

**APPENDIX I****MOTIVATION SURVEY****Remarks :**

1. This questionnaire contains a number of questions where you are requested to express an opinion on various aspects relating to your work.
2. No person will or can be identified and you may freely express your feelings.
3. Answer each question as honestly as possible and do not omit questions.
4. Please ensure that your respondent number corresponds on both questionnaires.

**Respondent number**

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**BACKGROUND INFORMATION ( MARK WITH A "X")**1. **AGE**

- 18 – 20 YEARS  
 21 – 25 YEARS  
 26 – 30 YEARS  
 31 – 40 YEARS  
 41 – 50 YEARS  
 OVER 51 YEARS

01
02
03
04
05
06

2. **GENDER**

- Male  
 Female

07
08

3. **HOME LANGUAGE**

- Afrikaans  
 English  
 Other

09
10
11

4. **MARITAL STATUS**

- Married  
 Unmarried  
 Divorced

12
13
14

5. **RELIGIOUS DENOMINATION**

Reformed Church (Gereformeerde Kerk)	15
Reformed Church (Hervormde Kerk)	16
Dutch Reformed Church	17
Apostolic Faith Church (AGS)	18
Afrikaans Protestant Church (APK)	19
Baptist Church	20
Roman Catholic Church	21
Methodist Church	22
Anglican Church	23
Rhema Church	24
Jehovah Witnesses	25
Other	26

6. **EDUCATIONAL QUALIFICATIONS**

Matric	27
Diploma	28
Degree	29
Post-graduate	30

7. **INCOME PER MONTH**

<u>R</u>	
2 300 – 3 500	31
3 501 – 4 500	32
4 501 – 5 500	33
5 501 – 6 500	34
6 501 – 7 000	35
More than 7 000	36

8. **YEARS OF SERVICE**

Less than 1 year	37
1 – 2 years	38
3 – 5 years	39
6 – 10 years	40
11 – 15 years	41
16 – 20 years	42
Longer than 21 years	43

9. **BRANCH OFFICE / SECTION AT HEAD OFFICE**

HO:Finance Section	44
HO:Buildings and Staff Housing Section	45
HO:Recoveries Section	46
HO:Short term Advances Section	47
HO:Agricultural Economics Section	48
HO:Loans Section	49
HO:Personnel Section	50
HO:Clerks of the Board	51
HO:Registration and Stationery Section	52
HO:Legal Section	53
HO:Computerisation and Statistics Section	54
HO:Accounts Section	55
Beaufort West Office	56
Bethlehem Office	57
Bloemfontein Office	58
Calvinia Office	59
Cradock Office	60
Ermelo Office	61
George Office	62
Heidelberg Office	63
Cape Town Office	64
Kroonstad Office	65
Lichtenburg Office	66
Middelburg Office	67
Nelspruit Office	68
Mokopane Office	69
Pietermaritzburg Office	70
Polokwane Office	71
Port Elizabeth Office	72
Potchefstroom Office	73
Pretoria Office	74
Rustenburg Office	75
Tzaneen Office	76
Upington Office	77
Vryburg Office	78
Vryheid Office	79

10. **JOB GRADE**

Deputy General Manager and Assistant General Manager (Agricultural Economics)	80
Senior Director, Director, Deputy Director and Assistant Director (Agricultural Economics)	81
Chief Agricultural Officer and Control Agricultural Officer	82
Senior Agricultural Officer and Agricultural Officer	83
Deputy General Manager and Assistant General Manager	84
Senior Director, Director, deputy Director and Assistant Director	85
Senior Control Officer	86
Administrative Officer	87
Deputy Administrative Officer	88
Senior Clerk Special Grade, Senior Clerk and Clerk Grade I	89
Clerk Grade II	90
Clerk Grade III	91
Typist Special Grade I and II and Typist Grade I	92
Typist Grade II	93
Typist Grade III	94

**INSTRUCTIONS FOR COMPLETION OF THE QUESTIONNAIRE**

1. Please read the instructions carefully before completing the questionnaire.
2. Please answer every question.
3. There are five possible answers to each question. Make a cross in the block which best reflects your attitude.
4. Try to use the answer “uncertain” as seldom as possible.
5. This is merely an attitude survey and can in no way prejudice anyone against you.
6. Thank you in advance for your time and for being prepared to participate in the survey.

**KEYS:**

- STRONGLY AGREE - SA
- AGREE - A
- UNCERTAIN - U
- DISAGREE - D
- DISAGREE STRONGLY - DS

	SA	A	U	D	DS
1. My manager/supervisor regards me as a good worker					
2. I receive the recognition I deserve for the work I do					
3. I know exactly what is expected of me to carry out my daily task satisfactorily					
4. The training I receive enables me to perform well					
5. If I disagree with my manager/supervisor I have an opportunity to discuss the matter with him					
6. Unnecessary red tape prevents me from carrying out my daily task effectively					
7. I know what the company's objective is and how I can contribute towards the achievement thereof					
8. If people in our section do not agree on a matter, it is ignored rather than discussed					
9. I feel that I am overburdened with work					
10. If I compare my salary with that of people in other companies, I feel dissatisfied					
11. I do not have enough time to complete my daily task					
12. My superior notices my hard work and gives me the necessary recognition for it					
13. I have sufficient time to familiarise myself with new work and sections					
14. The training I receive enables me to perform to the best of my ability					
15. If I do my part I have sufficient opportunities for promotion					
16. My senior is interested in the work that I do					
17. If I do my work well, I receive the appropriate recognition					
18. I have sufficient opportunity to rotate and become familiar with new tasks					
19. My present circumstances are much better than those of people who are newly appointed in the company					
20. My potential is fully utilised					
21. I believe that the remuneration package I receive is on a par with that of my peer group in other companies					
22. My career planning is just as important to my superior as to myself					

		SA	A	U	D	DS
23.	My manager/supervisor always tries to place me in a post where my potential can be best utilised					
24.	I believe that the interests of the branch or section enjoy priority over those of the employee and that career planning is jeopardised in the process					
25.	My work load is of such a nature that I can give sufficient attention to my tasks					
26.	I have felt part of the organization since having been appointed here					
27.	I envisage a career for myself in this organization					
28.	My senior understands me and understands my point of view when I have a problem					
29.	I am satisfied with the progress I am making in my career in this company					
30.	The team spirit in our branch or section is very good					
31.	I know at all times what is expected of me					
32.	My senior communicates with me in a very acceptable manner					
33.	My present working environment contributes to my job satisfaction					
34.	I would like to work for another company if I could					
35.	I would like to work in another section					
36.	I feel that I am being kept in one section too long, which could jeopardise my career					
37.	I feel sure of my work each day					
38.	In our branch or section people understand one another and we work well together					
39.	I feel that people who started working in the company long after me are better off financially than I am					

**APPENDIX II****Locus of control Inventory****INSTRUCTIONS FOR COMPLETION OF THE QUESTIONNAIRE**

1. Please read the instructions carefully before completing the questionnaire.
2. Please answer every question.
3. This questionnaire contains a number of questions where you are requested to express an opinion on various aspects.
4. There are seven possible answers to each question. Make a cross in the block which best reflects your response.
5. No person will or can be identified and you may freely express your feelings.
6. Thank you in advance for your time and for being prepared to participate in the survey.
7. Please ensure that your respondent number corresponds with the motivation questionnaire.

**Respondent number**

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1. To what extent do you doubt your own capabilities when your work is being criticized?  
 Not at all    

1	2	3	4	5	6	7
---	---	---	---	---	---	---

    To a great extent
  
2. How strongly are you geared towards ensuring that your case triumphs during a conflict situation?  
 Not at all    

1	2	3	4	5	6	7
---	---	---	---	---	---	---

    Very strongly
  
3. How readily would you take risks?  
 Not at all    

1	2	3	4	5	6	7
---	---	---	---	---	---	---

    Very readily
  
4. How strongly are you convinced that a person without money will get nowhere, no matter how hard he/she works?  
 Not at all    

1	2	3	4	5	6	7
---	---	---	---	---	---	---

    To a great extent
  
5. How readily can you convince someone else of your viewpoint?  
 Not at all    

1	2	3	4	5	6	7
---	---	---	---	---	---	---

    Very readily

6. How strongly are you convinced that personal insight is a prerequisite for good interpersonal relationships?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

7. To what extent should the structure and routine of a person's work be determined by himself/herself?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

8. How readily do you accept responsibility for mistakes that appear in your work?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily

9. How often does it happen that people obtain good positions simply because they know the right people?

Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often

10. To what extent are you convinced that success is mainly related to a person's ability and dedication?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

11. How strongly are you convinced that once you have failed at something, it is virtually impossible to achieve success in that aspect again?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

12. How strongly are you convinced that you are subject to the whims of fate?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

13. How strongly are you convinced that you will succeed when undertaking important tasks?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

14. How often do you make things happen through your own input, rather than wait for anything to happen?
- Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often
15. How often do you wait for other people to take charge, rather than take charge yourself?
- Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often
16. How often do you decide on matters yourself, rather than wait for others to take decisions on your behalf?
- Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often
17. To what extent do failures spur you on to improve your performance?
- Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent
18. To what extent does recognition encourage you to perform even better?
- Not at all 

1	2	3	4	5	6	7
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 To a great extent
19. To what extent does success encourage you to work harder and achieve greater heights?
- Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent
20. How often does it happen that you fail on account of other people interfering in your business?
- Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often
21. To what extent are you dependent on the advice or cues of others, in order to produce quality work?
- Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent
22. To what extent do you like taking decisions yourself?
- Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

23. In a group situation, how readily would you support a group decision if you do not agree with it?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily

24. How often would you air your views when they differ from someone else's?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily

25. To what extent would you prefer to follow your own mind, rather than have to follow someone else's instructions?

Not at all 

1	2	3	4	5	6	7
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 To a great extent

26. To what extent do you insist on recognition of your own individual achievements?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

27. To what extent do you take responsibility for your own intellectual developments?

To a minor degree 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Fully

28. To what extent do you like occupying a leadership position?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very much

29. How strongly would you stick to your viewpoint when someone for whom you have great respect disagrees with you?

Not at all strongly 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

30. To what extent do you like solving complex problems?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very much

31. How important is it for you to receive feedback on tasks, which you have performed?

Not at all important 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very important

32. To what extent is reward for achievement earned?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

33. How readily would you accept responsibility for mistakes in the work situation even though you are not liable?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily

34. To what extent does Lady Luck play a role in your life?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

35. How strongly do you believe in fatalism?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

36. To what extent is your life influenced by coincidences?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

37. To what extent does the achievement of your personal objectives depend on yourself?

To a minor degree 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Fully

38. To what extent are other people responsible for your well being?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

39. How often do you feel you have no control over your own circumstances?

Never 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often

40. How readily do you accept responsibility for your own poor performance?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily
41. To what extent are you convinced that failures in life could be attributed to fate?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
42. How strongly are you convinced that the respect you receive is directly related to your behaviour?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
43. To what extent are your present achievements adversely affected as a result of negative experiences in your past?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
44. How often do you achieve set objectives irrespective of the conditions?  
 Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Nearly always
45. How strongly are you convinced that other people are in charge of your life and that they determine the outcome of issues?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
46. How strongly are you convinced that you can solve most of your problems, irrespective of the conditions?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
47. To what extent do you agree that a person cannot achieve anything without the right opportunities?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly
48. To what extent do you agree that failure in life can be attributed to a lack of dedication?  
 Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Fully

49. How strongly are you convinced that success depends mainly on hard work?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

50. How strongly are you convinced that success depends mainly upon equal opportunities in life?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

51. To what extent do you believe that your superiors determine advancement in life?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

52. To what extent did your parents/guardians negatively influence your achievement at school, because of interference in your affairs?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

53. To what extent was your present achievement negatively influenced by people who are not favourably disposed towards you?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

54. To what extent do you take personal responsibility for the things that go wrong in your life?

To a minor degree 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

55. To what extent is the outcome of matters determined by your own inputs?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

56. How often have people who were hostile towards you thwarted your progress in the past?

Never 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often

57. How strongly are you convinced that only people who are at the right place at the right time, get promoted?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

58. How strongly are you convinced that only people who belong to the right political party have a chance in life?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

59. To what extent are you convinced that your own input bears no relation to the outcome of matters?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

60. To what extent are you convinced that achievement depends upon utilizing your own God-given talents to the full?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Fully

61. How strongly are you convinced that the achievements you have obtained were deserved, and not merely due to luck?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

62. How well can you predict whether you have passed an examination, which you have just written, or not?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very well

63. How strongly are you convinced that promotions occur as a result of hard work and perseverance?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

64. How easy or difficult do you find it to satisfy choosy people?

Very difficult 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very easy

65. How strongly are you convinced that clique formation is the most important determinant of social acceptance?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

66. How strongly are you convinced that you possess the ability to produce work of the highest quality?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

67. How strongly would you defend your actions if the appropriateness thereof were to be questioned by others?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

68. How strongly are you convinced that you are sufficiently qualified for the work that you are doing?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

69. To what extent do you prefer to plan and coordinate your own work?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

70. To what extent do you prefer challenging work to routine work?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

71. How often does it happen that you subsequently doubt the correctness of the decisions that you have taken?

Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often

72. To what extent are you dependent on the support and goodwill of others in the execution of tasks?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 To a great extent

73. How readily would you quit when battling with a complex problem?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very readily

74. How often do you take the initiative in finding solutions for troublesome problems?

Hardly ever 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very often

75. How strongly are you convinced that the achievements you have obtained are the results of hard work and dedication?

Not at all 

1	2	3	4	5	6	7
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 Very strongly

76. How strongly are you convinced that failures in life are due to lack of perseverance?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

77. How strongly are you convinced that promotion in the new South Africa will depend largely on skin colour?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

78. How strongly are you convinced that it is impossible to rise above your own environment?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

79. How strongly are you convinced that your fate is determined by coincidental events over which you have no control?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

80. How strongly are you convinced that influential people will determine your advancement in life?

Not at all 

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very strongly

## APPENDIX III

**TRANSFORMATION QUESTIONNAIRE****CONFIDENTIAL ANSWERS:**

Questions and answers with an asterisk contains “sensitive personal information” and we as facilitators will not disclose these answers to Strategic Management unless you grant permission for us by signing as indicated at the end of the questionnaire.

(1-3)

CODE						
DATE						

(4-9)

1. **PERSONAL INFORMATION**

Please encircle the number of your choice in one of the boxes below.

1. What is your highest academic qualification?

(10)

Lower than Standard 8	1
Standard 8	2
Standard 10	3
National Diploma	4
B-Degree	5
Post Graduate – Honours/ Master’s/ Doctorate Degree	6
Other Qualifications: Training Courses	7

2. What is your home language?

(11-12)

Zulu	1
Northern Sotho (Sepedi)	2
Southern Sotho (Pedi)	3
Venda	4
English	5
Afrikaans	6
Tswana	7
Xhosa	8
Ndebele	9
Shangaan	10
Other	11

3. In which department/section/ group do you work? (13-14)

General Management	1
Human Resources	2
Communications & Marketing	3
Corporate Financing	4
Registration and Stationery	5
Personnel Administration	6
Buildings and Staff Housing	7
Loans	8
Agricultural Economics	9
Legal	10
Recoveries	11
Sales	12
Computerisation and Statistics	13
Finance	14
Accounts	15
Sundry Staff	16
Other	17

4. What is your job level? (15-16)

General Manager	1
Deputy General Manager	2
Assistant General Manager	3
Senior Director	4
Director	5
Deputy Director	6
Assistant Director	7
Senior Control Officer	8
Control Officer	9
Administrative Officer	10
Deputy Administrative Officer	11
Chief Agricultural Officer	12
Control Agricultural Officer	13
Senior Agricultural Officer	14

What is your job level (continued)?	(15 -16)
Agricultural Officer	15
Clerk I, II, III	16
Typist I, II, III, Special Grade II	17
Data Typist	18
Supervisor Special Grade I/Chief Security Officer and Chief Printing Section Special Grade I	19
Supervisor Special Grade II/Deputy Chief Security Officer and Chief Printing Section	20
Supervisor Special Grade III/Senior Security Special Grade and Senior Printing Section Special Grade	21
Senior Supervisor, Senior Security Officer and Senior Printing Section	22
Supervisor Grade I, Security Officer Grade I and Assistant Printing Section Grade I	23
Supervisor Grade II, Security Officer Grade II and Assistant Printing Section Grade II	24
Security Officer Grade III	25
Senior Manager Restaurant	26
Manager Restaurant	27
Assistant Manager Restaurant	28
Senior Clerical Assistant Special Grade	29
Senior Clerical Assistant	30
Clerical Assistant	31
Senior Cleaner	32
Cleaner	33
Other	34

5. In which occupational group are you working? (17-18)

Management	1
Administrative	2
Secretarial	3
Marketing	4
Computer Services	5
Bookkeeping	6

In which occupational group are you working (continued)? (17-18)

Technical Services	7
Support Services	8
Communications	9
Other	10

6. How many years of service do you have with this organization? (19)

Less than one year	1
One to two years	2
Two to three years	3
Three to five years	4
Five to eight years	5
Eight to ten years	6
Ten to fifteen years	7
Fifteen to twenty years	8
More than twenty years	9

7. Different employers in the past 10 years? (20)

Not once/Not at all	1
Once	2
Twice	3
Three times	4
Four times	5
More than four times	6

8. What is your monthly income before deductions? (21)

Less than R2 000	1
R2 000 – R4 000	2
R4 000 – R6 000	3
R6 000 – R9 000	4
R9 000 – R12 000	5
R12 000 – R15 000	6
More than R15 000	7

9. Does your salary provide the primary source of income for you and your family?

(22)

Yes	1
No	2

10. How many dependants do you support financially with your salary?

(23)

One	1
Two	2
Three	3
Four	4
Five	5
More than five	6

## 2. THE OBJECTIVES OF THE ORGANIZATION

Please encircle the number of your choice in one of the boxes below.

11. I understand the objectives of the organization as described in the Mission Statement.

(24)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

12. I identify with the objectives of the organization.

(25)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

13. I need a document explaining the objectives of the organization.

(26)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

3. **THE OBJECTIVES OF MY WORK**

14. I need a clearer job description of my work. (27)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

4. **MY JOB SATISFACTION**

15. In general I am satisfied with my job. (28)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 16. If I had the opportunity I would consider another job (not meaning promotion) in this organization. (29)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 17. If I had the opportunity I would consider a job **outside** this organization. (30)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 18. I do not care what work I do, as long as I receive my salary to survive. (31)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

19. I am achieving something in my job. (32)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 20. I regret that I accepted this job. (33)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

21. Sometimes at work I feel as if the day will never end. (34)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

22. I do not mind working late. (35)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

23. I decide on my own how my work should be done. (36)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

24. I feel proud of the work I do. (37)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

25. I feel that sometimes in the course of work I do not make much sense. (38)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

26. Most things in life seem more important than my work. (39)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

27. My work is usually challenging. (40)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 28. The amount of work I am usually asked to do is fair. (41)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

29. I never seem to have enough time to finish my work. (42)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

30. If my work usually requires that I do the same thing over and over again, I would like it. (43)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

31. If my work usually requires that I do the same thing over and over again, I would not like it. (44)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

32. My work is so simple that virtually anybody could do it. (45)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

33. Despite my qualifications and experience it took me a long time to master my work. (46)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

34. I had assistance to enable me to do my job well. (47)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 35. How satisfied are you with the way in which you are treated by the organization? (48)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

\* 36. How satisfied are you with the way in which you are treated by the managers of your department/section/ group? (49)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

37. How satisfied are you with the way in which you are treated by your colleagues in the organization? (50)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

38. How satisfied are you with the opportunities you are given to learn new things in your work? (51)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

\* 39. How satisfied are you with the salary you receive? (52)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

\* 40. How satisfied are you with the fringe benefits you receive? (53)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

\* 41. How satisfied are you with the content of your job? (54)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

\* 42. How satisfied are you with the advancement you have made in your job? (55)

Very dissatisfied	Not satisfied	More or less satisfied	Satisfied	Completely satisfied
1	2	3	4	5

4. **THE TRANSFORMATION PROCESS**

43. I understand the objectives regarding the Transformation Process in this organization. (56)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

44. I identify with the objectives in the Transformation Process. (57)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

45. I need more information about the Transformation Process. (58)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 46. I support the promotion of qualified females into senior positions. (59)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 47. I support the promotion of qualified people regardless of race in senior positions. (60)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

48. I agree with and support the new systems and computer programmes to modernise the work of the organization. (61)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

49. I wish to be part of this modernisation process and desire to be trained in it. (62)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 50. In general I feel that a transformation process is necessary. (63)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

51. I prefer a decision-making process that is more democratic in the transformation period. (64)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

52. In general I think I can make a positive contribution to the new South Africa. (65)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

6. **THE WORK IN MY DEPARTMENT/SECTION/ GROUP**

53. Our work is discussed in our department/section/ group. (66)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

54. Every member only strives to meet her/his own objectives. (67)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

55. The people in my department/section/work group are task orientated. (68)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 56. The people in my department/group are loyal to one another. (69)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 57. The people in my department/group gossip about one another. (70)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

58. The people in my department/section/group understand each other work/life problems. (71)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

59. Some workers in our department/group are isolated from the rest. (72)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

60. In our department/section/group we view other departments/groups as opposition or even as “enemies”. (73)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

61. Our department/section/group ignore other departments/sections/groups. (74)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

62. The communication between our department/section/group and the others is poor. (75)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

63. Our department/section/group, do not have a lot of influence on those who control events. (76)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

7. **COMPETENCE IN MY DEPARTMENT/SECTION/WORK GROUP**

\* 64. The workers in my department/section/ group are not trained adequately to perform well in their jobs. (77)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 65. Some workers in my department/section/group do not understand their job requirements. (78)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

8. **HOW DO I FEEL ABOUT THE PERSONS I REPORT TO OR THE MANAGERS IN GENERAL?**

\* 66. I think this organization is effectively managed. (79)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

67. Some managers lack leadership skills. (80)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 68. Management ensures that newcomers soon feel “at home”. (81)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

69. The relationship between managers and workers is not good. (82)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 70. My manager is concerned about me as a person and has confidence in me. (83)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

9. **HOW I FEEL ABOUT DECISIONS TAKEN IN THIS ORGANIZATION**

71. In general only managers take decisions. (84)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

72. All relevant information is gathered before decisions are taken. (85)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

73. Some meetings are held unnecessarily. (86)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

74. Most planning is only done by managers. (87)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

10. **CONFLICT HANDLING**

75. Conflicts are generally ignored or suppressed in this organization. (88)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

76. The causes of conflict are usually investigated. (89)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

77. In general, workers and managers lack skills to resolve conflict. (90)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

78. I would like to be trained in conflict resolution. (91)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

79. I prefer that conflict be brought out in the open and resolved properly. (92)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

80. To try and solve tension and conflict will only make matters worse. (93)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

11. **CHANGE IN THIS ORGANIZATION**

81. Many employees in this organization resist change. (94)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

82. Changes are usually enforced by management. (95)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

83. Employees can influence the decisions of this organization regarding change.

(96)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

84. I feel that the staff should be part of all decision making regarding change. (97)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

85. Staff need not be part of the decision making regarding change, but they should be fully informed about the reasons for the changes. (98)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 86. My personal objectives differ from those of this organization. (99)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

12. **THE PAST TWO YEARS IN MY JOB**

- \* 87. I feel that my work demands caused disruption in my family life (100)

Never	Sometimes	Always
1	2	3

- \* 88. In the course of the past two years, I have accomplished a worthwhile task. (101)

Never	Sometimes	Always
1	2	3

- \* 89. I feel the problems around my job sometimes kept me awake at night and/or affected my health. (102)

Never	Sometimes	Always
1	2	3

13. **COMMUNICATION**

90. I am consulted by management regarding work related matters. (103)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

91. I would prefer more socialisation of managers and staff. (104)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

92. I need management to consider alternatives regarding my position at this organization. (105)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

93. I need to know not only the formal decisions of this organization but also the background of those decisions. (106)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

14. **THE CLIMATE IN THIS ORGANIZATION**

- \* 94. I believe this organization takes care of the employees. (107)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 95. I believe there are cliques and groups outside these cliques in this organization. (108)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

96. This organization encourages employees to take initiative. (109)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

97. Many employees always seem to have grievances. (110)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

98. I feel I can influence the decisions of management. (111)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

99. Management does not exercise authoritarian (strict control) over the employees. (112)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

15. **MY ATTITUDE TOWARDS MY WORK AND LIFE**

**Please encircle a number nearest to your choice.**

- 100. I find it difficult to accept new ideas      1 2 3 4 5      I like new ideas  
(113)
- 101. I struggle with change      1 2 3 4 5      I am open to change  
(114)
- 102. I need support from outside      1 2 3 4 5      I have inner strength  
(115)
- 103. I wait to react to a situation      1 2 3 4 5      I like to plan ahead/  
am proactive  
(116)
- 104. I often have feelings of failure      1 2 3 4 5      I turn failure into learning  
opportunities  
(117)
- 105. Success goes with luck and chance      1 2 3 4 5      Success is achievable  
(118)
- 106. I like to postpone things      1 2 3 4 5      I usually like to start  
as soon as possible  
(119)
- 107. I can cope if I limit my view and narrow it down      1 2 3 4 5      I am able to see al-  
ternatives to situations  
(120)
- 108. I blame others for my shortcomings and mistakes      1 2 3 4 5      I accept and own my mistakes  
(121)
- 109. If I fail, I blame myself and try again      1 2 3 4 5      If I fail, I still value myself  
(122)

- |      |  |                        |   |
|------|--|------------------------|---|
| 110. | In a new situation I find it difficult to take initiative                                  | 1 2 3 4 5<br><br>(123) | In a new situation I like to try and take initiative                                  |
| 111. | I try to get out of a difficult situation even if the problem is not solved                | 1 2 3 4 5<br><br>(124) | I confront a difficult situation even if it is extremely hard to solve the problem    |
| 112. | If I clash with people I am either aggressive or passive                                   | 1 2 3 4 5<br><br>(125) | If I clash with people I am assertive, I don't attack them, but neither do I give in  |
| 113. | Faced with a very difficult situation I don't have enough determination to overcome it     | 1 2 3 4 5<br><br>(126) | Faced with a very difficult situation I'm usually determined to overcome it           |
| 114. | Pressurised by an extreme problem I usually give in  | 1 2 3 4 5<br><br>(127) | Pressurised by an extreme problem I usually still persevere                           |
| 115. | If I lack knowledge to do a job properly I do not ask others for help                      | 1 2 3 4 5<br><br>(128) | If I lack knowledge to do a job properly, I do not hesitate to ask others for help    |
| 116. | If I am cornered by a problem, I try to think of the past or consider future possibilities | 1 2 3 4 5<br><br>(129) | If I am cornered by a problem, I try to think of possibilities in the present         |
| 117. | If I am attacked or criticised I am a "blank" and cannot think of answers                  | 1 2 3 4 5<br><br>(130) | If I am attacked or criticised I am not "blank" but start thinking of finding answers |

118. I find it difficult if I am put into a problematic situation **to remain inside** the boundaries of the problem to find solutions 1 2 3 4 5 (131) If I am put in a problematic situation within boundaries I start looking for answers and alternatives **within** the framework of the problem
119. I normally struggle with my work and life.....ah! 1 2 3 4 5 (132) I love my work and my life.....hurrah!

16. **TEAM BUILDING IN MY WORK**

- \* 120. I am willing to put my group's goals in this organization above my own. (133)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 121. I have confidence in and trust my colleagues and managers. (134)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

122. I can cooperate with others on many levels and about many issues. (135)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

17. **HOW I FEEL IN THIS ORGANIZATION**

- \* 123. In my present situation I am anxious 1 2 3 4 5 (136) In my present situation I am calm
- \* 124. I feel insecure 1 2 3 4 5 (137) I feel secure
- \* 125. I am self-pitying 1 2 3 4 5 (138) I am satisfied
- \* 126. I am passive 1 2 3 4 5 (139) I am sociable

*	127.	I am withdrawn	1 2 3 4 5 (140)	I am fun-loving
*	128.	I am reserved	1 2 3 4 5 (141)	I show my feelings
	129.	I try to get along practically	1 2 3 4 5  (142)	I am imaginative and creative about new possibilities
	130.	I prefer routine	1 2 3 4 5 (143)	I prefer variety
	131.	I am trying to conform	1 2 3 4 5  (144)	I am trying to act independently and creatively
*	132.	I feel ruthless/I don't care	1 2 3 4 5 (145)	I feel empathy/open- ness
*	133.	I feel suspicious	1 2 3 4 5 (146)	I feel trusting
*	134.	I feel uncooperative	1 2 3 4 5 (147)	I feel helpful
	135.	I feel disorganised	1 2 3 4 5 (148)	I feel well organised
*	136.	I feel careless	1 2 3 4 5 (149)	I feel caring
	137.	I feel weak and weak-willed	1 2 3 4 5  (150)	I feel self-disciplined and determined

18. **MY FUTURE AND STRESS**

138. Below is a list of major stressful events. Please rate each event in order of 1 to 10 from very low to very high. (151 – 161)

1	Death of family member/wife/husband	1	2	3	4	5	6	7	8	9	10
2	Divorce	1	2	3	4	5	6	7	8	9	10
3	Victim of crime/hijacking	1	2	3	4	5	6	7	8	9	10
4	Serious illness	1	2	3	4	5	6	7	8	9	10
5	Serious accident	1	2	3	4	5	6	7	8	9	10
6	My husband/wife is having a serious affair with someone	1	2	3	4	5	6	7	8	9	10
7	Medical tests confirm that I won't be able to have any children	1	2	3	4	5	6	7	8	9	10
8	I become bankrupt and I am legally declared bankrupt	1	2	3	4	5	6	7	8	9	10
9	A lot of my property is stolen	1	2	3	4	5	6	7	8	9	10
10	I cannot cope with too much work causing me sleeplessness	1	2	3	4	5	6	7	8	9	10
11	I have lost my job	1	2	3	4	5	6	7	8	9	10

139. I cannot cope when people argue or differ with me. (162)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

140. I feel like a passive passenger not participating fully when I work in a team towards a goal. (163)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

141. I cannot handle responsibility when there is pressure on me. (164)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

142. I find it difficult to think straight when confronted with difficult alternatives.

(165)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

143. I do not know what to do when facing major changes in my work or life and become “blank”.

(166)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\*144. I feel that I am losing my self-respect and that people don't think highly of me as a person.

(167)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

145. Lately, if I make a mistake I feel utterly foolish.

(168)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

\* 146. I feel as I am being tested all the time and am failing.

(169)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

147. I find that small and unimportant things, which did not worry me before, are now starting to irritate me.

(170)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

19. **MY NEEDS**

- \* 148. I struggle and need support in my work/life. (171)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

149. I can openly verbalise my work/life problems at work. (172)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 150. I can discuss my work and personal problems with my manager. (173)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 151. I get support at work with my work and personal problems. (174)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

152. I have medium and long-term objectives in my work and personal life. (175)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

153. I have short-term goals for my work/life. (176)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

154. I feel that this organization should discuss possibilities about my future with me before implementing the redundancy decision. (177)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 155. I feel that I have an independent existence and that I am accepted. (178)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 156. I feel appreciated for who I am and what I do even if my job is redundant. (179)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 157. I have enough experience and courage to face my challenges. (180)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 158. I still feel like smiling every day even if I am not sure of my future. (181)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

159. I would like to talk to someone who is willing to listen objectively to my difficulties/dreams/hopes/strengths/weaknesses. (182)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

20. **DIVERSITY**

160. Regarding working in groups, I prefer working only in groups of my own **gender**. (183)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

161. I think that sexual harassment at the work place must be taken more seriously by this organization and employees. (184)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

162. I believe that employees should be encouraged and protected to “speak out” when they have been harassed and have received unwanted sexual attention from the opposite sex. (185)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 163. I think that we should use only English as “official medium” in this organization. (186)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

164. I think this organization has to take diversity of people and cultural differences more seriously into account and assist in facilitating harmony. (187)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

- \* 165. Diversity is a part of life and I have accepted it, therefore I cooperate easily with people of different cultures. (188)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

166. I think we should not ignore the differences in culture and “get on with the job”.

This organization should work towards understanding and co-operation between different cultures. (189)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

167. I need to be more exposed to people of other cultures in groups and courses to be able to move to a common and united frame of mind in my work and life.

(190)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

## 21. A FRAMEWORK OF SHARING ABOUT MY WORK AND LIFE

**Please indicate where you are regarding the following:**

168. I need career guidance regarding my future (my **curriculum vitae**) (191)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

169. I need clarity regarding training for my future career. (192)

I agree strongly	I agree	I am not sure	I disagree	I disagree strongly
1	2	3	4	5

170. I am available to have an open discussion with the two people who conducted the questionnaire about my work, life and future. I understand that this will be kept strictly confidential. (193)

Yes	I don't know	No
1	2	3

171. I am available for such a discussion if I can bring a colleague or two with me. (194)

Yes	I don't know	No
1	2	3

172. I wish to have a group discussion with the two facilitators. (195)

Yes	I don't know	No
1	2	3

173. I wish to have a group discussion with the representatives of senior management and the two facilitators. (196)

Yes	I don't know	No
1	2	3

22. **IF YOU WERE ASKED TO MAKE PROPOSALS TO ASSIST WITH THE TRANSFORMATION PROCESS, WHAT WOULD YOU SUGGEST REGARDING THE FOLLOWING EIGHT POSSIBILITIES?**

174. The transformation process has to be redefined. (197)

Yes	I don't know	No
1	2	3

My suggestions regarding the transformation process are as follows:

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175. Regarding the analysis indicating too many employees for the work positions after the restructuring process, **the redundancy policy** and application thereof should be changed. (198)

Yes	I don't know	No
1	2	3

My suggestions are as follows:

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176. Given the situation that affirmative action in general has to take place to improve the position of the disadvantaged in the past, a clear policy has to be formulated and implemented. (199)

Yes	I don't know	No
1	2	3

My suggestions are as follows:

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177. Is it possible to strike a balance between making competent employees with long service redundant and the transformation process on the other? (200)

Yes	I don't know	No
1	2	3

My suggestions are as follows:

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178. In the light of the severe poverty in the country, especially in the rural areas, this organization is to embark on more programmes of assistance. It may expand its operations on all levels and its financial assistance by obtaining more funds. This may result in an increase of jobs and retaining more employees. (201)

Yes	I don't know	No
1	2	3

My suggestions are as follows:

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179. The “new” situation with its consequences in the country and in this organization has to be faced in all openness and honesty. The privileged positions of some people in the past should be changed and the consequences should be accepted. The disadvantaged workers should be assisted and trained to take their rightful place in this organization. (202)

Yes	I don't know	No
1	2	3

My suggestions are as follows:

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180. I support “think tanks” in the departments, or other groups, to discuss and present proposals regarding the transformation process. (203)

Yes	I don't know	No
1	2	3

181. I support seminars on “thorny issues”, e.g.: (204-210)

Affirmative action	yes / no
Racial tension	yes / no
Justice towards the disadvantaged	yes / no
Justice towards the experienced and competent employees in the “new” structures	yes / no
Open, but controlled discussions and proposals on these issues	yes / no
Others:	
1.....	
2.....	

182. I wish to indicate a problem or an issue to you as facilitators:

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**Please print your full name:**

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**Date of Birth:** e.g. 03.05.1950

(211-216)

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I agree that sensitive information in this questionnaire may be shared with the senior management of this organization and I attach my signature to indicate my willingness:

\_\_\_\_\_  
**Signature**