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APPENDIX A: Survey 1 – Motivation Strategies and Practices and Employee Productivity in the Sri Lankan Software Industry

**A Study on the Value of Motivation Strategies and Practices
for the Productivity Improvement
in the Sri Lankan Software Industry**

Dear Sir/Madam,

          I am a postgraduate student of **University of Moratuwa**, engaged in a research on "**A Study on the Value of Motivation Strategies and Practices for the Productivity Improvement in the Sri Lankan Software Industry**" as a partial fulfillment of the Master of Business Administration degree program.

Software companies invest more on employee motivation to improve their productivity. This research is very important to identifying the real effectiveness of those Motivation strategies and practices in real working environment in the Sri Lankan software industry.

This questionnaire is a part of the research study. I would really appreciate if you could spend few minutes of your precious time to fill the questionnaire and be a part of this valuable research in Sri Lanka. Information in this questionnaire will remain completely confidential and be used solely for the academic purposes. Further, I am not requesting you to provide your name, company name etc, as I want to assure your anonymity.

Thank You!

K.K. Sonal Jayawardene

This survey is to be mainly filled by Professionals who are aware about organizational Business strategy and Management Practices.

Section 1: Motivation Strategies and practices

Please **rank** the **Top Ten** Motivation Strategies / practices according to its significance and criticalness on how much it contributes for improving employees' motivation of your company. **(1: Best, 2, 3 etc.)**

Motivation Strategies and practices	Rank
1. Rewards and pay	
2. Provide better working environment	
3. Job security	
4. Type of work	
5. Redesigning jobs	
6. Sense of responsibility and ownership	
7. Career development and opportunity	
8. Competition	
9. Feedback	
10. Top management support	
11. Recognition for the job	
12. Flexibility	
13. Loyalty	
14. Work life balance	
15. Setting work related goals	
16. Fear of failure	
17. Effective discipline and punishment	
18. Satisfying employees needs	

Others (please specify):_____

Section 2:

Please **rank** activities which you are practicing under above Top level Strategies, as you are using them in your company. **(1: Best, 2, 3… etc.)**

2.1 Motivation Strategy and practice: **Rewards and pay**

	Rank
a) Provision of fair wage	
b) Rewarding the staff with pay Incentives	
c) Base rewards on job performance	
d) Lump sum increases	
e) Plaques with gift certificates	
f) Rewards are frequent, immediate	
g) Additional vacation time	

2.2 Motivation Strategy and practice: **Provide better working environment**

	Rank
a) Encourage Team Work	
b) Enable Better Communication in the working environment	
c) Enable Friendly/ cooperative working environment	
d) The open door policy with management	
d) Sympathetic help with personal problems	
e) Provide Good working conditions	

2.3 Motivation Strategy and practice: **Type of work**

	Rank
a) Supporting Achievement of the work tasks	
b) Access to leading-edge technology products	
c) Provide Interesting work	
d) Provide Challenging work	
e) Supporting for competence	
f) Supporting for creative work	

2.4 Motivation Strategy and practice: **Sense of responsibility and ownership**

	Rank
a) Provide Opportunity to take responsibilities	
b) Provide Additional responsibilities	
c) Provide Additional independence or authority	
d) Provide Freedom to plan and work independently	
e) Allow Freedom to explore	

2.5 Motivation Strategy and practice: **Recognition**

	Rank
a) Recognition of success	
b) Improve Status	
c) Respect	
d) Supporting for esteem and reputation	

2.6 Motivation Strategy and practice: **Top management support**

	Rank
a) Improve Relationship with supervisor	
b) Improve Contact with top management	

2.7 Motivation Strategy and practice: **Feedback**

	Rank
a) Praise and acknowledgement	
b) Full appreciation of work done	
c) Positive reinforcement / high expectations	

2.8 Motivation Strategy and practice: **Redesigning jobs**

	Rank
a) Job enlargement[1]	
b) Job rotation[2]	
c) Job enrichment[3]	

[1]**Job enlargement:** Job enlargement increases the variety of tasks a job includes. Job enlargement may reduce some of the monotony.

[2]**Job rotation:** This practice assigns people to different jobs or tasks to different people on a temporary basis.

[3]**Job enrichment:** This application includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority.

2.9 Motivation Strategy and practice: **Career development and opportunity**

	Rank
a) Attractive career plans	
b) Promotions and growth in the organization	
c) Funding for conferences/Studies	

2.10 Motivation Strategy and practice: **Flexibility**

	Rank
a) Flextime for working	
b) Flexi place for working	
c) Job sharing or twinning	

Section 3: Measuring Employee Productivity

3.1 Are you practicing a formal way of measuring employee productivity in you company?

Yes	☐	No	☐

3.2 Are the Employee Performance evaluations documented in your company?

Yes	☐	No	☐

3.3 Please select the Type of Productivity measurement which you are using.

a)	Subjective Productivity measurement such as perception base measurements	☐
b)	Objective measurement such as Productivity matrixes	☐
c)	Both Subjective and Objective measurements	☐

3.4 If you are using Subjective Productivity measurement such as Perception base productivity measurement, please **rank** the followings according to its significance and criticalness.

(1: Best, 2, 3 etc.)

Measurement Type	Rank
a) Internal process perspective - Productivity in Internal Process	
b) Financial perspective-Financial impact of Productivity	
c) Customer perspective -Productivity on Customers	
d) Learning and growth perspective- Better Education and Growth	

Other (please specify):_____

3.5 If you are using other productivity measurements, please **mark all** which you are using in your company.

Measurement Type	
a) A ratio of the amount of **product**[1] to the **resources consumed**(usually effort)[2]	☐
b) A ratio of **the amount of the functionality delivered**[3] to the **resources consumed**	☐
c) Balanced Scorecard (BSC) Designer	☐
d) Performance Prism	☐
e) Performance Dashboards	☐
f) Key Performance Indicators (KPI)	☐

Others (please specify):_____

[1] **Product** may be measured in lines of code, classes, screens, or any other unit of product etc.

[2] **Effort** is measured in terms of staff hours, days, or months

[3] **Functionality** may be measured in terms of use cases, requirements, features, or function points as appropriate to the nature of the software and the development method etc.

Section 4: General Information

4.1. Number of Employees in the company

Less than 100	☐
100-500	☐
More than 500	☐

4.2. What is your current designation in the organization?

Project Manager	☐
Software Architect	☐
Tech Lead	☐
Senior Software Engineer	☐
Software Engineer	☐
Senior Quality Assurance Engineer	☐
Quality Assurance Engineer	☐
Business analyst	☐
Any Other (Please Specify) :	

4.3. Year of experience in /current Organization

Less Than 1	☐
1-3	☐
3-5	☐
5-10	☐
More than 10	☐

4.4. Year of experience in the industry

Less Than 1	☐
1-3	☐
3-5	☐
5-10	☐
More than 10	☐

4.5. Your company type:

Mainly software product oriented	☐
Mainly software project oriented	☐
Both	☐

Other (please specify):_____

4.6. Your company is developing software, mainly for the

Domestic market	☐
Overseas market	☐

Other (please specify):_____

Thank you for your participation.

Please save your changes.

Please e-mail the completed questionnaire to sonal.jayawardene@yahoo.com

End of the Survey.

APPENDIX B: Survey 2 – Motivation Strategies and Practices for the Productivity Improvement in the Sri Lankan Software Industry

**A Study on the Value of Motivation Strategies and Practices
for the Productivity Improvement
in the Sri Lankan Software Industry**

Dear Sir/Madam,

I am a postgraduate student of **University of Moratuwa**, engaged in a research on "**A Study on the Value of Motivation Strategies and Practices for the Productivity Improvement in the Sri Lankan Software Industry**" as a partial fulfillment of the Master of Business Administration degree program.

Software companies invest more on employee motivation to improve their productivity. This research is very important to identify the real effectiveness of those motivation strategies and practices in real working environment in the Sri Lankan software industry.

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Thank You!

K.K. Sonal Jayawardene

This survey is to be mainly filled by **the Professionals who are not engaged in management activities** in the organization.

SECTION 1 : Employee Motivation

This section is about the <u>Employee Motivation</u>. Please select the most applicable degree of your perception on your Motivation in the current work place under each category.

Question No	Category	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.1	Our organization has performance related pay schemes.	☐	☐	☐	☐	☐
1.2	I am having a fair wage in relation to my work effort and the qualifications.	☐	☐	☐	☐	☐
1.3	I am motivated by the rewards and the promotional opportunities in my company.	☐	☐	☐	☐	☐
1.4	The management makes effort to create a collaborative work environment, to build relationships of trust and mutual understanding among employees.	☐	☐	☐	☐	☐
1.5	The management makes any possible effort to create an open and honest communication among all and to share knowledge and information in all directions.	☐	☐	☐	☐	☐
1.6	The work environment motivates me to do hard work.	☐	☐	☐	☐	☐
1.7	I feel that I can voice myself in an open, honest environment.	☐	☐	☐	☐	☐
1.8	My organization helps me to balance my work and my family life.	☐	☐	☐	☐	☐
1.9	My present job gives me a sense of personal and professional achievement.	☐	☐	☐	☐	☐

1.10	The assigned work activities are creative and interesting to me.	☐	☐	☐	☐	☐
1.11	I am working with enthusiasm because of this challenging work and the occupation.	☐	☐	☐	☐	☐
1.12	My job is creative and produces something meaningful.	☐	☐	☐	☐	☐
1.13	I feel accomplished by working in my company as I am considered as a responsible and accountable employee.	☐	☐	☐	☐	☐
1.14	I feel a real responsibility for organization's goals and I am motivated to behave in ways that improve them.	☐	☐	☐	☐	☐
1.15	The organization provides me the freedom to decide how to carry out my work and encourages me to take initiatives with my ideas.	☐	☐	☐	☐	☐
1.16	I have a feeling of security, stability and continuity in my job.	☐	☐	☐	☐	☐
1.17	I receive appropriate recognition for my contributions.	☐	☐	☐	☐	☐
1.18	My present job is respected.	☐	☐	☐	☐	☐
1.19	I am satisfied because of the good relationship I have with my supervisor.	☐	☐	☐	☐	☐
1.20	Top management knows and understands the problems faced by the employees and they provide support to overcome them.	☐	☐	☐	☐	☐

Question No	Category	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.21	Often I get honest performance feedback during a review process.	☐	☐	☐	☐	☐
1.22	I feel appreciated for the good work that I do.	☐	☐	☐	☐	☐
1.23	I have an attractive career path and I feel that working for the company will lead to the kind of future I want.	☐	☐	☐	☐	☐
1.24	My activities in the organization allows me improve as a person, enhance my self-confidence, get matured and self-accomplished.	☐	☐	☐	☐	☐
1.25	I am willing to work harder than I have to in order to help this company succeed.	☐	☐	☐	☐	☐
1.26	I feel myself as an organization member, loyal and involved to it.	☐	☐	☐	☐	☐
1.27	I feel that the company cares about its employees.	☐	☐	☐	☐	☐
1.28	I am proud to tell others that I am part of this organization.	☐	☐	☐	☐	☐
1.29	I am generally satisfied with the kind of work I do in this job.	☐	☐	☐	☐	☐
1.30	All things considered, working at my company brings me happiness and satisfaction and motivation with my current job.	☐	☐	☐	☐	☐

This section is about the Employee Productivity. Please select the most applicable degree of your perception on your Productivity in the current work place under each category.

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	I am always maintaining high level of accuracy in my work.	☐	☐	☐	☐	☐
2.2	I am always able to produce Useful and Effective work.	☐	☐	☐	☐	☐
2.3	Quality of my work is very good.	☐	☐	☐	☐	☐
2.4	I am capable of finding creative solution for a given problem.	☐	☐	☐	☐	☐
2.5	I am always achieving my work related goals effectively.	☐	☐	☐	☐	☐
2.6	At an overall level, my Productivity in the Internal Processes is very high.	☐	☐	☐	☐	☐
2.7	I am very efficient in Customer Support such as average time spent answering emails, answering phone calls, or handling complaint/comment letters etc.	☐	☐	☐	☐	☐

2.8	I am able to build good customer relationships regarding the work.	☐	☐	☐	☐	☐
2.9	I am able to maintain better Customer Satisfaction on the work done.	☐	☐	☐	☐	☐
2.10	At an overall level, my productivity is very high on customers.	☐	☐	☐	☐	☐
2.11	Very often I am able to save time taken for a given task by resolving it faster.	☐	☐	☐	☐	☐
2.12	I am able to reduce the waste such as reducing rework, faults, etc.	☐	☐	☐	☐	☐
2.13	I always meet the target time such as schedule time/deliveries, etc.	☐	☐	☐	☐	☐
2.14	At an overall level my productivity from a financial perspective is very high.	☐	☐	☐	☐	☐
2.15	I speed up my implementations by fast applying what I have learned to take on new and more challenging tasks.	☐	☐	☐	☐	☐
2.16	My knowledge gaining ability and Skills levels are very high.	☐	☐	☐	☐	☐
2.17	I am flexible to work on any given task or responsibility	☐	☐	☐	☐	☐
2.18	At an overall level my productivity on Learning and growth perspectives are very high.	☐	☐	☐	☐	☐
2.19	My commitment is very high toward my organization.	☐	☐	☐	☐	☐
2.20	I feel very loyal to my organization.	☐	☐	☐	☐	☐
2.21	I am very motivated to work in this organization.	☐	☐	☐	☐	☐
2.22	At an overall level my productivity is very good in respect of my work.	☐	☐	☐	☐	☐

SECTION 3 : Line Management Activities on Employee Productivity

This section is about the <u>Line management (Immediate Supervisor) activities on Employee Productivity</u>. Please select the most applicable degree of your perception to what extent you agree or disagree with each of the following statement with regards to your line manger/Immediate Supervisor.

Question No	Category	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3.1	Line managers ensure that a productive, professional working relationship exists with the colleagues concerned.	☐	☐	☐	☐	☐
3.2	Line manager and colleagues both able to express opinions about the quality of performance and factors influencing any outcomes.	☐	☐	☐	☐	☐
3.3	They support to maintain the quality of the work by monitoring work processes and measuring operational performance.	☐	☐	☐	☐	☐
3.4	Line managers are ensuring that relevant information and updates on progress made in significant areas of work are passed onto the colleagues.	☐	☐	☐	☐	☐
3.5	Line managers communicate necessary information clearly and periodically to the staff members.	☐	☐	☐	☐	☐
3.6	Line Manager provides advice and support for productivity improvement where and when appropriate.	☐	☐	☐	☐	☐
3.7	Line Manager always seeks to identify a colleague's particular strengths and use them to the best advantage.	☐	☐	☐	☐	☐
3.8	Line manager is prepared to act before a problem arises in work environment.	☐	☐	☐	☐	☐

3.9	Line Manager recognizes employees' weaknesses and provides constructive feedback and helps to overcome them.	☐	☐	☐	☐	☐
3.10	Employees feel their job performance is fairly evaluated and receive credit for a job well done.	☐	☐	☐	☐	☐
3.11	Line managers discuss periodically the performance, development and the learning needs of the employees.	☐	☐	☐	☐	☐
3.12	They provide technical expertise when ever needed by the employees.	☐	☐	☐	☐	☐
3.13	They are familiar with the employees' job description and work specification so they make clear what is expected from the employees.	☐	☐	☐	☐	☐
3.14	Line Managers help and support employees to take more responsibility for how they do their jobs by coaching and guidance.	☐	☐	☐	☐	☐
3.15	Line manager is credible and accountable for the employee productivity.	☐	☐	☐	☐	☐
3.16	At an overall level line management activities are positively impact on employee productivity in my company.	☐	☐	☐	☐	☐

SECTION 4 : General Information

Following information will be collected to describe the overall survey sample and this information will not be used to identify specific respondents.

4.1 What is your current designation in the organization?

Software Architect	☐
Senior Software Engineer	☐
Software Engineer	☐
Senior Quality Assurance Engineer	☐
Quality Assurance Engineer	☐
Senior Business Analysts	☐
Business Analysts	☐
Database Administrator	☐
Technical Writer	☐
Any Other (Please Specify) :	

4.2 Level of educational qualifications

Diploma / Certificate	☐
Professional Qualification	☐
Bachelors Degree	☐
Postgraduate Level (Postgraduate Diploma, Masters, PhD)	☐

4.3 Years of experience in the current Organization

Less Than 1	☐
1-3	☐
4 -6	☐
7-10	☐
More than 10	☐

4.4 Years of experience in the industry

Less Than 1	☐
1-3	☐
4 -6	☐
7-10	☐
More than 10	☐

4.5 Please select the age group you belong to

Less than 21 years	☐
21-30 years	☐
31-40 years	☐
41 -50 years	☐
More than 50 years	☐

4.6 Gender

Male	☐
Female	☐

4.7 Marital status

Single	☐
Married	☐

Thank you for your participation

Please e-mail the completed questionnaire to sonal.jayawardene@yahoo.com

APPENDIX C: Reliability and Factor Analysis of Survey 2

Reliability analysis: Section 1 - Motivation Strategies and Practices

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.924	30

Factor analysis: Section 1 - Motivation Strategies and Practices

Communalities

	Initial	Extraction
Q1.01	1.000	.690
Q1.02	1.000	.441
Q1.03	1.000	.595
Q1.04	1.000	.640
Q1.05	1.000	.686
Q1.06	1.000	.686
Q1.07	1.000	.679
Q1.08	1.000	.685
Q1.09	1.000	.706
Q1.10	1.000	.676
Q1.11	1.000	.771
Q1.12	1.000	.730
Q1.13	1.000	.592
Q1.14	1.000	.680
Q1.15	1.000	.645

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
Q1.16	1.000	.601
Q1.17	1.000	.660
Q1.18	1.000	.665
Q1.19	1.000	.697
Q1.20	1.000	.723
Q1.21	1.000	.492
Q1.22	1.000	.697
Q1.23	1.000	.682
Q1.24	1.000	.695
Q1.25	1.000	.588
Q1.26	1.000	.721
Q1.27	1.000	.567
Q1.28	1.000	.749
Q1.29	1.000	.724
Q1.30	1.000	.677

Extraction Method: Principal Component Analysis.

Reliability analysis: Section 2 – Employee Productivity

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.942	22

Factor analysis: Section 2 – Employee Productivity

Communalities

	Initial	Extraction
Q2.01	1.000	.693
Q2.02	1.000	.499
Q2.03	1.000	.685
Q2.04	1.000	.536
Q2.05	1.000	.673
Q2.06	1.000	.642
Q2.07	1.000	.634
Q2.08	1.000	.829
Q2.09	1.000	.820
Q2.10	1.000	.683
Q2.11	1.000	.502

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
Q2.12	1.000	.665
Q2.13	1.000	.547
Q2.14	1.000	.579
Q2.15	1.000	.616
Q2.16	1.000	.552
Q2.17	1.000	.737
Q2.18	1.000	.580
Q2.19	1.000	.703
Q2.20	1.000	.688
Q2.21	1.000	.696
Q2.22	1.000	.523

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component			
	1	2	3	4
Q2.01	.687	-.002	-.469	.032
Q2.02	.639	.220	-.204	.028
Q2.03	.682	.031	-.467	-.006
Q2.04	.614	.013	-.353	-.184
Q2.05	.765	.030	-.151	-.254
Q2.06	.731	-.116	.044	-.303
Q2.07	.700	-.257	.181	.212
Q2.08	.580	-.538	-.075	.445
Q2.09	.733	-.461	.010	.265
Q2.10	.703	-.430	-.020	.061
Q2.11	.663	.220	.081	.089
Q2.12	.660	-.139	.224	.400
Q2.13	.704	.113	.071	-.186
Q2.14	.616	-.090	.312	-.308
Q2.15	.708	.023	.277	.192
Q2.16	.628	.362	.092	-.132
Q2.17	.670	.489	-.142	.170
Q2.18	.737	.149	.065	-.103
Q2.19	.701	.344	-.209	.221
Q2.20	.560	.423	.267	.353
Q2.21	.609	.279	.472	.157
Q2.22	.709	.098	.078	-.064

Extraction Method: Principal Component
Analysis.

a. 4 components extracted.

Reliability analysis: Section 3 – Line management activities

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.913	16

Factor analysis: Section 3 – Line management activities

Communalities

	Initial	Extraction
Q3.01	1.000	.741
Q3.02	1.000	.758
Q3.03	1.000	.717
Q3.04	1.000	.589
Q3.05	1.000	.640
Q3.06	1.000	.701
Q3.07	1.000	.600
Q3.08	1.000	.601
Q3.09	1.000	.709
Q3.10	1.000	.612
Q3.11	1.000	.741
Q3.12	1.000	.623
Q3.13	1.000	.663
Q3.14	1.000	.707
Q3.15	1.000	.590
Q3.16	1.000	.681

Extraction Method: Principal
Component Analysis.

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Component Matrix[a]

	Component			
	1	2	3	4
Q3.01	.661	.348	.115	-.412
Q3.02	.580	-.129	.487	-.409
Q3.03	.684	-.300	-.194	-.347
Q3.04	.754	.078	-.106	-.056
Q3.05	.622	.459	-.058	-.199
Q3.06	.645	.027	.532	-.040
Q3.07	.681	.304	-.200	.063
Q3.08	.608	.372	-.305	.016
Q3.09	.707	-.225	-.395	-.055
Q3.10	.605	.442	-.074	.211
Q3.11	.675	-.532	-.007	.055
Q3.12	.613	.136	.191	.439
Q3.13	.687	-.161	-.075	.399
Q3.14	.654	.021	.416	.324
Q3.15	.583	-.496	-.025	.062
Q3.16	.769	-.248	-.163	-.040

Extraction Method: Principal Component
Analysis.

a. 4 components extracted.

APPENDIX D: Descriptive Statistics of Survey 2

Frequency Tables: Section 1 - Motivation Strategies and Practices

Item Statistics

	Mean	Std. Deviation	N
Q1.01	3.5581	.96917	267
Q1.02	2.8951	1.24916	267
Q1.03	2.9176	1.28641	267
Q1.04	3.5506	.91780	267
Q1.05	3.4981	.85565	267
Q1.06	3.4382	.86653	267
Q1.07	3.3970	.92565	267
Q1.08	3.7566	.96397	267
Q1.09	3.5581	.83136	267
Q1.10	3.4419	.84036	267
Q1.11	3.4682	.89795	267
Q1.12	3.4906	.85998	267
Q1.13	3.6367	.76522	267
Q1.14	3.5131	.91089	267
Q1.15	3.5019	.84237	267

Item Statistics

	Mean	Std. Deviation	N
Q1.16	3.7154	1.01930	267
Q1.17	2.9551	1.29699	267
Q1.18	3.9101	.71462	267
Q1.19	3.0599	1.30217	267
Q1.20	2.4382	1.24413	267
Q1.21	2.9963	1.26698	267
Q1.22	3.0262	1.33041	267
Q1.23	3.0599	1.00196	267
Q1.24	3.4494	.84530	267
Q1.25	3.3184	1.22004	267
Q1.26	3.3483	1.26937	267
Q1.27	3.2285	.87802	267
Q1.28	3.7491	.85001	267
Q1.29	3.5655	.81712	267
Q1.30	3.5393	.80957	267

Frequency Tables: Section 2 – Employee Productivity

Item Statistics

	Mean	Std. Deviation	N
Q2.01	3.9738	.69590	267
Q2.02	3.9251	.68962	267
Q2.03	3.8577	.67331	267
Q2.04	3.9026	.67017	267
Q2.05	3.9513	.74179	267
Q2.06	3.7341	.63755	267
Q2.07	3.7341	.85866	267
Q2.08	3.7079	.82538	267
Q2.09	3.8052	.74054	267
Q2.10	3.7303	.73214	267
Q2.11	3.6180	.82952	267
Q2.12	3.8539	.80249	267
Q2.13	3.8427	.77409	267
Q2.14	3.6067	.70366	267
Q2.15	3.7603	.80098	267
Q2.16	3.8127	.79149	267
Q2.17	3.8951	.79250	267
Q2.18	3.8727	.62429	267
Q2.19	3.8614	.76550	267
Q2.20	3.6554	.98160	267
Q2.21	3.5243	.97061	267
Q2.22	3.8914	.89663	267

Frequency Tables: Section 3 – Line management activities

Item Statistics

	Mean	Std. Deviation	N
Q3.01	3.3333	.87860	267
Q3.02	3.5693	.77912	267
Q3.03	3.5993	.85427	267
Q3.04	3.3596	.97233	267
Q3.05	3.3296	.95971	267
Q3.06	3.2210	1.02957	267
Q3.07	2.9588	1.03790	267
Q3.08	3.1798	.94465	267
Q3.09	3.3745	.90642	267
Q3.10	2.8240	1.03823	267
Q3.11	3.5169	.86857	267
Q3.12	2.7940	1.36507	267
Q3.13	3.4906	.91505	267
Q3.14	3.2921	.92015	267
Q3.15	2.9513	1.39058	267
Q3.16	3.4757	.85969	267

APPENDIX E: Survey 3 – Employee Productivity in the Sri Lankan Software Industry

**A Study on the Value of Motivation Strategies and Practices
for the Productivity Improvement
in the Sri Lankan Software Industry**

Dear Sir/Madam,

I am a postgraduate student of **University of Moratuwa**, engaged in a research on "**A Study on the Value of Motivation Strategies and Practices for the Productivity Improvement in the Sri Lankan Software Industry**" as a partial fulfillment of the Master of Business Administration degree program.

Software companies invest more on employee motivation to improve their productivity. This research is very important to identify the real effectiveness of those motivation strategies and practices in real working environment in the Sri Lankan software industry.

This questionnaire is a part of the research study. I would really appreciate if you could spend few minutes of your precious time to fill the questionnaire and be a part of this valuable research in Sri Lanka. Information in this questionnaire will remain completely confidential and be used solely for the academic purposes. Further, I am not requesting you to provide your name, company name etc, as I want to assure your anonymity.

Thank You!

K.K. Sonal Jayawardene

Instructions:

This survey is to be mainly filled by **the Professionals who are aware about organizational Business strategy and Management Practices on employee productivity.**

SECTION 1 : Internal process perspective - Productivity in the Internal Process

Please click to rank your perception on the productivity of the employees under each category regarding their work in your company.

1.0 How do you feel the productivity of the employees in your organization on the Internal Processes?

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1	Employees are always maintaining high level of accuracy in their work.	☐	☐	☐	☐	☐
1.2	They are always able to produce useful and effective work.	☐	☐	☐	☐	☐
1.3	Quality of their work is very good.	☐	☐	☐	☐	☐
1.4	They are capable of finding creative solutions for given problems.	☐	☐	☐	☐	☐
1.5	Employees are always achieving their work related goals effectively.	☐	☐	☐	☐	☐
1.6	At an overall level their Productivity in the Internal processes is very high.	☐	☐	☐	☐	☐

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	SECTION 2 : Customer perspective - Productivity on Customers					

2.0 How do you feel the productivity of the employees in your organization on customers such as customer

support efficiency and customer satisfaction etc.?

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	Employees are very efficient in customer support such as average time spent answering emails, answering phone calls, or handling complaint/comment letters etc.	☐	☐	☐	☐	☐
2.2	They are able to build good customer relationships regarding the work.	☐	☐	☐	☐	☐
2.3	They are able to maintain better customer satisfaction on the work done.	☐	☐	☐	☐	☐
2.4	At an overall level employees' productivity is very high on customers.	☐	☐	☐	☐	☐

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SECTION 3 : Financial perspective - Financial impact of the Productivity

3.0 How do you feel the productivity of the employees in financial perspective such as cost effectiveness and timeliness etc.?

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3.1	Very often employees can save time for a given task by resolving it faster.	☐	☐	☐	☐	☐
3.2	They are able to reduce the waste such as reducing rework, faults etc.	☐	☐	☐	☐	☐
3.3	They always meet the target time such as schedule time/deliveries etc.	☐	☐	☐	☐	☐
3.4	At an overall level employees' productivity from a financial perspective is very high.	☐	☐	☐	☐	☐

SECTION 4 : Learning and growth perspective - Better Education and Growth

4.0 How do you feel the productivity of the employees in Learning and growth perspective such as Implementation speed, Knowledge gain and Flexibility etc.?

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	Employees speed up their implementations by fast applying what they have learned to take on new and more challenging tasks.	☐	☐	☐	☐	☐
4.2	Their knowledge gaining ability and skills level is are very high.	☐	☐	☐	☐	☐
4.3	They are flexible to work on any given task or responsibility.	☐	☐	☐	☐	☐
4.4	At an overall level employees' productivity on learning and growth perspective are very high.	☐	☐	☐	☐	☐

SECTION 5 : Overall consideration

This section is about the overall consideration on the employees.

Question No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1	Employees' commitment is very high toward their organization.	☐	☐	☐	☐	☐
5.2	They are very loyal to their organization.	☐	☐	☐	☐	☐
5.3	They are very motivated to work in this organization.	☐	☐	☐	☐	☐
5.4	At an overall level their productivity is very good in respective of their work.	☐	☐	☐	☐	☐

SECTION 6 : General Information

Following information will be collected to describe the overall survey sample and this information will

not be used to identify specific respondents.

6.1 What is your current designation in the organization?

Group Manger	☐
Project Manager	☐
HR Manager	
Tech Lead/ Front Line Manager	☐
Software Architect	☐
Senior Software Engineer	☐
Software Engineer	☐
Senior Quality Assurance Engineer	☐
Quality Assurance Engineer	☐
Any Other (Please Specify) :	

6.2 Years of experience in current Organization

Less Than 1	☐
1-3	☐
3-5	☐
5-10	☐
More than 10	☐

6.3 Years of experience in the industry

Less Than 1	☐
1-3	☐
3-5	☐
5-10	☐
More than 10	☐

Thank you for your participation.

Please save your changes.

Please e-mail the completed questionnaire to sonal.jayawardene@yahoo.com

End of the Survey.

APPENDIX F: Reliability and Factor Analysis of Survey 3

Reliability analysis: Employee Productivity

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.850	22

Factor analysis: Employee Productivity

Communalities

	Initial	Extraction
Q11.01	1.000	.919
Q11.02	1.000	.759
Q11.03	1.000	.859
Q11.04	1.000	.597
Q11.05	1.000	.869
Q11.06	1.000	.714
Q11.07	1.000	.692
Q11.08	1.000	.707
Q11.09	1.000	.750
Q11.10	1.000	.799
Q11.11	1.000	.886

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
Q11.12	1.000	.710
Q11.13	1.000	.668
Q11.14	1.000	.806
Q11.15	1.000	.628
Q11.16	1.000	.830
Q11.17	1.000	.796
Q11.18	1.000	.860
Q11.19	1.000	.895
Q11.20	1.000	.862
Q11.21	1.000	.883
Q11.22	1.000	.941

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component					
	1	2	3	4	5	6
Q11.01	.553	.441	.343	.290	-.310	-.347
Q11.02	.441	.651	-.324	.138	-.128	.030
Q11.03	.493	.351	-.249	.410	-.097	-.503
Q11.04	.497	.513	-.178	-.060	.210	-.087
Q11.05	.287	.287	-.694	-.279	-.291	.243
Q11.06	.517	.422	.247	-.281	-.352	-.069
Q11.07	.496	.239	.285	-.552	.059	-.029
Q11.08	-.050	.557	.291	-.191	.154	.499
Q11.09	-.188	.603	-.133	.445	.366	.034
Q11.10	-.022	.497	-.647	.113	.044	.344
Q11.11	.369	.058	.043	.412	.758	.018
Q11.12	.098	-.197	.720	.345	-.139	.074
Q11.13	.289	.373	.608	-.176	.123	.174
Q11.14	.437	.167	.573	.379	-.144	.308
Q11.15	.319	-.017	-.044	.350	-.565	.288
Q11.16	.661	.297	.271	-.390	.167	-.229
Q11.17	.735	-.362	-.351	.012	.024	-.004
Q11.18	.785	-.394	-.027	.143	.009	.259
Q11.19	.854	-.322	-.012	.105	.113	.193
Q11.20	.855	-.257	-.210	.076	-.113	-.047
Q11.21	.858	-.178	-.100	-.246	.206	-.049
Q11.22	.844	-.445	-.062	-.044	.135	.080

Extraction Method: Principal Component
Analysis.

a. 6 components extracted.

APPENDIX G: Descriptive Statistics of Survey 3

Employee Productivity - Item Statistics

	Mean	Std. Deviation	N		Mean	Std. Deviation	N
Q11.1	3.6500	.81273	20	Q11.12	3.7000	.80131	20
Q11.2	3.8000	.61559	20	Q11.13	4.1500	.67082	20
Q11.3	3.2500	.91047	20	Q11.14	3.7500	.55012	20
Q11.4	3.7500	.55012	20	Q11.15	3.6500	.87509	20
Q11.5	3.9500	.60481	20	Q11.16	4.1000	.71818	20
Q11.6	3.9000	.64072	20	Q11.17	3.6500	.93330	20
Q11.7	3.9500	.68633	20	Q11.18	3.8000	.61559	20
Q11.8	4.0500	.60481	20	Q11.19	3.6500	.67082	20
Q11.9	4.0500	.51042	20	Q11.20	3.4500	.82558	20
Q11.10	3.9000	.44721	20	Q11.21	3.7500	.63867	20
Q11.11	3.5500	.68633	20	Q11.22	3.4500	.99868	20