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German management and organizational practices survey (GMOP 0813)

Data documentation

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Datasets: Version 1 (gmop_2008_v1, gmop_2013_v1)

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Die FDZ-Datenreporte beschreiben die Daten des FDZ im Detail. Diese Reihe hat somit eine doppelte Funktion: zum einen stellen Nutzerinnen und Nutzer fest, ob die angebotenen Daten für das Forschungsvorhaben geeignet sind, zum anderen dienen sie zur Vorbereitung der Auswertungen.

FDZ-Datenreporte (FDZ data reports) describe FDZ data in detail. As a result, this series has two aims: first, users can ascertain whether the data are suitable for their research; second, the reports can be used to prepare analyses.

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Abstract

This data report describes the data of the survey 'German Management and Organizational Practices' (GMOP). GMOP is an establishment dataset on management practices and firm performance in Germany. The survey was conducted in German establishments in the manufacturing industry and the construction sector with at least 25 employees subject to social security. The dataset contains information on more than 1,900 establishments for the years 2008 and 2013.

Zusammenfassung

Dieser Datenreport beschreibt den Datensatz zur Studie „German Management and Organizational Practices“ (GMOP). GMOP ist ein Betriebsdatensatz zu Managementpraktiken und wirtschaftlichen Erfolg in Deutschland. Die Befragung wurde in deutschen Betriebe des produzierenden Gewerbes und des Baugewerbes mit mindestens 25 sozialversicherungspflichtig Beschäftigten durchgeführt. Der Datensatz enthält Informationen von mehr als 1.900 Betrieben für die Jahre 2008 und 2013.

Keywords: data documentation, establishment survey, management practices, firm performance, GMOP

The project is funded by the Leibniz Association.

We would like to thank our cooperation partners Holger Görg and Ursula Fritsch at the Kiel Institute for the World Economy as well as Thomas Weiß and Helmut Schröder from the survey institute infas.

The dataset described in this document is available for use by professional researchers. Further information can be found on the website <http://fdz.iab.de>.

1 Introduction

The project 'Management practices and firm performance in Germany' is a research cooperation between the Kiel Institute for the World Economy (IfW), the Institute of Employment Research (IAB) and the Institute for Applied Social Sciences (infas). It was funded by the Leibniz Association over a period of three years.

The 'German Management and Organizational Practices' 0813 (GMOP 0813) data set contains information on around 1,900 establishments and covers the years 2008 and 2013. The target population consists of establishments that have at least 25 employees subject to social security and belong to the manufacturing industry or to the construction sector.

The GMOP survey is based on the US 'Management and Organizational Practices Survey' (MOPS)¹ initiated by an US research team around Nick Bloom and John van Reenen. Adapting the questionnaire, we collect comparable data for Germany, which enable representative analyses on the relationship between the use of management practices and the economic success of establishments such as their productivity, employment development, exports or innovation activity. Additionally the data includes information on establishments' application of measures to promote work-family balance (WFB) and health of employees.

This data report documents the data of the GMOP survey, which was conducted between November 2014 and May 2015. Besides information on the survey method, contents, sampling, response rates, data preparation, data organization and projection, the present report contains a detailed description of all variables. Labels, variable names, questions, values and if appropriate special features of each particular variable are presented.

¹ The MOPS survey was carried out in 2010 by the US Census Bureau. For further information, see: <http://www.managementinamerica.com/>. For first analyses with the MOPS data see Bloom et al. (2013).

2 Data description

2.1 Outline

| Content characteristics | |
|--------------------------------|---|
| Current data version | GMOP 0813 |
| Topics | Establishment characteristics: <ul style="list-style-type: none"> - Management practices - Background information on the establishment - Economic conditions of the establishment - Board of directors - Respondent information |
| Data unit | Establishments with at least 25 employees subject to social security (Reference date: 30 June 2011) |
| Number of cases | 1,927 establishments |
| Period covered | November 2014 to May 2015 |
| Time reference | 2008 and 2013 |
| Regional structure | Settlement structures ('Siedlungsstrukturelle Kreistypen') as defined by the Federal Institute for Research on Building, Urban Affairs and Spatial Development: <ul style="list-style-type: none"> - Larger cities - Urban regions - Rural regions with signs of densification - Sparsely populated rural regions |
| Territorial allocation | As of the respective reference date |

Table 1 Content characteristics

| Methodological characteristics | |
|---------------------------------------|---|
| Method of data collection | Representative sample of establishments with at least 25 employees subject to social security in the manufacturing industry or the construction sector. Stratified according to establishment size, industry and settlement structure. |
| Institutions involved | Content conception: <ul style="list-style-type: none"> - Institute for Employment Research (IAB) - Kiel Institute for the World Economy (IfW) - Institute for Applied Social Science (infias) Survey carried out by infias |
| Frequency of data collection | One-time survey |
| File format and size | STATA (950 KB) |
| File architecture | gmop_2008_v1.dta; gmop_2013_v1.dta |

Table 2 Methodological characteristics

| Data access | |
|-------------------------|---------------------------------|
| Data access | Remote data access, on-site use |
| Degree of anonymization | Weakly anonymous |
| Sensitive variables | None |

Table 3 Data access

2.2 List of variables

| Variable name | Variable label |
|-----------------|---|
| year | Year |
| gmop_id | Establishment identifier |
| size_2011 | Establishment size acc. to stratification matrix |
| industry_2011 | Industry acc. to stratification matrix |
| settlement_2011 | Settlement structure acc. to stratification matrix |
| weight | Weight |
| a1 | Existence of establishment 2008 |
| a2 | Problems in production process |
| a3 | Importance of KPI |
| a4 | Number of KPI |
| a5 | Estimation of KPI |
| a6_1 | Review of KPI managers: Yearly |
| a6_2 | Review of KPI managers: Quarterly |
| a6_3 | Review of KPI managers: Monthly |
| a6_4 | Review of KPI managers: Weekly |
| a6_5 | Review of KPI managers: Daily |
| a6_6 | Review of KPI managers: Hourly/more frequently |
| a6_7 | Review of KPI managers: Never |
| a6_8 | Review of KPI managers: Don't know |
| a6_9 | Review of KPI managers: Does not apply |
| a7_1 | Review of KPI non-managers: Yearly |
| a7_2 | Review of KPI non-managers: Quarterly |
| a7_3 | Review of KPI non-managers: Monthly |
| a7_4 | Review of KPI non-managers: Weekly |
| a7_5 | Review of KPI non-managers: Daily |
| a7_6 | Review of KPI non-managers: Hourly/more frequently |
| a7_7 | Review of KPI non-managers: Never |
| a7_8 | Review of KPI non-managers: Don't know |
| a7_9 | Review of KPI non-managers: Does not apply |
| a8 | Production display boards |
| a9 | Time frame of production targets |
| a10 | Communication of production targets |
| a11 | Achievement of production targets |
| a12 | Effort production targets |
| a13_1 | Importance of monetary incentives: Managers |
| a13_2 | Importance of monetary incentives: Non-managers |
| a14_1 | Performance bonuses managers: Own performance |
| a14_2 | Performance bonuses managers: Team/shift performance |
| a14_3 | Performance bonuses managers: Establishment performance |
| a14_4 | Performance bonuses managers: Company performance |
| a14_5 | Performance bonuses managers: Don't know |

| | |
|-------|---|
| a14_6 | Performance bonuses managers: No performance bonuses |
| a15 | Proportion of managers with performance bonus |
| a16_1 | Performance bonuses non-managers: Own performance |
| a16_2 | Performance bonuses non-managers: Team/shift performance |
| a16_3 | Performance bonuses non-managers: Establishment performance |
| a16_4 | Performance bonuses non-managers: Company performance |
| a16_5 | Performance bonuses non-managers: Don't know |
| a16_6 | Performance bonuses non-managers: No performance bonuses |
| a17 | Proportion of non-managers with performance bonus |
| a18 | Promotion of managers |
| a19 | Promotion of non-managers |
| a20 | Dismissal of under-performing managers |
| a21 | Dismissal of under-performing non-managers |
| a22 | Assessment of management quality |
| a23 | Importance of non-monetary incentives |
| a24_1 | Health measures: Health days |
| a24_2 | Health measures: Health check-ups |
| a24_3 | Health measures: Management seminars |
| a24_4 | Health measures: Sport and relaxation |
| a24_5 | Health measures: Healthy diet |
| a24_6 | Health measures: Ergonomic measures |
| a25_1 | WFB measures: Company kindergarten |
| a25_2 | WFB measures: Temporary working-time reduction |
| a25_3 | WFB measures: Trust-based working time |
| a25_4 | WFB measures: Reintegration |
| a25_5 | WFB measures: Care places |
| a26_1 | BA measures: Education of elderly employees |
| a26_2 | BA measures: Training grants |
| a26_3 | BA measures: Integration subsidy |
| a26_4 | BA measures: Support of continuing vocational education |
| a26_5 | BA measures: Short-time work |
| a26_6 | BA measures: Don't know |
| a26_7 | BA measures: None |
| a27 | Type of establishment |
| a28 | Ownership |
| a29 | Principal owner |
| a30 | Family is principal owner |
| a31 | Possession of establishment |
| a32 | Number of managers |
| a33 | Number of non-managers |
| a34 | Managers with university degree |
| a35 | Non-managers with university degree |
| a36_1 | Collective agreement |
| a36_2 | Works council |
| a37 | Sales |
| a38 | Share of intermediate inputs and external costs |

| | |
|--------|---|
| a39 | Exports |
| a40 | Share of exports |
| a41 | Engagement abroad |
| a42_1 | Offshoring: Other companies |
| a42_2 | Offshoring: Own affiliates |
| a43_1 | Innovations: Product innovation |
| a43_2 | Innovations: Process innovation |
| a43_3 | Innovations: None |
| a43_4 | Innovations: Don't know |
| a44 | Competitive pressure |
| a45 | Economic and financial crisis 2008/2009 |
| a46 | Agreement to merging of data |
| a47 | Executive board |
| a48 | Board members |
| a49 | Female board members |
| a50 | German board members |
| a51 | Importance of international experience |
| a52 | Board members with work experience abroad |
| a53 | Gender |
| a54 | Period of employment |
| a55 | Position |
| a56 | Agreement to panel participation |
| method | Response method |

Table 4 List of variables

2.3 Volume structure

Table 5 shows the number of cases and the file sizes of the data sets gmop_2008_v1 and gmop_2013_v1. In both data sets the number of observations is 1,927. However, in 2008 58 of these establishments did not yet exist. Thus, the analyzable number of cases for the year 2008 is 1,869.

| Data set | Number of cases | File size STATA |
|--------------|----------------------|-----------------|
| gmop_2008_v1 | 1,927 establishments | 470 KB |
| gmop_2013_v1 | 1,927 establishments | 470 KB |

Table 5 Volume structure

3 Data collection

3.1 Questionnaire contents and survey design

The contents of the GMOP questionnaire are to a large extent based on the US MOPS survey. We adopted 16 questions on management practices which cover issues on

- monitoring (e.g., collection and review of key performance indicators (KPI)),
- production targets (e.g., in-house communication and timeframe of targets) and
- incentives (e.g., performance bonuses and promotions)

as well as some questions on characteristics of the interviewee and the establishment. Additionally we included several measures on the economic conditions of the establishment (e.g., sales, exports, innovation, engagement aboard) as well as on background information (e.g., ownership, firm size).

On top of these questions, we developed two new blocks of items. The first is on the composition of the board of directors and can be used for analyses on management diversity. The second block includes well-being enhancing measures (WEM), meaning measures to promote health (e.g., health days, sport offers) and work-family balance (e.g., temporary reduction of working hours, support in organizing childcare places), as well as measures promoted by the Federal Employment Agency (BA) (e.g., further education of elderly employees).

The questionnaire was jointly set up by the project partners IAB, IfW and infas. All three institutes were involved in the translation and adaptation from English to German as well as in the development of the new questions.

Analogous to the US MOPS survey, which refers to the years 2005 and 2010, we created our questionnaire for the years 2008 and 2013. This five year span allows investigating changes over time and enhances the possibility to detect causal effects.

The conduction of the GMOP survey as well as the documentation of the field phase was assigned to infas. In order to get accurate and detailed information, the aim was to reach high-level managers as respondents. They could choose to answer the questionnaire either online (Computer-assisted web interview, CAWI) or via paper/pencil (Paper and pencil interview, PAPI).

3.2 Sampling procedure and response rate

The sample was drawn from the Establishment History Panel (BHP)² 2011 merged with data from Bureau van Dijk (BvD)³. Since personnel policy is often not possible or necessary in small firms, we restrict our sample to establishments with 25 or more employees subject to social security. Additionally, we only kept establishments from manufacturing industries or the construction sector, which arose from the fact that some theme complexes like e.g. pro-

² For details see Gruhl et al. (2012).

³ BvD is a commercial data provider that collects and manages financial data on firms worldwide.

duction lines or problems in the production process are only relevant in these branches. The US MOPS survey also only focusses on manufacturing firms.

The gross sample contains a total of 35.000 establishments. The drawing was based on three stratification variables:

- firm size: 25-49 employees subject to social security, 50-99 employees subject to social security, 100 or more employees subject to social security
- settlement structure: larger cities, urban regions, rural regions with signs of densifications, sparsely populated rural regions
- industry: food and consumption, consumer products, industrial goods, investment and durable goods, construction

In total 1,927 valid interviews were realized. For a detailed description of the sampling procedure and the progress of the field phase see the FDZ method reports by Broszeit and Laible (2016) as well as Schröder and Weiß (2016).

4 Data preparation

4.1 Data correction

In order to ensure comparability between paper/pencil and online answered questionnaires, infas largely abstained from technical plausibility checks. Only an automatic filtering procedure and some broad submission ranges were implemented.

252 CAWI interviews were not completed and therefore dropped from the final data set. Additionally, 5 questionnaires were not used, because they were duplicates from the same establishments (Schröder and Weiß, 2016).⁴

All other interviews are included in the GMOP 0813 data sets. For the most part, we did not correct for outliers or implausible values.⁵ Single exceptions are indicated in the variable descriptions in section 6.

To simplify the work with the data, consistent missing values have been assigned during the FDZ data preparation process. Missing categories that were either denoted with 'I do not know' or 'Refuse' in the questionnaire are aggregated under the category '-9 No response'. If a question was not answered at all, e.g. due to the filtering process or because the establishment did not already exist in 2008, the corresponding variable is declared as system-missing '.'.

Some variables contain additional missing categories '-7' or '-8', which are not generally defined, but relate to the context of the question (e.g. a10 'Who was aware of the production targets at this establishment?' – '-8 Does not apply; no production targets').

⁴ In these cases, we took the interview that was better filled. If both interviews had approximately the same degree of filling, we chose the newer one.

⁵ We advise data users to carefully check the data regarding implausible information, especially in the variables for sales and the number of managers/non-managers.

4.2 Data organization

The variable names of the GMOP data set consist of a leading letter ('a') and the double-digit questionnaire number. Some questions also include an additional number at the end for possible sub-categories (e.g. a14_1). This marking has the advantage that variables can quickly be found in the questionnaire. However, it is not possible to infer the respective questions from the variable names alone. For this reason, section 6 contains a detailed documentation of all variables including questions and values. The survey questionnaires can be found on the FDZ website under 'working tools'. When working with the data we recommend using the questionnaire at the same time.

Variables that do not originate from the questionnaire have descriptive names. On the one hand, this is the establishment identifier (gmop_id), which can be used to combine the two survey waves and generate a panel data set.⁶ On the other hand this is a weighting factor (weight). Additionally, the data set contains stratification variables size_2011, industry_2011 and settlement_2011. Size and industry originate from the BHP 2011, settlement from the BBSR (2015).

4.3 Anonymization

For reasons of data protection, the variables on the board of directors are only disclosed to external researchers in aggregate form:

- Board members (a48): The values of this variable are classified into five groups
- Female board members (a49): The values of this variable are converted into share values and then classified into three groups
- German board members (a50): The values of this variable are converted into share values and then classified into three groups
- Board members with work experience abroad (a52): The values of this variable are converted into share values and then classified into three groups

The detailed modifications are shown in the description of variables in section 6.

4.4 Weighting

In order to compensate varying probabilities of drawing and participation, infas provided weights (Schröder and Weiß, 2016). They were calculated by adjusting all establishments from the survey to the known distribution of the establishments in the target population regarding the stratification variables size, industry and settlement. The weights should be used for descriptive analyses, since they compensate for distortions and allow representative statements about the population.

⁶ The following Stata code can be used:
use \GMOP_2008_v1.dta, clear
append using GMOP_2013_v1.dta

4.5 Agreement to panel participation and merging of data

At the end of the survey, the respondents were asked if they are willing to take part in a further survey in a few years and agree with the storage of their contact details. 738 establishments (38%) agreed.

Moreover, the participants were asked for their agreement to link their information to other data that is available at the IAB. Of course, this consent was optional. In total, 1,021 establishments (53%) agreed. About one third of the establishments did not agree. 10% marked the box 'I am not authorized' and further 6% did not respond at all. Thus, for linking the survey data with other data sets, we can use the information of 1,021 firms.

5 Data access

The GMOP data in the weakly anonymous version may only be analyzed in the context of an on-site use at the FDZ and subsequent remote data access.

In order to be able to use the data, it is first necessary to submit an application to the Research Data Centre (FDZ). The Federal Ministry of Labour and Social Affairs (Bundesministerium für Arbeit und Soziales – BMAS) makes the decision regarding the approval of the research project. When approval has been granted, a data use agreement is concluded with the researcher's institution. Details on applying for the dataset and possibilities for data processing can be found on the FDZ homepage.

6 Description of variables

6.1 Year and Establishment identifier

6.1.1 Year

| | |
|-------------------------------------|----------------------|
| Variable label | Year |
| Variable name | year |
| Question | - |
| Detailed description, values | 2008 2013 |
| Origin | Generated |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.1.2 Establishment identifier

| | |
|-------------------------------------|---|
| Variable label | Establishment identifier |
| Variable name | gmop_id |
| Question | - |
| Detailed description, values | Numerical |
| Origin | Generated |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Artificial establishment identifier that can be used to combine the two survey waves. The identifier cannot be linked to any other information. |

6.2 Stratification variables and weights

6.2.1 Establishment size acc. to stratification matrix

| | |
|-------------------------------------|---|
| Variable label | Establishment size acc. to stratification matrix |
| Variable name | size_2011 |
| Question | - |
| Detailed description, values | 1 25-49 employees 2 50-99 employees 3 100 and more employees |
| Origin | Generated, BHP |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | The variable contains the number of employees subject to social security of an establishment on 30th June 2011. The variable includes marginal part-time employees, part-time employees and dormant employment relationships (average daily wage = 0) (Gruhl et al., 2012). |

6.2.2 Industry acc. to stratification matrix

| | |
|-------------------------------------|--|
| Variable label | Industry acc. to stratification matrix |
| Variable name | industry_2011 |
| Question | - |
| Detailed description, values | 1 Food and consumption 2 Consumer products 3 Industrial goods 4 Investment and durable goods 5 Construction |
| Origin | Generated, BHP |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | The five industries are summarized according to the Classification of Economic Activities, Edition 2008 (WZ 2008). The values include the following industries: <ul style="list-style-type: none"> - Food and consumption: WZ 2008 10-13 - Consumer products: WZ 2008 14-18 - Industrial goods: WZ 2008 19-24 - Investment and durable goods: WZ 2008 25-33 - Construction: WZ 2008 41-43 For details see Broszeit and Laible (2016). |

6.2.3 Settlement structure acc. to stratification matrix

| | |
|-------------------------------------|--|
| Variable label | Settlement structure acc. to stratification matrix |
| Variable name | settlement_2011 |
| Question | - |
| Detailed description, values | 1 Larger cities 2 Urban regions 3 Rural regions with signs of densification 4 Sparsely populated rural regions |
| Origin | BBSR (2015) |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | <ul style="list-style-type: none"> - Larger cities: Self-governing cities as NUTS3 regions with at least 100,000 inhabitants. - Urban regions: NUTS3 regions with a population share living in large and medium sized cities of 50 % and more and a population density of 150 inhabitants/km² and more as well as NUTS3 regions with a population density excluding large and medium sized cities of 150 inhabitants/km² and more. - Rural regions with signs of densification: NUTS3 regions with a population share living in large and medium sized cities of 50% and more but with a population density of less than 150 inhabit- |

| | |
|--|--|
| | <p>ants/km² as well as NUTS3 regions with a population share living in large and medium sized cities of less than 50 % and a population density excluding large and medium sized cities of 100 inhabitants/km² and more.</p> <ul style="list-style-type: none"> - Sparsely populated rural regions: NUTS3 regions with a population share living in large and medium sized cities of less than 50 % and a population density excluding large and medium sized cities of less than 100 inhabitants/km². |
|--|--|

6.2.4 Weight

| | |
|-------------------------------------|----------------------|
| Variable label | Weight |
| Variable name | weight |
| Question | - |
| Detailed description, values | Numerical |
| Origin | Generated |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3 Management practices

6.3.1 Existence of establishment 2008

| | |
|-------------------------------------|---|
| Variable label | Existence of establishment 2008 |
| Variable name | a1 |
| Question | Did your establishment already exist in 2008? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independently of the year. |

6.3.2 Problems in production process

| | |
|-------------------------------------|---|
| Variable label | Problems in production process |
| Variable name | a2 |
| Question | In 2008 and 2013, what best describes what happened at this establishment when a problem in the production process arose? |
| Detailed description, values | 1 Fixed, no further action 2 Fixed, took action 3 Fixed, improvement process 4 No action |
| Origin | Questionnaire |

| | |
|----------------------|----------------------|
| Data set/wave | GMOP 2008, GMOP 2013 |
|----------------------|----------------------|

6.3.3 Importance of KPI

| | |
|-------------------------------------|---|
| Variable label | Importance of KPI |
| Variable name | a3 |
| Question | From your point of view, how important are key performance indicators to make business decisions? |
| Detailed description, values | 1 Very important 2 Rather important 3 Rather unimportant 4 Very unimportant |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.3.4 Number of KPI

| | |
|-------------------------------------|---|
| Variable label | Number of KPI |
| Variable name | a4 |
| Question | In 2008 and 2013, how many key performance indicators were monitored at this establishment? |
| Detailed description, values | Numerical |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | 'No performance indicators' are recoded to 0. |

6.3.5 Estimation of KPI

| | |
|-------------------------------------|---|
| Variable label | Estimation of KPI |
| Variable name | a5 |
| Question | Please guess: How many key performance indicators were approximately monitored at this establishment? Please only provide information for the year for which you did not provide an answer in question 4. |
| Detailed description, values | 1 1-2 2 3-9 3 10-49 4 >=50 |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.6 Review of KPI managers: Yearly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Yearly |
| Variable name | a6_1 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.7 Review of KPI managers: Quarterly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Quarterly |
| Variable name | a6_2 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.8 Review of KPI managers: Monthly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Monthly |
| Variable name | a6_3 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.9 Review of KPI managers: Weekly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Weekly |
| Variable name | a6_4 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |

| | |
|----------------------|----------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.10 Review of KPI managers: Daily

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Daily |
| Variable name | a6_5 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.11 Review of KPI managers: Hourly/more frequently

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Hourly/more frequently |
| Variable name | a6_6 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.12 Review of KPI managers: Never

| | |
|-------------------------------------|--|
| Variable label | Review of KPI managers: Never |
| Variable name | a6_7 |
| Question | How frequently were the key performance indicators reviewed by <u>managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.13 Review of KPI managers: Don't know

| | |
|-----------------------|--|
| Variable label | Review of KPI managers: Don't know |
| Variable name | a6_8 |
| Question | How frequently were the key performance indicators reviewed by |

| | |
|-------------------------------------|-----------------------|
| | <u>managers?</u> |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.14 Review of KPI managers: Does not apply

| | |
|-------------------------------------|---|
| Variable label | Review of KPI managers: Does not apply |
| Variable name | a6_9 |
| Question | How frequently were the key performance indicators reviewed by <u>managers?</u> |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.15 Review of KPI non-managers: Yearly

| | |
|-------------------------------------|---|
| Variable label | Review of KPI non-managers: Yearly |
| Variable name | a7_1 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers?</u> |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.16 Review of KPI non-managers: Quarterly

| | |
|-------------------------------------|---|
| Variable label | Review of KPI non-managers: Quarterly |
| Variable name | a7_2 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers?</u> |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.17 Review of KPI non-managers: Monthly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Monthly |
| Variable name | a7_3 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.18 Review of KPI non-managers: Weekly

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Weekly |
| Variable name | a7_4 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.19 Review of KPI non-managers: Daily

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Daily |
| Variable name | a7_5 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.20 Review of KPI non-managers: Hourly/more frequently

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Hourly/more frequently |
| Variable name | a7_6 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |

| | |
|----------------------|----------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.21 Review of KPI non-managers: Never

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Never |
| Variable name | a7_7 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.22 Review of KPI non-managers: Don't know

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Don't know |
| Variable name | a7_8 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.23 Review of KPI non-managers: Does not apply

| | |
|-------------------------------------|--|
| Variable label | Review of KPI non-managers: Does not apply |
| Variable name | a7_9 |
| Question | How frequently were the key performance indicators reviewed by <u>non-managers</u> ? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.24 Production display boards

| | |
|-----------------------|---|
| Variable label | Production display boards |
| Variable name | a8 |
| Question | Did this establishment have production display boards and where |

| | |
|-------------------------------------|--|
| | were these located? |
| Detailed description, values | 1 One place 2 Multiple places -8 No display boards |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.25 Time frame of production targets

| | |
|-------------------------------------|---|
| Variable label | Time frame of production targets |
| Variable name | a9 |
| Question | What best describes the time frame of production targets at this establishment? |
| Detailed description, values | 1 Short-term 2 Long-term 3 Both short and long-term -8 No production targets |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.26 Communication of production targets

| | |
|-------------------------------------|--|
| Variable label | Communication of production targets |
| Variable name | a10 |
| Question | Who was aware of the production targets at this establishment? |
| Detailed description, values | 1 Only Managers 2 Most managers, some non-managers 3 Most managers, most non-managers 4 All managers, most non-managers -8 Does not apply; no production targets |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.27 Achievement of production targets

| | |
|-------------------------------------|---|
| Variable label | Achievement of production targets |
| Variable name | a11 |
| Question | Did this establishment achieve its production targets in 2008 and 2013? |
| Detailed description, values | 1 Yes 2 No |

| | |
|----------------------|--|
| | -8 Does not apply; no production targets |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.28 Effort production targets

| | |
|-------------------------------------|--|
| Variable label | Effort production targets |
| Variable name | a12 |
| Question | How easy or difficult was it for this establishment to achieve its production targets? |
| Detailed description, values | 1 Without much effort 2 Some effort 3 Normal amount of effort 4 More than normal effort 5 Only with extraordinary effort -8 Does not apply; no production targets |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.29 Importance of monetary incentives: Managers

| | |
|-------------------------------------|--|
| Variable label | Importance of monetary incentives: Managers |
| Variable name | a13_1 |
| Question | From your point of view, how important are monetary incentives to increase the productivity of managers? |
| Detailed description, values | 1 Very important 2 Rather important 3 Rather unimportant 4 Very unimportant |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.3.30 Importance of monetary incentives: Non-managers

| | |
|-------------------------------------|--|
| Variable label | Importance of monetary incentives: Non-managers |
| Variable name | a13_2 |
| Question | From your point of view, how important are monetary incentives to increase the productivity of non-managers? |
| Detailed description, values | 1 Very important 2 Rather important |

| | |
|----------------------|--|
| | 3 Rather unimportant 4 Very unimportant |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independently of the year. |

6.3.31 Performance bonuses managers: Own performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses managers: Own performance |
| Variable name | a14_1 |
| Question | What were <u>managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their own performance. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.32 Performance bonuses managers: Team/shift performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses managers: Team/shift performance |
| Variable name | a14_2 |
| Question | What were <u>managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their team or shift performance. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.33 Performance bonuses managers: Establishment performance

| | |
|-------------------------------------|---|
| Variable label | Performance bonuses managers: Establishment performance |
| Variable name | What were <u>managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their establishment's performance |
| Question | a14_3 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.34 Performance bonuses managers: Company performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses managers: Company performance |
| Variable name | What were <u>managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their company's performance. |
| Question | a14_4 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.35 Performance bonuses managers: Don't know

| | |
|-------------------------------------|---|
| Variable label | Performance bonuses managers: Don't know |
| Variable name | What were <u>managers'</u> performance bonuses usually based on? Don't know. |
| Question | a14_5 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.36 Performance bonuses managers: No performance bonuses

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses managers: No performance bonuses |
| Variable name | What were <u>managers'</u> performance bonuses usually based on? No performance bonuses |
| Question | a14_6 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.37 Proportion of managers with performance bonus

| | |
|-----------------------------|---|
| Variable label | Proportion of managers with performance bonus |
| Variable name | a15 |
| Question | What percent of the <u>managers</u> at this establishment received performance bonuses, if the necessary requirements were met? |
| Detailed description | 1 0% |

| | |
|----------------------|---|
| tion, values | 2 1-33% 3 34-66% 4 67-99% 5 100% -8 Does not apply; no performance bonuses -7 Requirements not met |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.38 Performance bonuses non-managers: Own performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses non-managers: Own performance |
| Variable name | a16_1 |
| Question | What were <u>non-managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their own performance. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.39 Performance bonuses non-managers: Team/shift performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses non-managers: Team/shift performance |
| Variable name | a16_2 |
| Question | What were <u>non-managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their team or shift performance. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.40 Performance bonuses non-managers: Establishment performance

| | |
|-------------------------------------|---|
| Variable label | Performance bonuses non-managers: Establishment performance |
| Variable name | What were <u>non-managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their establishment's performance |
| Question | a16_3 |
| Detailed description, values | 0 Not marked 1 Yes |

| | |
|----------------------|----------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.41 Performance bonuses non-managers: Company performance

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses non-managers: Company performance |
| Variable name | What were <u>non-managers'</u> performance bonuses usually based on? Performance bonuses were usually based on their company's performance. |
| Question | a16_4 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.42 Performance bonuses non-managers: Don't know

| | |
|-------------------------------------|---|
| Variable label | Performance bonuses non-managers: Don't know |
| Variable name | What were <u>non-managers'</u> performance bonuses usually based on? Don't know. |
| Question | a16_5 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.43 Performance bonuses non-managers: No performance bonuses

| | |
|-------------------------------------|--|
| Variable label | Performance bonuses non-managers: No performance bonuses |
| Variable name | What were <u>non-managers'</u> performance bonuses usually based on? No performance bonuses |
| Question | a16_6 |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.44 Proportion of non-managers with performance bonus

| | |
|-----------------------|---|
| Variable label | Proportion of non-managers with performance bonus |
| Variable name | a17 |

| | |
|-------------------------------------|---|
| Question | What percent of the <u>non-managers</u> at this establishment received performance bonuses, if the necessary requirements were met? |
| Detailed description, values | 1 0% 2 1-33% 3 34-66% 4 67-99% 5 100% -8 Does not apply; no performance bonuses -7 Requirements not met |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.45 Promotion of managers

| | |
|-------------------------------------|---|
| Variable label | Promotion of managers |
| Variable name | a18 |
| Question | What was the primary way <u>managers</u> were promoted at this establishment? |
| Detailed description, values | 1 Performance/ability 2 Partly performance/ability, partly other factors 3 Other factors 4 No promotions |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.46 Promotion of non-managers

| | |
|-------------------------------------|---|
| Variable label | Promotion of non-managers |
| Variable name | a19 |
| Question | What was the primary way <u>non-managers</u> were promoted at this establishment? |
| Detailed description, values | 1 Performance/ability 2 Partly performance/ability, partly other factors 3 Other factors 4 No promotions |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.47 Dismissal of under-performing managers

| | |
|-----------------------|--|
| Variable label | Dismissal of under-performing managers |
| Variable name | a20 |

| | |
|-------------------------------------|--|
| Question | When was an under-performing <u>manager</u> (except for persons in their probationary period) reassigned or dismissed? |
| Detailed description, values | 1 Within 6 months 2 After 6 months 3 Never |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.48 Dismissal of under-performing non-managers

| | |
|-------------------------------------|--|
| Variable label | Dismissal of under-performing non-managers |
| Variable name | a21 |
| Question | When was an under-performing <u>non-manager</u> (except for persons in their probationary period) reassigned or dismissed? |
| Detailed description, values | 1 Within 6 months 2 After 6 months 3 Never |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.49 Assessment of management quality

| | |
|-------------------------------------|--|
| Variable label | Assessment of management quality |
| Variable name | a22 |
| Question | In general, how would you describe management quality on all levels in your establishment? |
| Detailed description, values | 1 Very good 2 Good 3 It depends 4 Bad 5 Very bad |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.3.50 Importance of non-monetary incentives

| | |
|-----------------------|--|
| Variable label | Importance of non-monetary incentives |
| Variable name | a23 |
| Question | From your point of view, how important are non-monetary incentives to stabilize or increase the productivity of employees? |

| | |
|-------------------------------------|--|
| Detailed description, values | 1 Very important 2 Rather important 3 Rather unimportant 4 Very unimportant |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independently of the year. |

6.3.51 Health measures: Health days

| | |
|-------------------------------------|--|
| Variable label | Health measures: Health days |
| Variable name | a24_1 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Health days |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.52 Health measures: Health check-ups

| | |
|-------------------------------------|---|
| Variable label | Health measures: Health check-ups |
| Variable name | a24_2 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Health check-ups |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.53 Health measures: Management seminars

| | |
|-------------------------------------|---|
| Variable label | Health measures: Management seminars |
| Variable name | a24_3 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Management seminars for health-oriented leadership |
| Detailed description, values | 1 Yes 2 No |

| | |
|----------------------|----------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.54 Health measures: Sport and relaxation

| | |
|-------------------------------------|--|
| Variable label | Health measures: Sport and relaxation |
| Variable name | a24_4 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Sport and relaxation offers |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.55 Health measures: Healthy diet

| | |
|-------------------------------------|---|
| Variable label | Health measures: Healthy diet |
| Variable name | a24_5 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Healthy diet |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.56 Health measures: Ergonomic measures

| | |
|-------------------------------------|--|
| Variable label | Health measures: Ergonomic measures |
| Variable name | a24_6 |
| Question | Which of the following measures did this establishment offer to promote and maintain employee health and performance? Ergonomic measures at the workplace |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.57 WFB measures: Company kindergarten

| | |
|-----------------------|------------------------------------|
| Variable label | WFB measures: Company kindergarten |
|-----------------------|------------------------------------|

| | |
|-------------------------------------|--|
| Variable name | a25_1 |
| Question | And which of the following measures did this establishment use to promote work-family balance? (Company) Kindergarten/Contingents of places in a kindergarten |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.58 WFB measures: Temporary working-time reduction

| | |
|-------------------------------------|--|
| Variable label | WFB measures: Temporary working-time reduction |
| Variable name | a25_2 |
| Question | And which of the following measures did this establishment use to promote work-family balance? Temporary reduction of working hours |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.59 WFB measures: Trust-based working time

| | |
|-------------------------------------|--|
| Variable label | WFB measures: Trust-based working time |
| Variable name | a25_3 |
| Question | And which of the following measures did this establishment use to promote work-family balance? Trust-based working time or independent organization of working time without operational timekeeping |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.60 WFB measures: Reintegration

| | |
|-----------------------|--|
| Variable label | WFB measures: Reintegration |
| Variable name | a25_4 |
| Question | And which of the following measures did this establishment use to promote work-family balance? Programs for reintegration |

| | |
|-------------------------------------|----------------------|
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.61 WFB measures: Care places

| | |
|-------------------------------------|--|
| Variable label | WFB measures: Care places |
| Variable name | a25_5 |
| Question | And which of the following measures did this establishment use to promote work-family balance? Support in organizing child care places or places for care-dependent relatives |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.62 BA measures: Education of elderly employees

| | |
|-------------------------------------|---|
| Variable label | BA measures: Education of elderly employees |
| Variable name | a26_1 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? Further education of elderly employees |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.63 BA Measures: Training grants

| | |
|-------------------------------------|---|
| Variable label | BA measures: Training grants |
| Variable name | a26_2 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? Training grants or training assistance |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.64 BA measures: Integration subsidy

| | |
|-------------------------------------|--|
| Variable label | BA measures: Integration subsidy |
| Variable name | a26_3 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? Integration subsidy |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.65 BA measures: Support of continuing vocational education

| | |
|-------------------------------------|--|
| Variable label | BA measures: Support of continuing vocational education |
| Variable name | a26_4 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? Support of continuing vocational education and training |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.66 BA measures: Short-time work

| | |
|-------------------------------------|--|
| Variable label | BA measures: Short-time work |
| Variable name | a26_5 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? Short-time work |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.67 BA measures: Don't know

| | |
|-----------------------|---|
| Variable label | BA measures: Don't know |
| Variable name | a26_6 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? |

| | |
|-------------------------------------|-----------------------|
| | Don't know |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.3.68 BA measures: None

| | |
|-------------------------------------|---|
| Variable label | BA measures: None |
| Variable name | a26_7 |
| Question | Which of the following measures promoted by the Federal Employment Agency did your establishment use? None |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.4 Background information on the establishment

6.4.1 Type of establishment

| | |
|-------------------------------------|--|
| Variable label | Type of establishment |
| Variable name | a27 |
| Question | Is this establishment... |
| Detailed description, values | 1 Independent company 2 Head office 3 Place of business/branch 4 Middle-level authority |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.2 Ownership

| | |
|-------------------------------------|--|
| Variable label | Ownership |
| Variable name | a28 |
| Question | Is your establishment mainly or exclusively... |
| Detailed description, values | 1 German 2 Foreign 3 Equally divided |

| | |
|----------------------|-------------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.3 Principal owner

| | |
|-------------------------------------|--|
| Variable label | Principal owner |
| Variable name | a29 |
| Question | Was there a principal owner of this establishment? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.4 Family is principal owner

| | |
|-------------------------------------|---|
| Variable label | Family is principal owner |
| Variable name | a30 |
| Question | Was the principal owner of this establishment a family? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.5 Possession of establishment

| | |
|-------------------------------------|---|
| Variable label | Possession of establishment |
| Variable name | a31 |
| Question | How did the principal owner come into the possession of this establishment? |
| Detailed description, values | 1 Foundation 2 Heritage 3 Acquisition as individual person 4 Private Equity -8 Does not apply; no principal owner |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.6 Number of managers

| | |
|-------------------------------------|---|
| Variable label | Number of managers |
| Variable name | a32 |
| Question | How many <u>managers</u> were employed at this establishment on the reference dates 30 June 2008 and 30 June 2013? |
| Detailed description, values | Numerical |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | We advise data users to carefully check the data regarding implausible information, since some values seem extremely large. |

6.4.7 Number of non-managers

| | |
|-------------------------------------|---|
| Variable label | Number of non-managers |
| Variable name | a33 |
| Question | How many <u>non-managers</u> were employed at this establishment on the reference dates 30 June 2008 and 30 June 2013? |
| Detailed description, values | Numerical |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | We advise data users to carefully check the data regarding implausible information, since some values seem extremely large. |

6.4.8 Managers with university degree

| | |
|-------------------------------------|--|
| Variable label | Managers with university degree |
| Variable name | a34 |
| Question | What was the percentage of <u>managers</u> at this establishment with a university degree? |
| Detailed description, values | 1 <=20% 2 21-40% 3 41-60% 4 61-80% 5 >80% |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.4.9 Non-managers with university degree

| | |
|-------------------------------------|--|
| Variable label | Non-managers with university degree |
| Variable name | a35 |
| Question | What was the percentage of <u>non-managers</u> at this establishment with a university degree? |
| Detailed description, values | 1 <=10% 2 11-20% 3 >20% |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.4.10 Collective agreement

| | |
|-------------------------------------|--|
| Variable label | Collective agreement |
| Variable name | a36_1 |
| Question | Does this establishment have a collective agreement? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.4.11 Works council

| | |
|-------------------------------------|---|
| Variable label | Works council |
| Variable name | a36_2 |
| Question | Does this establishment have a works council? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.5 Economic conditions of the establishment

6.5.1 Sales

| | |
|-----------------------|---|
| Variable label | Sales |
| Variable name | a37 |
| Question | What were your total annual sales (exclusive of value added tax)? |

| | |
|-------------------------------------|---|
| Detailed description, values | Numerical -8 Does not apply; not on establishment level |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | We advise data users to carefully check the data regarding implausible information, since some values seem extremely large. |

6.5.2 Share of intermediate inputs and external costs

| | |
|-------------------------------------|--|
| Variable label | Share of intermediate inputs and external costs |
| Variable name | a38 |
| Question | What share of sales was attributed to intermediate inputs and external costs? These are all raw materials and supplies, commodities, wage work, external services, rents and other costs that were purchased from other companies or facilities. |
| Detailed description, values | Percentage -8 Does not apply; not on establishment level |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | We advise data users to carefully check the data regarding implausible information, since some values exceed 100%. |

6.5.3 Exports

| | |
|-------------------------------------|--------------------------------|
| Variable label | Exports |
| Variable name | a39 |
| Question | Did this establishment export? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.4 Share of exports

| | |
|-------------------------------------|---|
| Variable label | Share of exports |
| Variable name | a40 |
| Question | What percent of this establishment's sales were exports? |
| Detailed description, values | Percentage -8 Does not apply; not on establishment level |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

| | |
|--------------|--|
| Notes | We advise data users to carefully check the data regarding implausible information, since some values exceed 100%. |
|--------------|--|

6.5.5 Engagement abroad

| | |
|-------------------------------------|---|
| Variable label | Engagement abroad |
| Variable name | a41 |
| Question | Was your establishment active abroad? This includes taking over of a company abroad, setting up a location or subsidiary abroad or an equity participation amounting to a minimum of 10 % of foreign companies. |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.6 Offshoring: Other companies

| | |
|-------------------------------------|--|
| Variable label | Offshoring: Other companies |
| Variable name | a42_1 |
| Question | Did this establishment offshore parts of its production abroad to other companies? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.7 Offshoring: Own affiliates

| | |
|-------------------------------------|---|
| Variable label | Offshoring: Own affiliates |
| Variable name | a42_2 |
| Question | Did this establishment offshore parts of its production abroad to own affiliates? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.8 Innovations: Product innovation

| | |
|-----------------------|---------------------------------|
| Variable label | Innovations: Product innovation |
| Variable name | a43_1 |

| | |
|-------------------------------------|--|
| Question | In 2008 and 2013, did your establishment start to offer a product/ service (product innovation)? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.9 Innovations: Process innovation

| | |
|-------------------------------------|--|
| Variable label | Innovations: Process innovation |
| Variable name | a43_2 |
| Question | In 2008 and 2013, did your establishment develop or implement a procedure which has noticeably improved production processes or services (process innovation)? |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.10 Innovations: None

| | |
|-------------------------------------|--|
| Variable label | Innovations: None |
| Variable name | a43_3 |
| Question | In 2008 and 2013, did your establishment ... None of these. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.11 Innovations: Don't know

| | |
|-------------------------------------|---|
| Variable label | Innovations: Don't know |
| Variable name | a43_4 |
| Question | In 2008 and 2013, did your establishment... I do not know. |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.12 Competitive pressure

| | |
|-------------------------------------|---|
| Variable label | Competitive pressure |
| Variable name | a44 |
| Question | How do you rate the pressure from competition that your establishment was exposed to? |
| Detailed description, values | 1 Very low 2 Rather low 3 Rather high 4 Very high |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.5.13 Economic and financial crisis 2008/2009

| | |
|-------------------------------------|--|
| Variable label | Economic and financial crisis 2008/2009 |
| Variable name | a45 |
| Question | Was your establishment negatively affected by the economic and financial crisis 2008/2009? |
| Detailed description, values | 1 Yes, very badly 2 Yes, rather badly 3 Yes, a little bit 4 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.5.14 Agreement to merging of data

| | |
|-------------------------------------|--|
| Variable label | Agreement to merging of data |
| Variable name | a46 |
| Question | To complement the information collected, the Institute for Employment Research (IAB) would like to include data that is available at the IAB Nuremberg in the evaluation of this survey. These data include, for instance, information on the development of employment in the past. To link these data with the collected data, we would kindly ask you for your consent. This is required by the data protection act. The evaluation of this information strictly and absolutely complies with all data protection laws. Your agreement is voluntary. You can withdraw from your agreement at any time. Do you agree? |
| Detailed description, values | 1 Yes 2 No 3 Not authorized |

| | |
|----------------------|-----------------------------------|
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.6 Board of directors

6.6.1 Executive board

| | |
|-------------------------------------|--|
| Variable label | Executive board |
| Variable name | a47 |
| Question | Did the company, your establishment belongs to, have an executive board? |
| Detailed description, values | 1 Yes 2 No |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |

6.6.2 Board members

| | |
|-------------------------------------|--|
| Variable label | Board members |
| Variable name | a48 |
| Question | How many persons are on the executive board? |
| Detailed description, values | 1 1-2 members 2 3-4 members 3 5-6 members 4 7-8 members 5 9 or more members -8 Does not apply; no executive board |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | The values of this variable are classified into five groups. Values above 8 are aggregated to "9 or more members". |

6.6.3 Female board members

| | |
|-------------------------------------|--|
| Variable label | Female board members |
| Variable name | a49 |
| Question | How many persons on the executive board were female? |
| Detailed description, values | 1 0% 2 1-50% 3 50-100% |

| | |
|----------------------|---|
| | -8 Does not apply; no executive board |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Calculation of a share and then classified into three groups. If the indicated value of female board members exceeded the total number of board member, it was assumed that the respondents provided a share themselves. This applied to one case in 2008 and two cases in 2013. |

6.6.4 German board members

| | |
|-------------------------------------|---|
| Variable label | German board members |
| Variable name | a50 |
| Question | How many persons on the executive board came from German-speaking countries? |
| Detailed description, values | 1 0% 2 1-50% 3 50-100% -8 Does not apply; no executive board |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Calculation of a share and then classified into three groups. If the indicated value of German board members exceeded the total number of board member, it was assumed that the respondents provided a share themselves. This applied to four cases in 2008 and two cases in 2013. |

6.6.5 Importance of international experience

| | |
|-------------------------------------|---|
| Variable label | Importance of international experience |
| Variable name | a51 |
| Question | From your point of view, how important is international experience for the executive board in your establishment? |
| Detailed description, values | 1 Very important 2 Rather important 3 Rather unimportant 4 Very unimportant |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.6.6 Board members with work experience abroad

| | |
|-------------------------------------|---|
| Variable label | Board members with work experience abroad |
| Variable name | a52 |
| Question | How many board members have at least one year of work experience abroad? |
| Detailed description, values | 1 0% 2 1-50% 3 50-100% -8 Does not apply; no executive board |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Calculation of a share and then classified into three groups. If the indicated value of board members with work experience abroad exceeded the total number of board member, it was assumed that the respondents provided a share themselves. This applied to one case in 2008 and one case in 2013. |

6.7 Respondent data and further information

6.7.1 Gender

| | |
|-------------------------------------|-----------------------------------|
| Variable label | Gender |
| Variable name | a53 |
| Question | Are you... |
| Detailed description, values | 1 Male 2 Female |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.7.2 Period of employment

| | |
|-------------------------------------|---|
| Variable label | Period of employment |
| Variable name | a54 |
| Question | How long have you been working in this establishment? |
| Detailed description, values | Numerical |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

| | |
|--|--|
| | In four cases a two-digit number was entered in the questionnaire. Assuming that the respondent indicated the years he/she was working in the establishment, these cases were recoded to: 2015-value |
|--|--|

6.7.3 Position

| | |
|-------------------------------------|--|
| Variable label | Position |
| Variable name | a55 |
| Question | Which position did you hold in 2013? |
| Detailed description, values | 1 CEO, Executive Officer 2 Manager of multiple establishments 3 Manager of one establishment 4. Manager within an establishment 5 Non-manager 6 Other |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Only surveyed for 2013. |

6.7.4 Agreement to panel participation

| | |
|-------------------------------------|---|
| Variable label | Agreement to panel participation |
| Variable name | a56 |
| Question | To assess developments and changes of management practices within your establishment in the next years, we would like to conduct this survey again with all participants after a while. In order to be able to contact you for a further survey, we have to save your contact details. According to data protection law, this requires your agreement. Your contact details will be stored separately from the questionnaire and solely for the purpose of an additional survey. They will never be related to the answers you provided. Your information will be treated absolutely anonymously and your data will never be shared with third parties. Your contact details will be deleted after the completion of this research project. We would be grateful, if you would agree to further participate in our research project. Any further participation is voluntary and can be withdrawn at any time |
| Detailed description, values | 0 Not marked 1 Yes |
| Origin | Questionnaire |
| Data set/wave | GMOP 2008, GMOP 2013 |
| Notes | Surveyed independent of the year. |

6.7.5 Response method

| | |
|-------------------------------------|----------------------------|
| Variable label | Response method |
| Variable name | method |
| Question | - |
| Detailed description, values | 1 Online 2 Paper-pencil |
| Origin | Generated |
| Data set/wave | GMOP 2008, GMOP 2013 |

List of abbreviations

| | |
|--------------|---|
| BA | Federal Employment Agency |
| BBSR | Federal Institute for Research on Building, Urban Affairs and Spatial Development (Bundesinstitut für Bau-, Stadt- und Raumforschung) |
| BHP | Establishment History Panel |
| BMAS | Federal Ministry of Labour and Social Affairs |
| BvD | Bureau van Dijk |
| CAWI | Computer-assisted web interview |
| FDZ | Research Data Centre of the German Federal Employment Agency at the Institute for Employment Research |
| GMOP | German management and organizational practices survey |
| IAB | Institute for Employment Research |
| IfW | Institute for the World Economy |
| infas | Institute for Applied Social Sciences |
| KPI | Key performance indicators |
| MOPS | Management and organizational practices survey |
| PAPI | Paper and pencil interview |
| WEM | Well-being enhancing measures |
| WFB | Work-family balance |

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