APPENDIX

SURVEY QUESTIONNAIRE
Dear Fellow Engineer,

SURVEY RESEARCH QUESTIONNAIRE

I am a post-graduate student in the Faculty of Economics and Administration, University of Malaya. In part fulfillment of the requirements for the MBA degree, I am conducting a study on the motivation of consulting engineers.

The information that you provide in the questionnaire is very important for my research. It is mainly to find out your perceptions or opinions about certain aspects of your work behaviour and the task you perform. There is no "right" or "wrong" answer to the statements or the questions in the questionnaire. I wish only that you give your frank perceptions or opinions.

I assure you that all responses will be treated confidentially.

Thank you for your kind assistance.

Yours sincerely,

GOH YOKE LOONG
B.Eng (Hons), UNSW
A. **NEEDS**

Using the scale below, please circle the response that best reflects your work behaviour.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Never</strong></td>
<td><strong>Infrequently</strong></td>
<td><strong>Sometimes</strong></td>
<td><strong>Frequently</strong></td>
<td><strong>Always</strong></td>
<td></td>
</tr>
</tbody>
</table>

1. When you start a task, do you stick with it?  
   ![Circle](Circle) 1 2 3 4 5

2. Do you try to find out how you are doing, and do you try to get as much feedback as possible?  
   ![Circle](Circle) 1 2 3 4 5

3. Do you respond to difficult, challenging situations?  
   Do you work better when there is a deadline or some other challenge involved?  
   ![Circle](Circle) 1 2 3 4 5

4. Are you eager to accept responsibility? Do you set (and meet) measurable standards of high performance?  
   ![Circle](Circle) 1 2 3 4 5

5. Do you seem to enjoy a good argument?  
   ![Circle](Circle) 1 2 3 4 5

6. Do you seek positions of authority where you can give orders rather than take them? Do you try to take over?  
   ![Circle](Circle) 1 2 3 4 5

51
Using the scale below, please circle the response that best reflects your work behaviour.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>Infrequently</td>
<td>Sometimes</td>
<td>Frequently</td>
<td>Always</td>
</tr>
</tbody>
</table>

7. Are status symbols especially important to you, and do you use them to gain influence over others?  
   1  2  3  4  5

8. Are you especially eager to be your own boss, even when you need assistance, or when joint effort is required?  
   1  2  3  4  5

9. Do you seem to be uncomfortable when you are forced to go work alone?  
   1  2  3  4  5

10. Do you interact with other workers, and go out of your way to make friends with new workers?  
    1  2  3  4  5

11. Are you always getting involved in group projects, and are you sensitive to other people (especially when they are "mad" at you)?  
    1  2  3  4  5

12. Are you an "apple polisher," and do you try hard to get personally involved with your superiors?  
    1  2  3  4  5
B. **TASK ANALYSIS**

Using the scale below, please circle the response that best reflect your opinion on the task you are currently performing.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>How much latitude do you have in setting your work pace and work methods?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Moderate</td>
<td>How much choice do you have when it comes to getting help or direction from someone else?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High</td>
<td>To what degree does errorless and efficient performance contribute to company profits?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>To what extent does the task challenge your abilities and skills?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Does the task provide clear, unambiguous feedback about the quality of performance?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>How much opportunity do you have to personally direct your co-workers?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>How much time is available for personal interaction while working?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Using the scale below, please circle the response that best reflect your opinion on the task you are currently performing.

<table>
<thead>
<tr>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
</tr>
</thead>
</table>

8. To what degree does the task require you to deal directly with your superior?

9. How much control do you have over your work pace and work methods?

10. How much times can you leave your work areas without reprimand?

11. How many people must you interact with every two hours?

12. How many people can you interact with in your working area?

13. How dependent is successful task accomplishment on the co-operation of co-workers?

14. How much time is available for personal nontask interactions while working?

15. To what extent does the task allow for the maintenance of stable working relationships?
C. DEMOGRAPHIC

Kindly circle the appropriate answer to each of following questions:

Note: All responses provided will be treated in the strictest confidence.

1. Sex
   1. Male
   2. Female

2. Age
   1. 25 years and below
   2. 26 - 30 years
   3. 31 - 35 years
   4. 36 - 40 years
   5. 41 - 45 years
   6. 46 - 50 years
   7. 51 - 55 years
   8. above 55 years

3. Work experience
   1. 5 years and below
   2. 6 - 10 years
   3. 11 - 15 years
   4. above 15 years

4. Marital Status
   1. Single
   2. Married
   3. Divorced/Widowed

5. Annual Gross Income
   1. RM30,000 and below
   2. RM30,001 - RM60,000
   3. RM60,001 - RM90,000
   4. RM90,001 - RM120,000
   5. above RM120,000
6. Ethnic Group
   1. Malay
   2. Chinese
   3. Indian
   4. Other (Please specify)

7. Highest Level of Education
   1. Diploma
   2. Bachelor's Degree
   3. Post Graduate

8. Number of Staff in Your Firm
   1. 20 and below
   2. 21 - 40
   3. 41 - 60
   4. 61 - 80
   5. 81- 100
   6. above 100

9. Which discipline on of engineering are you in?
   1. Civil
   2. Mechanical
   3. Electrical
   4. Other (Please specify)

Note: Thank you for your kind co-operation in filling out this questionnaire.

Kindly return this questionnaire to:

GOH YOKE LOONG
1142, Jalan 17/46
46400 Petaling Jaya
Selangor Darul Ehsan