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Addendum 1 Results of searches

In the table is indicated what the relevant results were of searches done in PiCarta when the research was commenced in January 2005. The combination of keywords used are only indicated in English but were also translated and used in the Dutch language. The research results reflect all results from 2000 that were found in English and Dutch sources in relation to a combination of keywords used which were compared with the title words and keywords connected to the documents. For a number of terms synonyms or alternative terms were used as is indicated by the footnotes.

Combinations of keywords used	**Results in Picarta**	
	Number found according to the criteria	**Number relevant to this research**
'academic' and 'competencies'	28	4
'academic' and 'competencies' and 'leadership[1]'	5	2
'academic' and 'competencies' and 'management[2]'	14	3
'competencies' and 'knowledge management'	8	4
'competencies' and 'knowledge management' and 'academic'	4	0
'competencies' and 'knowledge management' and 'management'	7	3
'competencies' and 'learning organization[3]'	3	1
'ICT[4]' and 'competencies' and 'academic'	6	0
'ICT' and 'competencies' and 'management'	2	1
'ICT' and 'competencies' and 'leadership'	1	1
'ICT' and 'competencies'	9	4
'ICT' and 'security' and 'awareness'	11	8
'ICT' and 'security' and 'leadership'	3	1
'ICT' and 'security' and 'management'	28	11
'Information society' and 'academic competencies'	1	0
'Information society' and 'competency management'	0	0

[1] Leadership, leader
[2] Management, managerial
[3] Organization, organisation
[4] ICT, information technology

‘informaton society’ and ‘change’	66	9
‘informaton society’ and ‘change’ and ‘leadership’	3	0
‘informaton society’ and ‘change’ and ‘management’	9	3
‘Information society’ and ‘knowledge management’	6	2
‘Information society’ and ‘learning organization’	1	1
‘information behaviour’ and management	9	0
‘innovation’ and ‘ict’ and ‘competencies’	2	1
‘innovation’ and ‘management’ and ‘competencies’	3	3
‘innovation’ and ‘leadership’ and ‘competencies’	1	1

Addendum 2 Semi-structured interviews

Introduction and explanation of the purpose of the research and the role the interviews play in the research

In short is the purpose of the research to determine the influence of ICT on the labour situation of the officer in the Netherlands Defence Organization (NLDO). Furthermore to obtain insight in the ICT and ICT-related competencies that are required at academic working and thinking level in the NLDO. The results of this research will be used to support the implementation of a digital learning environment of the Faculty of Military Sciences of the Netherlands Defence Academy. The results of the research will be processed anonymously.

1. What are in your opinion the important ICT-competencies that officers need in order to function effectively in the NLDO? Which ICT generic and specific applications are necessary, how is ICT used at an operational, structural and strategic level?

2. What are in your opinion the ICT-competencies that officers need in order to function effectively during operational missions (Including international cooperation, sharing information and ensuring security of information)?

3. What is in your opinion the role that mobile technology could play in supporting the working activities in the NLDO at an academic working and thinking level?

4. What is in your opinion the role of the officer regarding creating a learning organization within the NLDO, the role of communities of practice, knowledge management, competency management , creating security awareness amongst their staff and the management of changes and innovation as a result of implementation of ICT.

5. What is in your opinion the current status and importance of agreement of univocal standards for provision of information and ICT-architecture (regarding

software, hardware and networks) nationally in the NLDO and internationally between military partners?

6. How could in your opinion a digital learning environment be used to support the development of the required ICT and ICT-related academic competencies within the Faculty of Military Sciences of the Netherlands Defence Academy.

7. What is in your opinion the need for a digital learning environment for current academic employees of the NLDO?

Any further comments?

Addendum 3 Questionnaire

Supporting the development of ICT- related academic competencies in a digital learning environment.

Dear Participant

You are invited to participate in a research project aimed at determining the influence of ICT on the working environment and to determine the ICT-related competencies that are required at academic working and thinking level in the Netherlands Defence Organization (NLDO). The results of this research will be used to support the implementation of a digital learning environment of the Faculty of Military Sciences of the Netherlands Defence Academy.

Your participation in this research project is voluntary and confidential. The questionnaire will take approximately 25 minutes to complete.

If you are willing to participate in this study, please sign this letter as a declaration of your consent, i.e. that you participate in this project willingly and that you understand that you may withdraw from the research project at any time.

Your participation in this research project is highly appreciated.

Participant's name :.....

Participant's signature :…….. Date:……..

Yours Sincerely

drs. E. Broos
e-mail: e.broos@kim.nl

Date: June 2006

Section A

This section contains personal questions that will be used to determine if there exist differences in the results related to gender, different defence organizations and different functions.

1. Indicate your gender:
   - O Female
   - O Male

2. Indicate full time or part time:
   - O Full time (at least 36 hours per week)
   - O Part time

3. Indicate for which section of the Netherlands Defence Organization you were initially trained:
   - O Navy
   - O Army
   - O Airforce
   - O Military Police

4. Indicate your current rank:……

5. How many years have you been working as an officer? …….

6. For which service profession were you trained?……

7. Select the category that indicates best the kind of work you do in your current function:

   - O Policymaking
   - O Personnel
   - O Logistics
   - O Communication and information systems
   - O Planning and control
   - O Education and training
   - O Technical and Electronical design and maintenance
   - O Military operational

   - O Other, please specify: ……

8. Please indicate if you have access to the Internet and/or the Intranet of the NLDO:

Internet	O Yes	O No
Intranet of the NLDO	O Yes	O No

9. On average how many hours do you spend on the computer per week for private use? ..

Section B

The following questions will be used to determine your opinion about the influence of ICT on your working environment, the use of ICT required in your function and the ICT-related competencies that are required in your function.

10. On average how many hours do you spend on the computer per week for your work? ….

11. On average how many hours do you spend on the Internet per week for your work? ….

12. On average how many hours do you spend on the Intranet of the NLDO per week? ….

13. On average how many hours per week do you work at home during working hours? Regular:..... Overtime:.....

14. On average how many work-related e-mails do you receive each working day?.....

15. **Please indicate the importance of the following software applications in your working situation.**

Software application	Do not use	Not so important	Important	Very important
Electronic agenda	O	O	O	O
Video conferencing	O	O	O	O
On-line discussion	O	O	O	O
Internet	O	O	O	O
Intranet NLDO	O	O	O	O
PowerPoint	O	O	O	O
Excel	O	O	O	O
Access	O	O	O	O
Information Management System	O	O	O	O
Project planning system	O	O	O	O
Electronic cooperation system	O	O	O	O
Competency management system	O	O	O	O
Tool to organize your thoughts	O	O	O	O

Please indicate to what extent the following statements apply to you in your working situation.

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
16. I receive e-mail that is not directly relevant for my work.	O	O	O	O	O
17. The number of e-mails that I receive make my work stressful.	O	O	O	O	O
18. It is important in my function to communicate internationally via e-mail.	O	O	O	O	O
19. I experience stress as a result of using ICT in my work (e.g. software, printers, availability of network).	O	O	O	O	O
20. I experience stress as a result of using ICT in my work because I do not have enough knowledge about it.	O	O	O	O	O
21. It happens that I receive important information too late because there are ICT problems.	O	O	O	O	O
22. Using ICT in my work makes me uncertain.	O	O	O	O	O
23. It is important that I receive information immediately as it becomes available.	O	O	O	O	O
24. I lose production time because I am not familiar with the software applications.	O	O	O	O	O

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
25. I know enough about ICT networks in order to know what can and cannot be done.	O	O	O	O	O
26. I am able to use all the software applications that I need in my work effectively.	O	O	O	O	O
27. I manage my e-mail effectively.	O	O	O	O	O
28. I organize my information effectively on the computer.	O	O	O	O	O
29. I do communicate electronically with other professionals about my work.	O	O	O	O	O
30. It is important in my function to find relevant information on the Internet.	O	O	O	O	O
31. I would like to know how I could find information on the Internet more effectively.	O	O	O	O	O
32. I waste time finding relevant information on the Internet.	O	O	O	O	O
33. ICT makes my work more productive.	O	O	O	O	O
34. I have enough insight in ICT in order to participate in decision-making in this regard.	O	O	O	O	O
35. I ask others to help me with ICT.	O	O	O	O	O
36. I know how to obtain access to work related sections of the Internet for which you need special authorization.	O	O	O	O	O
37. It is easy for me to evaluate the credibility of the information I find on the Internet.	O	O	O	O	O
38. The amount of information that I have to work through daily makes my work stressful.	O	O	O	O	O
39. I know where to find information on the Internet about relevant courses and studies for myself.	O	O	O	O	O
40. I have the opportunity to learn via the Internet during working hours.	O	O	O	O	O
41. In my function it is important to continue to learn all the time.	O	O	O	O	O

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
42. I can always find work related information on the Internet just in time when I need it.	O	O	O	O	O
43. I obtain ideas from the work of others that I find on the Internet to improve my own work.	O	O	O	O	O
44. Working at home is productive.	O	O	O	O	O
45. It is important in my function to find relevant information on the Intranet of the NLDO.	O	O	O	O	O
46. It is always easy to find relevant information on the Intranet of the NLDO.	O	O	O	O	O
47. I waste time finding relevant information on the Intranet of the NLDO.	O	O	O	O	O
48. I participate in keeping the information on the Intranet of the NLDO up to date.	O	O	O	O	O
49. I obtain ideas from the work of others that I find on the intranet of the NLDO to improve my own work.	O	O	O	O	O
50. It is important to store the knowledge of my section electronically.	O	O	O	O	O
51. I have the opportunity to learn via the Intranet of the NLDO during working hours.	O	O	O	O	O
52. It would be useful if the intranet of the NLDO could be used to study or take courses directly related to my work.	O	O	O	O	O
53. I share my work-related knowledge with others electronically using a share.	O	O	O	O	O
54. I spend time to organize electronically the working knowledge of the unit I am responsible for.	O	O	O	O	O
55. I think of ways to improve the sharing of information electronically.	O	O	O	O	O
56. I spend time to improve the sharing of organizational knowledge electronically.	O	O	O	O	O

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
57. I benefit from colleagues who share their experiences/ lessons learnt with me.	O	O	O	O	O
58. I share the mistakes that I made and what I learnt from it with my colleagues.	O	O	O	O	O
59. I play an important role in managing the knowledge of the organization electronically.	O	O	O	O	O
60. I use my computer to obtain insight in the competencies needed in the organization.	O	O	O	O	O
61. I reflect on the security of information in the NLDO.	O	O	O	O	O
62. I know what the ICT security risks of the Internet are.	O	O	O	O	O
63. I identify and recognize important information in an information rich environment.	O	O	O	O	O
64. I reflect on how information can be managed more effectively.	O	O	O	O	O
65. I play an important role in organizing the flow of information in my organization unit.	O	O	O	O	O
66. Dealing with organizational knowledge effectively in the NLDO needs to improve.	O	O	O	O	O
67. It is important for my organization unit to share working knowledge and information with international partners.	O	O	O	O	O
68. I implement new ways of working with information in the organization.	O	O	O	O	O
69. I have enough autonomy to work in the way that I find best.	O	O	O	O	O
70. I reflect about the integrity of the information that I am responsible for.	O	O	O	O	O
71. I consider renewal projects as a challenge.	O	O	O	O	O
72. I know how to manage change effectively.	O	O	O	O	O
73. Support in developing new ideas is always found in the NLDO.	O	O	O	O	O

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
74. I know how I can accompany changes effectively in the organization.	O	O	O	O	O
75. Online (video) conferencing is an acceptable alternative to face-to-face meetings in the NLDO.	O	O	O	O	O
76. I would like to learn how to participate in online (video) conferencing.	O	O	O	O	O
77. Communication is important during a change in the organization.	O	O	O	O	O
78. ICT has changed the way of working in the organization.	O	O	O	O	O
79. I use creative ideas to improve the working method.	O	O	O	O	O

If you currently do not have subordinates, please continue with section C.

80. Indicate if your subordinates have access to the Internet and/or the Intranet of the NLDO:

Internet	O Yes	O No
Intranet of the NLDO	O Yes	O No

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
81. I know where to find information on the Internet about relevant courses and studies for my subordinates.	O	O	O	O	O
82. I allow my subordinates to learn via the Internet during working hours.	O	O	O	O	O
83. I encourage my subordinates to share their working knowledge with others electronically.	O	O	O	O	O
84. I discuss the advantages of sharing working knowledge electronically with my subordinates.	O	O	O	O	O
85. I use my computer to store relevant information about the potential of my subordinates.	O	O	O	O	O
86. I encourage my subordinates to participate in the thinking process about improving the working processes.	O	O	O	O	O
87. I encourage ICT security awareness amongst my subordinates.	O	O	O	O	O

To what extent do the following statements apply to you in your working situation?	Does not apply at all	Applies seldomly	Applies partly	Applies mainly	Applies entirely
88. I recognize development needs of my subordinates.	O	O	O	O	O
89. I facilitate the development needs of my subordinates.	O	O	O	O	O
90. I allow my subordinates to work in the way they find best.	O	O	O	O	O
91. I allow my subordinates to make mistakes.	O	O	O	O	O
92. I know how I can deal with the resistance my subordinates have against changes in the organization.	O	O	O	O	O

Section C

Please indicate which of the following items in your opinion need to get sufficient attention during the initial study at the FMW of the NDLA (KIM, KMA or IDL).

O (On-line) video conferencing.
O Advanced use of presentation software (PowerPoint).
O Advanced use of a spreadsheet (Excel).
O Advanced use of a database (Access).
O Advanced use of Word.
O Use of digital command and control software.
O Use of Management Information software.
O Use of a computer supported project planning system.
O Use of a computer supported competency management system.
O Use of a computer supported cooperative work system.
O Use of a computer supported tool to organize your thoughts (MindManager).
O Making a contribution to a learning organization.
O Effective management of information and knowledge in an organization.
O Effective management of competencies in an organization.
O Effective management of ICT security awareness.
O Effective management of innovations.
O Effective management of change.

If you have further comments you are welcome to place them at the back of this questionnaire.
Thank you for your participation!

Addendum 4 Group discussion

1. What are the relevant ICT-trends for the NLDO?

2. What ICT-management issues are at the moment relevant for the NLDO?

3. What are the important ICT-related opportunities for the NLDO?

4. What are the important ICT-related problems for the NLDO?

5. In what way does the NLDO fundamentally change as a result of ICT?

6. What is the influence of ICT on employees in the NLDO?

7. What are the ICT-related competencies that are required by officers in the NLDO?

8. Discuss how students in training could develop the identified ICT-related competencies.

9. What would you have liked to learn about ICT during your study and did not?

Addendum 5 Statistical analysis using SPSS

1.1 Background information of the respondents

Main function area	Code group	Code	Explanation
Personnel	1	MSD ARB P&O GKD SPR ARS	Militair psychological Arbo Personnel Health service Sport training Medical
Administration, logistic	2	ADM BEZ MLO LOG INT	Administration Business economical Mat/log Logistics Intendance
Communication and information systems	3	MET LUV VBD	Meteorology Air force information Connection service
Planning and control	4	JUR MJD F&E MIV	Juridical Military Juridical Financial economical Management of information and security
Technical and electronic design and maintenance	5	GEN TD WD, GL ELC	Genie Technical Weapons Electronic
Military Operational	6	INF ART CAV ZEE MRN FP SPD KMR OPD VLG	Infantry Artillery Cavalry Sea service Marines Force protection Special service Military police Operational service Pilots

1.1.1 Significant correlations related to background information of respondents

Correlation between the variables 'sex' and 'contract'

Sex * Contract Crosstabulation

Count

		Contract		Total
		Full-time	Part-time	
Sex	Male	219	1	220
	Female	22	4	26
Total		241	5	246

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	26,030[b]	1	,000		
Continuity Correction[a]	19,072	1	,000		
Likelihood Ratio	13,749	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	25,924	1	,000		
N of Valid Cases	246				

a. Computed only for a 2x2 table

b. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,53.

Initial_Training * Main_function Crosstabulation

Count

		Main_function								Total
		Policy and governing	Personel, Human resource management	Logistics	Information and communication systems	Planning and control, incl. legal issues	Education and training	Technical and electronic design and maintenance	Military operational	
Initial_Training	Personnel	0	15	1	1	0	3	0	1	21
	Administrative, logistic	4	4	24	3	11	4	1	2	53
	Communication and information systems	1	0	0	9	0	1	1	2	14
	Planning and control, juridical	1	0	0	0	3	1	0	1	6
	Technical and electronic design and maintenance	8	3	9	3	7	7	16	2	55
	Military operational	6	7	1	8	1	20	1	53	97
Total		20	29	35	24	22	36	19	61	246

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	1.123	.000
	Cramer's V	.502	.000
N of Valid Cases		246	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Correlation between the variables 'years working as officer' in the NLDO and the rank of officer.

Correlations

			Y_workOff (Banded)	Rank
Spearman's rho	Y_workOff (Banded)	Correlation Coefficient	1,000	,843**
		Sig. (2-tailed)	.	,000
		N	246	246
	Rank	Correlation Coefficient	,843**	1,000
		Sig. (2-tailed)	,000	.
		N	246	246

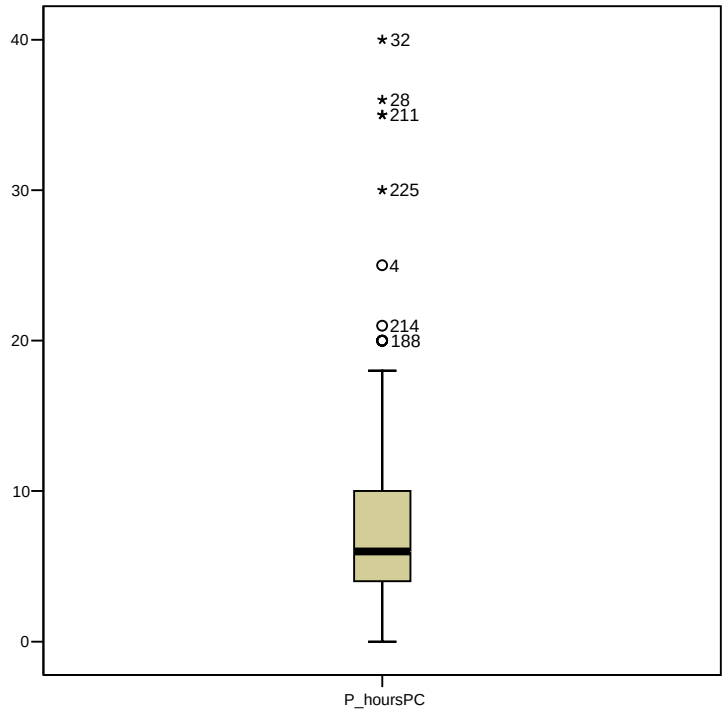
**. Correlation is significant at the 0.01 level (2-tailed).

1.2 Use of the PC

1.2.1 Private use of the PC at home

Descriptives

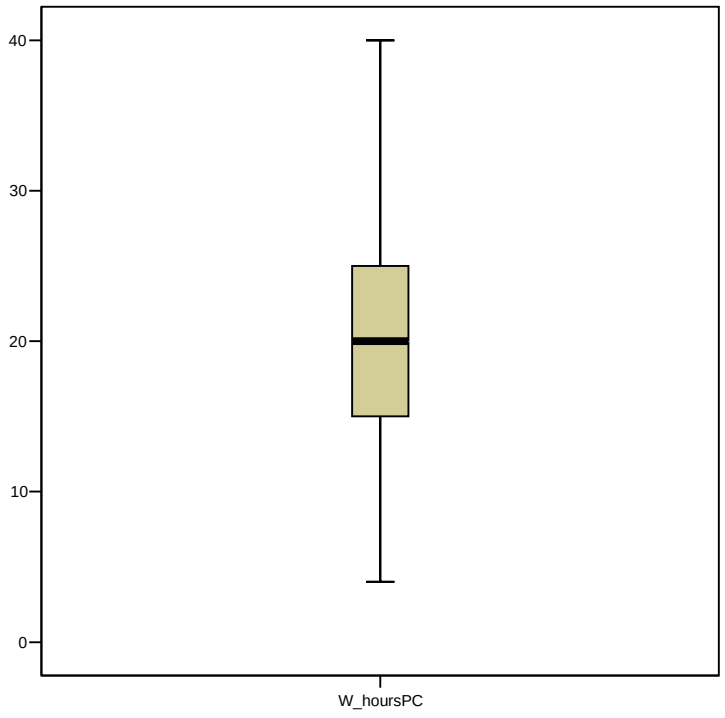
			Statistic	Std. Error
P_hoursPC	Mean		7.56	.402
	95% Confidence Interval for Mean	Lower Bound	6.77	
		Upper Bound	8.35	
	5% Trimmed Mean		6.87	
	Median		6.00	
	Variance		38.956	
	Std. Deviation		6.241	
	Minimum		0	
	Maximum		40	
	Range		40	
	Interquartile Range		7	
	Skewness		2.155	.157
	Kurtosis		6.990	.312



1.2.2 PC use at work

Descriptives

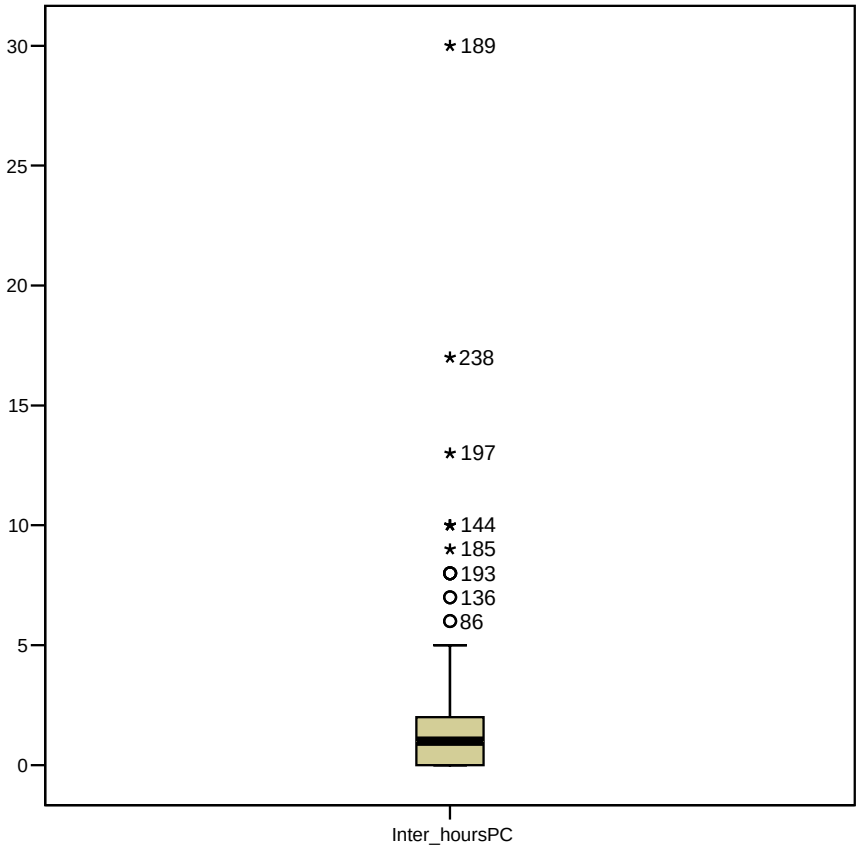
			Statistic	Std. Error
W_hoursPC	Mean		20,90	,475
	95% Confidence Interval for Mean	Lower Bound	19,97	
		Upper Bound	21,84	
	5% Trimmed Mean		20,88	
	Median		20,00	
	Variance		55,533	
	Std. Deviation		7,452	
	Minimum		4	
	Maximum		40	
	Range		36	
	Interquartile Range		10	
	Skewness		,044	,155
	Kurtosis		-,023	,309



1.2.3 Use of the Internet at work

Descriptives

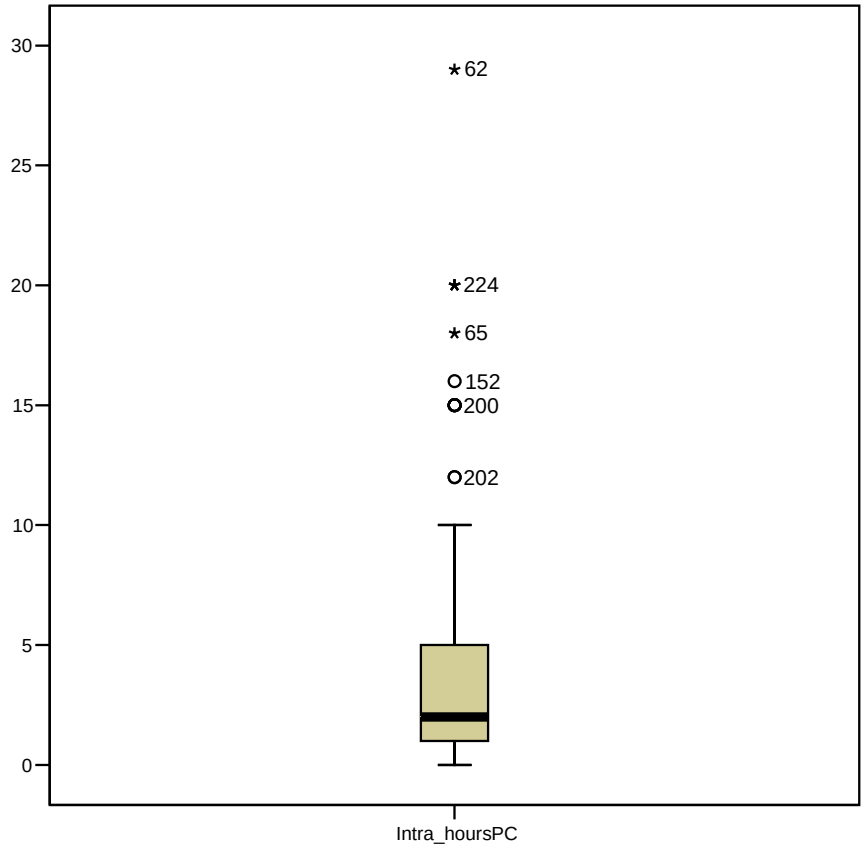
			Statistic	Std. Error
Inter_hoursPC	Mean		1.97	.192
	95% Confidence Interval for Mean	Lower Bound	1.59	
		Upper Bound	2.34	
	5% Trimmed Mean		1.54	
	Median		1.00	
	Variance		8.925	
	Std. Deviation		2.987	
	Minimum		0	
	Maximum		30	
	Range		30	
	Interquartile Range		2	
	Skewness		4.738	.156
	Kurtosis		34.825	.311



1.2.4 Use of the Intranet of the NLDO

Descriptives

			Statistic	Std. Error
Intra_hoursPC	Mean		3.77	.265
	95% Confidence Interval for Mean	Lower Bound	3.24	
		Upper Bound	4.29	
	5% Trimmed Mean		3.20	
	Median		2.00	
	Variance		17.118	
	Std. Deviation		4.137	
	Minimum		0	
	Maximum		29	
	Range		29	
	Interquartile Range		4	
	Skewness		2.567	.156
	Kurtosis		8.584	.310



1.2.5 Significant differences related to use of the PC

Initial training

ANOVA

P_hoursPC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	627,292	5	125,458	3,380	,006
Within Groups	8722,086	235	37,115		
Total	9349,378	240			

Descriptives

P_hoursPC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Personnel	21	6,19	4,802	1,048	4,00	8,38	1	20
Administrative, logistic	52	7,54	3,963	,550	6,44	8,64	2	20
Communication and information systems	13	14,15	11,459	3,178	7,23	21,08	1	40
Planning and control, juridical	5	7,00	5,385	2,408	,31	13,69	2	15
Technical and electronic design and maintenance	59	7,05	5,625	,732	5,59	8,52	0	35
Military operational	91	7,31	6,611	,693	5,93	8,68	0	36
Total	241	7,56	6,241	,402	6,77	8,35	0	40

Multiple Comparisons

Dependent Variable: P_hoursPC

LSD

(I) Initial_Training	(J) Initial_Training	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Personnel	Administrative, logistic	-1,348	1,575	,393	-4,45	1,76
	Communication and information systems	-7,963*	2,150	,000	-12,20	-3,73
	Planning and control, juridical	-,810	3,032	,790	-6,78	5,16
	Technical and electronic design and maintenance	-,860	1,548	,579	-3,91	2,19
	Military operational	-1,117	1,475	,450	-4,02	1,79
Administrative, logistic	Personnel	1,348	1,575	,393	-1,76	4,45
	Communication and information systems	-6,615*	1,889	,001	-10,34	-2,89
	Planning and control, juridical	,538	2,853	,850	-5,08	6,16
	Technical and electronic design and maintenance	,488	1,159	,674	-1,80	2,77
	Military operational	,231	1,059	,828	-1,86	2,32
Communication and information systems	Personnel	7,963*	2,150	,000	3,73	12,20
	Administrative, logistic	6,615*	1,889	,001	2,89	10,34
	Planning and control, juridical	7,154*	3,206	,027	,84	13,47
	Technical and electronic design and maintenance	7,103*	1,867	,000	3,43	10,78
	Military operational	6,846*	1,806	,000	3,29	10,40
Planning and control, juridical	Personnel	,810	3,032	,790	-5,16	6,78
	Administrative, logistic	-,538	2,853	,850	-6,16	5,08
	Communication and information systems	-7,154*	3,206	,027	-13,47	-,84
	Technical and electronic design and maintenance	-,051	2,838	,986	-5,64	5,54
	Military operational	-,308	2,798	,913	-5,82	5,21
Technical and electronic design and maintenance	Personnel	,860	1,548	,579	-2,19	3,91
	Administrative, logistic	-,488	1,159	,674	-2,77	1,80
	Communication and information systems	-7,103*	1,867	,000	-10,78	-3,43
	Planning and control, juridical	,051	2,838	,986	-5,54	5,64
	Military operational	-,257	1,018	,801	-2,26	1,75
Military operational	Personnel	1,117	1,475	,450	-1,79	4,02
	Administrative, logistic	-,231	1,059	,828	-2,32	1,86
	Communication and information systems	-6,846*	1,806	,000	-10,40	-3,29
	Planning and control, juridical	,308	2,798	,913	-5,21	5,82
	Technical and electronic design and maintenance	,257	1,018	,801	-1,75	2,26

*. The mean difference is significant at the .05 level.

Main function and the use of the computer at work

ANOVA

W_hoursPC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1119.195	7	159.885	2.996	.005
Within Groups	12702.338	238	53.371		
Total	13821.533	245			

Descriptives

W_hoursPC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	22,25	6,616	1,479	19,15	25,35	12	35
Personel, Human resource management	29	21,72	8,940	1,660	18,32	25,12	6	40
Logistics	35	20,40	6,713	1,135	18,09	22,71	6	30
Information and communication systems	24	24,38	6,665	1,360	21,56	27,19	15	45
Planning and control, incl. legal issues	22	23,23	7,451	1,589	19,92	26,53	8	36
Education and training	36	18,64	8,312	1,385	15,83	21,45	4	40
Technical and electronic design and maintenance	19	23,79	4,504	1,033	21,62	25,96	20	36
Military operational	61	18,67	7,222	,925	16,82	20,52	4	40
Total	246	20,92	7,511	,479	19,98	21,87	4	45

Multiple Comparisons

Dependent Variable: W_hoursPC
LSD

(I) Main_function	(J) Main_function	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Policy and governing	Personel, Human resource management	,526	2,123	,805	-3,66	4,71
	Logistics	1,850	2,048	,367	-2,18	5,88
	Information and communication systems	-2,125	2,212	,338	-6,48	2,23
	Planning and control, incl. legal issues	-,977	2,257	,665	-5,42	3,47
	Education and training	3,611	2,037	,078	-,40	7,62
	Technical and electronic design and maintenance	-1,539	2,340	,511	-6,15	3,07
	Military operational	3,578	1,882	,059	-,13	7,29
Personel, Human resource management	Policy and governing	-,526	2,123	,805	-4,71	3,66
	Logistics	1,324	1,834	,471	-2,29	4,94
	Information and communication systems	-2,651	2,016	,190	-6,62	1,32
	Planning and control, incl. legal issues	-1,503	2,066	,467	-5,57	2,57
	Education and training	3,085	1,823	,092	-,51	6,68
	Technical and electronic design and maintenance	-2,065	2,156	,339	-6,31	2,18
	Military operational	3,052	1,648	,065	-,19	6,30
Logistics	Policy and governing	-1,850	2,048	,367	-5,88	2,18
	Personel, Human resource management	-1,324	1,834	,471	-4,94	2,29
	Information and communication systems	-3,975*	1,936	,041	-7,79	-,16
	Planning and control, incl. legal issues	-2,827	1,988	,156	-6,74	1,09
	Education and training	1,761	1,734	,311	-1,66	5,18
	Technical and electronic design and maintenance	-3,389	2,082	,105	-7,49	,71
	Military operational	1,728	1,549	,266	-1,32	4,78
Information and communication systems	Policy and governing	2,125	2,212	,338	-2,23	6,48
	Personel, Human resource management	2,651	2,016	,190	-1,32	6,62
	Logistics	3,975*	1,936	,041	,16	7,79
	Planning and control, incl. legal issues	1,148	2,156	,595	-3,10	5,40
	Education and training	5,736*	1,925	,003	1,94	9,53
	Technical and electronic design and maintenance	,586	2,243	,794	-3,83	5,00
	Military operational	5,703*	1,760	,001	2,24	9,17
Planning and control, incl. legal issues	Policy and governing	,977	2,257	,665	-3,47	5,42
	Personel, Human resource management	1,503	2,066	,467	-2,57	5,57
	Logistics	2,827	1,988	,156	-1,09	6,74
	Information and communication systems	-1,148	2,156	,595	-5,40	3,10
	Education and training	4,588*	1,977	,021	,69	8,48
	Technical and electronic design and maintenance	-,562	2,288	,806	-5,07	3,95
	Military operational	4,555*	1,817	,013	,98	8,13
Education and training	Policy and governing	-3,611	2,037	,078	-7,62	,40
	Personel, Human resource management	-3,085	1,823	,092	-6,68	,51
	Logistics	-1,761	1,734	,311	-5,18	1,66
	Information and communication systems	-5,736*	1,925	,003	-9,53	-1,94
	Planning and control, incl. legal issues	-4,588*	1,977	,021	-8,48	-,69
	Technical and electronic design and maintenance	-5,151*	2,072	,014	-9,23	-1,07
	Military operational	-,033	1,535	,983	-3,06	2,99
Technical and electronic design and maintenance	Policy and governing	1,539	2,340	,511	-3,07	6,15
	Personel, Human resource management	2,065	2,156	,339	-2,18	6,31
	Logistics	3,389	2,082	,105	-,71	7,49
	Information and communication systems	-,586	2,243	,794	-5,00	3,83
	Planning and control, incl. legal issues	,562	2,288	,806	-3,95	5,07
	Education and training	5,151*	2,072	,014	1,07	9,23
	Military operational	5,117*	1,919	,008	1,34	8,90
Military operational	Policy and governing	-3,578	1,882	,059	-7,29	,13
	Personel, Human resource management	-3,052	1,648	,065	-6,30	,19
	Logistics	-1,728	1,549	,266	-4,78	1,32
	Information and communication systems	-5,703*	1,760	,001	-9,17	-2,24
	Planning and control, incl. legal issues	-4,555*	1,817	,013	-8,13	-,98
	Education and training	,033	1,535	,983	-2,99	3,06
	Technical and electronic design and maintenance	-5,117*	1,919	,008	-8,90	-1,34

*. The mean difference is significant at the .05 level.

The main function area of the officer and the use of the Internet at work

Descriptives

Inter_hoursPC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Personnel	21	1,81	2,522	,550	,66	2,96	0	10
Administrative, logistic	53	1,64	1,982	,272	1,10	2,19	0	10
Communication and information systems	14	4,71	7,995	2,137	,10	9,33	0	30
Planning and control, juridical	6	2,33	3,386	1,382	-1,22	5,89	0	9
Technical and electronic design and maintenance	60	1,82	2,281	,294	1,23	2,41	0	13
Military operational	89	1,84	2,426	,257	1,33	2,35	0	17
Total	243	1,97	2,987	,192	1,59	2,34	0	30

ANOVA

Inter_hoursPC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	115,338	5	23,068	2,674	,023
Within Groups	2044,398	237	8,626		
Total	2159,737	242			

Multiple Comparisons

Dependent Variable: Inter_hoursPC

LSD

(I) Initial_Training	(J) Initial_Training	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Personnel	Administrative, logistic	,168	,757	,825	-1,32	1,66
	Communication and information systems	-2,905*	1,013	,005	-4,90	-,91
	Planning and control, juridical	-,524	1,360	,700	-3,20	2,15
	Technical and electronic design and maintenance	-,007	,745	,992	-1,47	1,46
	Military operational	-,033	,713	,963	-1,44	1,37
Administrative, logistic	Personnel	-,168	,757	,825	-1,66	1,32
	Communication and information systems	-3,073*	,883	,001	-4,81	-1,33
	Planning and control, juridical	-,692	1,265	,585	-3,18	1,80
	Technical and electronic design and maintenance	-,175	,554	,752	-1,27	,92
	Military operational	-,201	,510	,693	-1,21	,80
Communication and information systems	Personnel	2,905*	1,013	,005	,91	4,90
	Administrative, logistic	3,073*	,883	,001	1,33	4,81
	Planning and control, juridical	2,381	1,433	,098	-,44	5,20
	Technical and electronic design and maintenance	2,898*	,872	,001	1,18	4,61
	Military operational	2,872*	,844	,001	1,21	4,54
Planning and control, juridical	Personnel	,524	1,360	,700	-2,15	3,20
	Administrative, logistic	,692	1,265	,585	-1,80	3,18
	Communication and information systems	-2,381	1,433	,098	-5,20	,44
	Technical and electronic design and maintenance	,517	1,258	,682	-1,96	2,99
	Military operational	,491	1,239	,692	-1,95	2,93
Technical and electronic design and maintenance	Personnel	,007	,745	,992	-1,46	1,47
	Administrative, logistic	,175	,554	,752	-,92	1,27
	Communication and information systems	-2,898*	,872	,001	-4,61	-1,18
	Planning and control, juridical	-,517	1,258	,682	-2,99	1,96
	Military operational	-,026	,491	,958	-,99	,94
Military operational	Personnel	,033	,713	,963	-1,37	1,44
	Administrative, logistic	,201	,510	,693	-,80	1,21
	Communication and information systems	-2,872*	,844	,001	-4,54	-1,21
	Planning and control, juridical	-,491	1,239	,692	-2,93	1,95
	Technical and electronic design and maintenance	,026	,491	,958	-,94	,99

*. The mean difference is significant at the .05 level.

1.2.6 Significant correlations related to use of the PC

Correlations

		P_hoursPC	W_hoursPC	Inter_ hoursPC	Intra_ hoursPC
P_hoursPC	Pearson Correlation	1	,198**	,427**	-,021
	Sig. (2-tailed)		,002	,000	,741
	N	241	241	238	239
W_hoursPC	Pearson Correlation	,198**	1	,201**	,149*
	Sig. (2-tailed)	,002		,002	,020
	N	241	246	243	244
Inter_hoursPC	Pearson Correlation	,427**	,201**	1	-,030
	Sig. (2-tailed)	,000	,002		,646
	N	238	243	243	243
Intra_hoursPC	Pearson Correlation	-,021	,149*	-,030	1
	Sig. (2-tailed)	,741	,020	,646	
	N	239	244	243	244

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

1.2.7 Number of work related e-mails

1.2.7.1 Significant differences related to the number of e-mails

Group Statistics

	Rank2	N	Mean	Std. Deviation	Std. Error Mean
W_emails	Subaltern officers	112	15,62	10,617	1,003
	Head officers	130	21,55	13,821	1,212

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
W_emails	Equal variances assumed	6,431	,012	-3,697	240	,000	-5,930	1,604	-9,090	-2,770
	Equal variances not assumed			-3,769	237,013	,000	-5,930	1,573	-9,030	-2,830

1.3 Info-stress

I receive e-mail that is not directly relevant for my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	35	14,2	14,2	14,2
	applies seldomly	117	47,6	47,6	61,8
	applies partly	71	28,9	28,9	90,7
	applies mainly	12	4,9	4,9	95,5
	applies entirely	11	4,5	4,5	100,0
	Total	246	100,0	100,0	

median and mode: “applies seldomly”.

The number of e-mails that I receive make my work stressful

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	84	34,1	34,1	34,1
	applies seldomly	83	33,7	33,7	67,9
	applies partly	54	22,0	22,0	89,8
	applies mainly	13	5,3	5,3	95,1
	applies entirely	12	4,9	4,9	100,0
	Total	246	100,0	100,0	

median:”does not apply at all”.
mode:”applies seldomly”.

I experience stress as a result of using ICT in my work (e.g. software, printers, availability of network.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	23	9.3	9.3	9.3
	applies seldomly	64	26.0	26.0	35.4
	applies partly	81	32.9	32.9	68.3
	applies mainly	47	19.1	19.1	87.4
	applies entirely	31	12.6	12.6	100.0
	Total	246	100.0	100.0	

median and mode: “applies partly”.

I experience stress as a result of using ICT in my work because I do not have enough knowledge about it.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	88	35.8	35.8	35.8
	applies seldomly	104	42.3	42.3	78.0
	applies partly	51	20.7	20.7	98.8
	applies mainly	2	.8	.8	99.6
	applies entirely	1	.4	.4	100.0
	Total	246	100.0	100.0	

median and mode: “applies seldomly”

It happens that I receive important information too late because there are ICT problems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	36	14.6	14.6	14.6
	applies seldomly	127	51.6	51.6	66.3
	applies partly	63	25.6	25.6	91.9
	applies mainly	7	2.8	2.8	94.7
	applies entirely	13	5.3	5.3	100.0
	Total	246	100.0	100.0	

median and mode: “applies seldomly”

Using ICT in my work makes me uncertain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	194	78.9	78.9	78.9
	applies seldomly	46	18.7	18.7	97.6
	applies partly	3	1.2	1.2	98.8
	applies mainly	1	.4	.4	99.2
	applies entirely	2	.8	.8	100.0
	Total	246	100.0	100.0	

median and mode: “does not apply at all”.

'he amount of information that I have to work through daily makes my work stressful

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	36	14.6	14.6	14.6
	applies seldomly	92	37.4	37.4	52.0
	applies partly	79	32.1	32.1	84.1
	applies mainly	30	12.2	12.2	96.3
	applies entirely	9	3.7	3.7	100.0
	Total	246	100.0	100.0	

median and mode: “applies seldomly”.

1.3.1 The scale of info-stress

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.642	.636	7

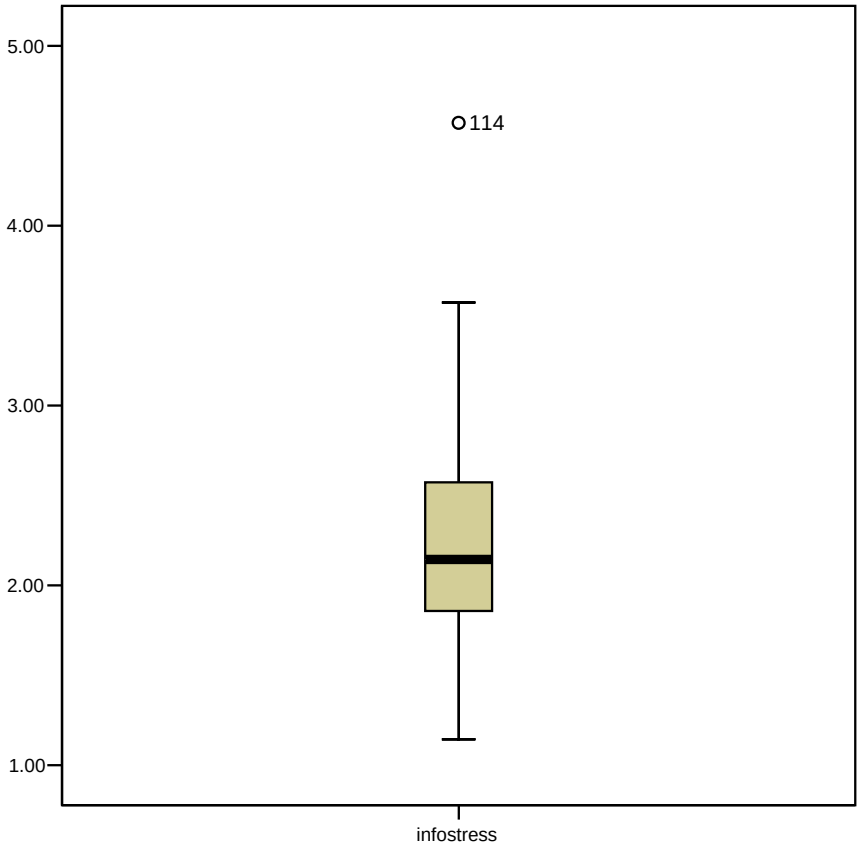
Descriptives

			Statistic	Std. Error
infostress	Mean		2.2131	.03404
	95% Confidence Interval for Mean	Lower Bound	2.1461	
		Upper Bound	2.2802	
	5% Trimmed Mean		2.2046	
	Median		2.1429	
	Variance		.285	
	Std. Deviation		.53386	
	Minimum		1.14	
	Maximum		4.57	
	Range		3.43	
	Interquartile Range		.71	
	Skewness		.407	.155
	Kurtosis		.744	.309

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.213	1.256	2.996	1.740	2.385	.298	7

The covariance matrix is calculated and used in the analysis.



In the boxplot can be seen a few respondents experience info-stress, in particular one respondent (26 years working as officer), but that most of the respondents do not experience info-stress on a regular basis.

1.3.2 Factor analysis related to info-stress

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,245	32,075	32,075	2,245	32,075	32,075	1,798	25,682	25,682
2	1,312	18,739	50,814	1,312	18,739	50,814	1,486	21,223	46,905
3	1,003	14,322	65,136	1,003	14,322	65,136	1,276	18,231	65,136
4	,889	12,705	77,841						
5	,726	10,378	88,218						
6	,460	6,576	94,794						
7	,364	5,206	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
q16	,570	,078	,004
q17	,879	,043	,063
q19	,159	,825	,161
q20	,125	,245	,714
q21	,029	,854	,051
q22	,037	-,015	,842
q38	,811	,084	,157

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

1.4 Mobility

Statement 18

It is important in my function to communicate via e-mail internationally.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	56	22.8	22.8	22.8
	applies seldomly	57	23.2	23.2	45.9
	applies partly	44	17.9	17.9	63.8
	applies mainly	31	12.6	12.6	76.4
	applies entirely	58	23.6	23.6	100.0
	Total	246	100.0	100.0	

Statement 29

I do communicate electronically with other professionals about my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	7	2.8	2.8	2.8
	applies seldomly	18	7.3	7.3	10.2
	applies partly	47	19.1	19.1	29.3
	applies mainly	116	47.2	47.2	76.4
	applies entirely	58	23.6	23.6	100.0
	Total	246	100.0	100.0	

Statement 23

It is important that I receive information immediately as it becomes available.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	11	4.5	4.5	6.1
	applies partly	51	20.7	20.7	26.8
	applies mainly	88	35.8	35.8	62.6
	applies entirely	92	37.4	37.4	100.0
	Total	246	100.0	100.0	

1.4.1 Significant differences related to the questions about mobility

Ranks

	Rank2	N	Mean Rank	Sum of Ranks
q18	Subaltern officers	114	101,29	11547,00
	Head officers	132	142,68	18834,00
	Total	246		
q29	Subaltern officers	114	119,52	13625,00
	Head officers	132	126,94	16756,00
	Total	246		
q23	Subaltern officers	114	120,11	13692,50
	Head officers	132	126,43	16688,50
	Total	246		

Test Statistics[a]

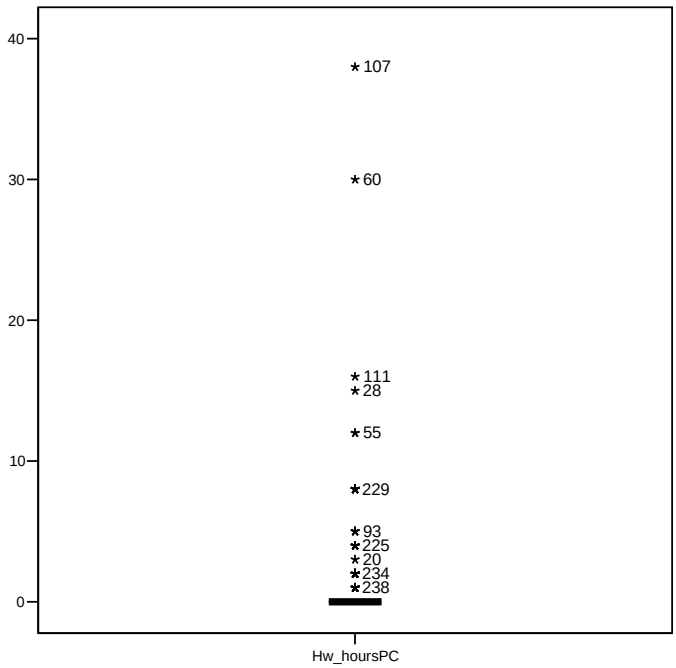
	q18	q29	q23
Mann-Whitney U	4992,000	7070,000	7137,500
Wilcoxon W	11547,000	13625,000	13692,500
Z	-4,656	-,872	-,735
Asymp. Sig. (2-tailed)	,000	,383	,462

a. Grouping Variable: Rank2

1.4.2 Working at home (during working hours)

Descriptives

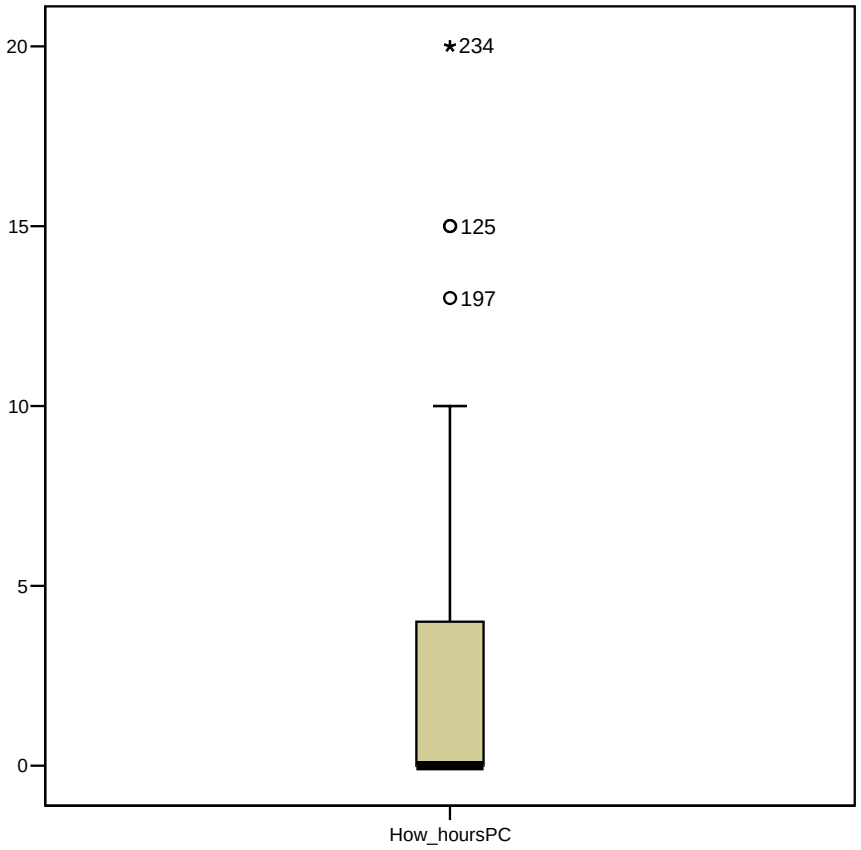
			Statistic	Std. Error
Hw_hoursPC	Mean		1.07	.245
	95% Confidence Interval for Mean	Lower Bound	.59	
		Upper Bound	1.56	
	5% Trimmed Mean		.41	
	Median		.00	
	Variance		14.683	
	Std. Deviation		3.832	
	Minimum		0	
	Maximum		38	
	Range		38	
	Interquartile Range		0	
	Skewness		6.312	.156
	Kurtosis		49.471	.310



1.4.3 Working overtime (at home)

Descriptives

			Statistic	Std. Error
How_hoursPC	Mean		2.40	.231
	95% Confidence Interval for Mean	Lower Bound	1.95	
		Upper Bound	2.86	
	5% Trimmed Mean		1.96	
	Median		.00	
	Variance		12.981	
	Std. Deviation		3.603	
	Minimum		0	
	Maximum		20	
	Range		20	
	Interquartile Range		4	
	Skewness		2.015	.156
	Kurtosis		4.857	.310



Statement 44

Working at home is productive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	40	16.3	16.5	16.5
	applies seldomly	34	13.8	14.0	30.5
	applies slightly	34	13.8	14.0	44.4
	applies mainly	89	36.2	36.6	81.1
	applies entirely	46	18.7	18.9	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

1.4.4 Significant differences and correlations related to mobility

Descriptives

How_hoursPC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Royal Army	101	2,42	3,403	,339	1,75	3,09	0	13
Royal Airforce	67	2,15	2,862	,350	1,45	2,85	0	10
Royal Navy	57	1,86	3,598	,477	,91	2,81	0	20
Royal Military Police	19	4,84	5,757	1,321	2,07	7,62	0	20
Total	244	2,40	3,603	,231	1,95	2,86	0	20

ANOVA

How_hoursPC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	134,209	3	44,736	3,555	,015
Within Groups	3020,277	240	12,584		
Total	3154,487	243			

Multiple Comparisons

Dependent Variable: How_hoursPC

LSD

(I) Defence_component	(J) Defence_component	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Royal Army	Royal Airforce	,272	,559	,628	-,83	1,37
	Royal Navy	,561	,588	,341	-,60	1,72
	Royal Military Police	-2,421*	,887	,007	-4,17	-,67
Royal Airforce	Royal Army	-,272	,559	,628	-1,37	,83
	Royal Navy	,290	,639	,651	-,97	1,55
	Royal Military Police	-2,693*	,922	,004	-4,51	-,88
Royal Navy	Royal Army	-,561	,588	,341	-1,72	,60
	Royal Airforce	-,290	,639	,651	-1,55	,97
	Royal Military Police	-2,982*	,940	,002	-4,83	-1,13
Royal Military Police	Royal Army	2,421*	,887	,007	,67	4,17
	Royal Airforce	2,693*	,922	,004	,88	4,51
	Royal Navy	2,982*	,940	,002	1,13	4,83

*. The mean difference is significant at the .05 level.

Descriptives

How_hoursPC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	113	1,65	2,685	,253	1,15	2,16	0	10
LTZ1, Maj	67	2,28	4,238	,518	1,24	3,31	0	20
LNTKOL, Overste, Kltz	50	3,66	3,788	,536	2,58	4,74	0	15
KTZ of KOL	14	4,57	4,380	1,171	2,04	7,10	0	13
Total	244	2,40	3,603	,231	1,95	2,86	0	20

ANOVA

How_hoursPC

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	209,156	3	69,719	5,681	,001
Within Groups	2945,330	240	12,272		
Total	3154,487	243			

Group Statistics

	Rank2	N	Mean	Std. Deviation	Std. Error Mean
How_hoursPC	Subaltern officers	113	1,65	2,685	,253
	Head officers	131	3,05	4,141	,362

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
How_hoursPC	Equal variances assumed	14,476	,000	-3,067	242	,002	-1,395	,455	-2,291	-,499
	Equal variances not assumed			-3,161	225,455	,002	-1,395	,441	-2,264	-,525

Correlations

			Rank	How_ hoursPC
Spearman's rho	Rank	Correlation Coefficient	1,000	,247**
		Sig. (2-tailed)	.	,000
		N	246	244
	How_hoursPC	Correlation Coefficient	,247**	1,000
		Sig. (2-tailed)	,000	.
		N	244	244

**. Correlation is significant at the 0.01 level (2-tailed).

1.5 *Influence of productivity*

I lose production time because I am not familiair with the software applications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	62	25.2	25.2	25.2
	applies seldomly	109	44.3	44.3	69.5
	applies partly	59	24.0	24.0	93.5
	applies mainly	14	5.7	5.7	99.2
	applies entirely	2	.8	.8	100.0
	Total	246	100.0	100.0	

median and mode: “applies seldomly”.

I would like to know how I could find information on the Internet more effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	40	16.3	16.3	16.3
	applies seldomly	80	32.5	32.7	49.0
	applies partly	57	23.2	23.3	72.2
	applies mainly	42	17.1	17.1	89.4
	applies entirely	26	10.6	10.6	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

median:”applies partly” and mode:”applies seldomly”.

I waste a lot of time finding relevant information on the Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	60	24.4	24.5	24.5
	applies seldomly	93	37.8	38.0	62.4
	applies partly	51	20.7	20.8	83.3
	applies mainly	24	9.8	9.8	93.1
	applies entirely	17	6.9	6.9	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

median and mode:"applies seldomly".

I ask others to help me with ICT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	22	8.9	8.9	8.9
	applies seldomly	106	43.1	43.1	52.0
	applies partly	76	30.9	30.9	82.9
	applies mainly	33	13.4	13.4	96.3
	applies entirely	9	3.7	3.7	100.0
	Total	246	100.0	100.0	

median and mode:"applies seldomly".

I waste time finding relevant information on the Intranet of the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	16	6.5	6.6	6.6
	applies seldomly	65	26.4	26.6	33.2
	applies partly	82	33.3	33.6	66.8
	applies mainly	58	23.6	23.8	90.6
	applies entirely	23	9.3	9.4	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

1.5.1 The scales related to productivity

The first scale which is not used

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.688	.677	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q24recoded	17.1728	10.920	.526	.317	.618
q31recoded	17.7778	9.107	.559	.480	.593
q32recoded	17.4115	9.251	.591	.488	.581
q35recoded	17.6379	11.158	.425	.248	.646
q47recoded	18.0617	11.529	.289	.098	.691
q33	17.1440	13.363	.132	.026	.720

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.0412	14.759	3.84170	6

The second scale which is used

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,720	,721	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,429	2,979	3,868	,889	1,298	,116	5

The covariance matrix is calculated and used in the analysis.

Scale Statistics

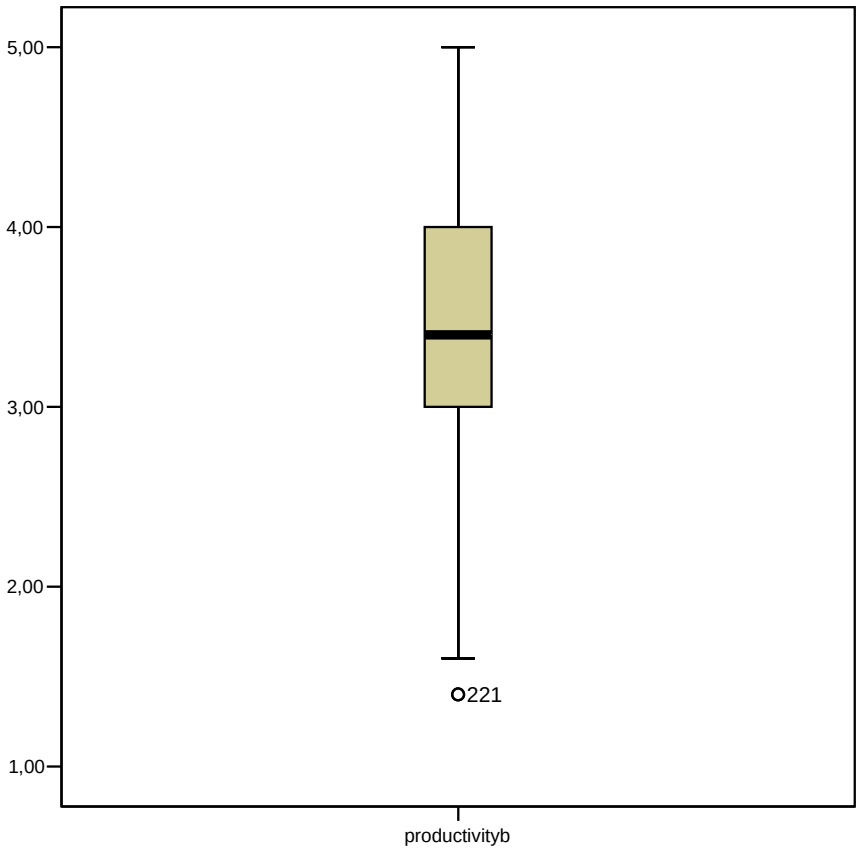
Mean	Variance	Std. Deviation	N of Items
17,1440	13,363	3,65561	5

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std.
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
productivitya	246	1,40	5,00	3,4304	,04690	,73566
Valid N (listwise)	246					

Descriptives

			Statistic	Std. Error
productivityb	Mean		3,4304	,04690
	95% Confidence Interval for Mean	Lower Bound	3,3380	
		Upper Bound	3,5227	
	5% Trimmed Mean		3,4509	
	Median		3,4000	
	Variance		,541	
	Std. Deviation		,73566	
	Minimum		1,40	
	Maximum		5,00	
	Range		3,60	
	Interquartile Range		1,00	
	Skewness		-,376	,155
	Kurtosis		-,028	,309



Direct question 'ICT makes my work more productive'

ICT makes my work more productive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.4	.4
	applies seldomly	14	5.7	5.7	6.1
	applies partly	42	17.1	17.1	23.2
	applies mainly	141	57.3	57.3	80.5
	applies entirely	48	19.5	19.5	100.0
	Total	246	100.0	100.0	

median and mode:"applies mainly".

1.5.2 Significant differences related to productivity

Descriptives

productivitya

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Personnel	21	3,0857	,84041	,18339	2,7032	3,4683	1,60	4,60
Administrative, logistic	53	3,3774	,64290	,08831	3,2002	3,5546	1,40	5,00
Communication and information systems	14	3,8286	,64621	,17271	3,4555	4,2017	2,60	4,80
Planning and control, juridical	6	3,5111	,58373	,23831	2,8985	4,1237	2,67	4,40
Technical and electronic design and maintenance	60	3,6200	,63213	,08161	3,4567	3,7833	1,80	4,80
Military operational	92	3,3500	,80254	,08367	3,1838	3,5162	1,40	5,00
Total	246	3,4304	,73566	,04690	3,3380	3,5227	1,40	5,00

ANOVA

productivitya

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,654	5	1,531	2,941	,013
Within Groups	124,937	240	,521		
Total	132,591	245			

Multiple Comparisons

Dependent Variable: productivitya

LSD

(I) Initial_Training	(J) Initial_Training	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Personnel	Administrative, logistic	-,29164	,18604	,118	-,6581	,0748
	Communication and information systems	-,74286*	,24894	,003	-1,2332	-,2525
	Planning and control, juridical	-,42540	,33399	,204	-1,0833	,2325
	Technical and electronic design and maintenance	-,53429*	,18294	,004	-,8946	-,1739
	Military operational	-,26429	,17449	,131	-,6080	,0794
Administrative, logistic	Personnel	,29164	,18604	,118	-,0748	,6581
	Communication and information systems	-,45121*	,21681	,038	-,8783	-,0241
	Planning and control, juridical	-,13375	,31078	,667	-,7460	,4785
	Technical and electronic design and maintenance	-,24264	,13601	,076	-,5106	,0253
	Military operational	,02736	,12442	,826	-,2177	,2725
Communication and information systems	Personnel	,74286*	,24894	,003	,2525	1,2332
	Administrative, logistic	,45121*	,21681	,038	,0241	,8783
	Planning and control, juridical	,31746	,35206	,368	-,3761	1,0110
	Technical and electronic design and maintenance	,20857	,21415	,331	-,2133	,6304
	Military operational	,47857*	,20698	,022	,0708	,8863
Planning and control, juridical	Personnel	,42540	,33399	,204	-,2325	1,0833
	Administrative, logistic	,13375	,31078	,667	-,4785	,7460
	Communication and information systems	-,31746	,35206	,368	-1,0110	,3761
	Technical and electronic design and maintenance	-,10889	,30893	,725	-,7174	,4997
	Military operational	,16111	,30401	,597	-,4378	,7600
Technical and electronic design and maintenance	Personnel	,53429*	,18294	,004	,1739	,8946
	Administrative, logistic	,24264	,13601	,076	-,0253	,5106
	Communication and information systems	-,20857	,21415	,331	-,6304	,2133
	Planning and control, juridical	,10889	,30893	,725	-,4997	,7174
	Military operational	,27000*	,11973	,025	,0342	,5058
Military operational	Personnel	,26429	,17449	,131	-,0794	,6080
	Administrative, logistic	-,02736	,12442	,826	-,2725	,2177
	Communication and information systems	-,47857*	,20698	,022	-,8863	-,0708
	Planning and control, juridical	-,16111	,30401	,597	-,7600	,4378
	Technical and electronic design and maintenance	-,27000*	,11973	,025	-,5058	-,0342

*. The mean difference is significant at the .05 level.

Descriptives

productivitya

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	3,5300	,73778	,16497	3,1847	3,8753	2,40	4,80
Personel, Human resource management	29	3,2483	,61564	,11432	3,0141	3,4825	2,40	4,60
Logistics	35	3,2914	,62937	,10638	3,0752	3,5076	1,60	4,20
Information and communication systems	24	3,8417	,74828	,15274	3,5257	4,1576	1,80	4,80
Planning and control, incl. legal issues	22	3,7091	,48884	,10422	3,4924	3,9258	2,40	4,60
Education and training	36	3,2685	,73748	,12291	3,0190	3,5180	1,40	4,80
Technical and electronic design and maintenance	19	3,5895	,74974	,17200	3,2281	3,9508	2,20	5,00
Military operational	61	3,3475	,83339	,10670	3,1341	3,5610	1,40	5,00
Total	246	3,4304	,73566	,04690	3,3380	3,5227	1,40	5,00

ANOVA

productivitya

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9,447	7	1,350	2,608	,013
Within Groups	123,144	238	,517		
Total	132,591	245			

Multiple Comparisons

Dependent Variable: productivitya

LSD

(I) Main_function	(J) Main_function	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Policy and governing	Personel, Human resource management	,28172	,20907	,179	-,1301	,6936
	Logistics	,23857	,20163	,238	-,1586	,6358
	Information and communication systems	-,31167	,21778	,154	-,7407	,1174
	Planning and control, incl. legal issues	-,17909	,22224	,421	-,6169	,2587
	Education and training	,26148	,20061	,194	-,1337	,6567
	Technical and electronic design and maintenance	-,05947	,23044	,797	-,5134	,3945
	Military operational	,18246	,18534	,326	-,1827	,5476
Personel, Human resource management	Policy and governing	-,28172	,20907	,179	-,6936	,1301
	Logistics	-,04315	,18062	,811	-,3990	,3127
	Information and communication systems	-,59339*	,19850	,003	-,9844	-,2024
	Planning and control, incl. legal issues	-,46082*	,20337	,024	-,8615	-,0602
	Education and training	-,02024	,17948	,910	-,3738	,3333
	Technical and electronic design and maintenance	-,34120	,21231	,109	-,7594	,0770
	Military operational	-,09927	,16225	,541	-,4189	,2204
Logistics	Policy and governing	-,23857	,20163	,238	-,6358	,1586
	Personel, Human resource management	,04315	,18062	,811	-,3127	,3990
	Information and communication systems	-,55024*	,19064	,004	-,9258	-,1747
	Planning and control, incl. legal issues	-,41766*	,19571	,034	-,8032	-,0321
	Education and training	,02291	,17075	,893	-,3135	,3593
	Technical and electronic design and maintenance	-,29805	,20498	,147	-,7018	,1058
	Military operational	-,05611	,15253	,713	-,3566	,2444
Information and communication systems	Policy and governing	,31167	,21778	,154	-,1174	,7407
	Personel, Human resource management	,59339*	,19850	,003	,2024	,9844
	Logistics	,55024*	,19064	,004	,1747	,9258
	Planning and control, incl. legal issues	,13258	,21231	,533	-,2857	,5508
	Education and training	,57315*	,18956	,003	,1997	,9466
	Technical and electronic design and maintenance	,25219	,22089	,255	-,1829	,6873
	Military operational	,49413*	,17332	,005	,1527	,8356
Planning and control, incl. legal issues	Policy and governing	,17909	,22224	,421	-,2587	,6169
	Personel, Human resource management	,46082*	,20337	,024	,0602	,8615
	Logistics	,41766*	,19571	,034	,0321	,8032
	Information and communication systems	-,13258	,21231	,533	-,5508	,2857
	Education and training	,44057*	,19466	,025	,0571	,8240
	Technical and electronic design and maintenance	,11962	,22528	,596	-,3242	,5634
	Military operational	,36155*	,17889	,044	,0091	,7140
Education and training	Policy and governing	-,26148	,20061	,194	-,6567	,1337
	Personel, Human resource management	,02024	,17948	,910	-,3333	,3738
	Logistics	-,02291	,17075	,893	-,3593	,3135
	Information and communication systems	-,57315*	,18956	,003	-,9466	-,1997
	Planning and control, incl. legal issues	-,44057*	,19466	,025	-,8240	-,0571
	Technical and electronic design and maintenance	-,32096	,20397	,117	-,7228	,0809
	Military operational	-,07902	,15118	,602	-,3768	,2188
Technical and electronic design and maintenance	Policy and governing	,05947	,23044	,797	-,3945	,5134
	Personel, Human resource management	,34120	,21231	,109	-,0770	,7594
	Logistics	,29805	,20498	,147	-,1058	,7018
	Information and communication systems	-,25219	,22089	,255	-,6873	,1829
	Planning and control, incl. legal issues	-,11962	,22528	,596	-,5634	,3242
	Education and training	,32096	,20397	,117	-,0809	,7228
	Military operational	,24193	,18898	,202	-,1304	,6142
Military operational	Policy and governing	-,18246	,18534	,326	-,5476	,1827
	Personel, Human resource management	,09927	,16225	,541	-,2204	,4189
	Logistics	,05611	,15253	,713	-,2444	,3566
	Information and communication systems	-,49413*	,17332	,005	-,8356	-,1527
	Planning and control, incl. legal issues	-,36155*	,17889	,044	-,7140	-,0091
	Education and training	,07902	,15118	,602	-,2188	,3768
	Technical and electronic design and maintenance	-,24193	,18898	,202	-,6142	,1304

*. The mean difference is significant at the .05 level.

Kruskal-Wallis Test

Ranks

	Initial_Training	N	Mean Rank
productivityb	Personnel	21	95,48
	Administrative, logistic	53	116,14
	Communication and information systems	14	164,04
	Planning and control, juridical	6	129,25
	Technical and electronic design and maintenance	60	142,15
	Military operational	92	115,43
	Total	246	

Test Statistics[a,b]

	productivityb
Chi-Square	13,819
df	5
Asymp. Sig.	,017

a. Kruskal Wallis Test

b. Grouping Variable: Initial_Training

Kruskal-Wallis Test

Ranks

	Main_function	N	Mean Rank
productivityb	Policy and governing	20	128,68
	Personel, Human resource management	29	101,03
	Logistics	35	109,50
	Information and communication systems	24	166,88
	Planning and control, incl. legal issues	22	152,32
	Education and training	36	106,97
	Technical and electronic design and maintenance	19	136,76
	Military operational	61	118,68
	Total	246	

Test Statistics[a,b]

	productivityb
Chi-Square	19,914
df	7
Asymp. Sig.	,006

a. Kruskal Wallis Test

b. Grouping Variable: Main_function

1.5.3 Factor analysis related to productivity

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,151	43,023	43,023	2,151	43,023	43,023	2,037	40,730	40,730
2	1,026	20,526	63,550	1,026	20,526	63,550	1,141	22,820	63,550
3	,837	16,732	80,282						
4	,665	13,290	93,572						
5	,321	6,428	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
q24recoded	,646	,261
q32recoded	,869	,061
q31recoded	,865	,005
q47recoded	,332	,528
q33	-,069	,889

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

1.6 Confidence in using ICT

Using ICT in my work makes me uncertain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	194	78.9	78.9	78.9
	applies seldomly	46	18.7	18.7	97.6
	applies partly	3	1.2	1.2	98.8
	applies mainly	1	.4	.4	99.2
	applies entirely	2	.8	.8	100.0
	Total	246	100.0	100.0	

median and mode:'does not apply at all'

I know enough about ICT networks in order to know what can and cannot be done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	13	5.3	5.3	5.3
	applies seldomly	52	21.1	21.1	26.4
	applies partly	73	29.7	29.7	56.1
	applies mainly	89	36.2	36.2	92.3
	applies entirely	19	7.7	7.7	100.0
	Total	246	100.0	100.0	

median:'applies partly', mode:'applies mainly'.

I am able to use all the software applications that I need in my work effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	14	5.7	5.7	7.3
	applies partly	49	19.9	19.9	27.2
	applies mainly	134	54.5	54.5	81.7
	applies entirely	45	18.3	18.3	100.0
	Total	246	100.0	100.0	

median and mode:'applies mainly'.

I manage my e-mail effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	3	1.2	1.2	1.2
	applies seldomly	15	6.1	6.1	7.3
	applies partly	62	25.2	25.3	32.7
	applies mainly	127	51.6	51.8	84.5
	applies entirely	38	15.4	15.5	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

median and mode:'applies mainly'.

I organize my information effectively on the computer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	18	7.3	7.3	9.0
	applies partly	52	21.1	21.2	30.2
	applies mainly	138	56.1	56.3	86.5
	applies entirely	33	13.4	13.5	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

median and mode:'applies mainly'.

I have enough insight in ICT in order to participate in decisionmaking in this regard

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	13	5.3	5.3	5.3
	applies seldomly	52	21.1	21.1	26.4
	applies partly	64	26.0	26.0	52.4
	applies mainly	94	38.2	38.2	90.7
	applies entirely	23	9.3	9.3	100.0
	Total	246	100.0	100.0	

median:'applies partly' and mode:'applies mainly'.

I ask others to help me with ICT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	22	8.9	8.9	8.9
	applies seldomly	106	43.1	43.1	52.0
	applies partly	76	30.9	30.9	82.9
	applies mainly	33	13.4	13.4	96.3
	applies entirely	9	3.7	3.7	100.0
	Total	246	100.0	100.0	

median and mode:'applies seldomly'.

I know where to find information about relevant courses and studies for myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	38	15.4	15.6	15.6
	applies seldomly	70	28.5	28.7	44.3
	applies partly	47	19.1	19.3	63.5
	applies mainly	69	28.0	28.3	91.8
	applies entirely	20	8.1	8.2	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

median:'applies partly', mode:'applies seldomly'.

I can always find work-related information on the Internet just in time when I need it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	45	18.3	18.4	18.4
	applies seldomly	45	18.3	18.4	36.9
	applies partly	72	29.3	29.5	66.4
	applies mainly	71	28.9	29.1	95.5
	applies entirely	11	4.5	4.5	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

median and mode:'applies partly'.

1.6.1 The scale related to confidence in using ICT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.770	.777	9

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.505	2.831	4.744	1.913	1.676	.349	9

The covariance matrix is calculated and used in the analysis.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q22recoded	26.8017	24.575	.273	.121	.770
q35recoded	28.1446	22.091	.392	.187	.757
q25	28.3471	20.294	.562	.492	.730
q26	27.7231	21.861	.494	.325	.743
q27	27.8099	21.657	.531	.557	.738
q28	27.8264	21.605	.530	.529	.738
q34	28.2975	20.085	.565	.484	.729
q39	28.6983	21.041	.356	.292	.769
q42	28.7149	20.645	.424	.307	.755

Item Statistics

	Mean	Std. Deviation	N
q22recoded	4.7438	.58372	242
q35recoded	3.4008	.95135	242
q25	3.1983	1.01948	242
q26	3.8223	.84814	242
q27	3.7355	.83759	242
q28	3.7190	.84699	242
q34	3.2479	1.04886	242
q39	2.8471	1.21768	242
q42	2.8306	1.16671	242

1.6.2 Significant differences and correlations related to confidence in using ICT

ANOVA

confidenceinICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,985	5	,997	3,022	,012
Within Groups	79,172	240	,330		
Total	84,157	245			

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
confidenceinICT	Male	220	3.5487	.58135	.03919
	Female	26	3.1624	.51662	.10132

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
confidenceinICT	Equal variances assumed	.058	.810	3.239	244	.001	.38631	.11925	.15141	.62121
	Equal variances not assumed			3.556	32.958	.001	.38631	.10863	.16528	.60734

Descriptives

confidenceinICT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Personnel	21	3,2419	,62671	,13676	2,9566	3,5271	1,86	4,22
Administrative, logistic	53	3,5178	,57692	,07925	3,3588	3,6768	2,22	5,00
Communication and information systems	14	3,9762	,52330	,13986	3,6740	4,2783	3,00	4,78
Planning and control, juridical	6	3,5688	,62713	,25602	2,9107	4,2269	2,56	4,22
Technical and electronic design and maintenance	60	3,5574	,46761	,06037	3,4366	3,6782	2,67	4,67
Military operational	92	3,4553	,62531	,06519	3,3258	3,5848	1,78	5,00
Total	246	3,5079	,58609	,03737	3,4343	3,5815	1,78	5,00

Multiple Comparisons

Dependent Variable: confidenceinICT

LSD

(I) Initial_Training	(J) Initial_Training	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Personnel	Administrative, logistic	-,27595	,14810	,064	-,5677	,0158
	Communication and information systems	-,73432*	,19817	,000	-1,1247	-,3439
	Planning and control, juridical	-,32691	,26587	,220	-,8507	,1968
	Technical and electronic design and maintenance	-,31553*	,14563	,031	-,6024	-,0287
	Military operational	-,21344	,13890	,126	-,4871	,0602
Administrative, logistic	Personnel	,27595	,14810	,064	-,0158	,5677
	Communication and information systems	-,45837*	,17259	,008	-,7984	-,1184
	Planning and control, juridical	-,05096	,24740	,837	-,5383	,4364
	Technical and electronic design and maintenance	-,03959	,10827	,715	-,2529	,1737
	Military operational	,06251	,09904	,529	-,1326	,2576
Communication and information systems	Personnel	,73432*	,19817	,000	,3439	1,1247
	Administrative, logistic	,45837*	,17259	,008	,1184	,7984
	Planning and control, juridical	,40741	,28026	,147	-,1447	,9595
	Technical and electronic design and maintenance	,41878*	,17047	,015	,0830	,7546
	Military operational	,52088*	,16477	,002	,1963	,8455
Planning and control, juridical	Personnel	,32691	,26587	,220	-,1968	,8507
	Administrative, logistic	,05096	,24740	,837	-,4364	,5383
	Communication and information systems	-,40741	,28026	,147	-,9595	,1447
	Technical and electronic design and maintenance	,01138	,24592	,963	-,4731	,4958
	Military operational	,11347	,24200	,640	-,3633	,5902
Technical and electronic design and maintenance	Personnel	,31553*	,14563	,031	,0287	,6024
	Administrative, logistic	,03959	,10827	,715	-,1737	,2529
	Communication and information systems	-,41878*	,17047	,015	-,7546	-,0830
	Planning and control, juridical	-,01138	,24592	,963	-,4958	,4731
	Military operational	,10209	,09531	,285	-,0857	,2898
Military operational	Personnel	,21344	,13890	,126	-,0602	,4871
	Administrative, logistic	-,06251	,09904	,529	-,2576	,1326
	Communication and information systems	-,52088*	,16477	,002	-,8455	-,1963
	Planning and control, juridical	-,11347	,24200	,640	-,5902	,3633
	Technical and electronic design and maintenance	-,10209	,09531	,285	-,2898	,0857

*. The mean difference is significant at the .05 level.

Descriptives

confidenceinICT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	3,7333	,59279	,13255	3,4559	4,0108	2,44	4,67
Personel, Human resource management	29	3,3946	,52334	,09718	3,1956	3,5937	2,11	4,33
Logistics	35	3,3873	,48982	,08279	3,2190	3,5556	2,22	4,56
Information and communication systems	24	3,9015	,62040	,12664	3,6395	4,1634	1,86	4,78
Planning and control, incl. legal issues	22	3,6364	,48636	,10369	3,4207	3,8520	2,56	4,33
Education and training	36	3,3973	,63920	,10653	3,1810	3,6135	1,78	4,56
Technical and electronic design and maintenance	19	3,5673	,60394	,13855	3,2762	3,8583	2,67	5,00
Military operational	61	3,4026	,57455	,07356	3,2554	3,5497	2,22	5,00
Total	246	3,5079	,58609	,03737	3,4343	3,5815	1,78	5,00

ANOVA

confidenceinICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,162	7	1,023	3,163	,003
Within Groups	76,995	238	,324		
Total	84,157	245			

Multiple Comparisons

Dependent Variable: confidenceinICT

LSD

(I) Main_function	(J) Main_function	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Policy and governing	Personel, Human resource management	,33870*	,16532	,042	,0130	,6644
	Logistics	,34603*	,15943	,031	,0320	,6601
	Information and communication systems	-,16812	,17221	,330	-,5074	,1711
	Planning and control, incl. legal issues	,09697	,17573	,582	-,2492	,4431
	Education and training	,33607*	,15862	,035	,0236	,6486
	Technical and electronic design and maintenance	,16608	,18221	,363	-,1929	,5250
	Military operational	,33078*	,14656	,025	,0421	,6195
Personel, Human resource management	Policy and governing	-,33870*	,16532	,042	-,6644	-,0130
	Logistics	,00733	,14282	,959	-,2740	,2887
	Information and communication systems	-,50682*	,15695	,001	-,8160	-,1976
	Planning and control, incl. legal issues	-,24173	,16081	,134	-,5585	,0751
	Education and training	-,00263	,14192	,985	-,2822	,2770
	Technical and electronic design and maintenance	-,17262	,16788	,305	-,5033	,1581
	Military operational	-,00791	,12829	,951	-,2606	,2448
Logistics	Policy and governing	-,34603*	,15943	,031	-,6601	-,0320
	Personel, Human resource management	-,00733	,14282	,959	-,2887	,2740
	Information and communication systems	-,51415*	,15074	,001	-,8111	-,2172
	Planning and control, incl. legal issues	-,24906	,15475	,109	-,5539	,0558
	Education and training	-,00996	,13502	,941	-,2759	,2560
	Technical and electronic design and maintenance	-,17995	,16208	,268	-,4992	,1393
	Military operational	-,01525	,12061	,899	-,2528	,2223
Information and communication systems	Policy and governing	,16812	,17221	,330	-,1711	,5074
	Personel, Human resource management	,50682*	,15695	,001	,1976	,8160
	Logistics	,51415*	,15074	,001	,2172	,8111
	Planning and control, incl. legal issues	,26509	,16788	,116	-,0656	,5958
	Education and training	,50419*	,14989	,001	,2089	,7995
	Technical and electronic design and maintenance	,33420	,17466	,057	-,0099	,6783
	Military operational	,49890*	,13705	,000	,2289	,7689
Planning and control, incl. legal issues	Policy and governing	-,09697	,17573	,582	-,4431	,2492
	Personel, Human resource management	,24173	,16081	,134	-,0751	,5585
	Logistics	,24906	,15475	,109	-,0558	,5539
	Information and communication systems	-,26509	,16788	,116	-,5958	,0656
	Education and training	,23910	,15392	,122	-,0641	,5423
	Technical and electronic design and maintenance	,06911	,17813	,698	-,2818	,4200
	Military operational	,23381	,14145	,100	-,0448	,5125
Education and training	Policy and governing	-,33607*	,15862	,035	-,6486	-,0236
	Personel, Human resource management	,00263	,14192	,985	-,2770	,2822
	Logistics	,00996	,13502	,941	-,2560	,2759
	Information and communication systems	-,50419*	,14989	,001	-,7995	-,2089
	Planning and control, incl. legal issues	-,23910	,15392	,122	-,5423	,0641
	Technical and electronic design and maintenance	-,16999	,16129	,293	-,4877	,1477
	Military operational	-,00528	,11954	,965	-,2408	,2302
Technical and electronic design and maintenance	Policy and governing	-,16608	,18221	,363	-,5250	,1929
	Personel, Human resource management	,17262	,16788	,305	-,1581	,5033
	Logistics	,17995	,16208	,268	-,1393	,4992
	Information and communication systems	-,33420	,17466	,057	-,6783	,0099
	Planning and control, incl. legal issues	-,06911	,17813	,698	-,4200	,2818
	Education and training	,16999	,16129	,293	-,1477	,4877
	Military operational	,16470	,14943	,271	-,1297	,4591
Military operational	Policy and governing	-,33078*	,14656	,025	-,6195	-,0421
	Personel, Human resource management	,00791	,12829	,951	-,2448	,2606
	Logistics	,01525	,12061	,899	-,2223	,2528
	Information and communication systems	-,49890*	,13705	,000	-,7689	-,2289
	Planning and control, incl. legal issues	-,23381	,14145	,100	-,5125	,0448
	Education and training	,00528	,11954	,965	-,2302	,2408
	Technical and electronic design and maintenance	-,16470	,14943	,271	-,4591	,1297

*. The mean difference is significant at the .05 level.

Correlations

		P_hoursPC	confidencein ICT
P_hoursPC	Pearson Correlation	1	.271**
	Sig. (2-tailed)		.000
	N	241	241
confidenceinICT	Pearson Correlation	.271**	1
	Sig. (2-tailed)	.000	
	N	241	246

**. Correlation is significant at the 0.01 level (2-tailed).

1.6.3 Factor analysis related to confidence

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,365	33,649	33,649	3,365	33,649	33,649	2,538	25,382	25,382
2	1,270	12,698	46,347	1,270	12,698	46,347	1,614	16,144	41,527
3	1,109	11,089	57,435	1,109	11,089	57,435	1,591	15,909	57,435
4	,951	9,508	66,944						
5	,855	8,552	75,496						
6	,785	7,847	83,343						
7	,588	5,876	89,219						
8	,511	5,110	94,330						
9	,311	3,111	97,441						
10	,256	2,559	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
q22recoded	,494	-,114	,124
q25	,795	,199	-,005
q26	,631	,025	,337
q27	,471	,079	,709
q28	,422	,169	,668
q34	,775	,226	,003
q39	,082	,841	,040
q42	,125	,825	,140
q46	-,165	,042	,700
q35recoded	,464	,293	,057

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

1.7 Descriptive results for the use of ICT by respondents

1.7.1 Significant differences and correlations related to the use of ICT

1.7.1.1 Electronic agenda

Kruskal-Wallis Test

Ranks

	Rank	N	Mean Rank
E_agenda	LTZ3 - LTZ2OC, ELTN - KAP	114	109,49
	LTZ1, Maj	67	127,19
	LNTKOL, Overste, Kltz	50	140,05
	KTZ of KOL	14	152,07
	Total	245	

Test Statistics[a,b]

	E_agenda
Chi-Square	10,587
df	3
Asymp. Sig.	,014

a. Kruskal Wallis Test

b. Grouping Variable: Rank

Descriptives

E_agenda

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	114	2,54	1,176	,110	2,32	2,75	1	4
LTZ1, Maj	67	2,88	,977	,119	2,64	3,12	1	4
LNTKOL, Overste, Kltz	50	3,04	1,049	,148	2,74	3,34	1	4
KTZ of KOL	14	3,29	,726	,194	2,87	3,71	2	4
Total	245	2,78	1,099	,070	2,64	2,91	1	4

Kruskal-Wallis Test

Ranks

	Rank2	N	Mean Rank
E_agenda	Subaltern officers	114	109,49
	Head officers	131	134,76
	Total	245	

Test Statistics[a,b]

	E_agenda
Chi-Square	8,522
df	1
Asymp. Sig.	,004

a. Kruskal Wallis Test

b. Grouping Variable: Rank2

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	,274			,031
	Cramer's V	,158			,031
Interval by Interval	Pearson's R	,218	,058	3,488	,001[c]
Ordinal by Ordinal	Spearman Correlation	,207	,062	3,305	,001[c]
N of Valid Cases		245			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Kruskal-Wallis Test

Ranks

	Main_function	N	Mean Rank
E_agenda	Policy and governing	20	150,65
	Personel, Human resource management	29	116,09
	Logistics	35	115,67
	Information and communication systems	24	148,19
	Planning and control, incl. legal issues	22	152,09
	Education and training	36	116,14
	Technical and electronic design and maintenance	18	128,67
	Military operational	61	103,40
	Total	245	

Test Statistics[a,b]

	E_agenda
Chi-Square	17,097
df	7
Asymp. Sig.	,017

a. Kruskal Wallis Test

b. Grouping Variable: Main_function

Descriptives

E_agenda

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	3,20	1,005	,225	2,73	3,67	1	4
Personel, Human resource management	29	2,72	,960	,178	2,36	3,09	1	4
Logistics	35	2,69	1,051	,178	2,32	3,05	1	4
Information and communication systems	24	3,17	1,007	,206	2,74	3,59	1	4
Planning and control, incl. legal issues	22	3,23	,973	,207	2,80	3,66	1	4
Education and training	36	2,67	1,121	,187	2,29	3,05	1	4
Technical and electronic design and maintenance	18	2,83	1,200	,283	2,24	3,43	1	4
Military operational	61	2,44	1,162	,149	2,14	2,74	1	4
Total	245	2,78	1,099	,070	2,64	2,91	1	4

1.7.1.2 Internet

Mann-Whitney Test

Ranks

	Rank2	N	Mean Rank	Sum of Ranks
Internet	Subaltern officers	114	113,07	12889,50
	Head officers	131	131,65	17245,50
	Total	245		

Test Statistics[a]

	Internet
Mann-Whitney U	6334,500
Wilcoxon W	12889,500
Z	-2,162
Asymp. Sig. (2-tailed)	,031

a. Grouping Variable: Rank2

Kruskal-Wallis Test

Ranks

	Rank	N	Mean Rank
Internet	LTZ3 - LTZ2OC, ELTN - KAP	114	113,07
	LTZ1, Maj	66	121,95
	LNTKOL, Overste, Kltz	51	148,67
	KTZ of KOL	14	115,32
	Total	245	

Test Statistics[a,b]

	Internet
Chi-Square	10,162
df	3
Asymp. Sig.	,017

a. Kruskal Wallis Test

b. Grouping Variable: Rank

Descriptives

Internet

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	114	2,46	1,023	,096	2,28	2,65	1	4
LTZ1, Maj	66	2,62	,907	,112	2,40	2,84	1	4
LNTKOL, Overste, Kltz	51	3,00	,663	,093	2,81	3,19	2	4
KTZ of KOL	14	2,50	1,019	,272	1,91	3,09	1	4
Total	245	2,62	,945	,060	2,50	2,74	1	4

1.7.1.3 PowerPoint

Mann-Whitney Test

Ranks

	Rank2	N	Mean Rank	Sum of Ranks
PowerPoint	Subaltern officers	114	110,70	12620,00
	Head officers	132	134,55	17761,00
	Total	246		

Test Statistics[a]

	PowerPoint
Mann-Whitney U	6065,000
Wilcoxon W	12620,000
Z	-2,944
Asymp. Sig. (2-tailed)	,003

a. Grouping Variable: Rank2

Kruskal-Wallis Test

Ranks

	Rank	N	Mean Rank
PowerPoint	LTZ3 - LTZ2OC, ELTN - KAP	114	110,70
	LTZ1, Maj	67	128,41
	LNTKOL, Overste, Kltz	51	147,78
	KTZ of KOL	14	115,75
	Total	246	

Test Statistics[a,b]

	PowerPoint
Chi-Square	12,749
df	3
Asymp. Sig.	,005

a. Kruskal Wallis Test

b. Grouping Variable: Rank

Descriptives

PowerPoint

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	114	2,76	,813	,076	2,61	2,91	1	4
LTZ1, Maj	67	2,97	,627	,077	2,82	3,12	1	4
LNTKOL, Overste, Kltz	51	3,20	,601	,084	3,03	3,37	2	4
KTZ of KOL	14	2,86	,535	,143	2,55	3,17	2	4
Total	246	2,91	,726	,046	2,82	3,01	1	4

1.7.1.4 Excel

Ranks

	Rank	N	Mean Rank
Excel	LTZ3 - LTZ2OC, ELTN - KAP	114	131,50
	LTZ1, Maj	67	118,95
	LNTKOL, Overste, Kltz	51	125,56
	KTZ of KOL	14	72,64
	Total	246	

Test Statistics[a,b]

	Excel
Chi-Square	10,488
df	3
Asymp. Sig.	,015

a. Kruskal Wallis Test

b. Grouping Variable: Rank

Descriptives

Excel

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	114	3,10	,775	,073	2,95	3,24	1	4
LTZ1, Maj	67	2,97	,758	,093	2,79	3,16	1	4
LNTKOL, Overste, Kltz	51	3,06	,645	,090	2,88	3,24	2	4
KTZ of KOL	14	2,36	,929	,248	1,82	2,89	1	4
Total	246	3,01	,769	,049	2,92	3,11	1	4

Correlations

			Rank	Excel
Spearman's rho	Rank	Correlation Coefficient	1,000	-,133*
		Sig. (2-tailed)	.	,038
		N	246	246
	Excel	Correlation Coefficient	-,133*	1,000
		Sig. (2-tailed)	,038	.
		N	246	246

*. Correlation is significant at the 0.05 level (2-tailed).

1.7.1.5 Access

Kruskal-Wallis Test

Ranks

	Rank	N	Mean Rank
Access	LTZ3 - LTZ2OC, ELTN - KAP	112	127,37
	LTZ1, Maj	67	130,56
	LNTKOL, Overste, Kltz	51	115,92
	KTZ of KOL	14	68,93
	Total	244	

Test Statistics[a,b]

	Access
Chi-Square	10,844
df	3
Asymp. Sig.	,013

a. Kruskal Wallis Test

b. Grouping Variable: Rank

Descriptives

Access

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
LTZ3 - LTZ2OC, ELTN - KAP	112	2,26	1,046	,099	2,06	2,45	1	4
LTZ1, Maj	67	2,27	,863	,105	2,06	2,48	1	4
LNTKOL, Overste, Kltz	51	2,08	,913	,128	1,82	2,34	1	4
KTZ of KOL	14	1,43	,514	,137	1,13	1,73	1	2
Total	244	2,18	,963	,062	2,05	2,30	1	4

Correlations

			Rank	Access
Spearman's rho	Rank	Correlation Coefficient	1,000	-,127*
		Sig. (2-tailed)	.	,048
		N	246	244
	Access	Correlation Coefficient	-,127*	1,000
		Sig. (2-tailed)	,048	.
		N	244	244

*. Correlation is significant at the 0.05 level (2-tailed).

1.7.1.6 Information management systems

Kruskal-Wallis Test

Ranks

	Defence_component	N	Mean Rank
MIS	Royal Army	100	121,33
	Royal Airforce	68	137,99
	Royal Navy	56	94,39
	Royal Military Police	18	144,50
	Total	242	

Test Statistics[a,b]

	MIS
Chi-Square	15,464
df	3
Asymp. Sig.	,001

a. Kruskal Wallis Test

b. Grouping Variable: Defence_component

Descriptives

MIS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Royal Army	100	2,29	1,057	,106	2,08	2,50	1	4
Royal Airforce	68	2,56	1,042	,126	2,31	2,81	1	4
Royal Navy	56	1,86	1,069	,143	1,57	2,14	1	4
Royal Military Police	18	2,67	1,085	,256	2,13	3,21	1	4
Total	242	2,29	1,086	,070	2,16	2,43	1	4

1.7.1.7 Project planning systems

Kruskal-Wallis Test

Ranks

	Main function	N	Mean Rank
PPS	Policy and governing	20	97,25
	Personel, Human resource management	28	127,91
	Logistics	34	106,62
	Information and communication systems	24	147,31
	Planning and control, incl. legal issues	22	125,59
	Education and training	35	124,41
	Technical and electronic design and maintenance	18	156,06
	Military operational	60	109,13
	Total	241	

Test Statistics[a,b]

	PPS
Chi-Square	16,608
df	7
Asymp. Sig.	,020

a. Kruskal Wallis Test

b. Grouping Variable: Main_function

Descriptives

PPS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	1,45	,759	,170	1,09	1,81	1	3
Personel, Human resource management	28	1,86	,891	,168	1,51	2,20	1	4
Logistics	34	1,62	,954	,164	1,28	1,95	1	4
Information and communication systems	24	2,25	1,113	,227	1,78	2,72	1	4
Planning and control, incl. legal issues	22	1,86	,990	,211	1,42	2,30	1	4
Education and training	35	1,91	1,121	,190	1,53	2,30	1	4
Technical and electronic design and maintenance	18	2,39	1,092	,257	1,85	2,93	1	4
Military operational	60	1,60	,785	,101	1,40	1,80	1	3
Total	241	1,81	,976	,063	1,69	1,94	1	4

1.8 Identifying ICT-competence

1.8.1 Operational ICT-competence

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.785	.788	6

Item Statistics

	Mean	Std. Deviation	N
q25	3.2082	1.02106	245
q26	3.8286	.84640	245
q27	3.7429	.83666	245
q28	3.7265	.84610	245
q34	3.2612	1.05053	245
q35recoded	3.4041	.95599	245

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.529	3.208	3.829	.620	1.193	.073	6

The covariance matrix is calculated and used in the analysis.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q25	17.9633	10.036	.608	.493	.733
q26	17.3429	11.292	.528	.293	.755
q27	17.4286	11.041	.588	.537	.741
q28	17.4449	11.150	.557	.515	.748
q34	17.9102	10.016	.585	.475	.740
q35recoded	17.7673	11.704	.366	.162	.793

Scale Statistics

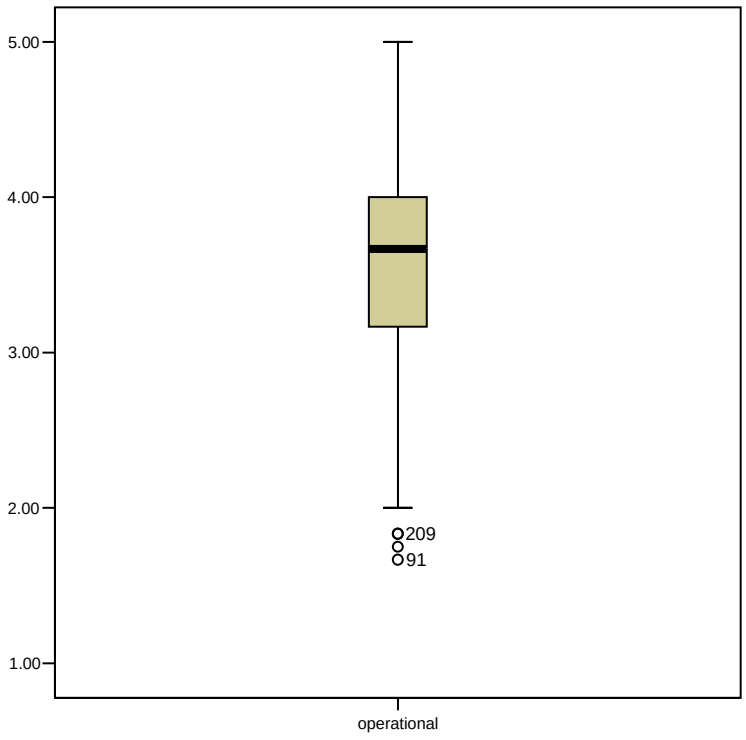
Mean	Variance	Std. Deviation	N of Items
21.1714	15.011	3.87446	6

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
operational	246	100.0%	0	.0%	246	100.0%

Descriptives

			Statistic	Std. Error
operational	Mean		3.5213	.04172
	95% Confidence Interval for Mean	Lower Bound	3.4392	
		Upper Bound	3.6035	
	5% Trimmed Mean		3.5318	
	Median		3.6667	
	Variance		.428	
	Std. Deviation		.65433	
	Minimum		1.67	
	Maximum		5.00	
	Range		3.33	
	Interquartile Range		.88	
	Skewness		-.310	.155
	Kurtosis		.052	.309



1.8.1.1 Significant differences and correlations related to operational ICT-competence

T-Test

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
operational	Male	220	3.5830	.63086	.04253
	Female	26	3.0000	.62716	.12300

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
operational	Equal variances assumed	.147	.701	4.459	244	.000	.58295	.13075	.32541	.84050
	Equal variances not assumed			4.479	31.285	.000	.58295	.13014	.31762	.84829

Descriptive Statistics

	Mean	Std. Deviation	N
operational	3.5213	.65433	246
P_hoursPC	7.56	6.241	241

Correlations

		operational	P_hoursPC
operational	Pearson Correlation	1	.219**
	Sig. (2-tailed)		.001
	N	246	241
P_hoursPC	Pearson Correlation	.219**	1
	Sig. (2-tailed)	.001	
	N	241	241

**. Correlation is significant at the 0.01 level (2-tailed).

1.8.1.2 Factor analysis related to operational ICT-competence

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,946	49,097	49,097	2,946	49,097	49,097	1,996	33,267	33,267
2	1,004	16,731	65,828	1,004	16,731	65,828	1,954	32,560	65,828
3	,825	13,751	79,578						
4	,610	10,168	89,746						
5	,324	5,392	95,138						
6	,292	4,862	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
q25	,206	,849
q26	,543	,429
q27	,882	,192
q28	,893	,141
q34	,273	,771
q35recoded	,091	,631

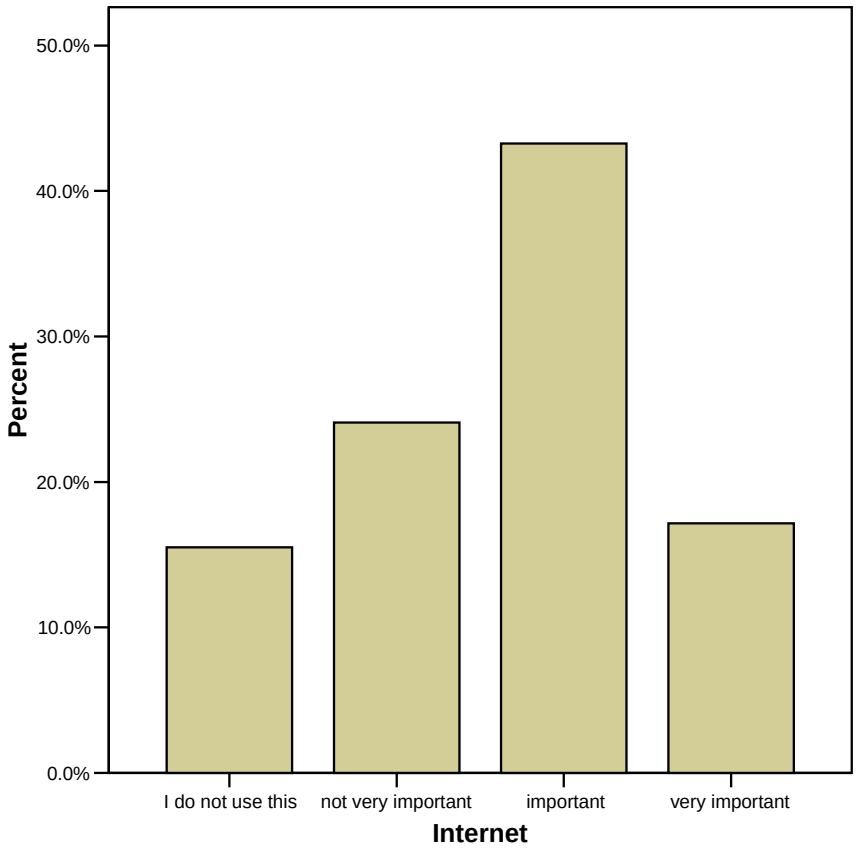
Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

1.8.2 Structural ICT-competence

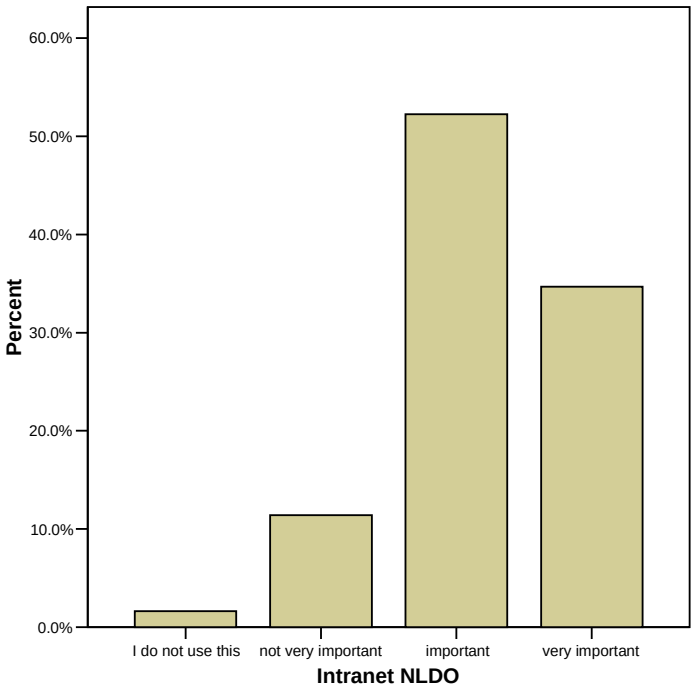
Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I do not use this	38	15.4	15.5	15.5
	not very important	59	24.0	24.1	39.6
	important	106	43.1	43.3	82.9
	very important	42	17.1	17.1	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		



Intranetdef

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I do not use this	4	1.6	1.6	1.6
	not very important	28	11.4	11.4	13.1
	important	128	52.0	52.2	65.3
	very important	85	34.6	34.7	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		



I would like to know how I could find information on the Internet more effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	40	16.3	16.3	16.3
	applies seldomly	80	32.5	32.7	49.0
	applies partly	57	23.2	23.3	72.2
	applies mainly	42	17.1	17.1	89.4
	applies entirely	26	10.6	10.6	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I waste time finding relevant information on the Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	60	24.4	24.5	24.5
	applies seldomly	93	37.8	38.0	62.4
	applies partly	51	20.7	20.8	83.3
	applies mainly	24	9.8	9.8	93.1
	applies entirely	17	6.9	6.9	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

know how to obtain access to workrelated sections of the Internet for which you need special authorisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	126	51.2	51.4	51.4
	applies seldomly	28	11.4	11.4	62.9
	applies partly	23	9.3	9.4	72.2
	applies mainly	36	14.6	14.7	86.9
	applies entirely	32	13.0	13.1	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

know where to find information on the Internet about relevant courses and studies for myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	38	15.4	15.6	15.6
	applies seldomly	70	28.5	28.7	44.3
	applies partly	47	19.1	19.3	63.5
	applies mainly	69	28.0	28.3	91.8
	applies entirely	20	8.1	8.2	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

know where to find information on the Internet about relevant courses and studies for my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	25	10.2	18.0	18.0
	applies seldomly	38	15.4	27.3	45.3
	applies partly	29	11.8	20.9	66.2
	applies mainly	39	15.9	28.1	94.2
	applies entirely	8	3.3	5.8	100.0
	Total	139	56.5	100.0	
Missing	System	107	43.5		
Total		246	100.0		

I can always find work-related information on the Internet just in time when I need it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	45	18.3	18.4	18.4
	applies seldomly	45	18.3	18.4	36.9
	applies partly	72	29.3	29.5	66.4
	applies mainly	71	28.9	29.1	95.5
	applies entirely	11	4.5	4.5	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

It is important in my function to find relevant information on the Intranet of the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	8	3.3	3.3	3.3
	applies seldomly	22	8.9	9.0	12.3
	applies partly	51	20.7	20.9	33.2
	applies mainly	99	40.2	40.6	73.8
	applies entirely	64	26.0	26.2	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

It is always easy to find relevant information on the Intranet of the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	30	12.2	12.3	12.3
	applies seldomly	71	28.9	29.1	41.4
	applies partly	71	28.9	29.1	70.5
	applies mainly	55	22.4	22.5	93.0
	applies entirely	17	6.9	7.0	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

I waste time finding relevant information on the Intranet of the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	16	6.5	6.6	6.6
	applies seldomly	65	26.4	26.6	33.2
	applies partly	82	33.3	33.6	66.8
	applies mainly	58	23.6	23.8	90.6
	applies entirely	23	9.3	9.4	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

1.8.2.1 The scale related to structural competence

Case Processing Summary

		N	%
Cases	Valid	137	55.7
	Excluded[a]	109	44.3
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.628	.633	8

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.922	2.241	3.664	1.423	1.635	.191	8

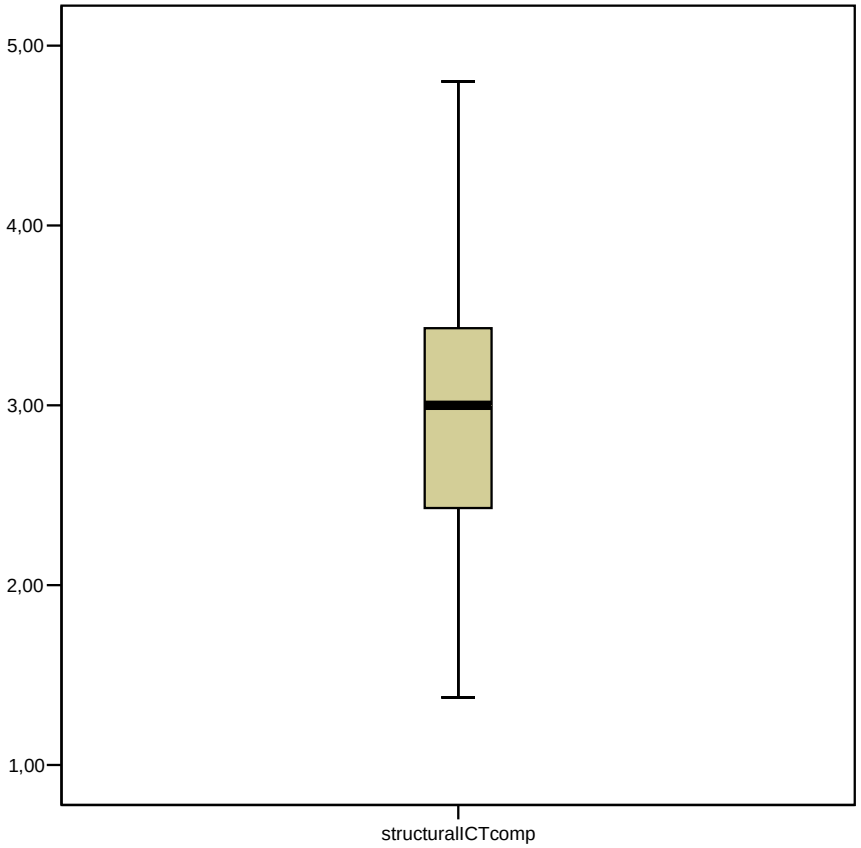
The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.3796	25.575	5.05722	8

Descriptives

			Statistic	Std. Error
structuralICTcomp	Mean		2.9359	.04153
	95% Confidence Interval for Mean	Lower Bound	2.8541	
		Upper Bound	3.0177	
	5% Trimmed Mean		2.9336	
	Median		3.0000	
	Variance		.424	
	Std. Deviation		.65144	
	Minimum		1.38	
	Maximum		4.80	
	Range		3.43	
	Interquartile Range		1.00	
	Skewness		.001	.155
	Kurtosis		-.480	.309



1.8.2.2 Significant differences and correlations related to structural ICT-competence

Kruskal-Wallis Test

Ranks

	Main_function	N	Mean Rank
structuralICTcomp	Policy and governing	20	121,80
	Personel, Human resource management	29	140,88
	Logistics	35	99,76
	Information and communication systems	24	162,77
	Planning and control, incl. legal issues	22	146,36
	Education and training	36	101,65
	Technical and electronic design and maintenance	19	131,61
	Military operational	61	116,09
	Total	246	

Test Statistics[a,b]

	structural ICTcomp
Chi-Square	19,550
df	7
Asymp. Sig.	,007

a. Kruskal Wallis Test

b. Grouping Variable: Main_function

Oneway

Descriptives

structuralICTcomp

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	2,9223	,65834	,14721	2,6142	3,2304	1,63	4,00
Personel, Human resource management	29	3,0813	,65412	,12147	2,8325	3,3301	1,50	4,14
Logistics	35	2,7439	,54464	,09206	2,5568	2,9310	1,88	4,13
Information and communication systems	24	3,2872	,63565	,12975	3,0188	3,5556	1,38	4,25
Planning and control, incl. legal issues	22	3,1404	,59881	,12767	2,8749	3,4059	2,00	4,29
Education and training	36	2,7227	,62082	,10347	2,5127	2,9328	1,57	3,88
Technical and electronic design and maintenance	19	3,0618	,72308	,16589	2,7133	3,4104	2,00	4,80
Military operational	61	2,8560	,65614	,08401	2,6880	3,0241	1,71	4,29
Total	246	2,9359	,65144	,04153	2,8541	3,0177	1,38	4,80

ANOVA

structuralICTcomp

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8,116	7	1,159	2,879	,007
Within Groups	95,856	238	,403		
Total	103,972	245			

Multiple Comparisons

Dependent Variable: structuralICTcomp
LSD

(I) Main_function	(J) Main_function	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Policy and governing	Personel, Human resource management	-,15896	,18446	,390	-,5223	,2044
	Logistics	,17844	,17789	,317	-,1720	,5289
	Information and communication systems	-,36488	,19214	,059	-,7434	,0136
	Planning and control, incl. legal issues	-,21810	,19607	,267	-,6044	,1682
	Education and training	,19960	,17699	,261	-,1491	,5483
	Technical and electronic design and maintenance	-,13952	,20331	,493	-,5400	,2610
	Military operational	,06629	,16352	,686	-,2558	,3884
Personel, Human resource management	Policy and governing	,15896	,18446	,390	-,2044	,5223
	Logistics	,33740*	,15936	,035	,0235	,6513
	Information and communication systems	-,20592	,17513	,241	-,5509	,1391
	Planning and control, incl. legal issues	-,05914	,17943	,742	-,4126	,2943
	Education and training	,35856*	,15835	,024	,0466	,6705
	Technical and electronic design and maintenance	,01944	,18731	,917	-,3496	,3884
	Military operational	,22525	,14315	,117	-,0567	,5072
Logistics	Policy and governing	-,17844	,17789	,317	-,5289	,1720
	Personel, Human resource management	-,33740*	,15936	,035	-,6513	-,0235
	Information and communication systems	-,54332*	,16819	,001	-,8747	-,2120
	Planning and control, incl. legal issues	-,39654*	,17267	,023	-,7367	-,0564
	Education and training	,02116	,15065	,888	-,2756	,3179
	Technical and electronic design and maintenance	-,31796	,18085	,080	-,6742	,0383
	Military operational	-,11215	,13457	,405	-,3773	,1530
Information and communication systems	Policy and governing	,36488	,19214	,059	-,0136	,7434
	Personel, Human resource management	,20592	,17513	,241	-,1391	,5509
	Logistics	,54332*	,16819	,001	,2120	,8747
	Planning and control, incl. legal issues	,14678	,18732	,434	-,2222	,5158
	Education and training	,56448*	,16724	,001	,2350	,8939
	Technical and electronic design and maintenance	,22536	,19488	,249	-,1586	,6093
	Military operational	,43117*	,15292	,005	,1299	,7324
Planning and control, incl. legal issues	Policy and governing	,21810	,19607	,267	-,1682	,6044
	Personel, Human resource management	,05914	,17943	,742	-,2943	,4126
	Logistics	,39654*	,17267	,023	,0564	,7367
	Information and communication systems	-,14678	,18732	,434	-,5158	,2222
	Education and training	,41770*	,17174	,016	,0794	,7560
	Technical and electronic design and maintenance	,07858	,19876	,693	-,3130	,4701
	Military operational	,28439	,15783	,073	-,0265	,5953
Education and training	Policy and governing	-,19960	,17699	,261	-,5483	,1491
	Personel, Human resource management	-,35856*	,15835	,024	-,6705	-,0466
	Logistics	-,02116	,15065	,888	-,3179	,2756
	Information and communication systems	-,56448*	,16724	,001	-,8939	-,2350
	Planning and control, incl. legal issues	-,41770*	,17174	,016	-,7560	-,0794
	Technical and electronic design and maintenance	-,33912	,17996	,061	-,6936	,0154
	Military operational	-,13331	,13338	,319	-,3961	,1294
Technical and electronic design and maintenance	Policy and governing	,13952	,20331	,493	-,2610	,5400
	Personel, Human resource management	-,01944	,18731	,917	-,3884	,3496
	Logistics	,31796	,18085	,080	-,0383	,6742
	Information and communication systems	-,22536	,19488	,249	-,6093	,1586
	Planning and control, incl. legal issues	-,07858	,19876	,693	-,4701	,3130
	Education and training	,33912	,17996	,061	-,0154	,6936
	Military operational	,20581	,16673	,218	-,1227	,5343
Military operational	Policy and governing	-,06629	,16352	,686	-,3884	,2558
	Personel, Human resource management	-,22525	,14315	,117	-,5072	,0567
	Logistics	,11215	,13457	,405	-,1530	,3773
	Information and communication systems	-,43117*	,15292	,005	-,7324	-,1299
	Planning and control, incl. legal issues	-,28439	,15783	,073	-,5953	,0265
	Education and training	,13331	,13338	,319	-,1294	,3961
	Technical and electronic design and maintenance	-,20581	,16673	,218	-,5343	,1227

*. The mean difference is significant at the .05 level.

Correlations

		P_hoursPC	structural ICTcomp
P_hoursPC	Pearson Correlation	1	.165*
	Sig. (2-tailed)		.010
	N	241	241
structuralICTcomp	Pearson Correlation	.165*	1
	Sig. (2-tailed)	.010	
	N	241	246

*. Correlation is significant at the 0.05 level (2-tailed).

1.8.2.3 Factor analysis related to structural ICT-competence

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,341	29,260	29,260	2,341	29,260	29,260	2,169	27,106	27,106
2	1,789	22,366	51,626	1,789	22,366	51,626	1,808	22,600	49,707
3	1,283	16,040	67,666	1,283	16,040	67,666	1,437	17,960	67,666
4	,779	9,734	77,401						
5	,604	7,549	84,950						
6	,556	6,949	91,899						
7	,393	4,907	96,806						
8	,256	3,194	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
q31recoded	,059	,923	,029
q32recoded	-,043	,907	,103
q47recoded	,131	,138	,786
q36	,599	-,237	,152
q39	,796	,239	-,142
q42	,830	-,003	,051
q46	,055	-,019	,835
q81	,680	,028	,252

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

1.8.3 Strategic ICT-competence

STATEMENT 37

It is easy for me to evaluate the credibility of the information I find on the Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	27	11.0	11.1	11.1
	applies seldomly	33	13.4	13.6	24.7
	applies partly	56	22.8	23.0	47.7
	applies mainly	107	43.5	44.0	91.8
	applies entirely	20	8.1	8.2	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

Statement 63

I identify and recognize important information in the information rich environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	3	1.2	1.2	1.2
	applies seldomly	20	8.1	8.2	9.4
	applies partly	74	30.1	30.2	39.6
	applies mainly	120	48.8	49.0	88.6
	applies entirely	28	11.4	11.4	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

1.8.3.1 Significant differences related to strategic ICT-competence

Mann-Whitney Test

Ranks

	Sex	N	Mean Rank	Sum of Ranks
q37	Male	217	125,94	27328,00
	Female	26	89,15	2318,00
	Total	243		
q63	Male	219	126,34	27667,50
	Female	26	94,90	2467,50
	Total	245		

Test Statistics[a]

	q37	q63
Mann-Whitney U	1967,000	2116,500
Wilcoxon W	2318,000	2467,500
Z	-2,661	-2,315
Asymp. Sig. (2-tailed)	,008	,021

a. Grouping Variable: Sex

Mann-Whitney Test

Ranks

	Rank2	N	Mean Rank	Sum of Ranks
q37	Subaltern officers	113	110,04	12435,00
	Head officers	130	132,39	17211,00
	Total	243		
q63	Subaltern officers	114	123,21	14046,50
	Head officers	131	122,81	16088,50
	Total	245		

Test Statistics[a]

	q37	q63
Mann-Whitney U	5994,000	7442,500
Wilcoxon W	12435,000	16088,500
Z	-2,609	-,048
Asymp. Sig. (2-tailed)	,009	,962

a. Grouping Variable: Rank2

1.9 Identifying ICT-related competence

1.9.1 Competence related to creating and participating in the learning organization

I do communicate electronically with other professionals about my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	7	2.8	2.8	2.8
	applies seldomly	18	7.3	7.3	10.2
	applies partly	47	19.1	19.1	29.3
	applies mainly	116	47.2	47.2	76.4
	applies entirely	58	23.6	23.6	100.0
	Total	246	100.0	100.0	

I have the opportunity to learn via the Internet during working hours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	166	67.5	68.0	68.0
	applies seldomly	44	17.9	18.0	86.1
	applies partly	22	8.9	9.0	95.1
	applies mainly	10	4.1	4.1	99.2
	applies entirely	2	.8	.8	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

In my function it is important to continue to learn all the time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.4	.4
	applies seldomly	4	1.6	1.6	2.0
	applies partly	38	15.4	15.6	17.6
	applies mainly	97	39.4	39.8	57.4
	applies entirely	104	42.3	42.6	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

I obtain ideas from the work of others that I find on the Internet to improve my own work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	74	30.1	30.5	30.5
	applies seldomly	69	28.0	28.4	58.8
	applies partly	68	27.6	28.0	86.8
	applies mainly	24	9.8	9.9	96.7
	applies entirely	8	3.3	3.3	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

I participate in keeping the information on the Intranet of the NLDO up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	125	50.8	51.2	51.2
	applies seldomly	57	23.2	23.4	74.6
	applies partly	30	12.2	12.3	86.9
	applies mainly	24	9.8	9.8	96.7
	applies entirely	8	3.3	3.3	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

obtain ideas from the work of others that I find on the Intranet of the NLDO to improve my own work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	69	28.0	28.3	28.3
	applies seldomly	70	28.5	28.7	57.0
	applies partly	74	30.1	30.3	87.3
	applies mainly	26	10.6	10.7	98.0
	applies entirely	5	2.0	2.0	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

It is important to store the knowledge of my section electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	14	5.7	5.7	5.7
	applies seldomly	22	8.9	9.0	14.7
	applies partly	47	19.1	19.2	33.9
	applies mainly	92	37.4	37.6	71.4
	applies entirely	70	28.5	28.6	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I have the opportunity to learn via the Intranet of the NLDO during working hours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	126	51.2	51.9	51.9
	applies seldomly	69	28.0	28.4	80.2
	applies partly	26	10.6	10.7	90.9
	applies mainly	19	7.7	7.8	98.8
	applies entirely	3	1.2	1.2	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

It would be useful if the Intranet of the NLDO could be used to study or take courses directly related to my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	35	14.2	14.3	14.3
	applies seldomly	48	19.5	19.6	33.9
	applies partly	55	22.4	22.4	56.3
	applies mainly	71	28.9	29.0	85.3
	applies entirely	36	14.6	14.7	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I share my work-related knowledge with others using electronically using a share

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	28	11.4	11.5	11.5
	applies seldomly	43	17.5	17.6	29.1
	applies partly	87	35.4	35.7	64.8
	applies mainly	63	25.6	25.8	90.6
	applies entirely	23	9.3	9.4	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

I spend time to organize electronically the working knowledge of the unit that I am responsible for

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	21	8.5	8.6	8.6
	applies seldomly	60	24.4	24.6	33.2
	applies partly	78	31.7	32.0	65.2
	applies mainly	70	28.5	28.7	93.9
	applies entirely	15	6.1	6.1	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

I think of ways to improve the sharing of information electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	21	8.5	8.6	8.6
	applies seldomly	39	15.9	15.9	24.5
	applies partly	71	28.9	29.0	53.5
	applies mainly	92	37.4	37.6	91.0
	applies entirely	22	8.9	9.0	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I spend time to improve the sharing of organizational knowledge electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	27	11.0	11.1	11.1
	applies seldomly	64	26.0	26.3	37.4
	applies partly	79	32.1	32.5	70.0
	applies mainly	62	25.2	25.5	95.5
	applies entirely	11	4.5	4.5	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

I benefit from colleagues who share their experiences/lessons learnt with me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	10	4.1	4.1	4.1
	applies seldomly	45	18.3	18.3	22.4
	applies partly	97	39.4	39.4	61.8
	applies mainly	79	32.1	32.1	93.9
	applies entirely	15	6.1	6.1	100.0
	Total	246	100.0	100.0	

I share the mistakes that I made and what I learnt from it with my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	14	5.7	5.7	5.7
	applies seldomly	25	10.2	10.2	15.9
	applies partly	80	32.5	32.7	48.6
	applies mainly	110	44.7	44.9	93.5
	applies entirely	16	6.5	6.5	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I play an important role in managing the knowledge of the organization electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	74	30.1	30.1	30.1
	applies seldomly	62	25.2	25.2	55.3
	applies partly	59	24.0	24.0	79.3
	applies mainly	39	15.9	15.9	95.1
	applies entirely	12	4.9	4.9	100.0
	Total	246	100.0	100.0	

I reflect on how information can be managed more effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	25	10.2	10.4	10.4
	applies seldomly	51	20.7	21.3	31.7
	applies partly	74	30.1	30.8	62.5
	applies mainly	73	29.7	30.4	92.9
	applies entirely	17	6.9	7.1	100.0
	Total	240	97.6	100.0	
Missing	System	6	2.4		
Total		246	100.0		

I play an important role in organizing the flow of information in my unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	45	18.3	18.4	18.4
	applies seldomly	74	30.1	30.2	48.6
	applies partly	65	26.4	26.5	75.1
	applies mainly	49	19.9	20.0	95.1
	applies entirely	12	4.9	4.9	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

Dealing with organizational knowledge effectively in the NLDO needs to improve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	43	17.5	17.6	17.6
	applies seldomly	60	24.4	24.5	42.0
	applies partly	42	17.1	17.1	59.2
	applies mainly	59	24.0	24.1	83.3
	applies entirely	41	16.7	16.7	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

It is important for my organization unit to share working knowledge and information with international partners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	64	26.0	26.1	26.1
	applies seldomly	72	29.3	29.4	55.5
	applies partly	64	26.0	26.1	81.6
	applies mainly	32	13.0	13.1	94.7
	applies entirely	13	5.3	5.3	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I implement new ways of working with information in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	74	30.1	30.3	30.3
	applies seldomly	66	26.8	27.0	57.4
	applies partly	53	21.5	21.7	79.1
	applies mainly	40	16.3	16.4	95.5
	applies entirely	11	4.5	4.5	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

I reflect about the integrity of the information that I am responsible for

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	10	4.1	4.1	5.7
	applies partly	42	17.1	17.1	22.9
	applies mainly	123	50.0	50.2	73.1
	applies entirely	66	26.8	26.9	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I allow my subordinates to learn via the Internet during working hours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	41	16.7	29.7	29.7
	applies seldomly	25	10.2	18.1	47.8
	applies partly	33	13.4	23.9	71.7
	applies mainly	29	11.8	21.0	92.8
	applies entirely	10	4.1	7.2	100.0
	Total	138	56.1	100.0	
Missing	System	108	43.9		
Total		246	100.0		

I encourage my subordinates to share their working knowledge with others electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	7	2.8	5.0	5.0
	applies seldomly	18	7.3	12.9	17.9
	applies partly	32	13.0	22.9	40.7
	applies mainly	61	24.8	43.6	84.3
	applies entirely	22	8.9	15.7	100.0
	Total	140	56.9	100.0	
Missing	System	106	43.1		
Total		246	100.0		

I discuss the advantages of sharing working knowledge electronically with my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	15	6.1	10.7	10.7
	applies seldomly	21	8.5	15.0	25.7
	applies partly	39	15.9	27.9	53.6
	applies mainly	47	19.1	33.6	87.1
	applies entirely	18	7.3	12.9	100.0
	Total	140	56.9	100.0	
Missing	System	106	43.1		
Total		246	100.0		

1.9.1.1 The scales related to creating and participating in the learning organization

Case Processing Summary

		N	%
Cases	Valid	230	93.5
	Excluded[a]	16	6.5
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.864	22

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.871	1.539	4.235	2.696	2.751	.511	22

The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
63.16	149.594	12.231	22

			Statistic	Std. Error
learningorg1	Mean		2.8719	.03544
	95% Confidence Interval for Mean	Lower Bound	2.8021	
		Upper Bound	2.9417	
	5% Trimmed Mean		2.8717	
	Median		2.9091	
	Variance		.309	
	Std. Deviation		.55593	
	Minimum		1.55	
	Maximum		4.64	
	Range		3.09	
	Interquartile Range		.74	
	Skewness		.012	.155
	Kurtosis		-.061	.309

Scale 2

Case Processing Summary

		N	%
Cases	Valid	127	51.6
	Excluded (a)	119	48.4
	Total	246	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.914	25

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.934	1.496	4.228	2.732	2.826	.444	25

The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
73.35	252.419	15.888	25

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
learningorg1	246	100.0%	0	.0%	246	100.0%

Descriptives

			Statistic	Std. Error
learningorg2	Mean		2.8864	.03622
	95% Confidence Interval for Mean	Lower Bound	2.8151	
		Upper Bound	2.9578	
	5% Trimmed Mean		2.8847	
	Median		2.9091	
	Variance		.323	
	Std. Deviation		.56814	
	Minimum		1.52	
	Maximum		4.68	
	Range		3.16	
	Interquartile Range		.75	
	Skewness		.026	.155
	Kurtosis		-.057	.309

1.9.1.2 Significant differences and correlations related to the scale of creating and participating in a learning organization

T-Test

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
learningorg1	Male	220	2.9103	.54607	.03682
	Female	26	2.5476	.54249	.10639

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
learningorg1	Equal variances assumed	.155	.694	3.205	244	.002	.36270	.11317	.13979	.58561
	Equal variances not assumed			3.222	31.295	.003	.36270	.11258	.13318	.59223

Descriptives

learningorg1

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Policy and governing	20	3,0018	,57007	,12747	2,7350	3,2686	2,14	4,14
Personel, Human resource management	29	2,8040	,50132	,09309	2,6133	2,9947	1,82	3,82
Logistics	35	2,7557	,53531	,09048	2,5718	2,9395	1,77	4,14
Information and communication systems	24	3,2124	,52773	,10772	2,9896	3,4353	2,50	4,64
Planning and control, incl. legal issues	22	3,0124	,45631	,09729	2,8101	3,2147	1,91	3,86
Education and training	36	2,8332	,56538	,09423	2,6419	3,0245	1,55	4,10
Technical and electronic design and maintenance	19	2,8945	,50981	,11696	2,6487	3,1402	2,14	3,75
Military operational	61	2,7595	,59339	,07598	2,6075	2,9115	1,55	3,95
Total	246	2,8719	,55593	,03544	2,8021	2,9417	1,55	4,64

ANOVA

learningorg1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.995	7	.714	2.401	.022
Within Groups	70.725	238	.297		
Total	75.720	245			

Multiple Comparisons

Dependent Variable: learningorg1

LSD

(I) Main_function	(J) Main_function	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Policy and governing	Personel, Human resource management	,19779	,15845	,213	-,1143	,5099
	Logistics	,24614	,15280	,109	-,0549	,5472
	Information and communication systems	-,21063	,16505	,203	-,5358	,1145
	Planning and control, incl. legal issues	-,01060	,16842	,950	-,3424	,3212
	Education and training	,16856	,15203	,269	-,1309	,4681
	Technical and electronic design and maintenance	,10734	,17464	,539	-,2367	,4514
	Military operational	,24228	,14046	,086	-,0344	,5190
Personel, Human resource management	Policy and governing	-,19779	,15845	,213	-,5099	,1143
	Logistics	,04834	,13688	,724	-,2213	,3180
	Information and communication systems	-,40842*	,15043	,007	-,7048	-,1121
	Planning and control, incl. legal issues	-,20840	,15412	,178	-,5120	,0952
	Education and training	-,02924	,13602	,830	-,2972	,2387
	Technical and electronic design and maintenance	-,09045	,16089	,575	-,4074	,2265
	Military operational	,04448	,12296	,718	-,1977	,2867
Logistics	Policy and governing	-,24614	,15280	,109	-,5472	,0549
	Personel, Human resource management	-,04834	,13688	,724	-,3180	,2213
	Information and communication systems	-,45676*	,14447	,002	-,7414	-,1722
	Planning and control, incl. legal issues	-,25674	,14832	,085	-,5489	,0354
	Education and training	-,07758	,12940	,549	-,3325	,1773
	Technical and electronic design and maintenance	-,13879	,15534	,373	-,4448	,1672
	Military operational	-,00386	,11559	,973	-,2316	,2239
Information and communication systems	Policy and governing	,21063	,16505	,203	-,1145	,5358
	Personel, Human resource management	,40842*	,15043	,007	,1121	,7048
	Logistics	,45676*	,14447	,002	,1722	,7414
	Planning and control, incl. legal issues	,20002	,16090	,215	-,1169	,5170
	Education and training	,37918*	,14365	,009	,0962	,6622
	Technical and electronic design and maintenance	,31797	,16740	,059	-,0118	,6477
	Military operational	,45290*	,13135	,001	,1941	,7117
Planning and control, incl. legal issues	Policy and governing	,01060	,16842	,950	-,3212	,3424
	Personel, Human resource management	,20840	,15412	,178	-,0952	,5120
	Logistics	,25674	,14832	,085	-,0354	,5489
	Information and communication systems	-,20002	,16090	,215	-,5170	,1169
	Education and training	,17916	,14752	,226	-,1115	,4698
	Technical and electronic design and maintenance	,11794	,17073	,490	-,2184	,4543
	Military operational	,25288	,13557	,063	-,0142	,5199
Education and training	Policy and governing	-,16856	,15203	,269	-,4681	,1309
	Personel, Human resource management	,02924	,13602	,830	-,2387	,2972
	Logistics	,07758	,12940	,549	-,1773	,3325
	Information and communication systems	-,37918*	,14365	,009	-,6622	-,0962
	Planning and control, incl. legal issues	-,17916	,14752	,226	-,4698	,1115
	Technical and electronic design and maintenance	-,06121	,15458	,692	-,3657	,2433
	Military operational	,07372	,11457	,521	-,1520	,2994
Technical and electronic design and maintenance	Policy and governing	-,10734	,17464	,539	-,4514	,2367
	Personel, Human resource management	,09045	,16089	,575	-,2265	,4074
	Logistics	,13879	,15534	,373	-,1672	,4448
	Information and communication systems	-,31797	,16740	,059	-,6477	,0118
	Planning and control, incl. legal issues	-,11794	,17073	,490	-,4543	,2184
	Education and training	,06121	,15458	,692	-,2433	,3657
	Military operational	,13494	,14322	,347	-,1472	,4171
Military operational	Policy and governing	-,24228	,14046	,086	-,5190	,0344
	Personel, Human resource management	-,04448	,12296	,718	-,2867	,1977
	Logistics	,00386	,11559	,973	-,2239	,2316
	Information and communication systems	-,45290*	,13135	,001	-,7117	-,1941
	Planning and control, incl. legal issues	-,25288	,13557	,063	-,5199	,0142
	Education and training	-,07372	,11457	,521	-,2994	,1520
	Technical and electronic design and maintenance	-,13494	,14322	,347	-,4171	,1472

*. The mean difference is significant at the .05 level.

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
learningorg2	Male	220	2.9285	.55458	.03739
	Female	26	2.5303	.56706	.11121

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
learningorg2	Equal variances assumed	.419	.518	3.454	244	.001	.39821	.11528	.17115	.62528
	Equal variances not assumed			3.394	30.926	.002	.39821	.11733	.15890	.63752

Correlations

			learningorg1	P_hoursPC
Spearman's rho	learningorg1	Correlation Coefficient	1.000	.304**
		Sig. (2-tailed)	.	.000
		N	246	241
	P_hoursPC	Correlation Coefficient	.304**	1.000
		Sig. (2-tailed)	.000	.
		N	241	241

**. Correlation is significant at the 0.01 level (2-tailed).

1.9.1.3 Factor analysis related to creating and participating in the learning organization

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8,885	35,540	35,540	8,885	35,540	35,540	6,426	25,703	25,703
2	1,908	7,631	43,171	1,908	7,631	43,171	2,728	10,910	36,613
3	1,516	6,062	49,233	1,516	6,062	49,233	2,123	8,490	45,103
4	1,446	5,786	55,018	1,446	5,786	55,018	1,873	7,492	52,595
5	1,315	5,259	60,277	1,315	5,259	60,277	1,605	6,421	59,016
6	1,126	4,504	64,781	1,126	4,504	64,781	1,441	5,765	64,781
7	,956	3,825	68,606						
8	,914	3,654	72,260						
9	,881	3,524	75,783						
10	,773	3,093	78,876						
11	,689	2,755	81,631						
12	,559	2,236	83,867						
13	,552	2,208	86,075						
14	,500	2,002	88,076						
15	,489	1,958	90,034						
16	,391	1,562	91,596						
17	,376	1,504	93,100						
18	,332	1,327	94,427						
19	,277	1,110	95,537						
20	,254	1,017	96,555						
21	,242	,970	97,525						
22	,183	,732	98,256						
23	,176	,703	98,959						
24	,152	,609	99,568						
25	,108	,432	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
q29	,231	,754	-,063	,071	-,010	-,038
q40	,102	,051	,864	,187	,008	-,011
q41	,095	,016	-,088	,725	-,085	,262
q43	,232	,214	,077	,623	,365	-,150
q48	,454	-,046	,095	-,031	,566	,049
q49	,106	,292	,071	-,013	,781	,094
q50	,508	,363	-,074	,117	,099	,263
q51	,064	,157	,840	-,131	,122	,040
q52	-,076	-,049	,154	,209	,414	,649
q53	,349	,719	,091	,190	,153	,073
q54	,515	,523	,342	-,035	-,033	-,005
q55	,660	,319	,224	,029	-,048	,201
q56	,656	,264	,278	,012	-,200	,208
q57	,139	,731	,187	,116	,191	,053
q58	,367	,306	,035	,084	-,237	,507
q59	,821	,237	,105	-,015	,046	,002
q64	,684	,177	,072	,181	,032	,201
q65	,802	,155	,022	,045	,222	,099
q67	,792	,104	-,007	,274	,072	,082
q68	,742	,083	-,112	,182	,092	,067
q70	,386	-,014	-,101	-,057	,037	,652
q82	,483	-,073	,444	,289	,193	-,049
q83	,678	,193	,191	,230	,191	-,003
q84	,745	,271	,153	,140	,179	,081
q66recoded	-,221	-,171	-,152	-,695	,067	,021

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

1.9.2 Competence related to competency management

I use my computer to obtain insight in the competencies needed in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	70	28.5	28.5	28.5
	applies seldomly	87	35.4	35.4	63.8
	applies partly	60	24.4	24.4	88.2
	applies mainly	25	10.2	10.2	98.4
	applies entirely	4	1.6	1.6	100.0
	Total	246	100.0	100.0	

I use my computer to store relevant information about the potential of my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	14	5.7	10.1	10.1
	applies seldomly	23	9.3	16.5	26.6
	applies partly	33	13.4	23.7	50.4
	applies mainly	49	19.9	35.3	85.6
	applies entirely	20	8.1	14.4	100.0
	Total	139	56.5	100.0	
Missing	System	107	43.5		
Total		246	100.0		

I recognize development needs of my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.7	.7
	applies seldomly	8	3.3	5.9	6.6
	applies partly	20	8.1	14.7	21.3
	applies mainly	71	28.9	52.2	73.5
	applies entirely	36	14.6	26.5	100.0
	Total	136	55.3	100.0	
Missing	System	110	44.7		
Total		246	100.0		

I facilitate the development needs of my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	applies seldomly	5	2.0	3.7	3.7
	applies partly	10	4.1	7.4	11.1
	applies mainly	73	29.7	54.1	65.2
	applies entirely	47	19.1	34.8	100.0
	Total	135	54.9	100.0	
Missing	System	111	45.1		
Total		246	100.0		

1.9.2.1 Scale in relation with competency management with a focus on subordinates

Case Processing Summary

		N	%
Cases	Valid	134	54.5
	Excluded[a]	112	45.5
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.692	.740	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.828	3.299	4.194	.896	1.271	.221	3

The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.49	4.943	2.223	3

Descriptives

			Statistic	Std. Error
competencymang	Mean		3,7929	,06550
	95% Confidence Interval for Mean	Lower Bound	3,6633	
		Upper Bound	3,9224	
	5% Trimmed Mean		3,8267	
	Median		4,0000	
	Variance		,601	
	Std. Deviation		,77503	
	Minimum		1,50	
	Maximum		5,00	
	Range		3,50	
	Interquartile Range		1,00	
	Skewness		-,624	,205
	Kurtosis		,123	,407

1.9.2.2 Significant differences and correlations related to the scale on competency management

T-Test

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
compchange management	Male	220	3,9061	,58516	,03945
	Female	26	3,6314	,51000	,10002

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compchange management	Equal variances assumed	1,485	,224	2,292	244	,023	,27465	,11985	,03858	,51072
	Equal variances not assumed			2,554	33,292	,015	,27465	,10752	,05598	,49332

Group Statistics

	Rank2	N	Mean	Std. Deviation	Std. Error Mean
compchange management	Subaltern officers	114	3,7946	,60685	,05684
	Head officers	132	3,9482	,55388	,04821

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compchange management	Equal variances assumed	,210	,647	-2,075	244	,039	-,15364	,07403	-,29946	-,00782
	Equal variances not assumed			-2,062	230,963	,040	-,15364	,07453	-,30048	-,00680

1.9.2.3 Factor analysis related to competency management

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,127	53,183	53,183	2,127	53,183	53,183
2	,929	23,228	76,411			
3	,648	16,198	92,609			
4	,296	7,391	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
q60	,477
q85	,691
q89	,841
q88	,845

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

1.9.3 Competence related to ICT-security awareness

I reflect on the security of information in the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	43	17.5	17.5	17.5
	applies seldomly	54	22.0	22.0	39.4
	applies partly	70	28.5	28.5	67.9
	applies mainly	56	22.8	22.8	90.7
	applies entirely	23	9.3	9.3	100.0
	Total	246	100.0	100.0	

I know what the security risks of the Internet are

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	2	.8	.8	.8
	applies seldomly	11	4.5	4.5	5.3
	applies partly	37	15.0	15.1	20.4
	applies mainly	121	49.2	49.4	69.8
	applies entirely	74	30.1	30.2	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I reflect about the integrity of the information that I am responsible for

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	10	4.1	4.1	5.7
	applies partly	42	17.1	17.1	22.9
	applies mainly	123	50.0	50.2	73.1
	applies entirely	66	26.8	26.9	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I encourage ICT-security awareness amongst my subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	6	2.4	4.3	4.3
	applies seldomly	16	6.5	11.4	15.7
	applies partly	22	8.9	15.7	31.4
	applies mainly	62	25.2	44.3	75.7
	applies entirely	34	13.8	24.3	100.0
	Total	140	56.9	100.0	
Missing	System	106	43.1		
Total		246	100.0		

1.9.3.1 The scale related to ICT-security awareness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.767	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.639	2.870	4.022	1.152	1.402	.279	4

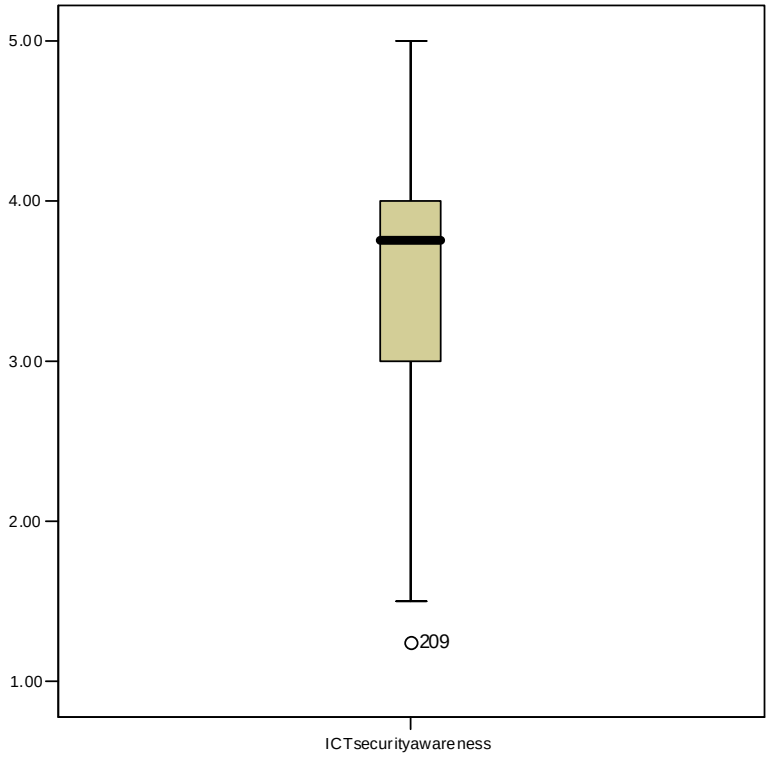
The covariance matrix is calculated and used in the analysis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
ICTsecurityawareness	246	100.0%	0	.0%	246	100.0%

Descriptives

			Statistic	Std. Error
ICTsecurityawareness	Mean		3.6325	.04829
	95% Confidence Interval for Mean	Lower Bound	3.5373	
		Upper Bound	3.7276	
	5% Trimmed Mean		3.6512	
	Median		3.7500	
	Variance		.574	
	Std. Deviation		.75742	
	Minimum		1.25	
	Maximum		5.00	
	Range		3.75	
	Interquartile Range		1.00	
	Skewness		-.437	.155
	Kurtosis		-.020	.309



1.9.3.2 Significant differences related to the scale ICT-security awareness

T-Test

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
ICTsecurityawareness	Male	220	3.6879	.74031	.04991
	Female	26	3.1635	.75184	.14745

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
ICTsecurityawareness	Equal variances assumed	.254	.615	3.410	244	.001	.52442	.15377	.22152	.82731
	Equal variances not assumed			3.369	31.011	.002	.52442	.15567	.20694	.84190

1.9.3.3 Factor analysis related to ICT-security awareness

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,358	58,952	58,952	2,358	58,952	58,952
2	,631	15,776	74,728			
3	,616	15,402	90,130			
4	,395	9,870	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
q61	,758
q62	,765
q70	,711
q87	,832

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

1.9.4 Competence related to change management

I know how to manage change effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	2	.8	.8	.8
	applies seldomly	20	8.1	8.2	9.1
	applies partly	71	28.9	29.2	38.3
	applies mainly	126	51.2	51.9	90.1
	applies entirely	24	9.8	9.9	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

I know how I can accompany changes in the organization effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	9	3.7	3.7	3.7
	applies seldomly	38	15.4	15.5	19.2
	applies partly	84	34.1	34.3	53.5
	applies mainly	101	41.1	41.2	94.7
	applies entirely	13	5.3	5.3	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

Communication is important during a change in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.4	.4
	applies seldomly	1	.4	.4	.8
	applies partly	3	1.2	1.2	2.0
	applies mainly	53	21.5	21.5	23.6
	applies entirely	188	76.4	76.4	100.0
	Total	246	100.0	100.0	

I know how I can deal with the resistance my subordinates have against changes in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	applies seldomly	1	.4	.7	.7
	applies partly	32	13.0	23.5	24.3
	applies mainly	84	34.1	61.8	86.0
	applies entirely	19	7.7	14.0	100.0
	Total	136	55.3	100.0	
Missing	System	110	44.7		
Total		246	100.0		

1.9.4.1 The scales related to change management

The first scale which is not used

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.687	.670	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.881	3.292	4.733	1.440	1.438	.571	3

The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.64	3.305	1.818	3

Case Processing Summary

		N	%
Cases	Valid	135	54.9
	Excluded[a]	111	45.1
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

The second scale which is used:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.720	.704	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.924	3.400	4.741	1.341	1.394	.335	4

The covariance matrix is calculated and used in the analysis.

Scale Statistics

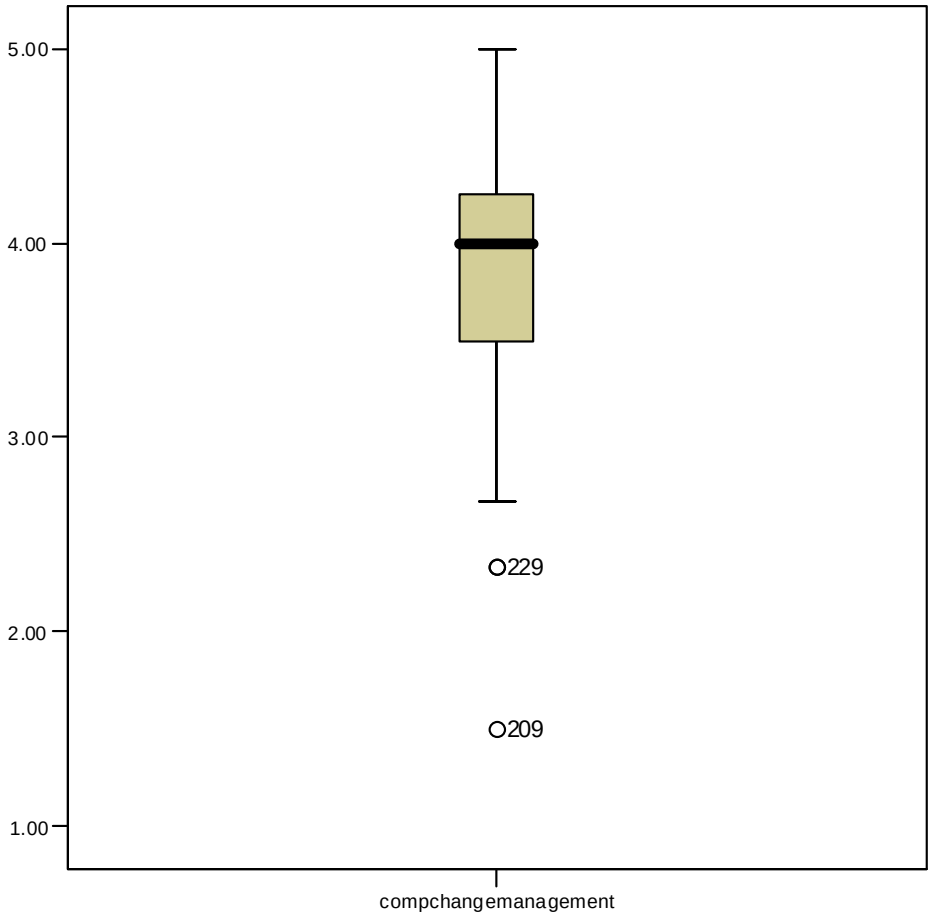
Mean	Variance	Std. Deviation	N of Items
15.70	4.347	2.085	4

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
compchange management	246	100.0%	0	.0%	246	100.0%

Descriptives

			Statistic	Std. Error
compchange management	Mean		3.8770	.03716
	95% Confidence Interval for Mean	Lower Bound	3.8038	
		Upper Bound	3.9502	
	5% Trimmed Mean		3.8897	
	Median		4.0000	
	Variance		.340	
	Std. Deviation		.58290	
	Minimum		1.50	
	Maximum		5.00	
	Range		3.50	
	Interquartile Range		.75	
	Skewness		-.509	.155
	Kurtosis		.597	.309



1.9.4.2 Significant differences related to change management

T-Test

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
compchange management	Male	220	3.9061	.58516	.03945
	Female	26	3.6314	.51000	.10002

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compchange management	Equal variances assumed	1.485	.224	2.292	244	.023	.27465	.11985	.03858	.51072
	Equal variances not assumed			2.554	33.292	.015	.27465	.10752	.05598	.49332

Group Statistics

	Rank2	N	Mean	Std. Deviation	Std. Error Mean
compchange management	Subaltern officers	114	3,7946	,60685	,05684
	Head officers	132	3,9482	,55388	,04821

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compchange management	Equal variances assumed	,210	,647	-2,075	244	,039	-,15364	,07403	-,29946	-,00782
	Equal variances not assumed			-2,062	230,963	,040	-,15364	,07453	-,30048	-,00680

1.9.4.3 Factor analysis related to change management

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,183	54,576	54,576	2,183	54,576	54,576
2	,905	22,625	77,202			
3	,593	14,818	92,019			
4	,319	7,981	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
q72	,850
q74	,867
q77	,479
q92	,692

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

1.9.5 Competence related to innovation management

I consider renewal projects as a challenge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	applies seldomly	14	5.7	5.7	5.7
	applies partly	28	11.4	11.4	17.1
	applies mainly	122	49.6	49.8	66.9
	applies entirely	81	32.9	33.1	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

I have enough autonomy to work in the way I find best

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	7	2.8	2.9	2.9
	applies seldomly	16	6.5	6.5	9.4
	applies partly	37	15.0	15.1	24.5
	applies mainly	111	45.1	45.3	69.8
	applies entirely	74	30.1	30.2	100.0
	Total	245	99.6	100.0	
Missing	System	1	.4		
Total		246	100.0		

Support in developing new ideas is always found in the NLDO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	15	6.1	6.2	6.2
	applies seldomly	76	30.9	31.3	37.4
	applies partly	107	43.5	44.0	81.5
	applies mainly	41	16.7	16.9	98.4
	applies entirely	4	1.6	1.6	100.0
	Total	243	98.8	100.0	
Missing	System	3	1.2		
Total		246	100.0		

I use creative ideas to improve the working method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	4	1.6	1.6	1.6
	applies seldomly	31	12.6	12.7	14.3
	applies partly	102	41.5	41.8	56.1
	applies mainly	91	37.0	37.3	93.4
	applies entirely	16	6.5	6.6	100.0
	Total	244	99.2	100.0	
Missing	System	2	.8		
Total		246	100.0		

1.9.5.1 The scales related to innovation management

The first scale which is not used

Case Processing Summary

		N	%
Cases	Valid	241	98.0
	Excluded[a]	5	2.0
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.545	.552	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.538	2.768	4.104	1.336	1.483	.369	4

The covariance matrix is calculated and used in the analysis.

The second scale which is used

encourage my subordinates to participate in the thinking process about improving the working processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	2	.8	1.4	1.4
	applies seldomly	10	4.1	7.1	8.6
	applies partly	28	11.4	20.0	28.6
	applies mainly	66	26.8	47.1	75.7
	applies entirely	34	13.8	24.3	100.0
	Total	140	56.9	100.0	
Missing	System	106	43.1		
Total		246	100.0		

I allow my subordinates to work in the way they find best

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.7	.7
	applies seldomly	1	.4	.7	1.5
	applies partly	24	9.8	17.6	19.1
	applies mainly	85	34.6	62.5	81.6
	applies entirely	25	10.2	18.4	100.0
	Total	136	55.3	100.0	
Missing	System	110	44.7		
Total		246	100.0		

I allow my subordinates to make mistakes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	does not apply at all	1	.4	.7	.7
	applies seldomly	7	2.8	5.1	5.9
	applies partly	32	13.0	23.5	29.4
	applies mainly	65	26.4	47.8	77.2
	applies entirely	31	12.6	22.8	100.0
	Total	136	55.3	100.0	
Missing	System	110	44.7		
Total		246	100.0		

Case Processing Summary

		N	%
Cases	Valid	135	54.9
	Excluded[a]	111	45.1
	Total	246	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.637	.641	7

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.711	2.807	4.104	1.296	1.462	.200	7

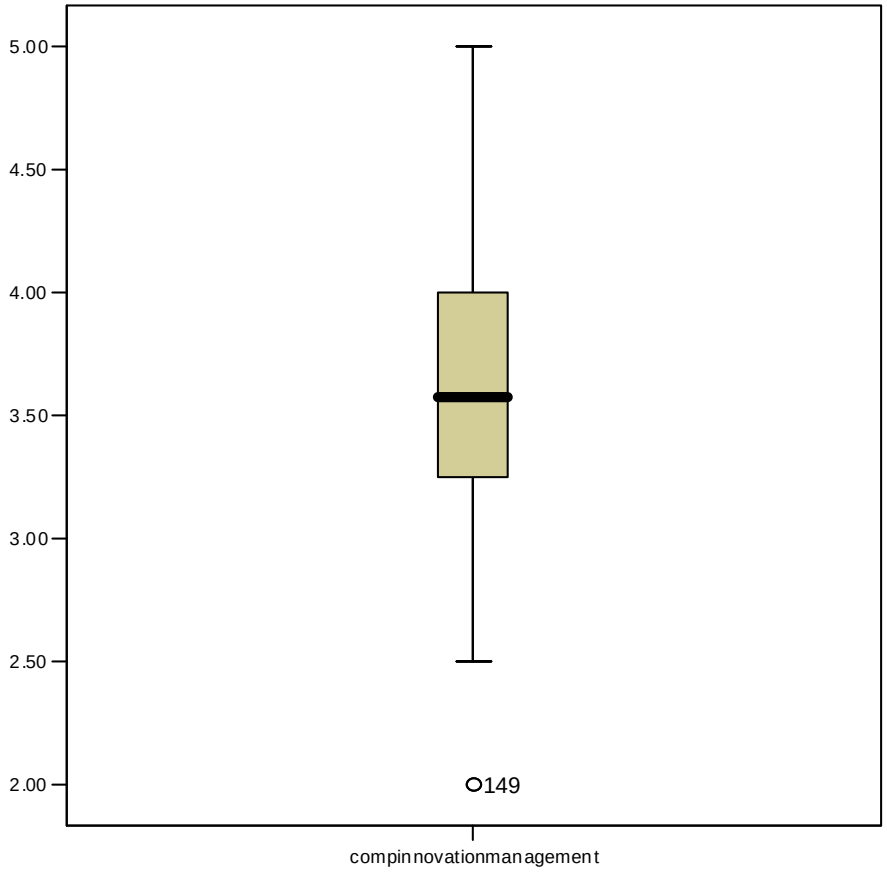
The covariance matrix is calculated and used in the analysis.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.98	11.305	3.362	7

Descriptives

			Statistic	Std. Error
compinnovationmanagement	Mean		3.6182	.03315
	95% Confidence Interval for Mean	Lower Bound	3.5529	
		Upper Bound	3.6835	
	5% Trimmed Mean		3.6258	
	Median		3.5714	
	Variance		.270	
	Std. Deviation		.51987	
	Minimum		2.00	
	Maximum		5.00	
	Range		3.00	
	Interquartile Range		.75	
	Skewness		-.287	.155
	Kurtosis		.049	.309



1.9.5.2 Significant correlations related to innovation management

Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
compinnovatio nmanagement	Male	220	3.6538	.51459	.03469
	Female	26	3.3173	.47298	.09276

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compinnovatio nmanagement	Equal variances assumed	.211	.647	3.178	244	.002	.33648	.10586	.12796	.54500
	Equal variances not assumed			3.398	32.411	.002	.33648	.09903	.13485	.53811

1.9.5.3 Factor analysis related to innovation management

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,321	33,161	33,161	2,321	33,161	33,161	2,197	31,389	31,389
2	1,325	18,922	52,083	1,325	18,922	52,083	1,449	20,694	52,083
3	,971	13,874	65,957						
4	,779	11,124	77,081						
5	,668	9,538	86,620						
6	,535	7,647	94,266						
7	,401	5,734	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
q69	,503	-,230
q71	,732	-,221
q73	,478	-,206
q79	,730	-,116
q86	,711	-,085
q90	,453	,702
q91	,249	,816

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

1.10 Factor analysis ICT- and ICT-related competencies

1.10.1 ICT-competencies

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,014	30,877	30,877	4,014	30,877	30,877	2,814	21,648	21,648
2	1,937	14,902	45,778	1,937	14,902	45,778	2,429	18,688	40,336
3	1,336	10,281	56,059	1,336	10,281	56,059	2,044	15,723	56,059
4	,998	7,674	63,733						
5	,894	6,875	70,608						
6	,757	5,822	76,430						
7	,714	5,494	81,924						
8	,588	4,521	86,445						
9	,532	4,092	90,536						
10	,400	3,075	93,611						
11	,327	2,514	96,125						
12	,262	2,019	98,144						
13	,241	1,856	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
q25	,620	,225	,237
q26	,650	,032	,207
q27	,842	,082	-,021
q28	,775	,105	,105
q34	,626	,265	,163
q35recoded	,262	,175	,559
q31recoded	,130	,066	,846
q32recoded	,180	-,092	,818
q36	,181	,468	-,298
q39	,018	,709	,243
q42	,133	,805	,074
q37	,143	,817	-,105
q63	,342	,458	,213

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Component one

Reliability Statistics

Cronbach's Alpha	N of Items
,743	5

Component two

Reliability Statistics

Cronbach's Alpha	N of Items
,700	5

Component three

Reliability Statistics

Cronbach's Alpha	N of Items
,712	3

1.10.2 ICT-related competencies

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11,512	31,978	31,978	11,512	31,978	31,978	5,939	16,497	16,497
2	3,007	8,353	40,331	3,007	8,353	40,331	3,437	9,547	26,044
3	1,970	5,472	45,803	1,970	5,472	45,803	2,979	8,275	34,318
4	1,781	4,947	50,750	1,781	4,947	50,750	2,691	7,475	41,794
5	1,583	4,396	55,146	1,583	4,396	55,146	2,310	6,416	48,210
6	1,359	3,776	58,923	1,359	3,776	58,923	2,252	6,257	54,466
7	1,313	3,647	62,570	1,313	3,647	62,570	2,089	5,803	60,269
8	1,143	3,176	65,745	1,143	3,176	65,745	1,658	4,607	64,876
9	1,096	3,043	68,789	1,096	3,043	68,789	1,409	3,913	68,789
10	,995	2,765	71,554						
11	,925	2,569	74,123						
12	,842	2,340	76,463						
13	,749	2,081	78,544						
14	,697	1,936	80,480						
15	,671	1,864	82,345						
16	,574	1,594	83,939						
17	,556	1,544	85,483						
18	,513	1,424	86,907						
19	,483	1,342	88,249						
20	,452	1,255	89,504						
21	,433	1,204	90,708						
22	,394	1,095	91,802						
23	,351	,975	92,778						
24	,339	,942	93,720						
25	,302	,840	94,559						
26	,283	,785	95,344						
27	,232	,644	95,989						
28	,216	,601	96,590						
29	,205	,571	97,160						
30	,197	,548	97,708						
31	,191	,529	98,238						
32	,173	,480	98,717						
33	,150	,415	99,133						
34	,126	,351	99,483						
35	,109	,303	99,786						
36	,077	,214	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component								
	1	2	3	4	5	6	7	8	9
q29	,149	,203	,035	,798	,118	-,007	,019	-,040	-,097
q40	,068	,015	,020	,202	-,079	,018	,729	-,044	,051
q41	,040	,265	,133	-,032	-,025	,123	,027	-,035	,823
q43	,200	,018	,009	,210	,273	-,200	,399	,004	,568
q50	,326	,101	,456	,322	,276	-,039	-,061	-,008	,239
q53	,352	,075	,105	,712	,104	,131	,212	-,085	,086
q54	,362	-,078	,485	,433	,111	,044	,332	-,022	-,132
q55	,566	,183	,464	,165	,053	-,036	,140	-,362	,012
q56	,550	,188	,539	,112	-,050	,075	,163	-,250	-,083
q57	,173	-,080	,222	,678	,016	-,086	,124	-,082	,150
q58	,396	-,008	,324	,295	-,048	,300	-,219	-,090	,284
q59	,733	,076	,326	,275	,011	,043	,139	,057	-,040
q64	,620	,361	,156	,206	,194	-,036	,066	-,046	,047
q65	,752	,137	,207	,223	,244	-,094	,049	-,085	,037
q67	,811	,213	,108	,118	,145	,013	,083	,086	,135
q68	,807	,262	,026	,139	-,013	,059	,018	,164	,120
q70	,224	,405	,214	,091	,493	,232	-,264	,012	-,057
q82	,392	,065	,197	,000	,160	,046	,608	,077	,082
q83	,415	,091	,577	,162	,224	-,135	,347	,089	,117
q84	,468	,235	,507	,246	,277	,050	,332	,010	,038
q60	,656	-,031	,016	,235	,106	,233	,300	,114	-,009
q85	,227	,159	-,060	,195	,196	,495	,320	-,204	,029
q89	,022	,143	,101	-,017	-,025	,847	,017	,041	,024
q88	-,002	-,013	,072	-,041	,220	,853	-,051	-,013	,003
q61	,680	,154	,070	-,168	,448	,115	,032	-,049	,046
q62	,167	,115	,060	,180	,752	,062	,059	,012	,009
q87	,161	,239	,182	,023	,740	,182	,094	,019	,095
q72	,178	,834	-,007	,112	,204	,062	,077	-,055	,028
q74	,169	,720	,294	,064	,076	,105	,086	,150	,086
q77	,017	,323	,524	,024	,044	,151	-,124	-,007	,035
q92	,066	,486	,027	-,127	,226	,312	,330	,188	,003
q71	,185	,728	,107	,141	,138	-,074	-,208	-,009	,242
q79	,350	,642	,313	-,101	,030	,075	,135	,008	,079
q86	,244	,274	,644	,148	,231	,195	,091	,182	,233
q90	-,064	,116	,151	,056	,078	-,011	,082	,855	-,016
q91	,159	,002	-,127	-,205	-,052	-,020	-,060	,702	-,020

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Component one

Reliability Statistics

Cronbach's Alpha	N of Items
,899	10

Reliability Statistics

Cronbach's Alpha	N of Items
,933	16

Component two

Reliability Statistics

Cronbach's Alpha	N of Items
,839	5

Reliability Statistics

Cronbach's Alpha	N of Items
,840	8

Component three

Reliability Statistics

Cronbach's Alpha	N of Items
,831	6

Reliability Statistics

Cronbach's Alpha	N of Items
,899	11

Component four

Reliability Statistics

Cronbach's Alpha	N of Items
,697	3

Reliability Statistics

Cronbach's Alpha	N of Items
,752	6

Component five

Reliability Statistics

Cronbach's Alpha	N of Items
,714	3

Reliability Statistics

Cronbach's Alpha	N of Items
,759	4

Component six

Reliability Statistics

Cronbach's Alpha	N of Items
,692	3

Reliability Statistics

Cronbach's Alpha	N of Items
,659	5

Component seven, eight and nine

Reliability Statistics

Cronbach's Alpha	N of Items
,509	2

Reliability Statistics

Cronbach's Alpha	N of Items
,579	2

Reliability Statistics

Cronbach's Alpha	N of Items
,401	2