



Q1: From the list below, please rank these job goals in the order of importance to you: (Place a numeral 1 beside your first choice, a numeral 2 by your second choice and so on to numeral 8.)

- A. Satisfying my boss's expectations
- B. Prestige and status
- C. Job security
- D. Opportunity for independent thought and action
- E. Higher salary, more benefits or both
- F. Recognition for good performance
- G. Promotion to a better job
- H. Personal growth and development

Q2: I believe I would be more effective on the job if I had:

	Not At All	Slightly	Moderately	Considerably	Very Much
A. More job training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Better supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. More control over my subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Greater personal commitment to produce more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. More clearly defined job description and duties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. More freedom to use my own judgment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Better understanding of organization's purpose or mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Clearer goals to work toward	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Better Understanding of organization's purpose of mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Better resources (facilities, equipment, tools, etc.) to work with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Better team to work with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q3: I believe that:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A. My pay is based on my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. My promotion(s) was deserved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. I am unhappy with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. My anxiety of my manager(s) is high	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. My fringe benefits are poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. My morale is low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. My suggestions are listened to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. I am free to make improvements on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. My capabilities are fully utilized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. I am recognized for good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. The organization is interested in my welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L. Two-way communication is present	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M. My supervisor cares about my personal needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N. I conform to accepted professional standards of conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4: In this organization :

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A. Employee's pay is based on performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Promotions are given to those who deserve them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Employees are unhappy with their job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. The anxiety of managers is high	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Employee's fringe benefits are poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Employee's morale is low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Employee's suggestions are listened to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Employees are encouraged to make improvements on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. Employee's capabilities are fully utilized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. Employees are recognized for good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. The organization is interested in the Employee's welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L. Two-way communication is present	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M. Supervisors care about the employees' personal needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N. Employees conform to accepted professional standards of conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Check one response for each of the following questions.

Q5: How well does your organization keep employees informed on matters important to employee interests?

- Practically no effort is made to keep employees informed
- Tries to keep us somewhat informed
- Tries to keep us moderately informed
- Tries to keep us usually informed
- Tries to keep us always informed

Q6: To what extent can employees have faith that the information distributed by management is believable?

- Information distributed is practically never believable
- Information distributed is somewhat believable
- Information distributed is moderately believable
- Information distributed is usually believable
- Information distributed is always believable

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Check one response for each of the following questions.

Q7: How satisfied are you with your face-to-face communication with your supervisor (superior) about your job needs?

- Not at all satisfied
- Somewhat satisfied
- Moderately satisfied
- Usually satisfied
- Always satisfied

Q8: Which one of these statements would you say reflect the attitude of upper management in getting opinions/information from employees?

- They have practically no interest in employee's opinions/information
- They are somewhat interested in employee's opinions/information
- They are moderately interested in employee's opinions/information
- They are usually interested in employee's opinions/information
- They are always interested in employee's opinions/information

Q9: How would you describe the overall atmosphere existing in your organization for open and free exchange of information and ideas?

- Poor
- Fair
- Average
- Good
- Excellent

Q10: How well do persons in different departments (work groups) share information for the purpose of coordinating their job efforts?

- Poor
- Fair
- Average
- Good
- Excellent



Q11: I have heard of the terms "management by objectives (MBO), strategic planning, and/or accountability management" and know what they are:

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q12: The planning and control system of management (Strategic Planning or something like it) in my organization has accomplished the following in the past few years:

		Not At All	Slightly	Moderately	Considerably	Very Much So
A.	Gives me more opportunity for personal recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B.	Has increased enthusiasm on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C.	Has helped me know what is expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D.	Has reduced the need for tight, personal control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E.	Has resulted in better planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F.	Has contributed to better teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G.	Promotion is now based on performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q13: In which of the following ways could our planning and control system of management be improved?

	Not At All	Slightly	Moderately	Considerably	Very Much So
A. More top-management support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Less influence by outside departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. System should be more widely encouraged and promoted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Better feedback of results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. More formalized planning system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Reduce the amount of paperwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Promotions and pay should follow achievement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H. Increase opportunity to discuss and negotiate job and personal goals with my boss	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I. More time is needed to implement such a system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J. More clearly defined purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K. Make goal setting easier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14: In terms of planning :

	Never	Seldom	Sometimes	Usually	Always
A. I make a total plan as a road map to go by each year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. My contribution is needed in making my boss's plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. We really strive to follow yearly plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15: Check all items (listed A through D) which are applicable to you

- Performance and personal objectives are set for the coming year
- These objectives are submitted to your boss, discussed and negotiated and then you are held accountable for achieving
- Progress toward meeting the objectives is reviewed periodically
- At year-end actual performance is compared with objectives
- I am rewarded for meeting objectives

Q16: An organization should use the type of management described in the previous question (Items A through D)

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q17: I would rate the effectiveness of our entire management team as

Poor Fair Average Good Excellent

Q18: I would rate the communication in our organization as

Poor Fair Average Good Excellent

Q19: I would rate the planning in our organization as

SPoor Fair Average Good Excellent

Q20: I would rate the performance appraisal system in this organization as

Poor Fair Average Good Excellent

Q21: This organization has a positive value system that people understand and believe in

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q22: I believe I am accepted as part of the "team" in this organization

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q23: Feedback in this organization is

Poor Fair Average Good Excellent

Q24: People in this organization have the opportunity to be involved in the decision-making process

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q25: I believe our organization is open to change

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q26: People in our organization widely share the same philosophy

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q27: I believe the work environment of our organization is

Very Negative Negative Neutral Positive Very Positive

Q28: I believe this organization offers sufficient job training for employees

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q29: People in this organization share a common set of moral principles

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q30: I am pleased with the opportunities I have to be promoted in this organization

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q31: Most leaders in the organization symbolize the values and beliefs of this organization

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q32: Your company does its fair share to support community projects

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q33: Management values the employees of this organization

Strongly Disagree Disagree Neutral Agree Strongly Agree

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Q34: In your opinion

		Strongly Non-Favorable	Non-Favorable	Neutral	Favorable	Strongly Favorable
A.	How do city, state and federal government officials feel about the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B.	How do suppliers feel about the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C.	How do your neighbors and friends feel about the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D.	How does the press (TV, radio, newspapers, etc.) feel about the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35: Into which category do you fit?

- Single
- Married
- Widowed
- Separated/Divorced

Q36: Into which category do you fit?

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and older

Q37: What is the highest level of education you have obtained?

- Didn't complete high school
- High school graduate
- Some college
- College graduate
- Some graduate work
- Graduate degree holder

Q38: Into which race category do you fit?

- American Indian
- Asian
- African American
- Caucasian
- Other (please specify)

Q39: Your Gender:

- Male
- Female