligence	.078	85	.200*	.971	85	.054

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.



Construct IV: Culture and Climate**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalCultureClimate	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalCultureClimate	Mean	48.8812	.80087
	95% Confidence Interval for Mean		
	Lower Bound	47.2886	
	Upper Bound	50.4738	
	5% Trimmed Mean	49.0902	
	Median	49.0000	
	Variance	54.519	
	Std. Deviation	7.38367	
	Minimum	31.00	
	Maximum	64.00	
	Range	33.00	
	Interquartile Range	10.00	
	Skewness	-.378	.261
	Kurtosis	-.149	.517

Extreme Values

			Case Number	Value
TotalCultureClimate	Highest	1	16	64.00
		2	11	62.00
		3	32	61.00
		4	43	61.00
		5	17	60.00 ^a
	Lowest	1	78	31.00
		2	57	31.00
		3	58	33.00
		4	31	33.00
		5	3	34.00

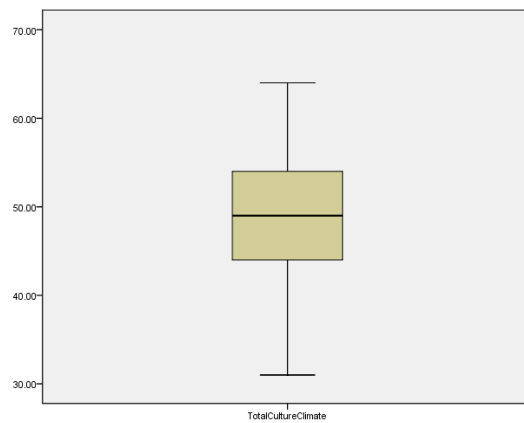
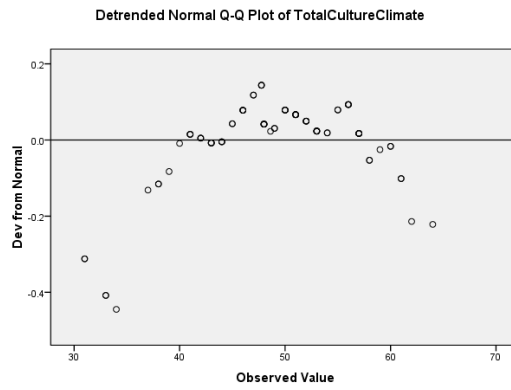
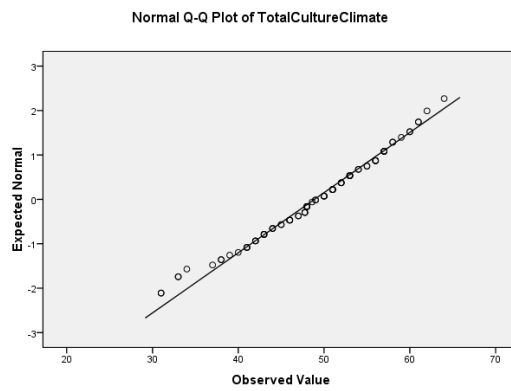
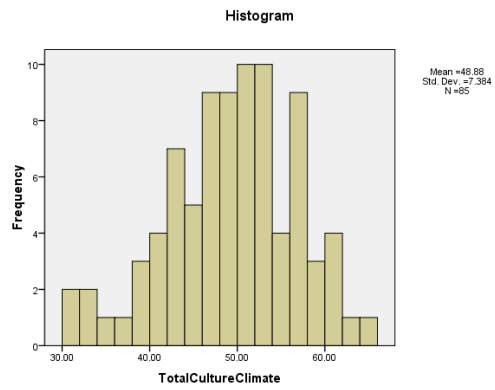
a. Only a partial list of cases with the value 60.00 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalCultureClimate	.075	85	.200*	.981	85	.263

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.



Construct V: Organization Structure, Processes, Systems, and Standards

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalOrgStructure	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalOrgStructure	Mean	51.8527	1.03390
	95% Confidence Interval for Mean		
		Lower Bound	49.7967
		Upper Bound	53.9087
	5% Trimmed Mean	51.9801	
	Median	52.0000	
	Variance	90.860	
	Std. Deviation	9.53207	
	Minimum	28.00	
	Maximum	71.00	
	Range	43.00	
	Interquartile Range	13.00	
	Skewness	-.223	.261
	Kurtosis	-.250	.517

Extreme Values

			Case Number	Value
TotalOrgStructure	Highest	1	40	71.00
		2	17	70.00
		3	16	69.00
		4	77	69.00
		5	32	67.00 ^a
	Lowest	1	3	28.00
		2	78	33.00
		3	59	33.00
		4	57	33.00
		5	30	33.00

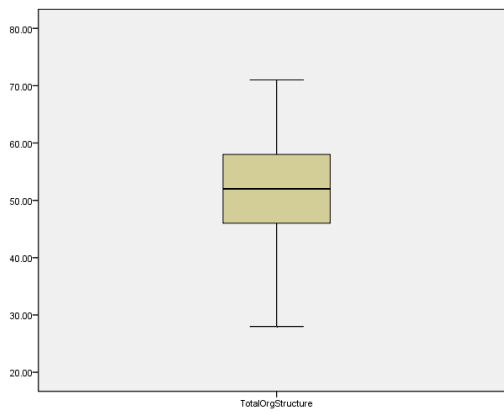
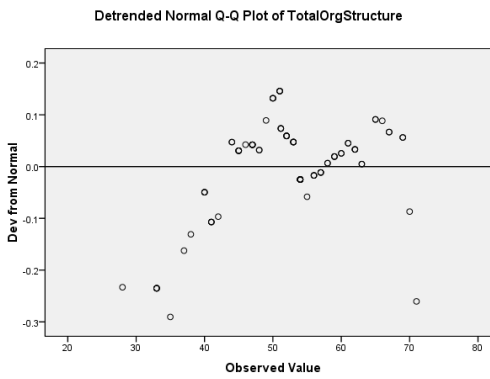
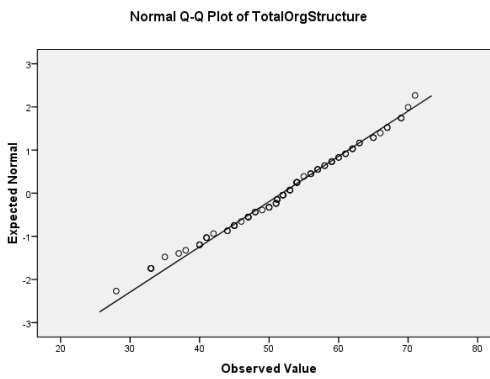
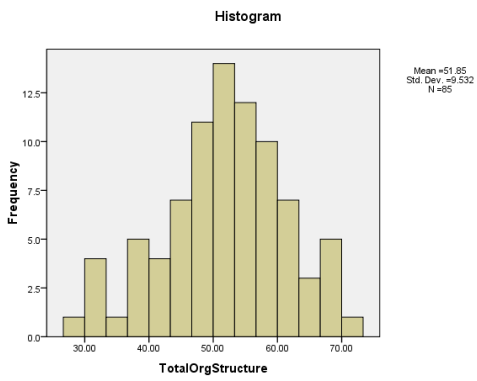
a. Only a partial list of cases with the value 67.00 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalOrgStructure	.076	85	.200 [*]	.986	85	.470

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.



Construct VI: Market and Customer Orientation**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalMarketCustomerOrientation	85	100.0%	0	.0%	85	100.0%

Descriptives

			Statistic	Std. Error
TotalMarketCustomerOrientation	Mean		57.5202	.91642
	95% Confidence Interval for Mean	Lower Bound	55.6978	
		Upper Bound	59.3426	
	5% Trimmed Mean		57.5944	
	Median		57.0000	
	Variance		71.385	
	Std. Deviation		8.44894	
	Minimum		40.00	
	Maximum		75.00	
	Range		35.00	
	Interquartile Range		12.50	
	Skewness		-.153	.261
	Kurtosis		-.654	.517

Extreme Values

		Case Number	Value
TotalMarketCustomerOrientat ion	Highest	1	27
		2	38
		3	40
		4	44
		5	11
	Lowest	1	78
		2	59
		3	3
		4	58
		5	30
			75.00
			73.00
			72.00
			72.00
			70.00 ^a
			40.00
			40.00
			41.00
			42.00
			43.00

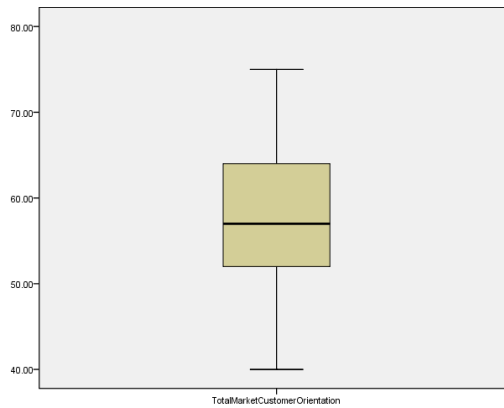
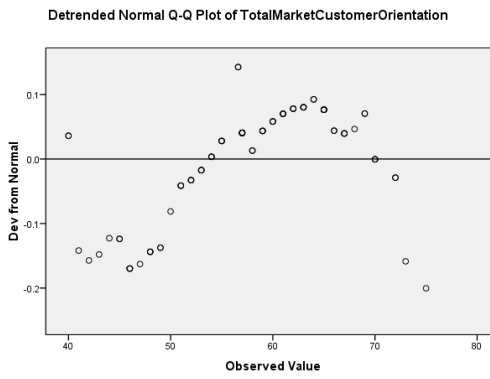
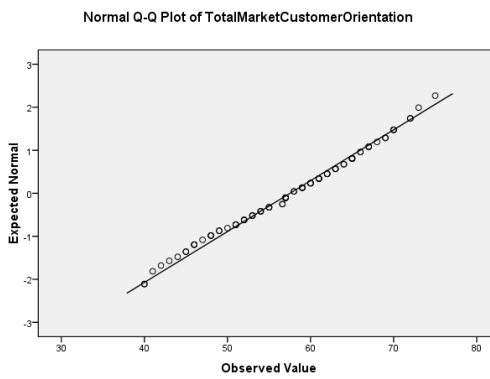
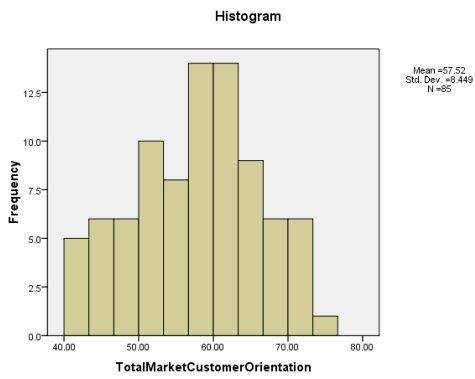
a. Only a partial list of cases with the value 70.00 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalMarketCustomerOrientat ion	.069	85	.200 [*]	.984	85	.375

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.



Construct VII: Creativity and Idea Management**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalCreativityIdeaMgt	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalCreativityIdeaMgt	Mean	37.1044	.61671
	95% Confidence Interval for Mean	Lower Bound 35.8780	
		Upper Bound 38.3308	
	5% Trimmed Mean	37.2009	
	Median	37.0000	
	Variance	32.328	
	Std. Deviation	5.68581	
	Minimum	24.00	
	Maximum	49.00	
	Range	25.00	
	Interquartile Range	8.00	
	Skewness	-.182	.261
	Kurtosis	-.404	.517

Extreme Values

			Case Number	Value
TotalCreativityIdeaMgt	Highest	1	43	49.00
		2	11	47.00
		3	26	47.00
		4	10	46.00
		5	17	46.00 ^a
	Lowest	1	57	24.00
		2	59	25.00
		3	66	26.00
		4	31	26.00
		5	29	26.00

a. Only a partial list of cases with the value 46.00 are shown in the table of upper extremes.

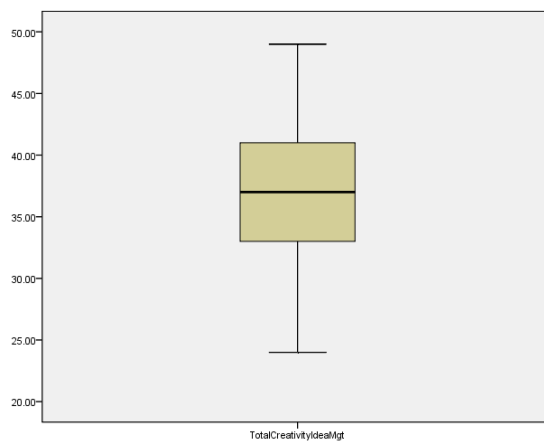
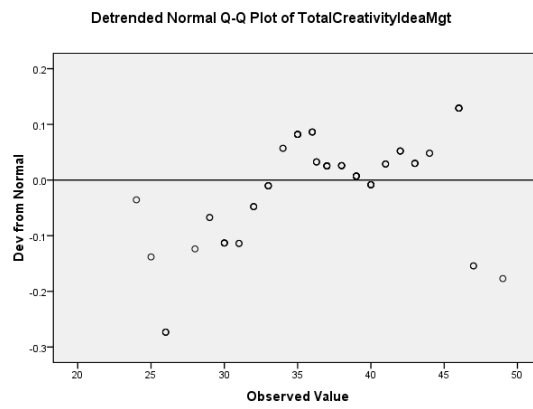
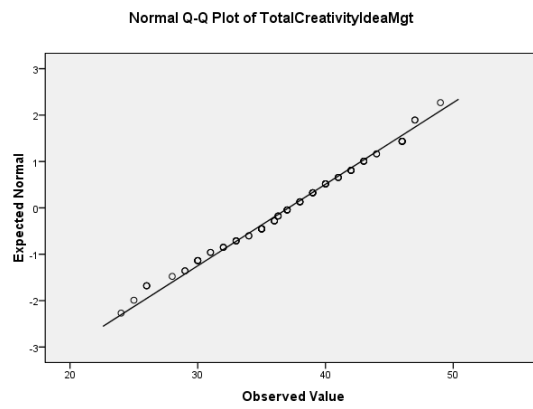
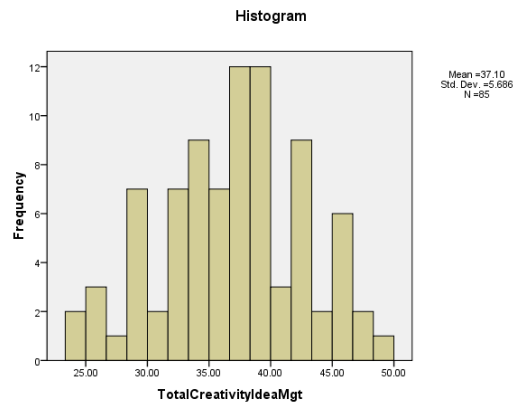
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalCreativityIdeaMgt	.073	85	.200 [*]	.984	85	.375

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

Appendix 1- Test of Normality



Construct VIII: Management of Technology

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalTechMgt	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TotalTechMgt	Mean	18.2948	.33715
	95% Confidence Interval for Mean		
	Lower Bound	17.6244	
	Upper Bound	18.9653	
	5% Trimmed Mean	18.2459	
	Median	18.0000	
	Variance	9.662	
	Std. Deviation	3.10839	
	Minimum	12.00	
	Maximum	25.00	
	Range	13.00	
	Interquartile Range	4.00	
	Skewness	.378	.261
	Kurtosis	-.457	.517

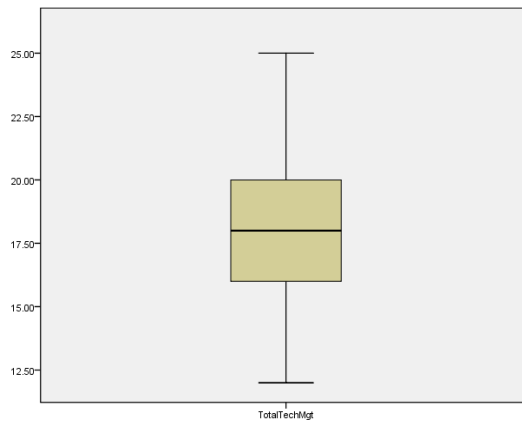
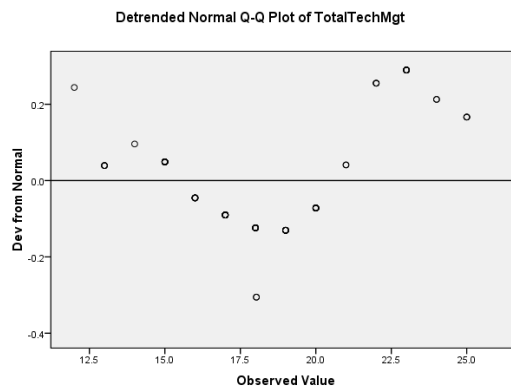
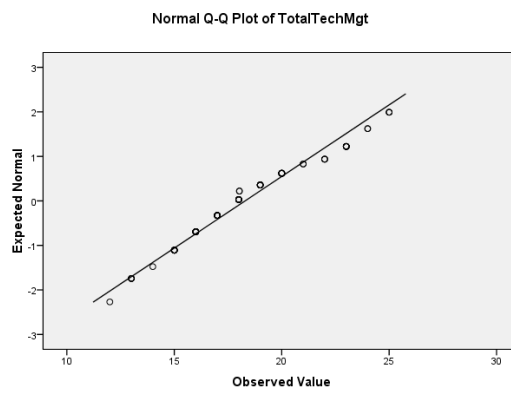
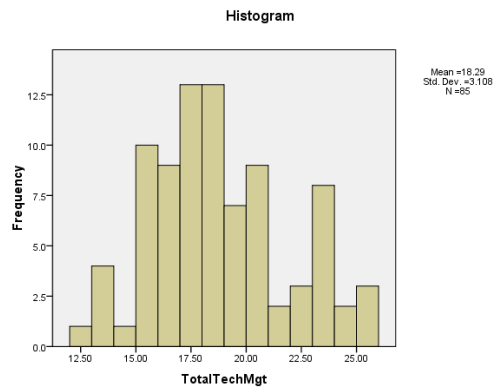
Extreme Values

			Case Number	Value
TotalTechMgt	Highest	1	33	25.00
		2	43	25.00
		3	44	25.00
		4	10	24.00
		5	23	24.00
	Lowest	1	34	12.00
		2	59	13.00
		3	51	13.00
		4	49	13.00
		5	37	13.00

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalTechMgt	.134	85	.001	.960	85	.011

a. Lilliefors Significance Correction



Construct IX: Innovation Performance Measures**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TINNP	85	100.0%	0	.0%	85	100.0%

Descriptives

		Statistic	Std. Error
TINNP	Mean	23.6372	.58172
	95% Confidence Interval for Mean		
		Lower Bound	22.4804
		Upper Bound	24.7940
	5% Trimmed Mean	23.6091	
	Median	24.0000	
	Variance	28.764	
	Std. Deviation	5.36318	
	Minimum	13.42	
	Maximum	34.00	
	Range	20.58	
	Interquartile Range	8.30	
	Skewness	.069	.261
	Kurtosis	-.784	.517

Extreme Values

			Case Number	Value
TINNP	Highest	1	15	34.00
		2	29	34.00
		3	68	33.62
		4	4	33.00
		5	12	33.00
	Lowest	1	41	13.42
		2	34	13.53
		3	31	14.42
		4	8	15.00
		5	70	15.31

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TINNP	.069	85	.200*	.975	85	.091

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

