

## **APPENDICES**

---

**COVER LETTER**

**APPENDIX A**

**Dear Sir / Madam**

**COMPLETION OF A RESEARCH QUESTIONNAIRE ON THE FAIRNESS OF AFFIRMATIVE ACTION**

You are invited to participate in a study on affirmative action. The purpose of this study is twofold: firstly, to identify issues which influence the fairness of affirmative action and, secondly, to determine how well the bank has managed affirmative action as part of its leadership and culture transformation process.

Although affirmative action has been widely researched, the fairness thereof from an organisational justice perspective has not yet been researched in South Africa, and little is known of how perceptions and assumptions of affirmative action fairness affect the commitment of employees. In order to determine how successful the bank has managed affirmative action, the department Organisation Development Research wishes to obtain information about employees' perceptions on, assumptions about and attitudes towards affirmative action.

You are part of a selected sample of employees who are requested to complete the enclosed questionnaire. We know how valuable your time is and appreciate your efforts. The completion of the questionnaire should, however, take you no longer than 30 minutes. Your inputs will play a valuable part in our efforts in the change and transformational journey the bank leadership and culture have embarked on.

The processing of research results is undertaken by the University of South Africa (UNISA) and the results will be communicated to Dr Willem de Jager at the case bank Head Office: Organisational Development Research department. The results will be utilized as an input for further leadership and culture change and transformation workshops towards establishing a culture of justice and inclusion that values diversity in the bank.

Your responses will be treated as confidential. Please complete the questionnaire as soon as possible and return it in the self-addressed envelop to:

Mrs M Coetzee  
UNISA: Department of Human Resource Management  
PO Box 392  
PRETORIA, 0001.

Thank you for assisting us in this survey.

**Dr Willem de Jager**  
**ORGANISATION DEVELOPMENT RESEARCH**

**A PERSONAL PARTICULARS (please tick the appropriate block)**

1 GENDER

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
------	--------------------------	--------	--------------------------

2 ETHNICITY

Black	<input type="checkbox"/>
White	<input type="checkbox"/>
Coloured	<input type="checkbox"/>
Asian	<input type="checkbox"/>

3 AGE (years)

<input type="text"/>	<input type="text"/>
----------------------	----------------------

4 MARITAL STATUS

Single (incl divorced, widowed)	<input type="checkbox"/>	Married (incl living together)	<input type="checkbox"/>
---------------------------------	--------------------------	--------------------------------	--------------------------

5 CURRENT POSITION (job title)

<input type="text"/>
----------------------

6 NUMBER OF YEARS' SERVICE IN CURRENT POSITION

<input type="text"/>	<input type="text"/>
----------------------	----------------------

7 NUMBER OF YEARS' SERVICE AT BANK

<input type="text"/>	<input type="text"/>
----------------------	----------------------

8 STAFF CATEGORY

Top management E/F	<input type="checkbox"/>
Middle management M/P	<input type="checkbox"/>
Supervisory level T	<input type="checkbox"/>
Clerical staff A/B	<input type="checkbox"/>

10.4

9 HIGHEST EDUCATIONAL QUALIFICATION

Lower than grade 12		Degree	
Grade 12		Honours degree	
Certificate (1 year)		Master's degree	
Diploma (3 years)		Doctor's degree	

10 MONTHLY GROSS SALARY (benefits excluded)

5 000 or less		25 001 - 30 000	
5 001 - 10 000		30 001 - 35 000	
10 001 - 15 000		35 001 - 40 000	
15 001 - 20 000		More than 40 000	
20 001 - 25 000			

11 HAVE YOU BEEN APPOINTED TO YOUR CURRENT POSITION BY MEANS OF EMPLOYMENT EQUITY?

Yes		No		Not sure	
-----	--	----	--	----------	--

**Answer the following questions about your supervisor:**

12 ETHNICITY OF SUPERVISOR

Black		White		Coloured		Asian	
-------	--	-------	--	----------	--	-------	--

13 GENDER OF SUPERVISOR

Male		Female	
------	--	--------	--

## B AFFIRMATIVE ACTION

To what extent do the following influence the **fairness** of affirmative action? Note that the survey does not attempt to determine how affirmative action is implemented in the bank but rather how you feel the following practices influence the fairness of affirmative action.

	How much do the following influence the fairness of affirmative action?	Not at all <span style="float: right;">To a very great extent</span>					
		1 ←	2	3	4	5	→ 6
1	Joint decision making by all interested parties.	1	2	3	4	5	6
2	Using criteria such as ethnicity, disability and gender when making appointment decisions.	1	2	3	4	5	6
3	Treating people from designated groups differently because of their personal circumstances such as childcare and transport problems.	1	2	3	4	5	6
4	Viewing white females as members of a designated group.	1	2	3	4	5	6
5	Affording all applicants with an equal chance for influencing the selection decision.	1	2	3	4	5	6
6	Targeting people from designated groups to apply for a job by means of employment equity provisions in advertisements.	1	2	3	4	5	6
7	Enabling employees to appeal when they feel that they have been discriminated against because of affirmative action.	1	2	3	4	5	6
8	Adjusting current traditions, systems and practices so that employees from designated groups can be integrated successfully.	1	2	3	4	5	6
9	Focussing on the development and advancement of employees from designated groups.	1	2	3	4	5	6
10	Regarding all employees' career advancement as equally important.	1	2	3	4	5	6
11	Appointing/promoting less qualified people from designated groups for employment equity purposes.	1	2	3	4	5	6
12	Applying procedures and rules strictly and consistently to all employees.	1	2	3	4	5	6

	How much do the following influence the fairness of affirmative action?	Not at all <span style="float: right;">To a very great extent</span>					
		1 ← ..... → 6					
13	Providing mechanisms such as suggestion boxes, grievance and disciplinary procedures and open-door policies to protect employees sufficiently against any unfair or discriminatory treatment.	1	2	3	4	5	6
14	Explaining to employees “unfavourable” decisions, such as not being promoted because of affirmative action.	1	2	3	4	5	6
15	Informing employees about the employment equity policy, objectives and targets.	1	2	3	4	5	6
16	Taking disciplinary action strictly and consistently against all employees.	1	2	3	4	5	6
17	Paying all employees comparable salaries even though employees from designated groups may still need further training.	1	2	3	4	5	6
18	Viewing and treating all employees from designated groups as “affirmative action” appointments.	1	2	3	4	5	6
19	Paying unrealistically high salaries to employees from designated groups in managerial positions in order to meet employment equity targets.	1	2	3	4	5	6
20	Training supervisors to manage a diverse workforce.	1	2	3	4	5	6
21	Making provision for affirmative action employees’ culture and traditions when organising social events.	1	2	3	4	5	6
22	Recognising the value affirmative action employees bring to the organisation.	1	2	3	4	5	6
23	Informing employees about the implications of employment equity for their career plans.	1	2	3	4	5	6
24	Recognising that employees from designated groups are capable of performing difficult tasks.	1	2	3	4	5	6
25	Guiding employees from designated groups in having realistic career expectations.	1	2	3	4	5	6

## 10.7

	How much do the following influence the fairness of affirmative action?	Not at all <span style="float:right">To a very great extent</span>					
		1 ← ..... → 6					
26	Employing more employees on a contract basis because of employment equity legislation.	1	2	3	4	5	6
27	Using predetermined, job-related selection criteria when making selection decisions.	1	2	3	4	5	6
28	Applying selection criteria consistently to all applicants.	1	2	3	4	5	6
29	Using the same performance standards for all employees.	1	2	3	4	5	6
30	Making use of accurate performance data when evaluating employees' performance.	1	2	3	4	5	6
31	Making use of more than one appraiser when evaluating an employee's performance.	1	2	3	4	5	6
32	Referring to the employment equity plan and the profile of the current workforce when appointing personnel.	1	2	3	4	5	6
33	Focussing on the needs of employees from designated groups when compiling training and development programmes.	1	2	3	4	5	6
34	Having accurate and complete records available in respect of appointments, promotions, transfers, performance appraisals, disciplinary hearings etc.	1	2	3	4	5	6
35	Management expressing regret when an individual cannot be promoted on account of affirmative action.	1	2	3	4	5	6
36	Management being prepared to admit when affirmative action played a role in making a decision.	1	2	3	4	5	6
37	Providing feedback and comments without referring to any affirmative action issue.	1	2	3	4	5	6
38	Providing employee benefits that meet the needs of a diverse workforce.	1	2	3	4	5	6
39	Giving black managers token positions.	1	2	3	4	5	6
40	Training employees from a designated group to replace current job incumbents.	1	2	3	4	5	6

## C TREATMENT IN THE WORKPLACE

To what extent do you agree/disagree with the following statements on the treatment of employees from designated groups in the workplace?

Employees from designated groups in the bank .....		Strongly disagree ..... Strongly agree 1 ← ..... → 6					
1	Are given jobs that allow them to use a variety of skills and competencies.	1	2	3	4	5	6
2	Are given significant and important jobs.	1	2	3	4	5	6
3	Are given jobs that provide them with feedback on their work performance.	1	2	3	4	5	6
4	Are given jobs that require co-operative work with other workers.	1	2	3	4	5	6
5	Are given jobs that give them the opportunity to use their personal initiative or judgment in completing the task.	1	2	3	4	5	6
6	Are given jobs with clearly defined tasks.	1	2	3	4	5	6
7	Are given challenging jobs.	1	2	3	4	5	6
8	Are allowed to determine their own work pace, order of tasks and work methods.	1	2	3	4	5	6
9	Are given a high degree of personal responsibility for the work they do.	1	2	3	4	5	6
10	Are being held accountable for the decisions they make.	1	2	3	4	5	6
11	Are recognized for work done well.	1	2	3	4	5	6
12	Are given jobs in which they have to handle new problems or unpredictable situations.	1	2	3	4	5	6
13	Are expected to handle realistic workloads.	1	2	3	4	5	6
14	Are expected to meet realistic performance standards.	1	2	3	4	5	6
15	Are responsible for initiating assignments and projects.	1	2	3	4	5	6
16	Are responsible for budgets and expenditures.	1	2	3	4	5	6



	Employees from designated groups in the bank .....	Strongly disagree ..... Strongly agree					
		1 ←	2	3	4	5	→ 6
17	Are responsible for carrying out assignments and projects.	1	2	3	4	5	6
18	Are responsible for equipment and facilities.	1	2	3	4	5	6
19	Are required to refer all decisions to their supervisors for approval.	1	2	3	4	5	6
20	Are being listened to when they make suggestions.	1	2	3	4	5	6
21	Are treated with respect and dignity.	1	2	3	4	5	6
22	Are not seen as an employment equity initiative only, but people who can make a contribution to the success of the organisation.	1	2	3	4	5	6
23	Are provided with adequate office equipment.	1	2	3	4	5	6
24	Are at ease when attending social events because such events do take cultural differences into consideration.	1	2	3	4	5	6
25	Feel free to discuss personal and/or work related problems with co-workers and supervisors.	1	2	3	4	5	6
26	(Women) are able to compete with men on an equal footing despite having to attend to family responsibilities. (unable to travel or work overtime)	1	2	3	4	5	6

**D COMMITMENT**

To what extent do you agree/disagree with the following statements on your behaviour at work? PLEASE BE HONEST!!

		Strongly disagree <span style="float: right;">Strongly agree</span>					
		1 ← ..... → 6					
1	I help others who have heavy work loads.	1	2	3	4	5	6
2	I obey bank rules, regulations and procedures.	1	2	3	4	5	6
3	I do not take unnecessarily long breaks or extra breaks.	1	2	3	4	5	6
4	I am punctual.	1	2	3	4	5	6
5	I am concerned about the image of the bank.	1	2	3	4	5	6
6	I treat bank property with care.	1	2	3	4	5	6
7	I attend and participate in meetings about the bank.	1	2	3	4	5	6
8	I stay informed about the bank.	1	2	3	4	5	6
9	I keep my workplace clean and tidy.	1	2	3	4	5	6
10	I make suggestions to improve operations.	1	2	3	4	5	6
11	I do not stay away from work without a valid reason.	1	2	3	4	5	6
12	I do everything possible to meet deadlines, even if it means working overtime without pay.	1	2	3	4	5	6
13	I attempt to prevent problems with colleagues.	1	2	3	4	5	6
14	I complain about trivial matters because it will help to correct problems.	1	2	3	4	5	6
15	I seldom think about quitting my job.	1	2	3	4	5	6

		Strongly disagree <span style="float: right;">Strongly agree</span>					
		1 ← ..... → 6					
16	I only attend work-related meetings if required.	1	2	3	4	5	6
17	I share ideas for new projects or improvements widely.	1	2	3	4	5	6
18	I perform extra duties and responsibilities only if they enhance my career prospects.	1	2	3	4	5	6
19	I complete tasks beyond what is required.	1	2	3	4	5	6
20	I mind my own business and do not interfere with others' dishonesty and wrongdoing.	1	2	3	4	5	6
21	I express my opinions honestly even if others differ from me.	1	2	3	4	5	6
22	I show up for work early so that I can get things ready.	1	2	3	4	5	6
23	I use bank property (printer, telephone, fax) for personal use.	1	2	3	4	5	6
24	I do not mind working for a different company as long as the type of work is similar.	1	2	3	4	5	6
25	I enjoy my job.	1	2	3	4	5	6
26	I find my work environment pleasant.	1	2	3	4	5	6
27	I feel a sense of personal satisfaction when I do my job well.	1	2	3	4	5	6
28	I regard my job as a eight-to-five job which enables me to make a living.	1	2	3	4	5	6
29	I will not resign because the bank has done a lot for me and I feel obliged to continue employment with it.	1	2	3	4	5	6
30	I cannot resign because the costs associated with leaving the bank are too high (eg retirement, medical and leave benefits).	1	2	3	4	5	6
31	I will not resign because I like my job and enjoy working for the bank.	1	2	3	4	5	6
32	I make the most of learning opportunities provided to me by the bank.	1	2	3	4	5	6

		Strongly disagree <span style="float: right;">Strongly agree</span>					
		1 ← ..... → 6					
33	I doubt whether hard work will lead to a promotion because of employment equity requirements.	1	2	3	4	5	6
34	I stay with the bank mainly because of the scarcity of alternative employment opportunities.	1	2	3	4	5	6
35	I attend social functions regularly.	1	2	3	4	5	6
36	I will consider a job offer from another company only if it is <i>considerably</i> better than my current job.	1	2	3	4	5	6
37	I regard my colleagues as friends.	1	2	3	4	5	6

**THANK YOU FOR COMPLETING THE QUESTIONNAIRE**

**RELATIONSHIP BETWEEN AA FAIRNESS AND THE BEHAVIOURAL DOMAINS**

**APPENDIX C**

		BINTERAC	B.P.INPU	B.P.CRIT	B.DISTRI	C.OUTONO	C.RSPECT	C.RSPONS	C.EXPECT	D.OBEDIE	D.SATISF	D.PARTIC	D.LOYAL
BINTERAC	Pearson (r) Sig. (2-tailed)	1.000 .	0.732 0.000	0.739 0.000	0.364 0.000	0.610 0.000	0.588 0.000	0.398 0.000	0.478 0.000	0.301 0.000	0.373 0.000	0.297 0.000	0.257 0.000
B.P.INPUT	Pearson (r) Sig. (2-tailed)	0.732 0.000	1.000 .	0.726 0.000	0.221 0.000	0.516 0.000	0.534 0.000	0.346 0.000	0.470 0.000	0.218 0.000	0.329 0.000	0.253 0.000	0.226 0.000
B.P.CRIT	Pearson (r) Sig. (2-tailed)	0.739 0.000	0.726 0.000	1.000 .	0.202 0.000	0.558 0.000	0.543 0.000	0.369 0.000	0.493 0.000	0.216 0.000	0.338 0.000	0.229 0.000	0.169 0.002
B.DISTRI	Pearson (r) Sig. (2-tailed)	0.364 0.000	0.221 0.000	0.202 0.000	1.000 .	0.422 0.000	0.394 0.000	0.224 0.000	0.196 0.000	0.264 0.000	0.240 0.000	0.243 0.000	0.163 0.002
C.OUTONO	Pearson (r) Sig. (2-tailed)	0.610 0.000	0.516 0.000	0.558 0.000	0.422 0.000	1.000 .	0.764 0.000	0.580 0.000	0.737 0.000	0.339 0.000	0.422 0.000	0.403 0.000	0.214 0.000
C.RSPECT	Pearson (r) Sig. (2-tailed)	0.588 0.000	0.534 0.000	0.543 0.000	0.394 0.000	0.764 0.000	1.000 .	0.588 0.000	0.656 0.000	0.311 0.000	0.386 0.000	0.310 0.000	0.205 0.000
C.RSPONS	Pearson (r) Sig. (2-tailed)	0.398 0.000	0.346 0.000	0.369 0.000	0.224 0.000	0.580 0.000	0.588 0.000	1.000 .	0.585 0.000	0.238 0.000	0.259 0.000	0.295 0.000	0.185 0.001
C.EXPECT	Pearson (r) Sig. (2-tailed)	0.478 0.000	0.470 0.000	0.493 0.000	0.196 0.000	0.737 0.000	0.656 0.000	0.585 0.000	1.000 .	0.286 0.000	0.368 0.000	0.333 0.000	0.182 0.001
D.OBEDIE	Pearson (r) Sig. (2-tailed)	0.301 0.000	0.218 0.000	0.216 0.000	0.264 0.000	0.339 0.000	0.311 0.000	0.238 0.000	0.286 0.000	1.000 .	0.376 0.000	0.596 0.000	0.276 0.000
D.SATISF	Pearson (r) Sig. (2-tailed)	0.373 0.000	0.329 0.000	0.338 0.000	0.240 0.000	0.422 0.000	0.386 0.000	0.259 0.000	0.368 0.000	0.376 0.000	1.000 .	0.396 0.000	0.461 0.000
D.PARTIC	Pearson (r) Sig. (2-tailed)	0.297 0.000	0.253 0.000	0.229 0.000	0.243 0.000	0.403 0.000	0.310 0.000	0.295 0.000	0.333 0.000	0.596 0.000	0.396 0.000	1.000 .	0.219 0.000
D.LOYAL	Pearson (r) Sig. (2-tailed)	0.257 0.000	0.226 0.000	0.169 0.002	0.163 0.002	0.214 0.000	0.205 0.000	0.185 0.001	0.182 0.001	0.276 0.000	0.461 0.000	0.219 0.000	1.000 .

University of Pretoria etd – Coetzee, M. (2005)

Correlation is significant at the 0.01 level (2-tailed). N = 349.

## BIBLIOGRAPHY

Aaker, DA, Kumar, V & Day, GS. 1995. *Marketing research*. 5<sup>th</sup> edition. New York: John Wiley.

Adams, JS. 1965. *Inequity in social exchange*. In L Berkowitz (Ed), *Advances in experimental social psychology*. New York: Academic Press.

*Aids in 2005*. 2002. Daily Mail & Guardian. 17 April.

Allen, NJ & Smith, J. 1987. *An investigation of extra-role behaviours within organizations*. Paper presented at the annual meeting of the Canadian Psychological Association, Vancouver, British Columbia.

American Psychological Association. 1994. *Publication Manual of the American Psychological Association*. 4<sup>th</sup> edition. Washington.

Arnesen, DW & Fleenor, CP. 1998. Name, rank, and serial number? The dilemma of reference checks. *Business Horizons*, 41(4):71-79.

Arthur, JB. 1994. Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37:670-687.

Babbie, ER. 1998. *The practice of social research*. 8<sup>th</sup> edition. Belmont, California: Wadsworth.

Barclay, JM. 2001. Improving selection interviews with structure: organisations' use of "behavioural" interviews. *Personnel Review*, 28(1/2):134-151.

Barrier, M. 1999. Hire without fear. *Nation's Business*, 87(5):16-23.

Bateman, TS & Organ, DW. 1983. Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Academy of Management Journal*, 26:587-595.

Becker, TE & Randall, DM. 1994. Validation of a measure of organizational citizenship behavior against an objective behavioral criterion. *Educational and Psychological Measurement*, 54(1):160-168.

Bendix, S. 2001. *Industrial relations in South Africa*. 4<sup>th</sup> edition. Lansdowne: Juta.

Bergmann, TJ, Lester, SW, De Meuse, KP & Grahn, JL. 2000. Integrating the three domains of employee commitment: an exploratory study. *Journal of Applied Business Research*, 16(4):15-27.

Bettencourt, LA & Brown, SW. 1997. Contact employees: relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73(1):39-62.

Bible, J. 1998. Discrimination in job applications and interviews. *Supervision*, 59(11):9-12.

Bies, RJ. 1987. *The predicament of injustice: the management of moral outrage*. In LL Cummings & BM Staw (Eds.), *Research in organizational behavior*. 9:43-55. Greenwich, CT: JAI Press.

Bies, RJ & Moag, JS. 1986. *Interactional justice: communication criteria for fairness*. In B Sheppard (Ed.), *Research on negotiation in organizations*. 1:43-55.

Bies, RJ & Shapiro, DL. 1988. Voice and justification: their influence on procedural fairness judgments. *Academy of Management Journal*, 31:676-685.

Black Management Forum. 1993. *Affirmative action blueprint*. Johannesburg: Black Management Forum.

Bland, TS & Stalcup, SS. 1999. Accurate applications. *Security Management*, 43(6):38-40.

Blau, PM. 1964. *Exchange and power in social life*. New York: Wiley.

Bolino, MC & Turnley, WH. 2003. Going the extra mile: cultivating and managing employee citizenship behavior. *Academy of Management Executive*, 17(3):60-72.

Bragg, T. 2002. Improve employee commitment. *Industrial Management*, 44(4):18-21.

Bradley, J. 1972. *Nonparametric statistics*. In R Kirk (Ed.), *Statistical issues: a reader for the behavioural sciences*. Monterey, California: Brooks/Cole.

Bureau of Market Research. 2002. *Population estimates for 2002*. Pretoria: University of South Africa.

Butler, JK. 1991. Toward understanding and measuring conditions of trust: evolution of a conditions of trust inventory. *Journal of Management*, 17:643-663.

Charlton, GD & Van Niekerk, N. 1994. *Affirming action - beyond 1994: laying the foundation for comprehensive and effective affirmative action*. Kenwyn: Juta.

Clark, LA & Watson, D. 1995. Constructing validity: basic issues in objective scale development. *Psychological Assessment*, 7 (3):309-319.

Cooper, D & Robertson, IT. 1995. *The psychology of personnel selection*. London: Routledge.

Cooper, DR & Emory, CW. 1995. *Business research methods*. 5<sup>th</sup> edition. Chicago: McGraw-Hill Irwin.

Cooper, DR & Schindler, PS. 2003. *Business research methods*. 8<sup>th</sup> edition. New York: McGraw-Hill Irwin.

Cortina, JM. 1993. What is coefficient Alpha? An examination of theory and applications. *Journal of Applied Psychology*, 78:98-104.

Cowherd, DM & Levine, DI. 1992. Product quality and pay equity between lower-level employees and top management: an investigation of distributive justice theory. *Administrative Science Quarterly*, (37):302-320.

Cox, TH. 1993. *Cultural diversity in organizations: theory, research and practice*, San Francisco, California: Berrett-Koehler.

Cropanzano, R. 1993. *Justice in the workplace: approaching fairness in human resource management*. New Jersey: Lawrence Erlbaum Associates.

Crosby, F. 1984. *Relative deprivation in organizational settings*. In BM Staw & LL Cummings (Eds.), *Research in organizational behavior*. 5<sup>th</sup> edition. New York: McGraw-Hill.

Deluga, RJ. 1994. Supervision trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67(4):315-327.

De Witt, R. 1998. The influence of eligibility on employees' reactions to voluntary workforce reduction. *Journal of Management*. 1-19 September: <http://www.findarticles.com>.

Diamantopoulos, A & Schlegelmilch, BB. 1997. *Taking the fear out of data analysis: a step-by-step approach*. London: The Dryden Press.

Employment Equity Report. 2001. Pretoria: Department of Labour.

Folger, R. 1984. *The sense of injustice: social psychological perspectives*. New York: Plenum Press.

Folger, R & Cropanzano, R 1998. *Organizational justice and human resource management*. Thousand Oaks, California: SAGE.

Folger, R & Greenberg, J. 1985. Procedural justice: an interpretative analysis of personnel systems. *Research in Personnel and Human Resource Management*, (3):141-183.



Folger, R & Konovsky, MA. 1989. Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32(1):115-130.

Folger, R & Skarlicki, D. 1999. Unfairness and resistance to change: hardship as mistreatment. *Journal of Organizational Change Management*, 12(1):35-50.

Gardner, P. 1975. Scales and statistics. *Journal of Review of Educational Research*, (45):43-57.

Gilliland, SW. 1993. The perceived fairness of selection systems: an organizational justice perspective. *Academy of Management Review*, (18):694-734.

Glisson, C & Durick, M. 1988. Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33:61-81.

Gopinatha, C & Becker, TE. 2000. Communication, procedural justice and employee attitudes: relationships under conditions of divestiture. *Journal of Management*, 26(1):63-84.

Graham, JW. 1991. An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4:249-270.

Greenberg, J. 1987. A taxonomy of organizational justice theories. *Academy of Management Review*, (12):9-22.

Greenberg, J. 1988. Equity and workplace status: A field experiment. *Journal of Applied Psychology*, 73:606-613.

Greenberg, J. 1990. Organizational justice: yesterday, today, and tomorrow. *Journal of Management*, 16(2):399-432.

Greenberg, J. 1996. *The quest for justice on the job: essays and experiments*. London: SAGE.

Greenberger, DB & Strasser, S. 1986. Development and application of a model of personal control in organizations. *Academy of Management Review*, 11:164-177.

Hair, JF, Anderson, RE, Tatham, RL & Black, WC. 1998. *Multivariate data analysis*. New Jersey:Prentice-Hall International.

Harris, L. 2000. Procedural justice and perceptions of fairness in selection practice. *International Journal of Selection and Assessment*, 8(3):148-157.

- Hatcher, L. 1994. *A step by step approach to using the SAS system for factor analysis and structural equation modeling*. Cary NC: SAS Institute.
- Hicks-Clarke, D & Iles, P. 2000. Climate for diversity and its effects on career and organisational attitudes and perceptions. *Personnel Review*, 29(3):324-345.
- Hirschman, AO. 1970. *Exit, voice and loyalty: responses to decline in firms, organizations, and states*. Cambridge: Harvard University Press.
- Howie, RM & Shapero, LA. 2002. Pre-employment criminal background checks: why employers should look before they leap. *Employee Relations Law Journal*, 28(1):63-78.
- Human, L. 1996. Managing workforce diversity: a critique and example from South Africa. *International Journal of Manpower*, 17(4/5):46-64.
- Inkeles, A. 1969. Participant citizenship in six developing countries. *American Political Science Review*, 63:1120-1141.
- Innes, D, Kentridge, M & Perold, H. 1993. *Reversing discrimination: affirmative action in the workplace*. Cape Town: Oxford University Press.
- Ivancevich, JM & Matteson, MT. 2002. *Organizational behavior and management*. 6<sup>th</sup> edition. New York: McGraw-Hill.
- Jernigan, IE, Beggs, JM & Kohut, GF. 2002. Dimensions of work satisfaction as predictors of commitment type. *Journal of Managerial Psychology*, 17(7):564-579.
- Kanji, GK. 1999. *Statistical test*. London:SAGE.
- Katz, D. 1964. The motivational basis of organizational behavior. *Behavioral Science*, 9:131-133.
- Kerlinger, FN. 1988. *Foundations of behavioral research*. 3<sup>rd</sup> edition. New York: Holt, Rinehart & Winston.
- Kimm, J & Mueller, CW. 1978. *Factor analysis: statistical methods and practical issues*. California, SAGE.
- Konovsky, MA. 2000. Understanding procedural justice and its impact on business organizations. *Journal of Management*, 26(3):489-512.

Lanphear, S. 2001. Commitment boosts employee staying power. *Credit Union Executive Newsletter*, 27(36):3-5.

Lawler, EJ. 1992. Affective attachments to nested groups: A choice-process theory. *American Sociological Review*, 57:327-339.

Leck, JD, Saunders, DM & Charbonneau, M. 1996. Employment equity programs: an organizational justice perspective. *Journal of Organizational Behavior*, (17):79-89.

Leedy, PD. 1996. *Practical research: planning and design*. 6<sup>th</sup> edition. New York: Macmillan.

Lemons, MA & Jones, CA. 2001. Procedural justice in promotion decisions: using perceptions of fairness to build employee commitment. *Journal of Managerial Psychology*, 16(4):268-281.

Leong, CS, Furnham, A & Cooper, CL. 1996. The moderating effect of organizational commitment on the occupational stress outcome relationship. *Human Relations*, 49(10):1345-1365.

Lemke, E & Wiersma, W. 1976. *Principles of psychological measurement*. Chicago: Rand McNally College.

Lerner, MJ. 1982. *The justice motive in human relations and the economic model of man: a radical analysis of facts and fictions*. In V Derlega & J Grezlak (Eds.), *Cooperation and helping behavior: theories and research*. New York: Academic Press.

Leventhal, GS. 1976. *Fairness in social relationships*. In Thibaut, JW., Spence, JT & Carson, RC. Morristown (Eds.), *Contemporary topics in social psychology*. N J: General Learning Press.

Leventhal, GS. 1980. *What should be done with equity theory?* In KJ Gergen, MS Greenberg & RH Willis (Eds.), *Social exchange: advances in theory and research*. New York: Plenum.

Leventhal, GS, Karuza, J & Fry, WR. 1980. *Beyond fairness: a theory of allocation preferences*. Justice and social interaction. New York: Springer-Verlag.

Levy, PE & Williams, R. 1998. The role of perceived system knowledge in predicting appraisal reactions, job satisfaction and organizational commitment. *Journal of Organizational Behavior*, 19(1):33-65.

Lind, EA & Tyler, TR. 1988. *The social psychology of procedural justice*. New York: Plenum.

Luhabe, W. 1993. Affirmative action: creating the reality. *People Dynamics*, 11(8):25-28.

MacDuffie, JP. 1995. Human resource bundles and manufacturing performance: organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48:197-221.

Madigan, MD & Dorrell, K. 2000. Commitment@work. *Benefits Canada*, 24(9):71-73.

Mathieu, JE & Zajac, DM. 1990. A review of meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108(2):171-194.

Mayer, RC & Schoorman, D. 1998. Differentiating antecedents of organizational commitment: a test of March and Simon's model. *Journal of Organizational Behavior*, 19(1):15-28.

Meyer, JP & Allen, NJ. 1984. Testing the "side-bet" theory of organizational commitment: some methodological considerations. *Journal of Applied Psychology*, 69:372-378.

Meyer, JP & Allen, NJ. 1987. A longitudinal analysis of the early development and consequences of organizational commitment. *Canadian Journal of Behavioural Science*, 19:199-215.

Meyer, JP & Allen, NJ. 1991. A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1:61-89.

Meyer, JP, Allen, NJ & Gellatly, IR. 1990. Affective and continuance commitment to the organization: evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*, 75:710-720.

Meyer, JP & Herscovitch, L. 2001. Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11:299-326.

Moorman, RH. 1991. Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6):845-855.

Moorman, RH, Niehoff, BP & Organ, DW. 1992. Treating employees fairly and organizational citizenship behavior: sorting out the effects of job satisfaction, organizational commitment, and procedural justice. Paper presented at the annual meeting of the Academy of Management, Las Vegas, NV.

Morgan, AG & Griego, OV. 1998. *Easy use and interpretation of SPSS for Windows: answering research questions with statistics*. London: Lawrence Erlbaum Associates.

Morrison, AM. 1992. *The new leaders: guidelines on leadership diversity in America*. San Francisco: Jossey-Bass.

Morrison, EW. 1994. Role definitions and organizational citizenship behavior: the importance of the employee's perspective. *Academy of Management Journal*, 37(6):1543-1568.

Niehoff, BP & Moorman, RH. 1993. Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36:527-556.

O'Reilly, CA. & Chatman, J. 1986. Organizational commitment and psychological attachment: the effects of compliance, identification and internalisation on prosocial behavior. *Journal of Applied Psychology*, 71(3):492-499.

O'Reilly, CA. & Caldwell, DF. 1980. Job choice: the impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. *Journal of Applied Psychology*, 65:559-565.

Organ, DW. 1988. *Organizational citizenship behavior: the "good soldier" syndrome*. Lexington, MA: Lexington.

Organ, DW. 1990. The motivational basis of organizational citizenship behavior. *Research in organizational behavior*, 12:43-72.

Pfeffer, J & Langton, N. 1993. The effects of wage dispersion on satisfaction, productivity, and working collaboratively: evidence from college and university faculty. *Administrative Science Quarterly*, 38(3):382-407.

Podsakoff, PM & MacKenzie, SB. 1989. *A second generation measure of organizational citizenship behavior*. Working Paper, Indiana University.

Ramchurran, B. 2001. Online recruitment: the future is here. *HR Future*, 1(1):16, 22-23, 50-52.

Randall, DM, Fedor, DB & Longenecker, CO. 1990. The behavioral expression of organizational commitment. *Journal of Vocational Behavior*, 36:210-224.

Rhodes, SR & Steers, RM. 1981. Conventional vs worker-owned organizations. *Human Relations*, 12: 1013-1035.

Robinson, SL & Morrison, EW. 1995. Psychological contracts and OCB: the effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16:289-298.

Rosenfeld, M. 1991. *Affirmative action and justice: a philosophical and constitutional inquiry*. London: Yale University Press.

Rousseau, DM & Parks, JM. 1993. The contracts of individuals and organizations. *Research in Organizational Behavior*, 15:1-43.

Rusbult, CE, Zembrodt, IM & Gunn, LK. 1982. Exit, voice, loyalty, and neglect: responses to dissatisfaction in romantic involvements. *Journal of Personality and Social Psychology*, 43:1230-1242.

Saunders, MNK, Lewis, P & Thornhill, A. 1997. *Research methods for business students*. London: Pitman.

Saxby, CL., Tat, PK. & Johansen, JT. 2000. Measuring consumer perceptions of procedural justice in a complaint context. *Journal of Consumer Affairs*, 34(2):204-216.

Schepers, JM. 1992. Toetskonstruksie: teorie en praktyk. Johannesburg Randse Afrikaanse Universiteit.

Schmitt, N & Chan, D. 1999. The status of research on applicant reactions to selection tests and its implications for managers. *International Journal of Management Reviews*, 1(1):45-63.

Scholl, RW. 1981. Differentiating commitment from expectancy as a motivating force. *Academy of Management Review*, 6:589-599.

Shapiro, DL. 1991. The effects of explanations on negative reactions to deceit. *Administrative Science Quarterly*, 36:614-630.

Shapiro, DL, Buttner, EH & Barry, B. 1994. Explanations for rejection decisions: what factors enhance their perceived adequacy and moderate their enhancement of justice perceptions? *Organizational Behavior and Human Decision Processes*, 58:346-368.

Sheppard, BH, Lewicki, RJ & Minton, JW. 1992. *Organizational justice: the search for fairness in the workplace*. New York: Lexington Books.

Simerson, G, L'Heureux, T, Beckstein, B, ZiaMian, M, Dembowski, J & Freshman, M. 2000. What principles are used to judge the fairness of retrenchment actions? *Journal of Business and Psychology*, 14(3):443-458.

Skarlicki, DP & Folger, R. 1997. Retaliation for perceived unfair treatment: examining the roles of procedural and interactional justice. *Journal of Applied Psychology*, 82(3):434-443.

Skarlicki, D & Latham, G. 1996. Increasing citizenship behavior within a labor union: a test of organizational justice theory. *Journal of Applied Psychology*, 81(2):161-169.

Smither, RD. 1994. *The psychology of work and human performance*. New York:HarperCollins.

Snell, S & Dean, J. 1992. Integrated manufacturing and human resource management: a human capital perspective. *Academy of Management Journal*, 35:467-504.

SPSS. <http://search.marsfind.com/ufts.html>.

Statistical Analysis Software User's guide. 1990. *Statistics*. Version 5. Cary, NC: SAS Institute.

Steyn, HS. 1999. *Praktiese betekenisvolheid: die gebruik van effekgroottes*. Wetenskaplike bydraes - Reeks B: Natuurwetenskappe Nr. 117. Potchefstroom: PU vir CHO.

Steyn, HS. 2000. Practical significance of the difference in means. *SA Journal of Industrial Psychology*, 26(3):1-3.

Steyn, AGW, Smit, CF, Du Toit, SHC & Strasheim, C. 2003. *Modern statistics in practice*. Pretoria: Van Schaik.

Stoker, DJ. 1981. *Steekproefneming in die praktyk*. Pretoria: Van Schaik.

Sudman, S & Blair, E. 1998. *Marketing Research: a problem-solving approach*. New York: Irwin/McGraw-Hill.

Swanepoel, B, Erasmus, BJ, Van Wyk, M & Schenk, H. 2000. *South African human resource management: theory and practice*. 2<sup>nd</sup> edition. Cape Town: Juta.

Tang, TL & Sarsfield-Baldwin, LJ. 1996. Distributive and procedural justice as related to satisfaction and commitment. *SAM Advanced Management Journal*, 61(3):25-37.

Tarzian, W. 2002. Linking the hiring process to brand management. *Strategic HR Review*, 1(3):22-26.

Tata, J. 2000. Influence of role and gender on the use of distributive versus procedural justice principles. *Journal of Psychology*, 134(3):261-269.

Thibaut, J & Walker, L. 1978. A theory of procedure. *California Law Review*, 66:541-666.

Thomas, A. 2000. *A piano of discord: reasons for job mobility among black managers*. Unpublished paper, University of the Witwatersrand, Johannesburg.

Thomas, A. 2002. Employment equity in South Africa: lessons from the global school. *International Journal of Manpower*, 23(3):237-255.

Tinarelli, S. 2000. *Employers guide to the Employment Equity Act*. Goodwood: Van Schaik.

Tyler, TR & Lind, EA. 1992. A relational model of authority in groups. *Advances in Experimental Social Psychology*, 25:115-191.

Van den Bos, K, Lind, EA & Wilke, HAM. 2001. *The psychology of procedural and distributive justice viewed from the perspective of fairness heuristic theory*. In R Cropanzano (Ed.), *Justice in the workplace: from theory to practice* (vol 2). Mahwah, NJ: Lawrence Erlbaum Associates.

Van Dyne, L & Cummings, LL. 1990. *Extra-role behaviors: in pursuit of construct and definitional clarity*. Paper presented at the annual meeting of the Academy of Management, San Francisco.

Van Dyne, L & Graham, JW. 1994. Organizational citizenship behavior: construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4):765-803.

Van Jaarsveld, IL. 2000. Affirmative action: a comparison between South Africa and the United States. *Managerial Law*, 42(6):1-48.

Van Wyk, MW. 2002. Conceptions of equality and social justice: a philosophical overview with reference to South Africa. *Southern African Business Review*, 6(2):42-51.

Viljoen, MR. 1997. *An affirmative action audit for affirmative change - a management perspective*. Unpublished M Com dissertation. University of Pretoria, Pretoria.

Ward, T. 2000. Mitigating barriers to black employment through affirmative action regulations: a case study. *Review of Black Political Economy*, 27(3)(electronic copy).

Weaver, GR. 2001. The role of human resources in ethics/compliance management: a fairness perspective. *Human Resource Management Review*, 11(1/2):113-135.

Welman, JC & Kruger, SJ. 1999. *Research methodology for the business and administrative sciences*. Halfway House: International Thomson.

Welman, JC & Kruger, SJ. 2001. *Research methodology for the business and administrative sciences*. Oxford: Oxford University Press.



Whitener, EM. 2001. Do high commitment human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5):515-535.

Wiener, Y. 1982. Commitment in organizations: a normative view. *Academy of Management Review*, 7:418-428.

Williams, S, Pitre, R & Zainuba, M. 2002. Justice and organizational citizenship behavior intentions: fair rewards versus fair treatment. *Journal of Social Psychology*, 142(1):33-45.

Wingrove, T. 1993. *Affirmative action: a "how to guide" for managers*. Randburg: Knowledge Resources.

Wood, S & De Menezes, L. 1998. High commitment management in the UK: evidence from the Workplace Industrial Relations Survey and Employers' Manpower and Skills Practices Survey. *Human Relations*, 51:485-515.

Wright, SL. 1994. *Attitudes to affirmative action and the perceived impact of affirmative action programmes in the South African business environment: a comparative study based on race and gender*. Unpublished M Com dissertation. Rhodes University, Grahamstown.

Zohar, D. 1995. The justice perspective of job stress. *Journal of Organizational Behavior*, 16(4):487-495.