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Appendix 1: Questionnaire

Effects of Organizational Structure on Software Development Companies in Sri Lanka

1. Most often or on normal projects how many team members are present in your project team?	<input type="radio"/> Less than 5	<input type="radio"/> 5 to 10	<input type="radio"/> More than 10		
2. Does your organization appreciate team or individual performance more?	<input type="radio"/> Team work more appreciated <input type="radio"/> Individual work more appreciated <input type="radio"/> Team and Individual work equally appreciated <input type="radio"/> Cannot identify what is appreciated more clearly				
3. What is the organizational structure of the company that you work in?	<input type="radio"/> Tall	<input type="radio"/> Flat	<input type="radio"/> Hybrid of both		
4. Do you have a career progression ladder? (No increase in authority)	<input type="radio"/> Yes	<input type="radio"/> No			
5. Do you have a promotional ladder? (Increase in authority)	<input type="radio"/> Yes	<input type="radio"/> No			
6. How many reporting levels do you have in your company?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5 or more
7. How many employees are there in the company?	<input type="radio"/> 500 - 600	<input type="radio"/> 600 - 700	<input type="radio"/> 700 - 800	<input type="radio"/> More than 800	
8. How many years has the company been in operation in Sri Lanka?	<input type="radio"/> Less than 5 years	<input type="radio"/> 5 - 10 years	<input type="radio"/> 10 - 15 years	<input type="radio"/> More than 20 yrs	

	Very Hard	Hard	Moderate	Easy	Very Easy
9. How easy is it for you to obtain flexible working hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. Do you agree to the fact that your salary increase/increment based on performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Do you agree to the fact that your salary increase/increment based on seniority?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Do you agree to the fact that your salary increase/increment based on designation/promotions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. In your view does your organization encourage a competitive environment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. In your view does your organization encourage on having a helpful environment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. I try to avoid taking leave as often as possible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I try to avoid taking all entitled short leaves for the month	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Seniority	Performance	Designation	No clear idea	None given
17. According to your view what should be the most important factor when it comes to increments/increases?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. According to your view what is more important when it comes to allowances paid?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Seniority	Performance	Designation	Favoritism	No clear idea
19. According to your view how is responsibility distributed in your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Very Low	Low	Neutral	High	Very High
20. What is the probability of you getting a promotion?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. According to your view what is the rate of increase in your responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. How important are you to your team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. In your view what is the attitude or recognition to your designation from the society outside your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. How would you rank your freedom of decision making?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. How much of job variation/ job rotation is there in your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. According to your view at what level are you performing now?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally Unhappy	Unhappy	Neutral	Happy	Very Happy
27. How happy are you with your current designation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Are you happy with the roles and responsibilities at your current designation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. How happy are you in coming to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. How happy are you when performing your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. How happy are you about the way you are performing at work now?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Not Often	Moderately	Often	Very Often
32. How often do you take sick leave even when you are not sick?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Maybe	If Critical	Yes	Definitely Yes



33. I come to work even on holidays if I have work to complete	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Very Low	Low	Moderate	High	Very High
34. What is your level of communication within the team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. How often are you regarded as one of the best at what you do in work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. How often do you finish first the work that is assigned to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. According to you what is the level of quality in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. What is your level of active participation in the team decision making process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. What is your rate of coming up with new ideas/suggestions in meetings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. According to you, what is your teams level of tolerance of others ideas/views?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. How would you rate your teams collective decision making?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Some Information about you

42. What is your highest educational qualification?	<input type="radio"/> Bachelors <input type="radio"/> Postgraduate Diploma <input type="radio"/> Diploma <input type="radio"/> Postgraduate
43. What is your gender?	<input type="radio"/> Male <input type="radio"/> Female
44. What is your age?	
45. At what level is your current job title/designation in?	<input type="radio"/> Associate Level Developer/ Systems Engineer/ QA Engineer <input type="radio"/> Developer / Systems Engineer / QA Engineer <input type="radio"/> Senior Level Developer/ Systems Engineer/ QA Engineer <input type="radio"/> Architect Level Developer/ Systems Engineer/ QA Engineer <input type="radio"/> Consultant <input type="radio"/> Project Manager <input type="radio"/> Senior Project Manager <input type="radio"/> Group / General Manager
46. How many years have you worked with the current employer?	
47. How many years in total have you worked in the Software Industry?	