Putting errors to good use: error management culture in organizations
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Notes

Chapter 2


Chapter 3


2. Our analyses, as described in the result section, yield identical results regardless of whether awareness is included or excluded.

3. The data loss on the objective measure of performance is not random, but relates to line of business (banks and insurance companies are not included), type of organization (“incorporated”) and size of the company (in terms of turnover). This led to data loss due to the fact that we had quite a number of banks and insurance companies in our sample, and because our sample included organizations that were not ‘big’ enough for the De Breed and Partners’ index to have included them. To test for size and industry effects (apart from our use of control variables for the full sample) we have conducted
our analyses on the subjective measure of performance separately for the two parts of the sample we do and that we do not have objective data for. These analyses yield identical results.

4. We also tested for two-way interactions between the error culture dimensions and the industry categories to investigate whether relationships between error culture dimensions and organizational performance measures differed over industry categories. This was done in an equivalent way as described in Table 2 with control variables and error culture dimensions being entered in step 1 and 2 respectively. The interaction terms being entered in the third step. For each of the interaction terms a separate analysis was performed (note that using separate analyses for each of the interaction terms allows us to find non-expected significant effects more easily, therefore this procedure is more conservative than entering all interaction terms together in the third step). No significant effects were found for any of the interactions. This leads to the conclusion that there was no moderator effect of line of industry on error culture and performance relationships.

Chapter 4

1. The reason that the number of assigned codes exceeds the number of segments, is that some segments contained information on more than one topic.

2. To guard against the possibility that participants would indicate that they had never worked thereby seeking a reason for skipping the questionnaire, I
instructed them that if this were the case they had to fill in the questionnaire concerning the organization where one of their parents, their partner or a friend worked. Twenty students indicated that they had never worked, and were excluded from the analyses.

3. If you have questions concerning the questionnaire, or want to use it, please contact Cathy van Dyck, Vrije Universiteit Amsterdam, Van Der Boechorststraat 1, 1081 BT Amsterdam, The Netherlands; e-mail: c.van.dyck@psy.vu.nl