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## **Appendix A : Survey Questionnaire**

### **Motivation of IT Professionals**

#### **A study on how IT Professionals in Sri Lanka preferred to be motivated and how they are motivated**

**MBA in IT 2009,**

**University of Moratuwa**

Dear Participant,

My research is to identify how IT professionals preferred to be motivated and how they are being motivated. This research project is a prerequisite for completion of the MBA.

The questionnaire is a part of the research and I would be grateful if you could spend 10-15 minutes of your valuable time in completing this questionnaire.

The success of this survey depends on your participation and the candid responses. Please be assured that your responses will be kept strictly confidential. Individual participants will not be identified in the analysis as only aggregated results will be analysed and presented for academic purposes.

If you have any queries, please do not hesitate to contact me via email through [eaariam@yahoo.com](mailto:eaariam@yahoo.com)

Thank you for your participation.

Regards,

Anoja Rajasingham



# Section 1

## **This section gathers respondent's background information**

Please underline appropriate choice/option.

- 1) Gender :    a) Male        b) Female
- 2) Age:        a)20-30                    b)31-40                    c)41-50                    d)51-60
- 3) Highest education level:
  - a) High School    b) University graduate
  - c) Master or doctoral graduate    d) Other
- 4) Years of Employment with the present company:
  - a) Less than 3 years        b) 3 - 5 years
  - c) 5-10 years                d) More than 10 years
- 5) Years of Employment in the IT industry:
  - a) Less than 3 years        b) 3 - 5 years
  - c) 5-10 years                d) More than 10 years
- 6) Number of employees in your present organisation
  - a) Less than 50              b) 51- 100              c)101-200              d) More than 200
- 7) Your current role in your present organisation:

Please pick the most appropriate (i.e, you should pick only one role)

- |  |   |
|--|---|
| a) Database Administration and Development   | h) Sales and Marketing                          |
| b) Digital Media and Animation               | i) Technical Support                            |
| c) Business Analysis and Systems Integration | j) Technical Writing                            |
| d) Systems and Network Administration        | k) Web Development                              |
| e) Programming and Software Engineering      | l) Management Information Systems/IT Management |

- f) Project and Programme Management
- g) Testing and Quality Assurance

m) Solutions and Technical Architect

## Section 2

**This section identifies your perception/observation about your organization's practices and approaches to motivate its employees**

Rate the following statements ( 1=Strongly Disagree ,2 = Disagree , 3= Neutral, 4= Agree, 5= Strongly Agree)

| 1. Career Path |  | 1 | 2 | 3 | 4 | 5 |
|----------------|--|---|---|---|---|---|
| 1.1            | Do you get promotion in the hierarchy/improvement in the professional status?  |   |   |   |   |   |
| 1.2            | Do you get opportunities to develop competence? (Professional qualifications)  |   |   |   |   |   |
| 1.3            | Do you get regular advices regarding your career in your organisation in order to plan your career path?                 |   |   |   |   |   |
| 2. Work itself |  | 1 | 2 | 3 | 4 | 5 |
| 2.1            | Do you get to do a variety of work to enhance you competency?  |   |   |   |   |   |
| 2.2            | Are you happy with the variety of work you are doing?  |   |   |   |   |   |
| 2.3            | Do you get adequate training to widen skills and to specialize?(On the job training, knowledge transfer sessions)        |   |   |   |   |   |
| 2.4            | Do you get adequate work in order to master your technical expertise?  |   |   |   |   |   |
| 2.5            | Are the tasks allocated to you enable you to investigate tools and techniques related to other available/new technology? |   |   |   |   |   |
| 2.6            | Do you find work related tasks as challenging?   |   |   |   |   |   |
| 2.7            | Do you find work related tasks as interesting?   |   |   |   |   |   |
| 2.8            | Do you find work related tasks as creative?  |   |   |   |   |   |

|                                |  |          |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|----------|
| 2.9                            | Do you successfully complete the tasks assigned to you?  |          |          |          |          |          |
| 2.10                           | Do you get a chance to apply what you have learnt?   |          |          |          |          |          |
| <b>3. Organisation Culture</b> |  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 3.1                            | Does your organisation have a well structured management hierarchy?                                    |          |          |          |          |          |
| 3.2                            | Do the managers treat you with empathy when there is a personal requirement?                           |          |          |          |          |          |
| 3.3                            | Are you allowed to make job related decisions with minimum supervision and to carryout tasks?          |          |          |          |          |          |
| 3.4                            | Do you have the freedom to carryout work related tasks?  |          |          |          |          |          |
| 3.5                            | Do you get a chance to voice your comments or grievances regarding work?                               |          |          |          |          |          |
| 3.6                            | Do you get information about organisation's performance in a timely fashion?                           |          |          |          |          |          |
| 3.7                            | Do you get to meet fellow employees regularly if you organisation is located in one or more locations? |          |          |          |          |          |
| 3.8                            | Do you find it difficult to get information regarding work from your counterparts?                     |          |          |          |          |          |
| <b>4. Rewards</b>              |  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 4.1                            | Do you successfully complete the tasks assigned to you?  |          |          |          |          |          |
| 4.2                            | Are you remunerated for an outstanding performance?  |          |          |          |          |          |
| 4.3                            | Are you happy with the rewards and incentives provided each year?                                      |          |          |          |          |          |
| 4.4                            | Do the incentives provided motivate you to perform the tasks allocated to you better?                  |          |          |          |          |          |
| 4.5                            | Do you receive rewards personally?   |          |          |          |          |          |
| 4.6                            | Do you receive rewards as a team?  |          |          |          |          |          |
| <b>5.</b>                      | <b>Recognition</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 5.1                            | Have you been recognised by your supervisors/peers for an outstanding performance in the job?          |          |          |          |          |          |
| 5.2                            | Do you put extra effort on a task to accomplish for the organisation?                                  |          |          |          |          |          |
| 5.3                            | Do you feel that the recognition is based on management intuition instead of a systematic              |          |          |          |          |          |

|  |  |          |          |          |          |          |
|--|--|----------|----------|----------|----------|----------|
|  | process(ex. Appraisal/Evaluation)?   |          |          |          |          |          |
| 5.4  | Do you feel that recognition is a biased personal preference of the top management?  |          |          |          |          |          |
| 5.5  | Do you have an annual appraisal?   |          |          |          |          |          |
| 5.6  | Do you receive enough feedback regarding your performance in a timely fashion from your superiors?   |          |          |          |          |          |
| 5.7  | Does the feedback provided enable you to enhance your performance?   |          |          |          |          |          |
| 5.8  | Do you receive enough feedback about your current versus expected performance from your superiors?   |          |          |          |          |          |
| 5.9  | Does the organisation let you handle sensitive information when necessary?   |          |          |          |          |          |
| 5.10                                       | Do you feel happy that you are working for your organisation?  |          |          |          |          |          |
| 5.11                                       | Does your peers/society recognise the organisation you work for?   |          |          |          |          |          |
| <b>6. Other facets of Motivation</b>       |  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 6.1  | Do you get information about organisation's performance in a timely fashion?   |          |          |          |          |          |
| 6.2  | Do you feel secure in your position in your company in terms of potential layoff?  |          |          |          |          |          |
| 6.3  | Are you provided with the necessary physical working conditions such as light, temperature, furniture, space and infrastructure such as computers/laptops, network connections for you to perform your job successfully? |          |          |          |          |          |
| 6.4  | Do you feel comfortable the way your work life and personal life are handled/balanced?   |          |          |          |          |          |
| 6.5  | Are you comfortable being an IT professional?  |          |          |          |          |          |
| 6.6  | Are you happy with your current position in the society?   |          |          |          |          |          |
| 6.7  | Are you comfortable with your interpersonal relationship with your supervisors?  |          |          |          |          |          |
| 6.8  | Are you comfortable with your interpersonal relationship with your peers?  |          |          |          |          |          |
| 6.9  | Do you get enough support/guidance from your supervisors to perform the tasks of the job?  |          |          |          |          |          |
| <b>7. Your current level of motivation</b> |  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 7.1  | Do you feel uncomfortable with the work you are doing?   |          |          |          |          |          |

|      |   |  |  |  |  |  |
|------|---|--|--|--|--|--|
| 7.2  | Do you feel that you can work on your own without much supervision?   |  |  |  |  |  |
| 7.3  | Do you have your own goals and objectives regarding your job?   |  |  |  |  |  |
| 7.4  | Do you feel that enough feedback would enhance your performance?  |  |  |  |  |  |
| 7.5  | Do you feel that regular social gathering organised by your company interesting?                                  |  |  |  |  |  |
| 7.6  | Are you motivated to work for this organisation?  |  |  |  |  |  |
| 7.7  | Do you plan and manage your day to day activities and duties?   |  |  |  |  |  |
| 7.8  | Do you put extra effort to make sure that the project is delivered on time?                                       |  |  |  |  |  |
| 7.9  | Given the opportunity, are you willing to mentor others and provide guidance to them?                             |  |  |  |  |  |
| 7.10 | Do you believe that your contribution to the team has a significant impact on the overall outcome of the project? |  |  |  |  |  |
| 7.11 | Are you willing to work on weekends/holidays?   |  |  |  |  |  |
| 7.12 | Does your organization praise the outstanding performance of employees in public?                                 |  |  |  |  |  |
| 7.13 | Do you very often finish your work well ahead of the deadline?  |  |  |  |  |  |
| 7.14 | Do you utilize your leave unless it is extremely necessary?   |  |  |  |  |  |
| 7.15 | Are you able to maintain good customer relationship regarding work?   |  |  |  |  |  |
| 7.16 | Do you feel happy to work for your team?  |  |  |  |  |  |

### Section 3

**This section is to identify how IT professionals preferred to be motivated.**

- 1) Rank the following motivational factors in order of your preference from 1 to 11.

(1 = most important type of motivational factor, 11 =least important type of motivational factor)

| <b>Motivating Factor</b>   | <b>Preference</b> |
|--|-------------------|
| Career Path( for promotion and growth in the organization)   |                   |
| Challenging and Interesting work   |                   |
| Recognition (Full appreciation of work done)   |                   |
| Rewards and Incentives   |                   |
| Flexible hours   |                   |
| Relationships with co-workers  |                   |
| Job Security   |                   |
| Encouraging working environment  |                   |
| Working from home  |                   |
| Employee participation/involvement (Being a part of the organisation. Trustworthy and Respectable) |                   |
| Opportunities to travel abroad/work abroad   |                   |

2) As far as your career is concerned, how would you like to be motivated?

Rank the following in order of your preference (1 = highest priority, 2 =second highest priority)

| <b>Career Path</b>                    | <b>Preference</b> |
|---------------------------------------|-------------------|
| Motivated to be technically competent |                   |
| Motivated to handle managerial tasks  |                   |

3) What sort of tasks would you like to perform?

Rank the following type of task you would like to perform, in order of your preference from 1 – 5. (1 = best preferred task, 5 =least preferred task)

| Type of Task  | Preference |
|---|------------|
| Technically Competent( Work in a particular technology for which you are used to) |            |
| Growth Oriented(Challenging, learn new skills, experimenting new practices)       |            |
| Achievement Oriented(Promotion prospects)   |            |
| Autonomous(carryout independently)  |            |
| Working on Teams  |            |

4) How would you like to be rewarded when you have accomplished a good work?

Rank the following rewarding methods in order of your preference from 1 – 10.

(1 = best preferred reward, 10 =least preferred reward)

| Reward                                | Preference |
|---------------------------------------|------------|
| Beneficial Loans                      |            |
| Salary Increment                      |            |
| Medical Insurance                     |            |
| Share Options                         |            |
| Promotion                             |            |
| Training for professional development |            |
| Participation in decision making      |            |
| Positive feedback                     |            |
| Job rotation(Variation in job)        |            |
| Personal Awards                       |            |

5) How would you like the organisation culture be?

Arrange the following rewarding methods in order of your preference from 1 – 5.

(1 = best preferred culture, 5 =least preferred culture)

| <b>Organisation Culture</b>  | <b>Preference</b> |
|--|-------------------|
| Clearly delegated authorities within a highly defined structure              |                   |
| Freedom to make job related decision making with minimum supervision         |                   |
| Treats all employees equally   |                   |
| Effective communication among teams  |                   |
| Managers/ team leads treating you with empathy when there is a personal need |                   |

6) How would you like the organisation to recognise you?

Arrange the following rewarding methods in order of your preference from 1 – 6.

(1 = best type of , 6 =least type of recognition)

| <b>Recognition</b>   | <b>Preference</b> |
|--|-------------------|
| Time off with Pay  |                   |
| Face-to-face appreciation (thanks) or words of encouragement |                   |
| Thank you notes  |                   |
| Certificates for outstanding work                            |                   |
| Career development opportunities                             |                   |
| Incentives   |                   |



## Appendix B : Rules of Coding

| Concept                     | Attribute         | Code |
|-----------------------------|-------------------|------|
| Opportunity for advancement | Strongly Disagree | 1    |
|                             | Disagree          | 2    |
|                             | Neutral           | 3    |
|                             | Agree             | 4    |
|                             | Strongly Agree    | 5    |
| Promotion Prospect          | Strongly Disagree | 1    |
|                             | Disagree          | 2    |
|                             | Neutral           | 3    |
|                             | Agree             | 4    |
|                             | Strongly Agree    | 5    |
| Career Planning             | Strongly Disagree | 1    |
|                             | Disagree          | 2    |
|                             | Neutral           | 3    |
|                             | Agree             | 4    |
|                             | Strongly Agree    | 5    |
| Good Management             | Strongly Disagree | 1    |
|                             | Disagree          | 2    |
|                             | Neutral           | 3    |
|                             | Agree             | 4    |
|                             | Strongly Agree    | 5    |
| Empowerment                 | Strongly Disagree | 1    |
|                             | Disagree          | 2    |
|                             | Neutral           | 3    |
|                             | Agree             | 4    |
|                             | Strongly Agree    | 5    |

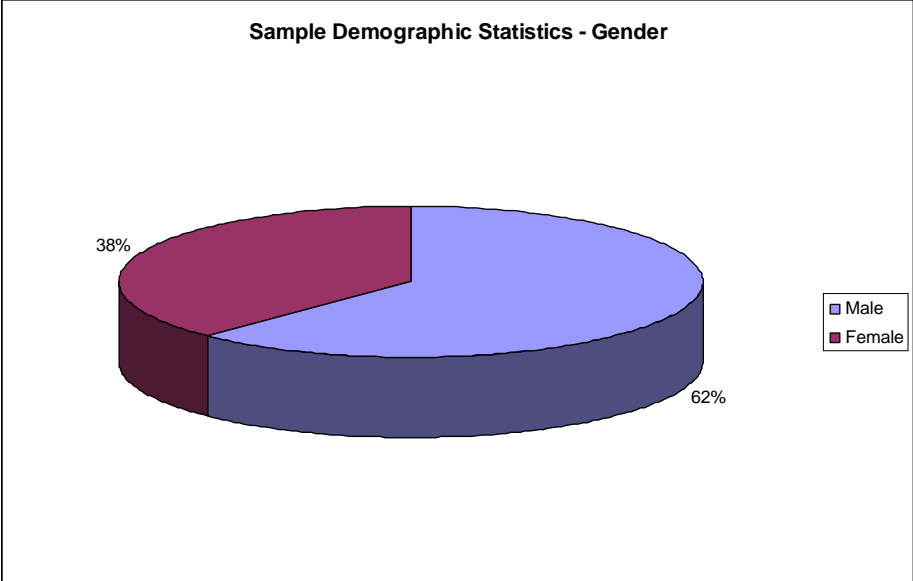
|   |                   |   |
|---|-------------------|---|
| Autonomy  | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Employee participation/involvement  | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Variety of work   | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Development needs( training opportunities to widen skills, opportunities to specialize) | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Technically Challenging work  | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Work related tasks  | Strongly Disagree | 1 |

|                                  |                   |   |
|----------------------------------|-------------------|---|
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |
|                                  | Strongly Agree    | 5 |
| Rewards and Incentives           | Strongly Disagree | 1 |
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |
|                                  | Strongly Agree    | 5 |
| Feed Back                        | Strongly Disagree | 1 |
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |
|                                  | Strongly Agree    | 5 |
| Recognition                      | Strongly Disagree | 1 |
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |
|                                  | Strongly Agree    | 5 |
| Trust/Respect                    | Strongly Disagree | 1 |
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |
|                                  | Strongly Agree    | 5 |
| Working for a successful company | Strongly Disagree | 1 |
|                                  | Disagree          | 2 |
|                                  | Neutral           | 3 |
|                                  | Agree             | 4 |

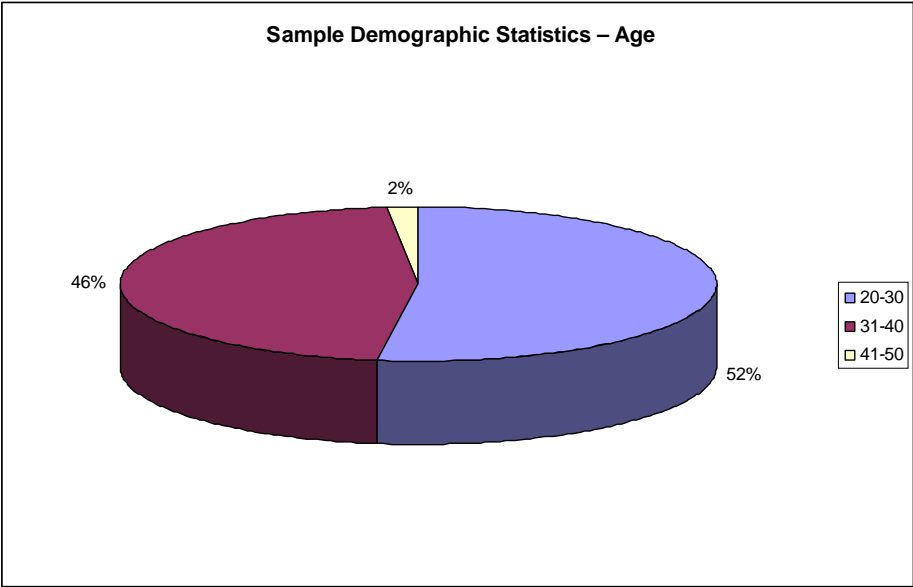
|  |                   |   |
|--|-------------------|---|
|  | Strongly Agree    | 5 |
| Job Security                                 | Strongly Disagree | 1 |
|  | Disagree          | 2 |
|  | Neutral           | 3 |
|  | Agree             | 4 |
|  | Strongly Agree    | 5 |
| Appropriate working conditions               | Strongly Disagree | 1 |
|  | Disagree          | 2 |
|  | Neutral           | 3 |
|  | Agree             | 4 |
|  | Strongly Agree    | 5 |
| Work/Life balance                            | Strongly Disagree | 1 |
|  | Disagree          | 2 |
|  | Neutral           | 3 |
|  | Agree             | 4 |
|  | Strongly Agree    | 5 |
| Sense of belonging /supportive relationships | Strongly Disagree | 1 |
|  | Disagree          | 2 |
|  | Neutral           | 3 |
|  | Agree             | 4 |
|  | Strongly Agree    | 5 |
| Retention                                    | Strongly Disagree | 1 |
|  | Disagree          | 2 |
|  | Neutral           | 3 |
|  | Agree             | 4 |
|  | Strongly Agree    | 5 |
| Project delivery time                        | Strongly Disagree | 1 |

|   |                   |   |
|---|-------------------|---|
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Productivity                                | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Absenteeism                                 | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |
| Relationships with customers and colleagues | Strongly Disagree | 1 |
|   | Disagree          | 2 |
|   | Neutral           | 3 |
|   | Agree             | 4 |
|   | Strongly Agree    | 5 |

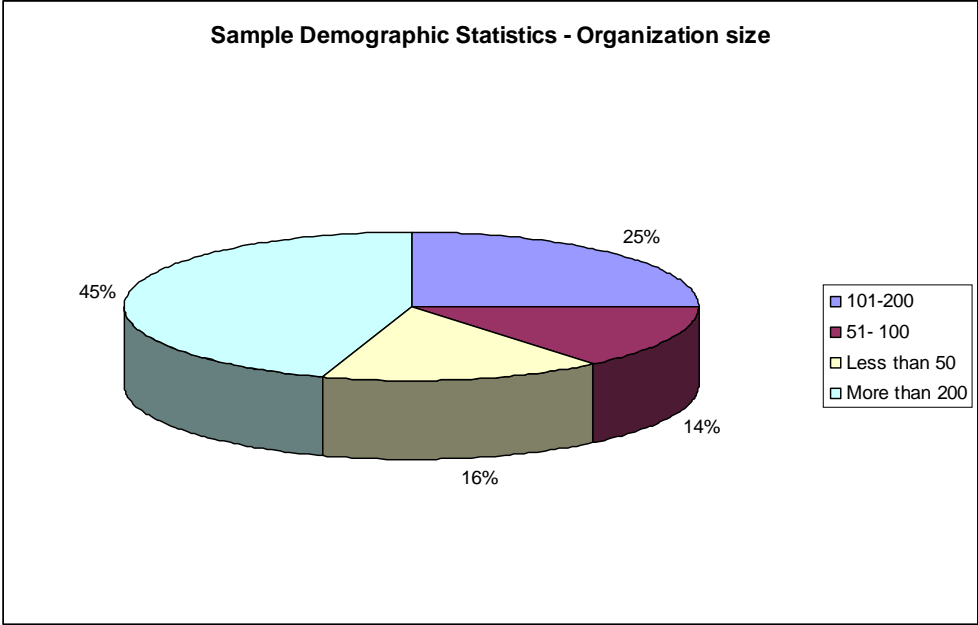
**Appendix C : Graphical Representations**



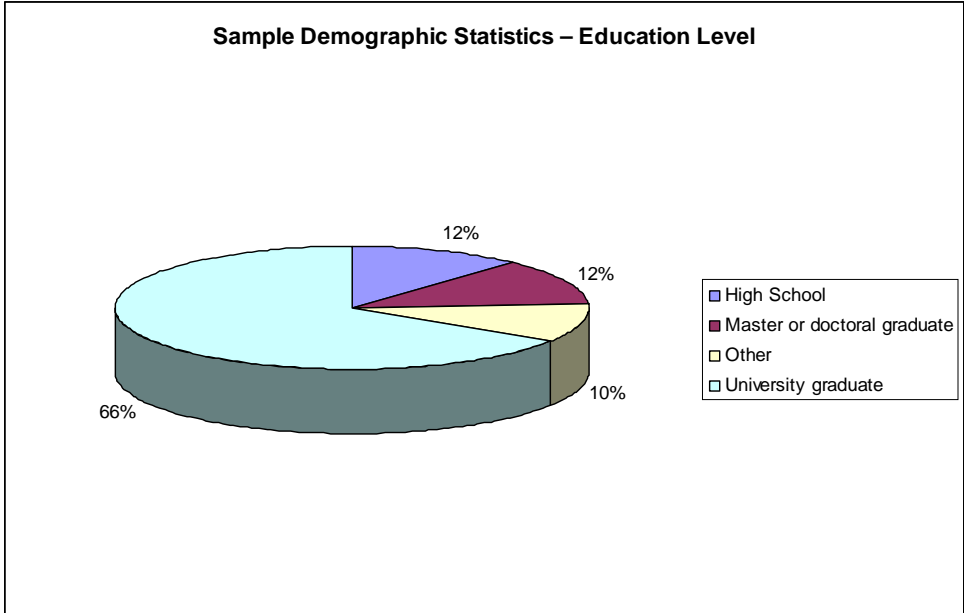
**Figure\_Apx C-1 Sample Demographic Statistics – Gender**



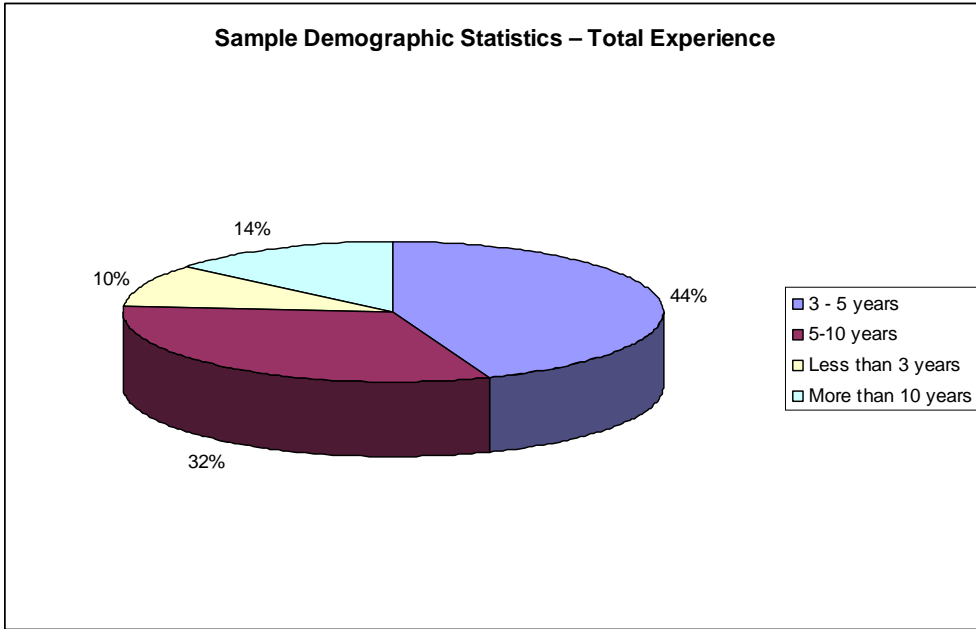
**Figure\_Apx C-2 Sample demographic statistics - Age**



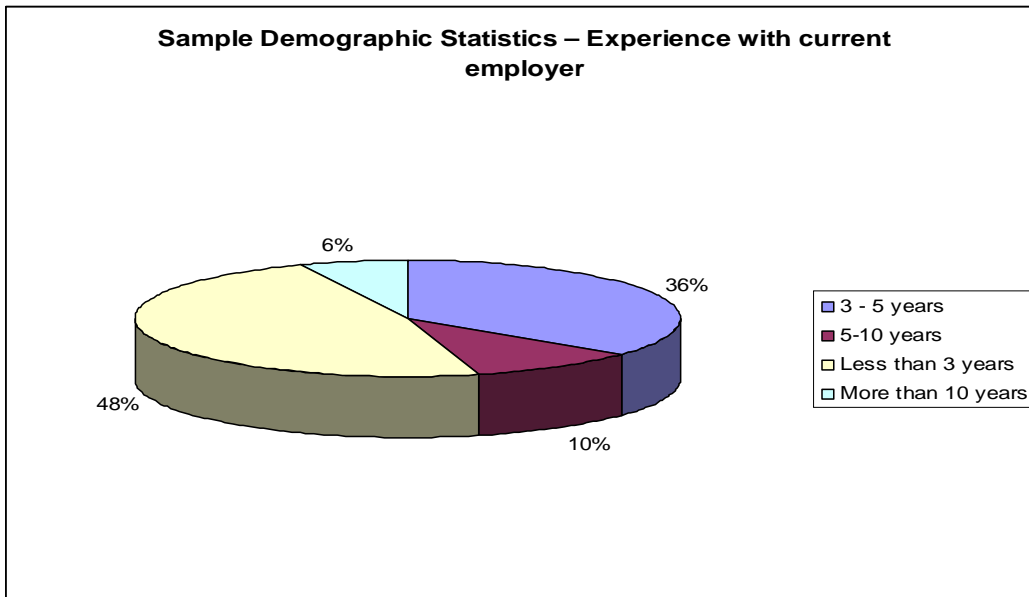
**Figure\_Apx C-3 Sample Demographic Statistics - Organisation Size**



**Figure\_Apx C-4 Sample Demographic Statistics – Education Level**

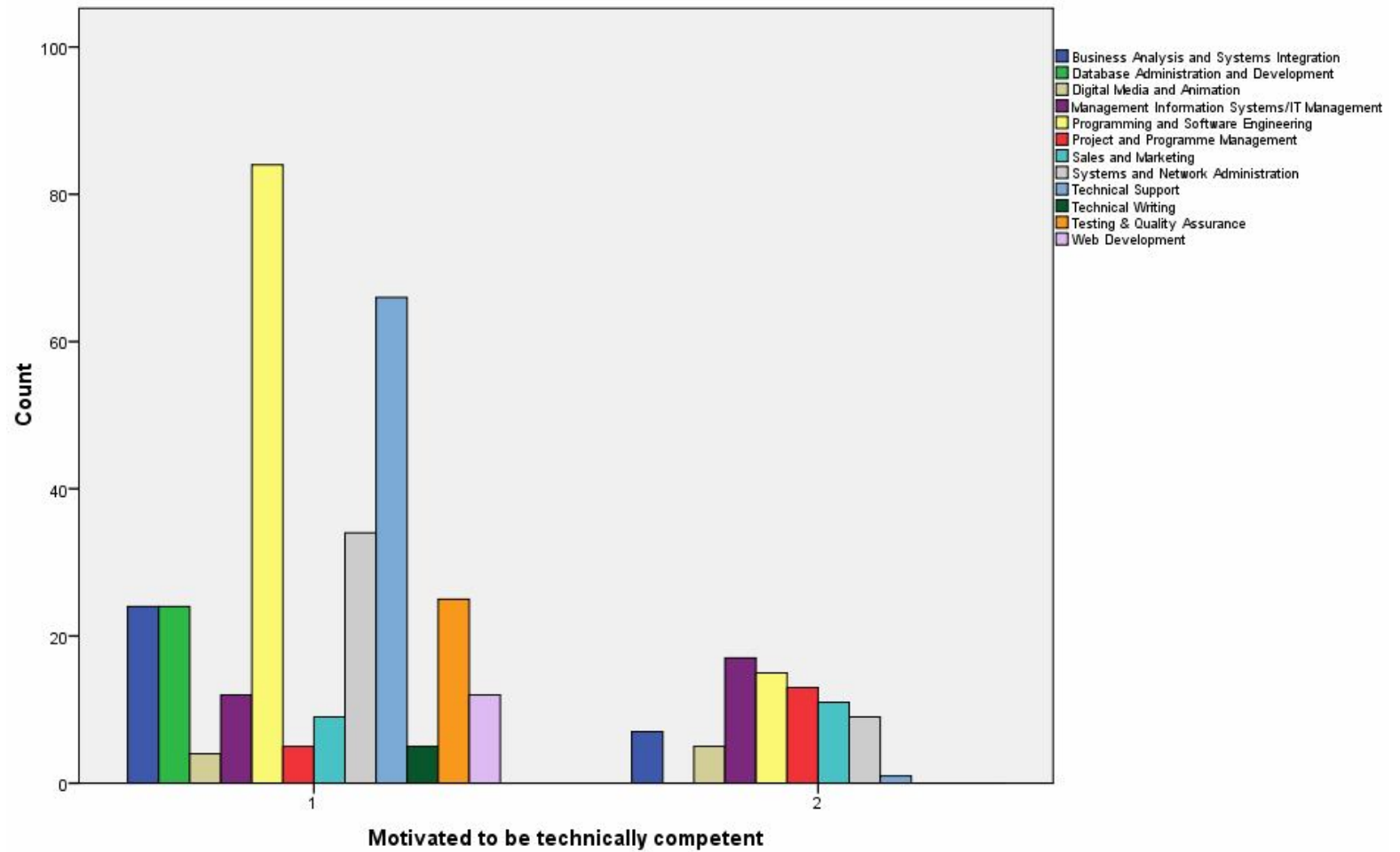


**Figure\_Apx C-5 Sample Demographic Statistics – Total Experience**

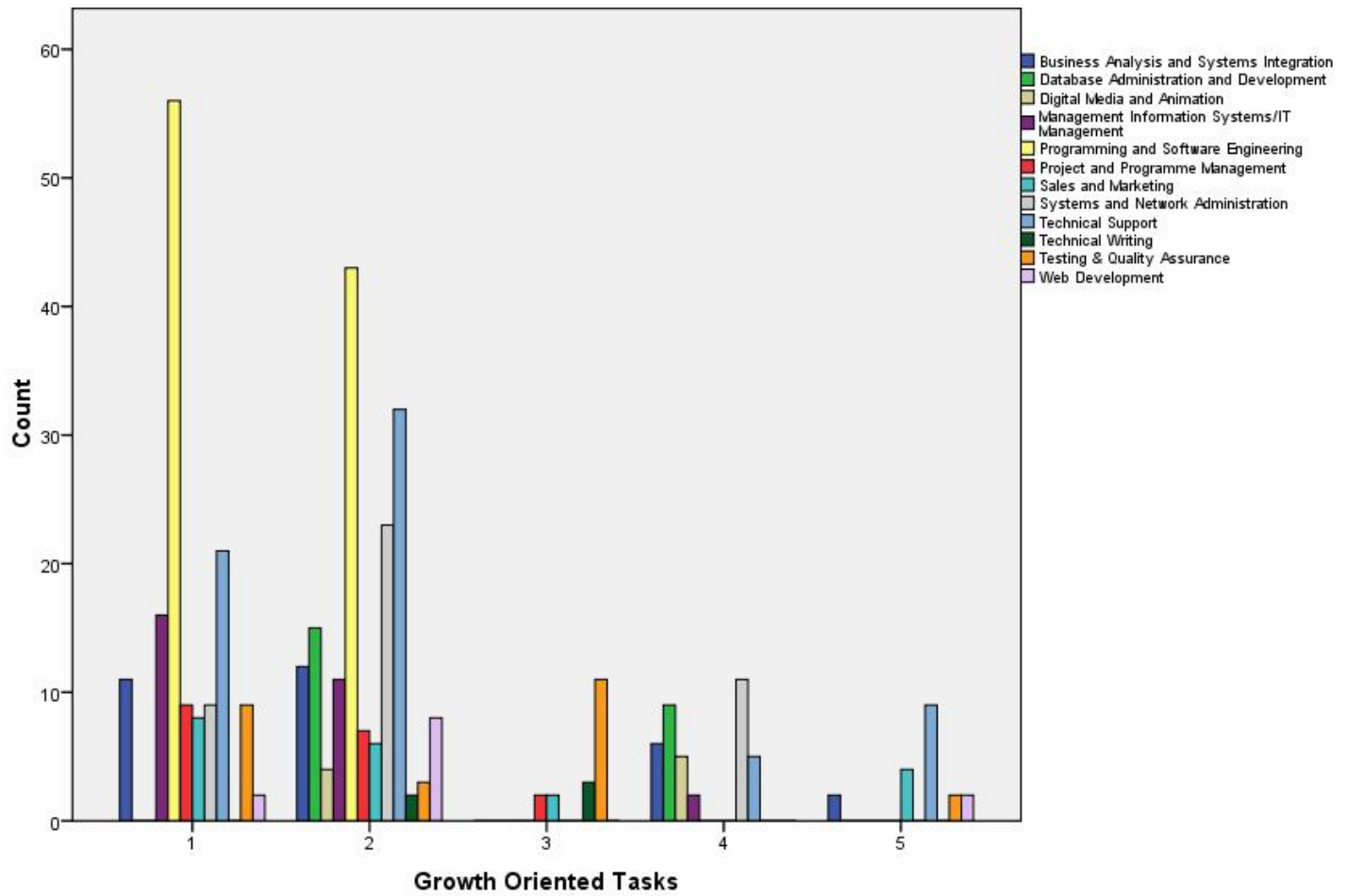


**Figure\_Apx C-6 Sample Demographic Statistics – Experience with current employer**

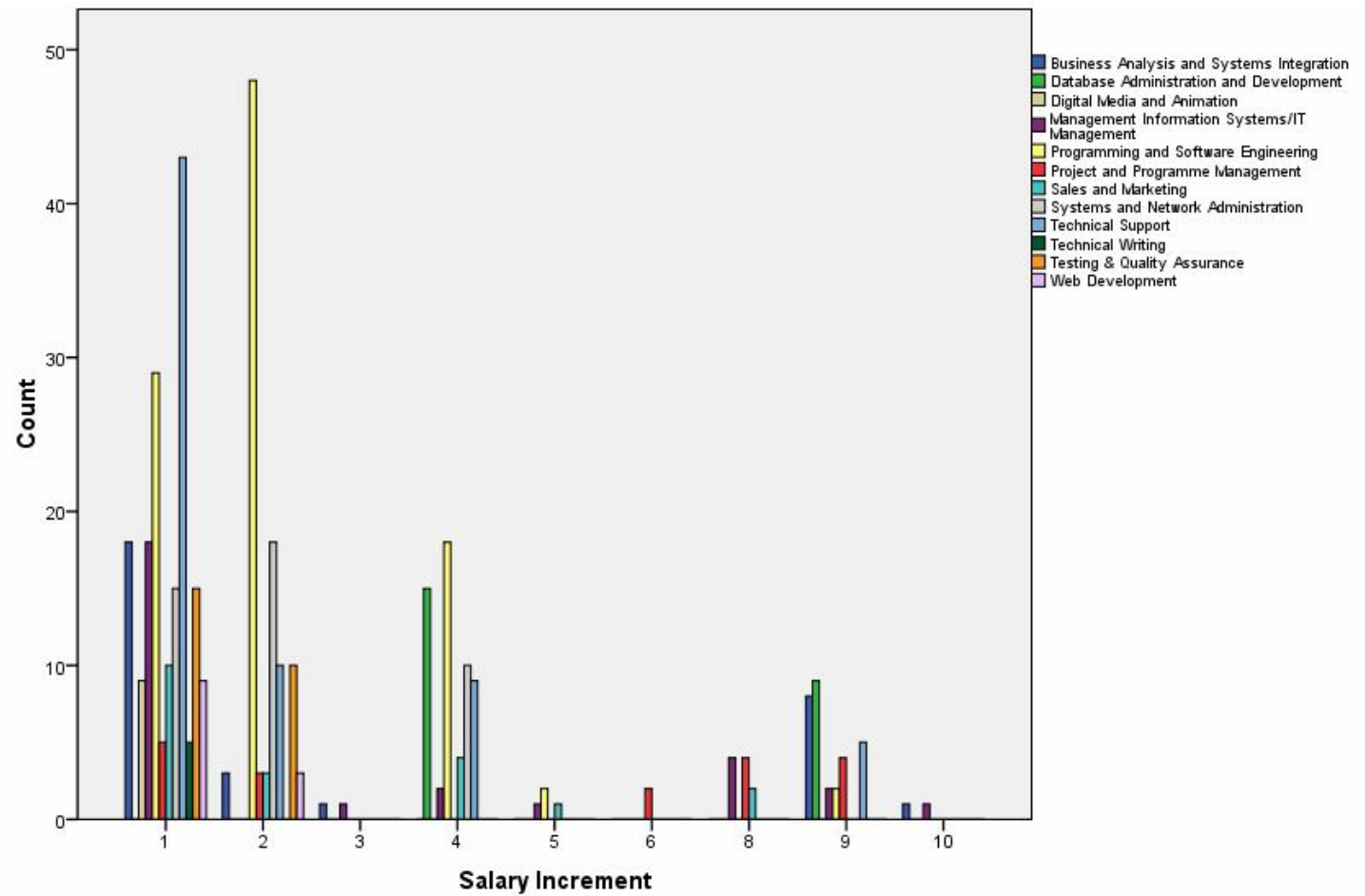




Figure\_Apx C-7 Sample Statistics – Motivated to be technically competent



Figure\_Apx C-8 Sample Statistics –Growth Oriented Tasks



Figure\_Apx C-9 Sample Statistics – Salary Increment