

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	<input type="checkbox"/> female <input type="checkbox"/> male	<input type="checkbox"/> vocational <input type="checkbox"/> secondary <input type="checkbox"/> higher <input type="checkbox"/> PhD. years	<input type="checkbox"/> micro (< 20 employees) <input type="checkbox"/> small (20 – 50 employees) <input type="checkbox"/> medium (50 – 250 employees) <input type="checkbox"/> large (>250 employees)

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

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. <input type="checkbox"/> Fast vs. long time of achieving goal | 8. <input type="checkbox"/> Fear of failure in too demanding goal |
| 2. <input type="checkbox"/> Simplicity vs. complexity of goal | 9. <input type="checkbox"/> The need to do something |
| 3. <input type="checkbox"/> Expected self-satisfaction | 10. <input type="checkbox"/> Obtain financial reward |
| 4. <input type="checkbox"/> Expected satisfaction of colleagues | 11. <input type="checkbox"/> Accelerate your career growth |
| 5. <input type="checkbox"/> Expected satisfaction of superior | 12. <input type="checkbox"/> Damping the qualms for conscience |
| 6. <input type="checkbox"/> Possibility to learn something new | 13. <input type="checkbox"/> Effort to prove you can do it |
| 7. <input type="checkbox"/> Obtain a sense of usefulness | 14. <input type="checkbox"/> 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):

- | | |
|--|--|
| <input type="checkbox"/> Demanded extent of outputs | <input type="checkbox"/> Number of achieved tasks |
| <input type="checkbox"/> Keep of defined deadlines | <input type="checkbox"/> Savings achieved by you |
| <input type="checkbox"/> Quality of your work | <input type="checkbox"/> Your hard work and diligence |
| <input type="checkbox"/> Your participation in developing your skills | <input type="checkbox"/> Your responsibility, autonomy and reliability |
| <input type="checkbox"/> Your career development and further opportunities | <input type="checkbox"/> Your friendliness and creating good relations |
| <input type="checkbox"/> Lodging of proposals from your side | <input type="checkbox"/> 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 | 10. Death of a loved one or friend |
| 2. Large failure in work | 11. Arising the hidden, latent need |
| 3. Experience of joyful, pursuing event | 12. Long-term fatigue, stress, burn-out |
| 4. The success and happiness of your child | 13. Awareness of own qualities |
| 5. Slow maturation and own development | 14. Demotivating influence of superior |
| 6. Satisfaction in partner life | 15. Failure, unfortunate of the child |
| 7. Meeting recognized, respected man | 16. Disappointment in partner life |
| 8. Achieving a long-desired goal | 17. Change of job or employment |
| 9. Starting a family | 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 | 10. Death of a loved one or friend |
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| 7. Meeting recognized, respected man | 16. Disappointment in partner life |
| 8. Achieving a long-desired goal | 17. Change of job or employment |
| 9. Starting a family | 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 | 7. ... Providing the necessary information |
| 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):

- | | |
|--|---|
| 1. Personal bonuses and rewards | 7. Providing the necessary information |
| 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 |

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

- | | |
|---|---|
| <input type="checkbox"/> Greater interest in employees and their opinions | <input type="checkbox"/> Providing the necessary information |
| <input type="checkbox"/> Training activities and skills development | <input type="checkbox"/> Mutual and open cooperation |
| <input type="checkbox"/> Creating good relationship and a positive atmosphere | <input type="checkbox"/> Space for autonomy and self-realization |
| <input type="checkbox"/> Higher financial remuneration and rewards | <input type="checkbox"/> Better work conditions |
| <input type="checkbox"/> Career growth and job prospects | <input type="checkbox"/> Expression of recognition for quality work |
| <input type="checkbox"/> Participation in management and decision-making | <input type="checkbox"/> Employee bonuses and benefits |
| <input type="checkbox"/> Fairness, justice and humanity of superior | <input type="checkbox"/> 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: years	Sex: <input type="checkbox"/> female <input type="checkbox"/> male	Education: <input type="checkbox"/> vocational <input type="checkbox"/> secondary <input type="checkbox"/> higher <input type="checkbox"/> PhD.	Practice: years	Management level: <input type="checkbox"/> top level <input type="checkbox"/> middle level <input type="checkbox"/> operative level	Size of your company: <input type="checkbox"/> micro (< 20 employees) <input type="checkbox"/> small (20 – 50 employees) <input type="checkbox"/> medium (50 – 250 employees) <input type="checkbox"/> large (>250 employees)
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County: <input type="checkbox"/> BB <input type="checkbox"/> PO <input type="checkbox"/> BA <input type="checkbox"/> TN <input type="checkbox"/> KE <input type="checkbox"/> TT <input type="checkbox"/> NR <input type="checkbox"/> ZA	Sector of your company: <input type="checkbox"/> Informatics and communications <input type="checkbox"/> Accommodation and catering <input type="checkbox"/> Public administration and security <input type="checkbox"/> Wholesale and retail <input type="checkbox"/> Energy and water supply	<input type="checkbox"/> Finance and insurance <input type="checkbox"/> Transport and storage <input type="checkbox"/> Agriculture <input type="checkbox"/> Industrial production <input type="checkbox"/> Art and entertainment	<input type="checkbox"/> Construction <input type="checkbox"/> Education <input type="checkbox"/> Health <input type="checkbox"/> Others
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1. Are you sufficiently informed on goals and problems of your company?

☐ Yes ☐ Almost yes ☐ Average ☐ Almost not ☐ Not

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☐ 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?

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☐ 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):

- | | |
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| 1. <input type="checkbox"/> Fast vs. long time of achieving goal | 8. <input type="checkbox"/> Fear of failure in too demanding goal |
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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):

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

- | | |
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| <input type="checkbox"/> Praise | <input type="checkbox"/> Good relationships and atmosphere |
| <input type="checkbox"/> Interest on opinions and suggestions | <input type="checkbox"/> Providing platform for independence |
| <input type="checkbox"/> Career growth | <input type="checkbox"/> Fairness of superior |
| <input type="checkbox"/> Development and training activities | <input type="checkbox"/> Criterion of your performance appraisal |
| <input type="checkbox"/> Engaging employees in the decision making | <input type="checkbox"/> Application of threats and sanctions |

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

- | | |
|---|---|
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| <input type="checkbox"/> Training activities and skills development | <input type="checkbox"/> Mutual and open cooperation |
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| <input type="checkbox"/> Participation in management and decision-making | <input type="checkbox"/> Employee bonuses and benefits |
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Thank you very much