Questionnaire searching dynamics and decision making on motivation

Ladies and gentlemen,

We would like to ask you very much to fill out this questionnaire. Intention of the questionnaire is to find out how strong your motivation is, how you decide when motivating yourself, what motivational tools you consider to be the most effective, etc. Therefore, we sincerely ask you to answer the following questions by marking the answer that is closest to you. We will surely guarantee that your responses remain completely anonymous and in no case they will be misused. On the contrary, your responses will greatly help to improve employee motivation in our organizations. We thank you very much for your willingness, patience and time.

Age:        Sex:  Education:          Length of practice: Size of your company:
..... years □ female □ vocational □ micro (< 20 employees) □ male □ secondary □ small (20 – 50 employees) □ higher □ medium (50 – 250 employees) □ PhD. □ large (>250 employees)

County: Sector of your company:
□ BB □ PO □ Informatics and communications □ Finance and insurance □ Construction
□ BA □ TN □ Accommodation and catering □ Transport and storage □ Education
□ KE □ TT □ Public administration and security □ Agriculture □ Health
□ NR □ ZA □ Wholesale and retail □ Industrial production □ Others
□ □ Energy and water supply □ Art and entertainment

1. Are you sufficiently informed on goals and problems of your company?
□ Yes □ Almost yes □ Average □ Almost not □ Not

2. What approach/style of leading does apply your superior towards you?
□ Participative
□ Neutrally
□ Authoritative

3. Do you consider the appraisal (evaluation) of your performance from the side of your superior as objective and fair?
□ Yes □ Almost yes □ Average □ Almost not □ Not

4. Do you consider the communication from the side of your superior as open?
□ Yes □ Almost yes □ Average □ Almost not □ Not

5. Does your superior create the atmosphere of trust, obligingness and belonging towards you?
□ Yes □ Almost yes □ Average □ Almost not □ Not

6. On what level is your motivation to following aspects:

• To quality of work:
□ High □ Rather high □ Average □ Rather low □ Not

• To permanent improving your skills and knowledge:
□ High □ Rather high □ Average □ Rather low □ Not

• To submitting new proposals and increasing effectiveness of processes done:
□ High □ Rather high □ Average □ Rather low □ Not

• To cooperation with your superior and management of the company:
□ High □ Rather high □ Average □ Rather low □ Not
7. What factors take you into account when motivating yourselves to something (can mark more factors simultaneously):

1. □ Fast vs. long time of achieving goal
2. □ Simplicity vs. complexity of goal
3. □ Expected self-satisfaction
4. □ Expected satisfaction of colleagues
5. □ Expected satisfaction of superior
6. □ Possibility to learn something new
7. □ Obtain a sense of usefulness
8. □ Fear of failure in too demanding goal
9. □ The need to do something
10. □ Obtain financial reward
11. □ Accelerate your career growth
12. □ Damping the qualms for conscience
13. □ Effort to prove you can do it
14. □ Your feel of responsibility

*Please indicate three of these factors in order from most important (their numbers):* ................................

8. What factors are preferred by your superior when deciding on how to motivate you? (can mark more factors simultaneously):

□ Demanded extent of outputs
□ Number of achieved tasks
□ Keep of defined deadlines
□ Savings achieved by you
□ Quality of your work
□ Your hard work and diligence
□ Your participation in developing your skills
□ Your responsibility, autonomy and reliability
□ Your career development and further opportunities
□ Your friendliness and creating good relations
□ Lodging of proposals from your side
□ Your work overtime

9. What of the following elements were most contributed to change of your motivation, i.e. triggered today your other needs, plans and aspirations than you felt before? (can mark more factors):

1. Significant success in the work area
2. Large failure in work
3. Experience of joyful, pursuing event
4. The success and happiness of your child
5. Slow maturation and own development
6. Satisfaction in partner life
7. Meeting recognized, respected man
8. Achieving a long-desired goal
9. Starting a family
10. Death of a loved one or friend
11. Arising the hidden, latent need
12. Long-term fatigue, stress, burn-out
13. Awareness of own qualities
14. Demotivating influence of superior
15. Failure, unfortunate of the child
16. Disappointment in partner life
17. Change of job or employment
18. Health and state of health

10. *For the numbers of factors that you have indicated in the previous list, mark symbols +1, or +2, or +3 if your motivation has increased under the influence of a given factor; and mark -1, or -2, or -3 if your motivation has been weakened under the influence of this factor (+3 means the biggest increase of your motivation; -3 means the biggest decrease of motivation).*

1. .... Significant success in the work area
2. .... Large failure in work
3. .... Experience of joyful, pursuing event
4. .... The success and happiness of your child
5. .... Slow maturation and own development
6. .... Satisfaction in partner life
7. .... Meeting recognized, respected man
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12. .... Long-term fatigue, stress, burn-out
13. .... Awareness of own qualities
14. .... Demotivating influence of superior
15. .... Failure, unfortunate of the child
16. .... Disappointment in partner life
17. .... Change of job or employment
18. .... Health and state of health
11. Please put the efficiency of any motivational tool to you on a scale from 1 to 10 (10 points – against you extremely effective motivator; 1 – ineffective motivator to you, for you do not count).

1. … Personal bonuses and rewards
2. … Praise
3. … Interest on opinions and suggestions
4. … Career growth
5. … Development and training activities
6. … Engaging employees in the decision making
7. … Providing the necessary information
8. … Good relationships and atmosphere
9. … Providing platform for independence
10. … Fairness of superior
11. … Criterion of your performance appraisal
12. … Application of threats and sanctions

Please indicate three of these factors in order from most important (their numbers): ........ ........ ........

12. What from following motivators are applied really towards you from the side of your superior? (can mark more factors):

1. Personal bonuses and rewards
2. Praise
3. Interest on opinions and suggestions
4. Career growth
5. Development and training activities
6. Engaging employees in the decision making
7. Providing the necessary information
8. Good relationships and atmosphere
9. Providing platform for independence
10. Fairness of superior
11. Criterion of your performance appraisal
12. Application of threats and sanctions

13. From the passing the time, how the superior does decide when motivate you?

□ Superior permanently changes the motivators, depending on changes of your needs and expectations
□ Superior changes the motivators only in a case of remarkable changes of your needs and expectations
□ Superior does not change the motivators – permanently applied an identical spectrum of motivators

14. Do you think that due to the passage of time (from past to present), the efficiency of motivators that have applied and applies now your superior to you has changed – some motivational tools are now more efficient than before, and vice versa?

□ Yes    □ Not

15. Does your superior create the motivational programs for you?

□ Yes    □ Yes, even with my participation    □ Not

16. Please, specify whether and by how much percent on average would increase the overall level of your effort if the motivational approach from your supervisor towards you will be improved:

□ Yes of . . . %
□ Not

17. Please, specify the decisions or measurements that could increase your motivation in company

□ Greater interest in employees and their opinions    □ Providing the necessary information
□ Training activities and skills development    □ Mutual and open cooperation
□ Creating good relationship and a positive atmosphere    □ Space for autonomy and self-realization
□ Higher financial remuneration and rewards    □ Better work conditions
□ Career growth and job prospects    □ Expression of recognition for quality work
□ Participation in management and decision-making    □ Employee bonuses and benefits
□ Fairness, justice and humanity of superior    □ Improving mutual communication

Thank you very much
Questionnaire searching dynamics and decision making on motivation
(for managers)

Ladies and gentlemen,
We would like to ask you very much to fill out this questionnaire. Intention of the questionnaire is to find out how strong your motivation is, how you decide when motivating yourself, what motivational tools you consider to be the most effective, etc. Therefore, we sincerely ask you to answer the following questions by marking the answer that is closest to you. We will surely guarantee that your responses remain completely anonymous and in no case they will be misused. On the contrary, your responses will greatly help to improve employee motivation in our organizations. We thank you very much for your willingness, patience and time.

Age:       Sex:       Education:       Practice:       Management level:       Size of your company:
..... years       □ female       □ vocational       ...... years       □ top level       □ micro (< 20 employees)
□ male       □ secondary       □ middle level       □ small (20 – 50 employees)
□ higher       □ operative level       □ medium (50 – 250 employees)
□ PhD.       □ top level       □ large (>250 employees)

County:       Sector of your company:
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1. Are you sufficiently informed on goals and problems of your company?
□ Yes       □ Almost yes       □ Average       □ Almost not       □ Not

2. What approach/style of leading do you apply towards your employees?
□ Participative
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3. Do you consider the appraisal (evaluation) of your performance from the side of your superior as objective and fair?
□ Yes       □ Almost yes       □ Average       □ Almost not       □ Not

4. Do you consider the communication from the side of your superior as open?
□ Yes       □ Almost yes       □ Average       □ Almost not       □ Not

5. Do you create the atmosphere of trust, obligingness and belonging towards your employees?
□ Yes       □ Almost yes       □ Average       □ Almost not       □ Not

6. On what level is your motivation to following aspects:
• To quality of work:
□ High       □ Rather high       □ Average       □ Rather low       □ Not

• To permanent improving your skills and knowledge:
□ High       □ Rather high       □ Average       □ Rather low       □ Not

• To submitting new proposals and increasing effectiveness of processes done:
□ High       □ Rather high       □ Average       □ Rather low       □ Not

• To creative leading and motivating your employees:
□ High       □ Rather high       □ Average       □ Rather low       □ Not
7. **What factors take you into account when motivating yourselves to something** (can mark more factors simultaneously):

1. □ Fast vs. long time of achieving goal
2. □ Simplicity vs. complexity of goal
3. □ Expected self-satisfaction
4. □ Expected satisfaction of colleagues
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12. □ Damping the qualms for conscience
13. □ Effort to prove you can do it
14. □ Your feel of responsibility

*Please indicate three of these factors in order from most important (their numbers):* ........................................

8. **What factors do you prefer when deciding on way of how to motivate your employees?** (can mark more factors simultaneously):

- □ Demanded extent of outputs
- □ Keep of defined deadlines
- □ Quality of their work
- □ Their participation in developing their skills
- □ Their career development and further opportunities
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9. **What of the following elements were most contributed to change of your motivation, i.e. triggered today your other needs, plans and aspirations than you felt before?** (can mark more factors):

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2. … Praise 8. … Good relationships and atmosphere
3. … Interest on opinions and suggestions 9. … Providing platform for independence
4. … Career growth 10. … Fairness of superior
5. … Development and training activities 11. … Criterion of your performance appraisal
6. … Engaging employees in the decision making 12. … Application of threats and sanctions

Please indicate three of these factors in order from most important (their numbers): ........ ........ ........

12. What from following motivators are applied really towards you from the side of your superior? (can mark more factors):

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14. What from following motivators do you apply towards your employees? (can mark more factors):

☐ Personal bonuses and rewards  ☐ Providing the necessary information
☐ Praise  ☐ Good relationships and atmosphere
☐ Interest on opinions and suggestions  ☐ Providing platform for independence
☐ Career growth  ☐ Fairness of superior
☐ Development and training activities  ☐ Criterion of your performance appraisal
☐ Engaging employees in the decision making  ☐ Application of threats and sanctions

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☐ Yes  ☐ Not

16. Do you create the motivational programs for your employees?

☐ Yes  ☐ Yes, even with their participation  ☐ Not

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☐ Yes of . . . %
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Thank you very much