

## **THE MOTIVATED ORGANIZATION SURVEY**

In the space to the right of each statement, place a number (from 1 to 5) indicating how *true* the statement is *about your organization*, using the following rating scale:

**1 = not true at all**

**2 = true to a small extent**

**3 = true to some extent**

**4 = mostly true**

**5 = completely true**

1. Employees in this organization are energetic and enthusiastic. \_\_\_\_\_
2. Employees are highly productive. \_\_\_\_\_
3. Employees have positive and optimistic attitudes. \_\_\_\_\_
4. There is little or no wasted effort. \_\_\_\_\_
5. This organization is highly customer-focused. \_\_\_\_\_
6. Unsafe conditions are identified and promptly corrected. \_\_\_\_\_
7. Employees are made to feel like true business partners. \_\_\_\_\_
8. Employees have a strong sense of organizational identity. \_\_\_\_\_
9. Employees are very careful in how they use the organization's resources. \_\_\_\_\_
10. Employees have a clear understanding of the organization's mission, vision, and values. \_\_\_\_\_
11. Employee input into organizational strategic planning is solicited and used. \_\_\_\_\_
12. Employees are encouraged to make significant choices and decisions about their work. \_\_\_\_\_
13. Employees are involved in making key production decisions. \_\_\_\_\_
14. Employees are empowered to improve work methods. \_\_\_\_\_
15. Employees are encouraged to work closely with their internal customers and suppliers. \_\_\_\_\_
16. There is a no-fault approach to problem solving in this organization. \_\_\_\_\_
17. A concerted effort is made to identify and use the full range of abilities that employees bring to work. \_\_\_\_\_
18. Employees are challenged to strive for ambitious goals. \_\_\_\_\_
19. Obstacles to effective employee performance are promptly identified and eliminated. \_\_\_\_\_
20. Personnel decisions are perceived to be fair and consistent. \_\_\_\_\_
21. There are few, if any, unnecessary policies and rules. \_\_\_\_\_
22. Effective communication is a high organizational priority. \_\_\_\_\_
23. Employees throughout this organization are well informed. \_\_\_\_\_
24. Management explains to employees the rationale behind all important decisions. \_\_\_\_\_

25. There is frequent communication between employees and management. \_\_\_\_\_
26. Senior managers regularly visit employees' work areas. \_\_\_\_\_
27. No secrets are kept from employees. \_\_\_\_\_
28. Meetings are well led and highly productive. \_\_\_\_\_
29. Company publications are informative and helpful. \_\_\_\_\_
30. Management is highly responsive to employees' needs\_and concerns. \_\_\_\_\_
31. Employees feel that management has their best interests at heart. \_\_\_\_\_
32. When labor-management conflicts arise, they are promptly and constructively resolved. \_\_\_\_\_
33. Management is quick to take personal responsibility for its mistakes. \_\_\_\_\_
34. Employees are encouraged to assume leadership responsibilities. \_\_\_\_\_
35. Employees receive a great deal of encouragement and recognition. \_\_\_\_\_
36. Outstanding performance is always recognized. \_\_\_\_\_
37. Both individual and team performance are appropriately rewarded. \_\_\_\_\_
38. Poor performance is never rewarded. \_\_\_\_\_
39. Creativity is encouraged and rewarded. \_\_\_\_\_
40. Employees consider their pay to be fair and equitable. \_\_\_\_\_
41. Employees are willing to pay part of the cost of their benefits. \_\_\_\_\_
42. Employees feel that their ideas and suggestions are genuinely welcomed by management. \_\_\_\_\_
43. Employees' suggestions receive prompt and constructive responses. \_\_\_\_\_
44. Everyone in the organization is committed to continuous improvement. \_\_\_\_\_
45. There are no barriers between departments or units. \_\_\_\_\_
46. There is a high level of trust between workers and management. \_\_\_\_\_
47. There is excellent teamwork throughout the organization. \_\_\_\_\_
48. There is a high level of interdepartmental communication and cooperation throughout the organization. \_\_\_\_\_
49. Management views problems as opportunities for improvement, rather than as obstacles to success. \_\_\_\_\_
50. Learning is a high priority in this organization. \_\_\_\_\_
51. Employees are encouraged to learn from each other. \_\_\_\_\_
52. There is consistent follow-up after training. \_\_\_\_\_
53. Employees are involved in making training decisions. \_\_\_\_\_
54. Employees are involved in determining performance requirements, measures, and standards. \_\_\_\_\_

- 55. Employees view performance evaluation as a positive development process. \_\_\_\_\_
- 56. Self-evaluation and peer evaluation are integral components of performance appraisal. \_\_\_\_\_
- 57. Discipline is perceived to be fair. \_\_\_\_\_
- 58. Employees consistently give extra effort. \_\_\_\_\_
- 59. Tardiness, absenteeism, and turnover rates are extremely low. \_\_\_\_\_
- 60. Employees are excited about working in this organization. \_\_\_\_\_

**Total score** (add all item responses): \_\_\_\_\_

**Percentage score** (divide by 300): \_\_\_\_\_%

Add all your responses to determine your total score. (If surveys were completed by a group, compute a mean score for each item.) A perfect score would be 300 (based on a maximum response of 5 for each of the 60 items on the survey). When you divide your total score by 300, you will obtain an overall percentage score. The higher the percentage score, the higher the perceived level of organizational motivation.

**Here are some guidelines for helping you interpret your organization’s percentage score:**

- 90%-100%      Congratulations! Your organization has already attained high-motivation status
- 80%-89%      Your organization is well on its way to high motivation.
- 70%-79%      Your organization has some of the characteristics of high-motivation.
- 60%-69%      Your organization has a slightly above average motivational climate.
- 50%-59%      Your organization has an average motivational climate.
- Below 50%      Your organization has a below average motivational climate.

Source: McGraw-Hill 2000.