

POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

QUESTIONNAIRE

Questionnaire is intended to be accomplished by the Dean/Directors, chief, Faculty members and Administrative personnel

Respondents are earnestly requested to answer all questions as clearly and truthfully as possible. Please do not leave any blank spaces, to avoid doubts that there might be filled up by somebody else. Mark appropriate items with a check mark (/).

Part 1: Profile of the respondent

Name (optional): _____ Name of school: _____

Gender ☐ Male

☐ Female

Age: ☐ 21-25

☐ 41-45

☐ 25-30

☐ 46-50

☐ 31-35

☐ 51-60

☐ 36-40

☐ 61 above

Highest Educational Attainment

☐ Doctoral Degree

☐ With Doctoral Units

☐ Master's Degree

☐ With Master's Units

☐ Bachelors Degree

Position in school:

☐ Dean

☐ Director

☐ Faculty

☐ chief

☐ Department Head

☐ Administrative personnel

Length of Administration Experience (as Dean, Director, Department Head, Chief of Office)

☐ 1-5 years

☐ 11-15 years

☐ 21-25 years

☐ 6-10 years

☐ 16-20 years

☐ 26 years above

Employment Status:

☐ Permanent

☐ Temporary

☐ Probationary

☐ contractual

Length of Teaching Experience:

☐ 1-5 years

☐ 11-15 years

☐ 21-25 years

☐ 30 years above

☐ 6-10 years

☐ 16-20 years ☐ 26-30 years

Length of working Experience:

☐ 1-5 years

☐ 11-15 years

☐ 21-25 years

() 6-10 years () 16-20 years () 26-30 years
() 30 years above

Part I. Below are administrator's grid which will look into the School style you adopt in fostering employees empowerment in school.

4 - Highly Empowered 2 - Less Empowered
3 - Moderately Empowered 1 - Not empowered

| PRONOUNCING VISION | HE | ME | LE | NE |
|--|----|----|----|----|
| My superior excites subordinates with vision of what we may be able to accomplish if we work together as a team. | 4 | 3 | 2 | 1 |
| My superior provides for our participation in the process of developing school goals and mission. | 4 | 3 | 2 | 1 |
| My superior encourages employees to participate when it comes to Decision-making time, and try to implement their ideas and suggestions. | 4 | 3 | 2 | 1 |
| My superior gives its subordinates a sense of overall purpose for its leadership role. | 4 | 3 | 2 | 1 |
| PRONOUNCING VISION | HE | ME | LE | NE |
| My superior symbolizes success and accomplishment within the profession of education. | 4 | 3 | 2 | 1 |
| PROVIDING IDEAL | | | | |
| My superior has both the capacity and the judgment to overcome most obstacles | 4 | 3 | 2 | 1 |
| My superior commands respect from everyone on the employee. | 4 | 3 | 2 | 1 |
| My superior leads by “doing” rather than simply by “telling”. | 4 | 3 | 2 | 1 |
| My superior encourages his/her employees to be creative about their job. | 4 | 3 | 2 | 1 |
| My superior enjoys coaching employees on new tasks and procedures. | 4 | 3 | 2 | 1 |
| My superior counseling his/her employees to improve their performance or behavior. | 4 | 3 | 2 | 1 |
| My superior provides good models for subordinates to follow. | 4 | 3 | 2 | 1 |
| RAISING ACCEPTANCE OF GOALS | | | | |
| My superior encourages subordinates to work toward the same goals. | 4 | 3 | 2 | 1 |
| My superior uses problem solving activities with the subordinates to generate school goals. | 4 | 3 | 2 | 1 |
| My superior works towards whole employee’s consensus in establishing priorities to school goals. | 4 | 3 | 2 | 1 |
| My superior provides information that helps me think of ways to implement the school’s program. | 4 | 3 | 2 | 1 |
| PERSONALIZED SUPPORT | | | | |
| My superior provides for extended training to develop my knowledge and skills relevant to being a member of the school employee. | 4 | 3 | 2 | 1 |

POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

| | | | | |
|--|----|----|----|----|
| My superior closely monitor the schedule to ensure a task or project will Be completed in time by the employees. | 4 | 3 | 2 | 1 |
| My superior provides necessary resources to support the implementation of the school's program. | 4 | 3 | 2 | 1 |
| My superior honor other people's boundaries. | 4 | 3 | 2 | 1 |
| My superior treats me as an individual with unique needs and expertise. | 4 | 3 | 2 | 1 |
| My superior behaves in a manner thoughtful of my personal needs. | 4 | 3 | 2 | 1 |
| RATIONAL MOTIVATION | | | | |
| My superior regularly encourages subordinates to evaluate our progress toward achievement of school goals. | 4 | 3 | 2 | 1 |
| My superior takes my opinion into consideration when initiating actions that affects my work. | 4 | 3 | 2 | 1 |
| My superior encourages us to break a large job into small manageable. | 4 | 3 | 2 | 1 |
| My superior challenges me to reexamine some basic assumptions I have about my work in the school. | 4 | 3 | 2 | 1 |
| My superior stimulates me to think about what I am doing for the school's client. | | | | |
| PLOTING GREAT ANTICIPATIONS | | | | |
| For my superior nothing is more important than accomplishing a goal or Project will be completed in time by the employees. | 4 | 3 | 2 | 1 |
| My superior makes every employees feel and act like leaders. | 4 | 3 | 2 | 1 |
| PLOTING GREAT ANTICIPATIONS | HE | ME | LE | NE |
| My superior wants us to easily carry out several complicated tasks at the same time. | 4 | 3 | 2 | 1 |
| My superior encourages us to read articles, books, and journals about training. | 4 | 3 | 2 | 1 |
| My superior insist only the best performance for his/her subordinates. | 4 | 3 | 2 | 1 |
| My superior shows us that there are high expectations for the school employees as professionals. | 4 | 3 | 2 | 1 |
| My superior encourages us to enjoy analyzing problems with my co-employees. | 4 | 3 | 2 | 1 |
| My superior does not settle for second best in the performance of our work. | 4 | 3 | 2 | 1 |

Part II. Empowerment Practices

Direction. Please **rate** the following statements in terms of how well they describe how you feel using the following scale.

5=Strongly Agree

4=Agree

3=Neutral

2=Disagree

1=Strongly Disagree

| | PARTICIPATIVE DECISION MAKING | SA | A | N | D | SD |
|---|--|----|---|---|---|----|
| 1 | I am given the responsibility to monitor programs. | 5 | 4 | 3 | 2 | 1 |
| 2 | I make decisions about the implementation of new programs in the school. | 5 | 4 | 3 | 2 | 1 |

POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

| | | | | | | |
|----|--|----|---|---|---|----|
| 3 | I am involved in the making decision about the selection of other employee in my school. | 5 | 4 | 3 | 2 | 1 |
| 4 | I am involved in school budget decisions. | 5 | 4 | 3 | 2 | 1 |
| | PARTICIPATIVE DECISION MAKING | SA | A | N | D | SD |
| 5 | I am given the opportunity to teach other employees. | 5 | 4 | 3 | 2 | 1 |
| 6 | I can determine my own schedule. | 5 | 4 | 3 | 2 | 1 |
| 7 | My superior, other co-employees solicit my advice | 5 | 4 | 3 | 2 | 1 |
| 8 | I can plan my own schedule. | 5 | 4 | 3 | 2 | 1 |
| 9 | My advice is solicited by others. | 5 | 4 | 3 | 2 | 1 |
| 10 | I have the opportunity to teach other employee about innovative ideas. | 5 | 4 | 3 | 2 | 1 |
| | PROFESSIONAL DEVELOPMENT | | | | | |
| 11 | I function in a professional environment. | 5 | 4 | 3 | 2 | 1 |
| 12 | I am treated as a professional. | 5 | 4 | 3 | 2 | 1 |
| 13 | I have the opportunity for professional growth. | 5 | 4 | 3 | 2 | 1 |
| 14 | I work at a school where students come first. | 5 | 4 | 3 | 2 | 1 |
| 15 | I am given the opportunity to continue learning. | 5 | 4 | 3 | 2 | 1 |
| 16 | I have the opportunity to collaborate with other teachers in my school | 5 | 4 | 3 | 2 | 1 |
| | EMPLOYMENT CONDITION | | | | | |
| 17 | I believe that I have earned respect. | 5 | 4 | 3 | 2 | 1 |
| 18 | I believe that I am very effective | 5 | 4 | 3 | 2 | 1 |
| 19 | I have the respect of my colleagues. | 5 | 4 | 3 | 2 | 1 |
| 20 | I have the support of my colleagues. | 5 | 4 | 3 | 2 | 1 |
| 21 | I have a strong knowledge base in the areas in which I am assigned. | 5 | 4 | 3 | 2 | 1 |
| 22 | I believe that I am good at what I do. | 5 | 4 | 3 | 2 | 1 |
| | SELF-WORTH (this portion is for faculty only) | | | | | |
| 23 | I believe that I am helping my students become to independent learners. | | | | | |
| 24 | I believe that I am empowering students. | 5 | 4 | 3 | 2 | 1 |
| 25 | I believe that I am involved in an important program for students. | 5 | 4 | 3 | 2 | 1 |
| 26 | I see students learn. | 5 | 4 | 3 | 2 | 1 |
| 27 | I believe that I have the opportunity to grow by working daily with students. | 5 | 4 | 3 | 2 | 1 |
| 28 | I perceive that I am making difference. | 5 | 4 | 3 | 2 | 1 |
| | INDEPENDENCE | | | | | |
| 29 | I have control over daily schedules. | 5 | 4 | 3 | 2 | 1 |
| 30 | I am able to work as I do. | 5 | 4 | 3 | 2 | 1 |
| 31 | I have the freedom to make decision on what is taught. | 5 | 4 | 3 | 2 | 1 |
| 32 | I make decisions about curriculum. | 5 | 4 | 3 | 2 | 1 |
| | INFLUENCE | | | | | |
| 33 | I believe that I have the ability to get things done. | 5 | 4 | 3 | 2 | 1 |
| 34 | I participate in employee's development program. | 5 | 4 | 3 | 2 | 1 |
| 35 | I believe that I am having an influence. | 5 | 4 | 3 | 2 | 1 |
| 36 | I am a decision maker. | 5 | 4 | 3 | 2 | 1 |

POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

| | | | | | | |
|----|---|---|---|---|---|---|
| 37 | I perceive that I have the opportunity to influence others. | 5 | 4 | 3 | 2 | 1 |
| 38 | I perceive that I have an impact to other employees and students. | 5 | 4 | 3 | 2 | 1 |

Part III: Job Satisfaction Survey

Direction: Please circle the number for each question that comes closest to reflecting your opinion about it using the following choice:

6=Strongly Agree

3=Slightly Disagree

5=Moderately Agree

2=Moderately Disagree

4=Slightly Agree

1=Strongly Disagree

| | SALARY | SA | MA | SA | SD | MD | SD |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | I feel I am being paid a fair amount for the work I do. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | Raises are too few and far between | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I feel Unappreciated by the school when I think about my salary. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | I feel satisfied with my chances for salary increases. | 6 | 5 | 4 | 3 | 2 | 1 |
| | PROMOTION | | | | | | |
| 1 | There is really too little chance for promotion on my job. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | Those who do well on the job get fair chance of being promoted. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | People get promoted here as fast as they do in other places. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | There are benefits we do not have which we should have. | 6 | 5 | 4 | 3 | 2 | 1 |
| | SUPERVISION | | | | | | |
| 1 | My supervisor is quite competent in doing his/her job. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | My supervisor is fair to me. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | My supervisor shows too little interest in the feelings of subordinates. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | I like my immediate supervisor. | 6 | 5 | 4 | 3 | 2 | 1 |
| | BENEFITS | | | | | | |
| 1 | I am not satisfied with the benefits I receive. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | The benefits we receive are as good as most other school/organization offer. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | The benefits package we have is equitable. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | My school/organization gives other extra benefits aside from what is prescribe by the law. | 6 | 5 | 4 | 3 | 2 | 1 |
| | REWARD | | | | | | |
| 1 | When I do a good job, I receive the recognition for it that I should receive. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | I do not feel that the work I do is appreciated. | 6 | 5 | 4 | 3 | 2 | 1 |

POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

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|---|--|-----------|-----------|-----------|-----------|-----------|-----------|
| 3 | There are few rewards for those who work here. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | I don't feel my efforts are rewarded the way they should be. | 6 | 5 | 4 | 3 | 2 | 1 |
| | | | | | | | |
| | CONDITIONS | SA | MA | SA | SD | MD | SD |
| 1 | Many of our rules and procedures make doing a good job difficult. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | My effort to do a good job are blocked by unfair practice. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I have too much to do at work. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | I am satisfied with my chances for promotion. | 6 | 5 | 4 | 3 | 2 | 1 |
| | CO-EMPLOYEES | | | | | | |
| 1 | I like the people I work with. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | I have to work harder at my job because of the incompetence of people I work with. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I enjoy working with my co-employees. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | There is too much bickering and fighting at work. | 6 | 5 | 4 | 3 | 2 | 1 |
| | WORK ITSELF | | | | | | |
| 1 | I sometimes feel my job is meaningless. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | I like doing the things I do at work. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I often feel that I do not know what is going on with the school. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | My job is enjoyable. | | | | | | |
| | COMMUNICATION | | | | | | |
| 1 | Communications seem good within this school. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | The goal of this school are clear to me. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I feel sense of pride in doing my job. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | Work assignments are not fully explained. | 6 | 5 | 4 | 3 | 2 | 1 |