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APPENDIX A

ROTATED FACTOR MATRIX OF SOCIETAL QUESTIONNAIRE

Rotated factor matrix of Societal Questionnaire

Sub-scale and item	Factor loading					
	Fact 1	Fact 2	Fact 3	Fact 4	Fact 5	Fact 6
<i>Uncertainty avoidance</i>						
2.1			0.21			
2.16			0.43			
2.19			0.49			
2.24			0.40			
<i>Assertiveness</i>						
2.2				0.53		
2.6				0.52		
2.10				0.54		
2.14				0.62		
<i>Gender egalitarianism</i>						
2.17						0.78
2.22						0.39
2.36						0.58
2.37						--
2.38						0.26
<i>Future perspective</i>						
2.3		0.82				
2.4		0.87				
2.8			0.44			
2.30		0.42				
2.31		0.49				
<i>Power distance</i>						
2.5					0.39	
2.13					0.39	
2.26					0.40	
2.27					0.56	
2.34					0.56	
<i>Collectivism I</i>						
2.7	0.15					
2.12	0.33					
2.29	0.27				0.34	
2.35	0.49					
<i>Collectivism II</i>						
2.11			0.37			
2.23			0.40			
2.28	0.48					
2.39	0.31					

Sub-scale and item	Factor loading					
	Fact 1	Fact 2	Fact 3	Fact 4	Fact 5	Fact 6
<i>Humane orientation</i>						
2.9	0.70					
2.21	0.54					
2.25	0.71					
2.32	0.53					
2.33	0.70					
<i>Performance orientation</i>						
2.15			0.52			
2.18			0.23			
2.20			0.41			
Eigenvalue	5.16	4.02	3.31	2.04	1.50	1.39
% Variance	11.24	8.83	6.93	3.60	2.33	2.22

Factor correlations for rotated factors

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Factor 1	1.00				
Factor 2	-0.04	1.00			
Factor 3	0.22	0.43	1.00		
Factor 4	-0.10	0.12	0.08	1.00	
Factor 5	-0.01	-0.20	0.00	0.03	1.00
Factor 6	-0.11	0.12	-0.10	-0.05	-0.31

APPENDIX B

ROTATED FACTOR MATRIX OF MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Rotated factor matrix of Multifactor Leadership Questionnaire

Sub-scale and item	Factor loading		
	Fact 1	Fact 2	Fact 3
<i>Idealised Influence</i>			
5.6	0.45		
5.10	0.46		
5.14	0.67		
5.18	0.42		
5.21	0.47		
5.23	0.47		
5.25	0.35		
5.34	0.47		
<i>Inspirational Motivation</i>			
5.9	0.43		
5.13	0.60		
5.26	0.56		
5.36	0.53		
<i>Intellectual Stimulation</i>			
5.2	0.35		
5.8	0.38		
5.30	0.50		
5.32	0.55		
<i>Individualised Consideration</i>			
5.15	0.38		
5.19	0.31		
5.29	0.25		
5.31	0.50		
<i>Contingent Reward</i>			
5.1	0.18		
5.11	0.47		
5.16	0.45		
5.35	0.39		
<i>Management-by-exception (Active)</i>			
5.4			0.43
5.22			0.70
5.24			0.46
5.27			0.58
<i>Management-by-exception (Passive)</i>			
5.3		0.54	
5.12		0.63	
5.17			0.27
5.20		0.40	

Sub-scale and item	Factor loading			
	Fact 1	Fact 2	Fact 3	
<i>Laissez-Faire</i>				
5.5		0.43		
5.7		0.27		
5.28		0.41		
5.33		0.40		
	Eigenvalue	6.56	2.41	1.94
	% Variance	16.23	4.56	3.52

Factor correlations for rotated factors

	Factor 1	Factor 2
Factor 1	1.00	
Factor 2	-0.21	1.00
Factor 3	0.23	0.02

APPENDIX C

MULTI-MEASURE QUESTIONNAIRE

Due to copyright restrictions on the Project-GLOBE Societal Questionnaire and the MLQ, the comprehensive Multi-Measure Questionnaire utilised in this study cannot be attached. The attached questionnaire does, however, contain examples of items from these questionnaires.



Faculty of Humanities
Department of Psychology

Dear Participant

This is a request that you participate in research that will produce results of interest to managers and organisations in South Africa. The working environment is becoming the place, more than anywhere else, where the different South African sub-cultural groups with their unique value systems, are in interaction with another. This provides us with the opportunity to learn about sub-cultural differences and similarities within the national culture of South Africa.

Your participation would be invaluable to this study. It is important to incorporate all four South-African culture groups to ensure results representative of the national South African culture. This will assist us to learn about effective leadership development within a multi-cultural environment, and to understand how various societal and organisational practices are perceived by you and the other managers participating in this research.

This research is conducted with the approval of your organisation and is not part of any other internal processes currently happening in your organisation. The questionnaire booklet that you are asked to complete, will take about 30 minutes of your time. You were selected as part of a random sample drawn in your organisation, and not because of any other reasons.

Your responses will be kept completely confidential. No individual respondent or organisation will be identified to any other person or organisation in any way. Not even your own organisation will have access to your individual responses. If you have any questions about the research, you are welcome to contact me at work (012) 310-7045. I will be glad to be of any assistance to you.

The resulting information will be aggregated to the group level in a Doctorate of Psychology thesis and in several academic journal articles. Hopefully, these publications will help managers such as you to be more effective, to have increased job satisfaction, and to better understand leadership in a multi-cultural environment such as South Africa.

Please send the completed questionnaire booklet back in the provided envelope within one week of receipt.

Once again, thank you for your participation.

Regards



Eriaan Oelofse



Dear Participant

This is a second request that you participate in research that will help us to understand the impact of Cultural values on Leadership in a multi-cultural environment such as ours. If you have already completed the questionnaire, I would like to take this opportunity to thank you again for your participation. Since the questionnaires are completed anonymously, it is not possible for me to know whom of you have already completed the questionnaire. However, if you have not completed the questionnaire yet, I would like to request you again to participate in this project. **Your participation will be invaluable to this study.**

The working environment is becoming the place, more than anywhere else, where the different South African sub-cultural groups with their unique value systems, are in interaction with another. This provides us with the opportunity to learn about sub-cultural differences and similarities within the national culture of South Africa. It is therefore important to incorporate all four South-African culture groups to ensure results representative of the national South African culture.

This research is conducted with the approval of your organisation and is not part of any other internal processes currently happening in your organisation. The questionnaire booklet that you are asked to complete, will take about 30 minutes of your time. You were selected as part of a random sample drawn in your organisation, and not because of any other reasons.

I would like to assure you again that your responses will be treated confidentially. No individual respondent or organisation will be identified to any other person or organisation in any way. If you have any questions about the research, you are welcome to contact me at work (012) 310-7045. I will be glad to be of any assistance to you.

The resulting information will be aggregated to the group level in a Doctorate of Psychology thesis and in several academic journal articles. Hopefully, these publications will help managers such as you to be more effective, to have increased job satisfaction, and to better understand leadership in a multi-cultural environment such as South Africa.

Please send the completed questionnaire booklet back in the provided envelope within one week of receipt.

Once again, thank you for your participation.

Regards



Eriaan Oelofse

General Instructions

In completing this survey, you will be asked questions focusing on the sub-culture in which you live, and on your perceptions of leaders and leadership. Most people complete the survey in approximately 30 minutes. There are four sections to this questionnaire. Section 1 asks for some biographical data about you, Section 2 inquires about your sub-culture, Section 3 asks about your organisation and Section 4 asks about leaders and leadership.

Since we are interested in understanding differences and similarities in leadership perceptions between the different sub-cultures within the national South African culture, we would like you to give your perceptions as a member of your specific sub-culture.

Explanation of the types of questions

There are several types of questions in this questionnaire. Sections 2 and 3 have questions with two different formats. An example of the first type of question is shown below.

- A. In my sub-culture (Black female, Black male, Coloured female, Coloured male, White female, White male, Indian female, Indian male) people are generally:

Very sensitive toward others				Not at all sensitive toward others		
1	2	3	4	5	6	7

For a question like this, you would circle the number from 1 to 7 that is closest to your perceptions about your sub-culture. For example, if you think that your sub-culture is generally “very sensitive toward others”, you would circle the 1. If you think your sub-culture is not quite “very sensitive towards others”, but is better than “not at all sensitive toward others”, you could circle either the 2 or the 3, depending on whether you think the sub-culture is closer to “very sensitive toward others” than to “not at all sensitive toward others”.

The second type of question asks how much you agree or disagree with a particular statement. An example of this kind of question is given below.

- B. In my sub-culture (Black female, Black male, Coloured female, Coloured male, White female, White male, Indian female, Indian male) people are generally very sensitive toward others.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

For a question like this, you would circle the number from 1 to 7 that is closest to your level of agreement with the statement. For example, if you strongly agree that the weather in your country is very pleasant, you would circle the 1. If you generally agree with the statement but disagree slightly, you could circle either the 2 or the 3, depending on how strongly you agree with the statement. If you disagree with the statement, you would circle the 5, 6, or 7, depending on how much you disagree with the statement.

Section 1 Biographical information

Following are several questions about you, your background, and your organisation. These questions are important because they help us to see how individuals of different sub-cultures respond to the questionnaire in similar or different ways. Please read each statement carefully and respond by circling the answer of your choice.

1.1 Age in years: _____

1.2 Please indicate your sub-culture:

Black male	1	Black female	2
Coloured male	3	Coloured female	4
White male	5	White female	6
Indian male	7	Indian female	8

1.3 Please indicate your educational level:

Grade 12 (Std 10)	1
Technikon Diploma	2
Technikon Higher Diploma	3
B Degree	4
Honours Degree	5
Master's Diploma in Technology	6
Master's Degree	7
Laureatus in Technology	8
Doctorate	9
Other (Specify):	13
Bank exams	14

1.4 Please state the name of your organisation: _____

1.5 Please indicate your management level:

Junior management (Supervisory) (<i>T level</i>)	1
Middle management (<i>M level</i>)	2

1.6 Have you received any formal training in Western management practices?

Yes	1
No	2

If you answered YES:

1.6.1 Please specify: What? _____

1.6.2 Where? (University/ organisation/ institution) _____

1.7 How many years of full-time work experience do you have? _____

1.8 How many years have you been a manager? _____

Section 2

The way things are in your society

In this section, we are interested in your beliefs about the norms, values, and practices in your sub-culture. In other words, we are interested in the way your sub-culture is — not the way you think it should be. There are no right or wrong answers, and answers don't indicate goodness or badness of the sub-culture. Please respond to the questions by circling the number that most closely represents your observations about your own sub-culture (Black male, Black female, Coloured male, Coloured female, White male, White female, Indian male, Indian female). Remember to constantly and consciously think about how these questions pertain to your own sub-culture.

2.1 In my sub-culture, orderliness and consistency are stressed, even at the expense of experimentation and innovation.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

2.7 In my sub-culture, leaders encourage group loyalty even if individual goals suffer.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

2.9 In my sub-culture, people are generally:

Very concerned about others				Not at all concerned about others		
1	2	3	4	5	6	7

2.10 In my sub-culture, people are generally:

Dominant				Non-dominant		
1	2	3	4	5	6	7

2.15 In my sub-culture, teen-aged students are encouraged to strive for continuously improved performance.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

2.17 In my sub-culture, boys are encouraged more than girls to attain a higher education.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

2.28 In my sub-culture, aging parents generally live at home with their children.

Strongly agree		Neither agree nor disagree			Strongly disagree	
1	2	3	4	5	6	7

2.30 In my sub-culture, more people:

Live for the present than live for the future				Live for the future than live for the present		
1	2	3	4	5	6	7

Section 3

Core and Peripheral Cultural Values Questionnaire

In Section 2 you completed questions pertaining to the way things are in your sub-culture. The following sub-cultural values were measured by the individual items in Section 2. Please read through the descriptions of the sub-cultural values mentioned below, and decide how they occur in your sub-culture. Indicate how easy or difficult you think it will be for members of your sub-culture to change these cultural values in an environment where people of various sub-cultural groups interact with each other regularly, by circling the relevant number.

If you are of the opinion that it will be very easy for members of your sub-culture to change this value in an environment where they have regular interaction with members of other sub-cultural groups, you will circle the 1. If you believe that it will be relatively easy, you will circle either the 2 or the 3. If you are of the opinion that it will be very difficult for members of your sub-culture to change this value in an environment where they have regular interaction with members of other sub-cultural groups, you will circle the 7. If you believe that it will be relatively difficult, you will circle either the 5 or the 6. There are no right or wrong answers, and answers don't indicate goodness or badness of your sub-culture.

- 3.1 The first cultural value focuses on the relation between the individual and other members of the sub-culture.
- Some sub-cultures are characterised by loose ties between the individuals and personal goals are more important than group goals. The focus is on the core family.
 - Other sub-cultures are characterised by strong ties between individuals where the interest of the group takes precedence over the individual member's interests. In these cultures, individuals are part of strong, interconnected in-groups from birth onwards.

Very easy							Very difficult
1	2	3	4	5	6	7	

- 3.2 This cultural value describes the degree to which a sub-culture minimises or maximises the division and differences between gender roles.
- In some sub-cultures gender roles are clearly distinct — men are suppose to fulfil certain roles (often outside the home), while women are suppose to fulfil other roles (often inside the home). These sub-cultures often also support assertiveness, competition and achievement
 - In other sub-cultures there is a high degree of gender role overlap and thus no clear distinctions or differentiation between gender roles. These sub-cultures often support quality of life, caring for the weak, modesty, and a preference for relationships.

Very easy							Very difficult
1	2	3	4	5	6	7	

- 3.3 This cultural value focuses on how a sub-culture copes with change, and the uncertainty that change provokes.
- Some sub-cultures favour structured organisations with many rules and regulations which creates a less confusing environment.
 - Other sub-cultures accept uncertainty, and prefer unstructured environments without constricting rules and regulations.

Very easy						Very difficult
1	2	3	4	5	6	7

- 3.4 This cultural value relates to the degree to which sub-cultures maintains inequality among its members by differentiating individuals and groups based on power, authority, prestige, status, etc.
- Some sub-cultures try to minimise inequalities, power is distributed equally and leadership is less autocratic, while members are more empowered.
 - Other sub-cultures are characterised by greater acceptance of inequalities, leadership is more autocratic and there is a greater centralisation of authority.

Very easy						Very difficult
1	2	3	4	5	6	7

- 3.5 This cultural value focuses on how a specific sub-culture perceives time.
- In some sub-cultures, living in the present, immediate action and gratification, spontaneity, living for the moment, etc. are valued.
 - In other sub-cultures, investing in the future, preparing for future events, etc. are encouraged. Emphasis is put on effective planning, forecasting and saving.

Very easy						Very difficult
1	2	3	4	5	6	7

- 3.6 This cultural value refers to a sub-culture's orientation towards individuals.
- In some sub-cultures societal norms and laws protect the unfortunate, and there is a lack of discrimination against minorities.
 - In other sub-cultures the concentration of wealth is in the hands of a few individuals, there's widespread poverty and discriminatory practices against minorities.

Very easy						Very difficult
1	2	3	4	5	6	7

- 3.7 This cultural value describes the degree to which a sub-culture emphasises the importance of performance or achievement.
- In some sub-cultures the emphasis is on education, encouragement of moderate risk taking, and reward for achievements and entrepreneurial behaviour.
 - Other sub-cultures are concerned mainly with tradition, convention, "saving face" or avoiding shaming oneself openly, and reward for artistic achievement.

Very easy						Very difficult
1	2	3	4	5	6	7

Section 4
Multifactor Leadership Questionnaire (MLQM)

By Bernard M. Bass and Bruce J. Avolio

This questionnaire is designed to help you describe your leadership style as you perceive it. The word “others” may mean your peers, clients, direct reports, supervisors, and/or all of these individuals. Please answer all the items in this questionnaire. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. There are forty-five (45) descriptive statements in this questionnaire. Judge how frequently each statement fits you by circling the number below each statement that most closely represents your perception. Use the rating scale shown below:

0	—	<i>Not at all</i>
1	—	<i>Once in a while</i>
2	—	<i>Sometimes</i>
3	—	<i>Fairly often</i>
4	—	<i>Frequently if not always</i>

5.3 I fail to interfere until problems become serious.

0	1	2	3	4
---	---	---	---	---

5.11 I discuss in specific terms who is responsible for achieving performance targets.

0	1	2	3	4
---	---	---	---	---

5.13 I talk enthusiastically about what needs to be accomplished.

0	1	2	3	4
---	---	---	---	---

5.14 I specify the importance of having a strong sense of purpose.

0	1	2	3	4
---	---	---	---	---

5.19 I treat others as individuals rather than just as a member of a group.

0	1	2	3	4
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5.30 I get others to look at problems from many different angles.

0	1	2	3	4
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This concludes the questionnaire. We truly appreciate your willingness to complete this questionnaire, and to assist in this research project.