

How Motivating Is Your Client's Organization?

Overview

Did you ever wonder how to measure organizational motivation (in contrast to personal motivation)? The Motivated Organization Survey is an easily administered self-reporting instrument that provides a valid and reliable method for assessing motivation in any organization, department, or work unit. It consists of 60 items drawn from the characteristics of high-motivation organizations (Spitzer, Super Motivation, AMACOM, 1995). When taken together, the items that comprise the survey provide a kind of vision, or operational definition, of the highly motivated organization.

The Motivated Organization Survey

Please rate the following statements about your organization on a scale of 1 to 5, with 1 being not true at all and 5 being completely true.

- 1 = not true at all
- 2 = true to a small extent
- 3 = true to some extent
- 4 = mostly true
- 5 = completely true

1. The employees in this organization display high levels of energy and enthusiasm. (____)
2. Employees demonstrate high levels of productivity. (____)
3. Employees exhibit positive and optimistic attitudes. (____)
4. Effort is used efficiently or not wasted. (____)
5. This organization prioritizes customer satisfaction. (____)
6. Unsafe conditions are identified and promptly addressed. (____)
7. Employees are treated as equal partners in the business. (____)
8. Employees exhibit a strong sense of organizational identity. (____)
9. Employees are diligent in their use of the organization's resources. (____)
10. Employees possess a comprehensive comprehension of the organization's mission, vision, and values. (____)

11. Employee input is requested and utilized in organizational strategic planning. (____)
12. Employees are given autonomy to make important decisions and choices regarding their work. (____)
13. Employees play a role in making important production decisions. (____)
14. Employees have the authority to enhance work methods. (____)
15. Employees are encouraged to collaborate with their internal customers and suppliers. (____)
16. This organization has adopted a no-fault approach to problem solving. (____)
17. An effort is made to identify and utilize the complete range of abilities that employees bring to work. (____)
18. Employees are encouraged to work towards challenging goals. (____)
19. Obstacles to effective employee performance are identified and resolved promptly. (____)
20. Personnel decisions are fair and consistent. (____)
21. There are minimal unnecessary policies and rules, if any. (____)
22. Effective communication is an important focus for the organization. (____)
23. Employees in this organization have a high level of knowledge. (____)
24. Management provides employees with an explanation for all important decisions. (____)
25. There is regular communication between employees and management. (____)
26. Senior managers frequently visit employees' work areas. (____)
27. All information is shared with employees. (____)
28. Meetings are efficiently organized and highly productive. (____)
29. Company publications provide useful information. (____)
30. Management is attentive to employees' needs and concerns. (____)
31. Employees believe that management prioritizes their well-being. (____)
32. When labor-management conflicts arise, they are resolved promptly and constructively. (____)
33. Management promptly accepts personal responsibility for its mistakes. (____)
34. Employees are encouraged to take on leadership roles. (____)
35. Employees are provided with ample encouragement and recognition. (____)
36. Exceptional performance is always acknowledged. (____)

37. Both individual and team performance are recognized and rewarded accordingly. (____)
38. Performance that is not up to standard is not rewarded. (____)
39. Creativity is actively promoted and acknowledged. (____)
40. Employees perceive their pay to be fair and equitable. (____)
41. Employees are willing to contribute a portion of the cost for their benefits. (____)
42. Employees perceive that management genuinely values their ideas and suggestions. (____)
43. Employees' suggestions are promptly and constructively responded to. (____)
44. All members of the organization are dedicated to ongoing improvement. (____)
45. There are no divisions or separations between departments or units. (____)
46. There is a strong level of trust between workers and management. (____)
47. There is strong collaboration within the organization. (____)
48. There is a significant level of interdepartmental communication and cooperation within the organization. (____)
49. Management sees problems as opportunities for improvement, rather than obstacles to success. (____)
50. Learning is a top priority in this organization. (____)
51. Employees are encouraged to engage in knowledge sharing. (____)
52. There is ongoing follow-up after training. (____)
53. Employees play a role in making training decisions. (____)
54. Employees play a role in determining performance requirements, measures, and standards. (____)
55. Employees perceive performance evaluation as a constructive process. (____)
56. Self-evaluation and peer evaluation are important elements of performance appraisal. (____)
57. Discipline is fair. (____)
58. Employees consistently go above and beyond. (____)
59. Tardiness, absenteeism, and turnover rates are at a minimum. (____)
60. The employees express enthusiasm about working in this organization. (____)

Total score (add all item responses): _____
Percentage score (divide by 300): _____ %

To calculate your final score, add up all your responses from the survey. A perfect score would be 300, based on a maximum response of 5 for each of the 60 items. To get your overall percentage score, divide your total score by 300. The higher the percentage score, the higher the perceived level of organizational motivation.

Interpreting the Motivated Organization Survey

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

90%–100% Your organization has demonstrated a significant level of motivation.

80%–89% Your organization is making good progress towards achieving high motivation.

70%–79% Your organization exhibits some of the characteristics commonly associated with high motivation.

60%–69% Your organization has a motivational climate that is slightly above average.

50%–59% Your organization has a moderate motivational climate.

Below 50% Your organization has a motivational climate that is below the average.