

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.