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## Questionnaire searching sustainable academic motivation and creativity

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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 and sustain employee motivation in our organizations. We thank you very much for your willingness, patience and time.

**Age:**

..... years

**Sex:**

- Female  
 Male

**Education/title:**

- Higher       Assoc. Prof.  
 PhD.           Professor

**Work experience:**

..... years

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### .....Conditions for sustainable work effort.....

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**1. Are you sufficiently informed on goals and problems of your faculty?**

- Yes               Almost yes               Averagely               Almost no               No

**2. What approach/style of leading does apply your superior towards you?**

- Participative – s/he creates space for our self-determination, co-determination, responsibility and motivation  
 Neutrally – s/he leaves our work effort without deeper and more open cooperation  
 Authoritative – s/he limits the possibility of our independence and requires the fulfillment of his/her orders

**3. Do you consider the appraisal (evaluation) of your performance from the side of your superior objective and fair?**

- Yes               Almost yes               Averagely               Almost no               No

**4. Do you consider the communication from the side of your superior as open?**

- Yes               Almost yes               Averagely               Almost no               No

**5. Does your superior create the atmosphere of trust, obligingness and belonging towards you?**

- Yes               Almost yes               Averagely               Almost no               No

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### .....Conditions for sustainable creativity.....

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**1. Does your superior use modern work practices and methods to build and sustain a creative working atmosphere?**

- S/he uses traditional methods and procedures (*e.g.: work with individuals and groups, interviews, observation, etc.*)  
 S/he uses creative/progressive methods and procedures (*e.g.: promoting the development potential and intellectual ability, role plays, counseling, experiential methods, brainstorming, benchmarking, etc.*)  
 S/he uses traditional methods together with creative/modern/progressive methods and procedures.

**2. Do you think your superiors motivates you to creative work?**

- Yes               Almost yes               Averagely               Almost no               No

**3. Does your superior appreciate your creative ideas/propositions and creative solutions?**

- Yes               Almost yes               Averagely               Almost no               No

**4. Which of the following elements most affect your creativity both in positive and negative way? (Can mark multiple):**

- |  |   |
|--|---|
| 1. <input type="checkbox"/> Pleasant working environment               | 11. <input type="checkbox"/> Inappropriate, unpleasant work environment |
| 2. <input type="checkbox"/> Harmonious family life                     | 12. <input type="checkbox"/> Great failure/bad luck at work             |
| 3. <input type="checkbox"/> Good friends                               | 13. <input type="checkbox"/> Problems in family life                    |
| 4. <input type="checkbox"/> Happy childhood                            | 14. <input type="checkbox"/> Problems in work                           |
| 5. <input type="checkbox"/> Unusual experience in the past             | 15. <input type="checkbox"/> Health problems                            |
| 6. <input type="checkbox"/> Significant success in the work area       | 16. <input type="checkbox"/> Long-term fatigue, stress                  |
| 7. <input type="checkbox"/> Significant success in family life         | 17. <input type="checkbox"/> Lot of free time                           |
| 8. <input type="checkbox"/> Important person (parent, teacher, friend) | 18. <input type="checkbox"/> Lack of free time                          |
| 9. <input type="checkbox"/> Art school, course, training, etc.         | 19. <input type="checkbox"/> Good team and interplay at work            |
| 10. <input type="checkbox"/> School                                    | 20. <input type="checkbox"/> Poor atmosphere at work                    |

For the factors that you have indicated in the previous list, mark symbols **+1, or +2, or +3** if your creativity increases under the influence of a given factor; and mark **-1, or -2, or -3** if your creativity decreases under the influence of this factor (+3: the biggest increase of your creativity; -3: the biggest decrease of creativity).

### Aspects of current motivation

**1. On what level is your motivation to following aspects:**

• **To quality of work:**

- High             Rather high             Average             Rather low             Low

• **To permanent improving your skills and knowledge:**

- High             Rather high             Average             Rather low             Low

• **To submitting new proposals and increasing effectiveness of processes done:**

- High             Rather high             Average             Rather low             Low

• **To cooperation with your superior and management of the company:**

- High             Rather high             Average             Rather low             Low

**2. What factors are preferred by your superior when deciding on how to motivate you? (Can mark more):**

- |  |  |
|--|--|
| <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 them                      |
| <input type="checkbox"/> Quality of their work                             | <input type="checkbox"/> Your hard work and diligence                  |
| <input type="checkbox"/> Your participation in developing their 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 them                    | <input type="checkbox"/> Your work overtime                            |

**3. 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          |

For the 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 this factor; and **mark -1, or -2, or -3** if your motivation has been weakened under the influence of this factor (+3: the biggest increase of your motivation; -3: the biggest decrease of motivation).

## Conditions for sustainable motivation

### 1. What factors do you take into account when motivating yourselves (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):* .....

### 2. Please put the effectiveness of any motivational tool to you on a scale 1 – 10 (10 points – against you extremely effective motivator; 1 – ineffective motivator to you).

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):* ..... ..

### 3. What from listed motivators really applies your superior towards you? (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

### 4. 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

### 5. Due to the passage of time (from past to present), does the efficiency of motivators that applied and applies now your superior to you being changed – some motivators are now efficient than before, and vice versa?

- Yes                       No

### 6. Does your superior create the motivational programs for you?

- Yes                       Yes, even with my participation                       No

### 7. 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 ... %  
 No

### 8. Please, specify the measurements that could increase and sustain your motivation:

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

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## Questionnaire searching sustainable academic motivation and creativity

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(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 and sustain employee motivation in our organizations. We thank you very much for your willingness, patience and time.

<b>Age:</b> ..... years	<b>Sex:</b> <input type="checkbox"/> Female <input type="checkbox"/> Male	<b>Education/title</b> <input type="checkbox"/> Higher <input type="checkbox"/> Assoc. Prof. <input type="checkbox"/> PhD. <input type="checkbox"/> Professor	<b>Work experience:</b> ..... years	<b>Management level:</b> <input type="checkbox"/> Top level <input type="checkbox"/> Middle level <input type="checkbox"/> Operative level
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### .....Conditions for sustainable work effort.....

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#### 1. Are you sufficiently informed on goals and problems of your faculty?

Yes                       Almost yes                       Averagely                       Almost no                       No

#### 2. What approach/style of leading do you apply towards your employees?

- Participative – create space for their self-determination, co-determination, responsibility and motivation
- Neutrally – you leave their work effort without deeper and more open cooperation
- Authoritative – limit the possibility of their independence and requires the fulfillment of your orders

#### 3. Do you consider the appraisal (evaluation) of your performance from the side of your superior objective and fair?

Yes                       Almost yes                       Averagely                       Almost no                       No

#### 4. Do you consider the communication from the side of your superior as open?

Yes                       Almost yes                       Averagely                       Almost no                       No

#### 5. Do you create the atmosphere of trust, obligingness and belonging towards your employees?

Yes                       Almost yes                       Averagely                       Almost no                       No

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### .....Conditions for sustainable creativity.....

---

#### 1. Do you use modern work practices and methods to build and sustain a creative working atmosphere for your employees?

- I use traditional methods and procedures (*e.g.: working with individuals and groups, interviews, observation, etc.*)
- I use creative/progressive methods and procedures (*e.g.: promoting the development potential and intellectual ability, role plays, counseling, experiential methods, brainstorming, benchmarking, etc.*)
- I use traditional methods together with creative/modern/progressive methods and procedures.

#### 2. Do you think that you motivate your employees to creative work?

Yes                       Almost yes                       Averagely                       Almost No                       No

#### 3. Do you appreciate creative ideas/propositions and creative solutions of your employees?

Yes                       Almost yes                       Averagely                       Almost No                       No

**4. Which of the following elements most affect your creativity both in positive and negative way? (Can mark multiple):**

- |  |   |
|--|---|
| 1. <input type="checkbox"/> Pleasant working environment               | 11. <input type="checkbox"/> Inappropriate, unpleasant work environment |
| 2. <input type="checkbox"/> Harmonious family life                     | 12. <input type="checkbox"/> Great failure/bad luck at work             |
| 3. <input type="checkbox"/> Good friends                               | 13. <input type="checkbox"/> Problems in family life                    |
| 4. <input type="checkbox"/> Happy childhood                            | 14. <input type="checkbox"/> Problems in work                           |
| 5. <input type="checkbox"/> Unusual experience in the past             | 15. <input type="checkbox"/> Health problems                            |
| 6. <input type="checkbox"/> Significant success in the work area       | 16. <input type="checkbox"/> Long-Term fatigue, stress                  |
| 7. <input type="checkbox"/> Significant success in family life         | 17. <input type="checkbox"/> Lot of free time                           |
| 8. <input type="checkbox"/> Important person (parent, teacher, friend) | 18. <input type="checkbox"/> Lack of free time                          |
| 9. <input type="checkbox"/> Art school, course, training, etc.         | 19. <input type="checkbox"/> Good team and interplay at work            |
| 10. <input type="checkbox"/> School                                    | 20. <input type="checkbox"/> Poor atmosphere at work.                   |

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**Aspects of current motivation**

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**1. On what level is your motivation to following aspects:**

• **To quality of work:**

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• **To permanent improving your skills and knowledge:**

- High             Rather high             Average             Rather low             Low

• **To submitting new proposals and increasing effectiveness of processes done:**

- High             Rather high             Average             Rather low             Low

• **To creative leading and motivating your employees:**

- High             Rather high             Average             Rather low             Low

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

- |   |   |
|---|---|
| <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 them                       |
| <input type="checkbox"/> Quality of their work                              | <input type="checkbox"/> Their hard work and diligence                  |
| <input type="checkbox"/> Their participation in developing their skills     | <input type="checkbox"/> Their responsibility, autonomy and reliability |
| <input type="checkbox"/> Their career development and further opportunities | <input type="checkbox"/> Their friendliness and creating good relations |
| <input type="checkbox"/> Lodging of proposals from them                     | <input type="checkbox"/> Their work overtime                            |

**3. 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. 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          |

For the 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 this factor; and **mark -1, or -2, or -3** if your motivation has been weakened under the influence of this factor (+3: the biggest increase of your motivation; -3: the biggest decrease of motivation).

## Conditions for sustainable motivation

### 1. What factors do you take into account when motivating yourselves (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):* .....

### 2. Please put the effectiveness of any motivational tool to you on a scale 1 – 10 (10 points – against you extremely effective motivator; 1 – ineffective motivator to you).

- |  |   |
|--|---|
| 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):* ..... ..

### 3. What from following motivators really applies your superior towards you? (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    |

### 4. 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

### 5. What of following motivators do you really apply towards your employees? (Can mark more factors):

- |  |  |
|--|--|
| <input type="checkbox"/> Personal bonuses and rewards              | <input type="checkbox"/> Providing the necessary information     |
| <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    |

### 6. Due to the passage of time (from past to present), does the efficiency of motivators that applied and applies now your superior to you being changed – some motivators are now efficient than before, and vice versa?

- Yes                       No

**7. Do you work out the motivational programs for your employees?**

- Yes                       Yes, even with their participation                       No

**8. 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

**9. Please, specify the measurements that could increase and sustain your motivation:**

- |   |   |
|---|---|
| <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