



## APPENDIX A

Pretoria 0002 Republic of South Africa Tel (012) 4204111  
**Faculty of Economic and Management Sciences**

## STUDY OF MANAGEMENT IN A SOUTH AFRICAN CONTEXT

A research project funded by the National Research Foundation and undertaken from the University of Pretoria, South Africa.

### Responsible Researchers

**Prof. Adré B Boshoff**

Faculty of Economic and  
 Management Sciences  
 University of Pretoria

**Dr. René van Wyk**

Faculty of Economic and  
 Management Sciences  
 University of Pretoria

**Jannie Lourens**

PhD Candidate  
 Faculty of Economic and  
 Management Sciences  
 University of Pretoria

Dear Respondent,

You are a member of a carefully selected group to participate in this research programme. The National Research Foundation is funding this research project on management in organisations in South Africa. The study is being carried out from The University of Pretoria.

Sasol has been selected as an organisation that would participate in this research. Mr Tjeerd Rodenhuis, Sasol's Group Executive - Human Resources, endorses this study.

You are kindly requested to react to the statements in the questionnaire. The statements are related to your specific work environment. Please give us about 30 minutes of your time by completing this questionnaire. There are no right or wrong responses to any of the statements. We are only interested in your opinion. Please ensure that you respond to every statement.

If you are interested in receiving feedback with regard to the outcome of the study, please complete the section at the back of the questionnaire.

Your responses are of great importance to the advancement of management knowledge and the South African community in general. We therefore value your co-operation.

***The questionnaire should be completed anonymously. Your answers will be treated in strict confidence and will only be used for research purposes. Please try to post the document in the enclosed envelope to us before the 25<sup>th</sup> of March 2001.***

We thank you for your participation and the valuable time, which you are willing to spend on this project.

Prof. A B Boshoff

Handwritten signature of Prof. A B Boshoff.

Dr. R van Wyk

Handwritten signature of Dr. R van Wyk.

Mr J F Lourens

Handwritten signature of Mr J F Lourens.

**Appendix B****FOR OFFICE USE ONLY**

1 Respondent number \_\_\_\_\_  
 2 Card number \_\_\_\_\_  
 3 Repeat number \_\_\_\_\_

**FOR OFFICE USE ONLY**V1     1 - 4V2  5V3  6**Instructions:**

Think about your immediate superior (the person to whom you directly report) and react honestly to the following statements. Please respond to the statements by using this scale:

Seldom or never	=	1
Sometimes	=	2
Often	=	3
Most of the time	=	4

*Please draw an X in the appropriate block***FOR OFFICE USE ONLY****My Superior:**

- |     |   |   |   |   |   |     |                      |    |
|-----|---|---|---|---|---|-----|----------------------|----|
| 1.  | Is friendly                                     | 1 | 2 | 3 | 4 | V4  | <input type="text"/> | 7  |
| 2.  | Listens to ideas and suggestions.               | 1 | 2 | 3 | 4 | V5  | <input type="text"/> | 8  |
| 3.  | Creates order                                   | 1 | 2 | 3 | 4 | V6  | <input type="text"/> | 9  |
| 4.  | Relies on his/her subordinates                  | 1 | 2 | 3 | 4 | V7  | <input type="text"/> | 10 |
| 5.  | Is willing to take risks in decisions           | 1 | 2 | 3 | 4 | V8  | <input type="text"/> | 11 |
| 6.  | Is very clear about who is responsible for what | 1 | 2 | 3 | 4 | V9  | <input type="text"/> | 12 |
| 7.  | Has an open and honest style                    | 1 | 2 | 3 | 4 | V10 | <input type="text"/> | 13 |
| 8.  | Encourages thinking along new lines             | 1 | 2 | 3 | 4 | V11 | <input type="text"/> | 14 |
| 9.  | Is consistent                                   | 1 | 2 | 3 | 4 | V12 | <input type="text"/> | 15 |
| 10. | Criticizes in a constructive way                | 1 | 2 | 3 | 4 | V13 | <input type="text"/> | 16 |
| 11. | Likes to discuss new ideas                      | 1 | 2 | 3 | 4 | V14 | <input type="text"/> | 17 |

- |     |   |   |   |   |   |     |                          |    |
|-----|---|---|---|---|---|-----|--------------------------|----|
| 12. | Makes a point of following rules and principles | 1 | 2 | 3 | 4 | V15 | <input type="checkbox"/> | 18 |
| 13. | Creates trust in other people                   | 1 | 2 | 3 | 4 | V16 | <input type="checkbox"/> | 19 |
| 14. | Gives thoughts and plans about the future       | 1 | 2 | 3 | 4 | V17 | <input type="checkbox"/> | 20 |
| 15. | Gives information about the results of the unit | 1 | 2 | 3 | 4 | V18 | <input type="checkbox"/> | 21 |
| 16. | Shows appreciation for good work                | 1 | 2 | 3 | 4 | V19 | <input type="checkbox"/> | 22 |
| 17. | Pushes for growth                               | 1 | 2 | 3 | 4 | V20 | <input type="checkbox"/> | 23 |
| 18. | Sets clear goals                                | 1 | 2 | 3 | 4 | V21 | <input type="checkbox"/> | 24 |
| 19. | Is considerate                                  | 1 | 2 | 3 | 4 | V22 | <input type="checkbox"/> | 25 |
| 20. | Initiates new projects                          | 1 | 2 | 3 | 4 | V23 | <input type="checkbox"/> | 26 |
| 21. | Is very exact about plans being followed        | 1 | 2 | 3 | 4 | V24 | <input type="checkbox"/> | 27 |
| 22. | Stands up for his/her subordinates              | 1 | 2 | 3 | 4 | V25 | <input type="checkbox"/> | 28 |
| 23. | Experiments with new ways of doing things       | 1 | 2 | 3 | 4 | V26 | <input type="checkbox"/> | 29 |
| 24. | Is controlling in his/her supervision of work   | 1 | 2 | 3 | 4 | V27 | <input type="checkbox"/> | 30 |
| 25. | Creates an atmosphere free of conflict          | 1 | 2 | 3 | 4 | V28 | <input type="checkbox"/> | 31 |
| 26. | Sees possibilities rather than problems         | 1 | 2 | 3 | 4 | V29 | <input type="checkbox"/> | 32 |
| 27. | Defines and explains work requirements clearly  | 1 | 2 | 3 | 4 | V30 | <input type="checkbox"/> | 33 |
| 28. | Is just in treating subordinates                | 1 | 2 | 3 | 4 | V31 | <input type="checkbox"/> | 34 |
| 29. | Makes quick decisions when necessary            | 1 | 2 | 3 | 4 | V32 | <input type="checkbox"/> | 35 |
| 30. | Plans carefully                                 | 1 | 2 | 3 | 4 | V33 | <input type="checkbox"/> | 36 |
| 31. | Allows his/her subordinates to decide           | 1 | 2 | 3 | 4 | V34 | <input type="checkbox"/> | 37 |

- |     |   |   |   |   |   |     |                          |    |
|-----|---|---|---|---|---|-----|--------------------------|----|
| 32. | Is flexible and ready to rethink his/her point of view    | 1 | 2 | 3 | 4 | V35 | <input type="checkbox"/> | 38 |
| 33. | Gives clear instructions                                  | 1 | 2 | 3 | 4 | V36 | <input type="checkbox"/> | 39 |
| 34. | Shows regard for subordinates as individuals              | 1 | 2 | 3 | 4 | V37 | <input type="checkbox"/> | 40 |
| 35. | Offers ideas about new and different ways of doing things | 1 | 2 | 3 | 4 | V38 | <input type="checkbox"/> | 41 |
| 36. | Analysis and thinks through issues before deciding        | 1 | 2 | 3 | 4 | V39 | <input type="checkbox"/> | 42 |

-----*FOR OFFICE USE ONLY*-----

- 1 Respondent number \_\_\_\_\_
- 2 Card number \_\_\_\_\_
- 3 Repeat number \_\_\_\_\_

**FOR OFFICE USE ONLY**

V40     1 - 4

V41  5

V43  6

**Instructions:**

Think about your immediate superior (the person to whom you directly report) and react honestly to the following statements. Please respond to the statements by using this scale:

- |                            |   |   |
|----------------------------|---|---|
| I disagree completely      | = | 1 |
| I disagree                 | = | 2 |
| I disagree somewhat        | = | 3 |
| I do not agree or disagree | = | 4 |
| I agree somewhat           | = | 5 |
| I agree                    | = | 6 |
| I agree completely         | = | 7 |

My superior:

*Please draw an X in the appropriate block*

**FOR OFFICE USE ONLY**

- |    |  |   |   |   |   |   |   |   |     |                          |    |
|----|--|---|---|---|---|---|---|---|-----|--------------------------|----|
| 1. | Is well aware of his or her impulses                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V44 | <input type="checkbox"/> | 7  |
| 2. | Is well aware of his or her moods.                                 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V45 | <input type="checkbox"/> | 8  |
| 3. | Is well aware of the non-verbal messages he or she sends to others | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V46 | <input type="checkbox"/> | 9  |
| 4. | Is well aware of how his or her gut feelings influence decisions   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V47 | <input type="checkbox"/> | 10 |
| 5. | Is well aware of which emotions he or she is experiencing and why  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V48 | <input type="checkbox"/> | 11 |

- |     |  |   |   |   |   |   |   |   |     |                          |    |
|-----|--|---|---|---|---|---|---|---|-----|--------------------------|----|
| 6.  | Is well aware of his or her self-worth and capabilities                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V49 | <input type="checkbox"/> | 12 |
| 7.  | Is well aware of his or her strengths and limitations                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V50 | <input type="checkbox"/> | 13 |
| 8.  | Is well aware of his or her feelings and their effects on others       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V51 | <input type="checkbox"/> | 14 |
| 9.  | Controls his or her impulsive feelings well                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V52 | <input type="checkbox"/> | 15 |
| 10. | Controls his or her distressing emotions well                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V53 | <input type="checkbox"/> | 16 |
| 11. | Manages his or her stress well   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V54 | <input type="checkbox"/> | 17 |
| 12. | Remains calm in potentially volatile situations                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V55 | <input type="checkbox"/> | 18 |
| 13. | Takes responsibility for his or her performance                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V56 | <input type="checkbox"/> | 19 |
| 14. | Is self-disciplined and does the right thing even when it is unpopular | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V57 | <input type="checkbox"/> | 20 |
| 15. | Maintains composure irrespective of his or her emotions                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V58 | <input type="checkbox"/> | 21 |
| 16. | Keeps his or her disruptive impulses in check                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V59 | <input type="checkbox"/> | 22 |
| 17. | Takes the initiative for change  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V60 | <input type="checkbox"/> | 23 |
| 18. | Builds informal networks   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V61 | <input type="checkbox"/> | 24 |
| 19. | Seeks fresh ideas from many sources                                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V62 | <input type="checkbox"/> | 25 |
| 20. | Generates new ideas  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V63 | <input type="checkbox"/> | 26 |
| 21. | Accepts rapid change to meet the needs of the organisation             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V64 | <input type="checkbox"/> | 27 |
| 22. | Finds new ways to improve performance                                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V65 | <input type="checkbox"/> | 28 |
| 23. | Generates innovative solutions to problems                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V66 | <input type="checkbox"/> | 29 |
| 24. | Stays focused on goals despite setbacks                                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V67 | <input type="checkbox"/> | 30 |

- |     |   |   |   |   |   |   |   |   |     |                          |    |
|-----|---|---|---|---|---|---|---|---|-----|--------------------------|----|
| 25. | Understands the links between employees' emotions and what they do      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V68 | <input type="checkbox"/> | 31 |
| 26. | Understands why people feel the way they do                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V69 | <input type="checkbox"/> | 32 |
| 27. | Is sensitive to emotional cues from others                              | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V70 | <input type="checkbox"/> | 33 |
| 28. | Provides useful feedback  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V71 | <input type="checkbox"/> | 34 |
| 29. | Changes peoples' behaviour through persuasion                           | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V72 | <input type="checkbox"/> | 35 |
| 30. | Understands the feelings transmitted through <b>verbal</b> messages     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V73 | <input type="checkbox"/> | 36 |
| 31. | Understands the feelings transmitted through <b>non-verbal</b> messages | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V74 | <input type="checkbox"/> | 37 |
| 32. | Helps others feel better when they are down                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V75 | <input type="checkbox"/> | 38 |
| 33. | Does not allow own negative feelings to inhibit collaboration           | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V76 | <input type="checkbox"/> | 39 |
| 34. | Does not allow negative feelings of others to inhibit collaboration     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V77 | <input type="checkbox"/> | 40 |
| 35. | Sets aside emotions in order to meet organisational goals               | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V78 | <input type="checkbox"/> | 41 |
| 36. | Handles emotional conflicts with tact and diplomacy                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V79 | <input type="checkbox"/> | 42 |
| 37. | Manages task-related conflicts effectively                              | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V80 | <input type="checkbox"/> | 43 |
| 38. | Inspires and guides employees to attain group/organisational goals      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V81 | <input type="checkbox"/> | 44 |
| 39. | Recognises the political realities of the organisation                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V82 | <input type="checkbox"/> | 45 |
| 40. | Confronts problems without demeaning those who work with him/her        | 1 | 2 | 3 | 4 | 5 | 6 | 7 | V83 | <input type="checkbox"/> | 46 |

-----**FOR OFFICE USE ONLY**-----

1 Respondent number \_\_\_\_\_

2 Card number \_\_\_\_\_

3 Repeat number \_\_\_\_\_

**FOR OFFICE USE ONLY**

V84     1 - 4V85  5V86  6**Instructions:**

In your mind, create an image of your organisation in the future. Take a few minutes to think about what you would like to see it become. Read each statement below carefully and decide the degree to which it is true for you. Please respond by using this scale:

I strongly disagree	=	1
I disagree	=	2
I neither disagree nor agree	=	3
I agree	=	4
I strongly agree	=	5

*Please draw an X in the appropriate block*

**FOR OFFICE USE ONLY**

- |    |  |   |   |   |   |   |     |                      |    |
|----|--|---|---|---|---|---|-----|----------------------|----|
| 1. | It is easy to imagine myself and how I will be leading my organisation in the future | 1 | 2 | 3 | 4 | 5 | V87 | <input type="text"/> | 7  |
| 2. | It is easy to think positively about my leadership skills in the future              | 1 | 2 | 3 | 4 | 5 | V88 | <input type="text"/> | 8  |
| 3. | It is easy to imagine my organisation and what it will be like in the future         | 1 | 2 | 3 | 4 | 5 | V89 | <input type="text"/> | 9  |
| 4. | It is easy to think positively about this organisation in the future                 | 1 | 2 | 3 | 4 | 5 | V90 | <input type="text"/> | 10 |
| 5. | I can clearly imagine how large this organisation will be                            | 1 | 2 | 3 | 4 | 5 | V91 | <input type="text"/> | 11 |
| 6. | I can clearly imagine the type of organisation it will be                            | 1 | 2 | 3 | 4 | 5 | V92 | <input type="text"/> | 12 |
| 7. | I can clearly imagine the type of people who will be involved in this organisation   | 1 | 2 | 3 | 4 | 5 | V93 | <input type="text"/> | 13 |
| 8. | I can clearly imagine the physical environment of this organisation in the future    | 1 | 2 | 3 | 4 | 5 | V94 | <input type="text"/> | 14 |
| 9. | How this organisation will look like is clear in my mind                             | 1 | 2 | 3 | 4 | 5 | V95 | <input type="text"/> | 15 |

10. I frequently imagine this organisation in the future 1 2 3 4 5 V96  16
11. I can clearly imagine my role in this organisation in the future 1 2 3 4 5 V97  17
12. It is clear to me whether this organisation will be successful in the future 1 2 3 4 5 V98  18

**Instructions:**

The following questions refer to your work and organisation, i.e. how you regard your present job and organisation. Please describe your behaviour by responding to the statements in terms of the following scale:

I disagree completely	=	1
I disagree	=	2
I disagree somewhat	=	3
I do not agree or disagree	=	4
I agree somewhat	=	5
I agree	=	6
I agree completely	=	7

Regarding my work situation, I

Please draw an X in the appropriate block

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USE ONLY

1. Only attend work-related meetings if required by my job 1 2 3 4 5 6 7 V99  19
2. Share ideas for new projects or improvements widely 1 2 3 4 5 6 7 V100  20
3. Stay informed about products or services and tell others 1 2 3 4 5 6 7 V101  21
4. Work so that my personal appearance is attractive and appropriate 1 2 3 4 5 6 7 V102  22
5. Frequently make creative suggestions to my co-workers 1 2 3 4 5 6 7 V103  23
6. Use professional judgement to assess right/wrong for the organisation 1 2 3 4 5 6 7 V104  24
7. Encourage management to keep knowledge and skills up to date 1 2 3 4 5 6 7 V105  25
8. Help co-workers think for themselves 1 2 3 4 5 6 7 V106  26
9. Stay well-informed where opinions might benefit the organisation 1 2 3 4 5 6 7 V107  27
10. Volunteer for overtime work when needed 1 2 3 4 5 6 7 V108  28



11. Do not go out of my way to defend the organisation against outside threats 1 2 3 4 5 6 7 V109  29
12. Do not defend the organisation when employees criticise it 1 2 3 4 5 6 7 V110  30
13. Would urge co-workers to invest money in the organisation 1 2 3 4 5 6 7 V111  31
14. Do not meet all deadlines set by the organisation 1 2 3 4 5 6 7 V112  32
15. Am not involved in outside groups that would benefit the organisation 1 2 3 4 5 6 7 V113  33
16. Do not push superiors to perform at higher standards 1 2 3 4 5 6 7 V114  34
17. Do not pursue additional training to improve my performance 1 2 3 4 5 6 7 V115  35
18. Do not work beyond what is expected of me 1 2 3 4 5 6 7 V116  36
19. Represent the organisation favourably to outsiders 1 2 3 4 5 6 7 V117  37
20. Actively promote the organisation's products and services 1 2 3 4 5 6 7 V118  38
21. Would accept a job at competing organisations for more money 1 2 3 4 5 6 7 V119  39
22. Produce as much as I am capable of at all times 1 2 3 4 5 6 7 V120  40
23. Always come to work on time 1 2 3 4 5 6 7 V121  41
24. Regardless of circumstances, produce the highest quality work 1 2 3 4 5 6 7 V122  42
25. Am mentally alert and ready to work when arriving at work 1 2 3 4 5 6 7 V123  43
26. Follow work rules and instructions with extreme care 1 2 3 4 5 6 7 V124  44
27. Keep work areas clean and neat 1 2 3 4 5 6 7 V125  45
28. Do not tell outsiders that this is a good place to work for 1 2 3 4 5 6 7 V126  46
29. Rarely waste time at work 1 2 3 4 5 6 7 V127  47

30. Sometimes waste organisational resources 

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

 V128  48
31. Sometimes miss work for no good reason 

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

 V129  49
32. Avoid extra duties and responsibilities at work 

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

 V130  50
33. Have difficulty co-operating with others on projects 

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

 V131  51
34. Encourage others to speak up at meetings 

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

 V132  52

## BIOGRAPHIC INFORMATION - SUPERIOR

Please provide the following information about your immediate superior. Draw an X in the appropriate block

FOR OFFICE USE ONLY

- 1 Superior's age (years)  V133  53-54
- 2 Superior's gender
- |        |   |
|--------|---|
| Male   | 1 |
| Female | 2 |
- V134  55
- 3 Superior's race (for statistical purposes only)
- |          |   |
|----------|---|
| Black    | 1 |
| White    | 2 |
| Asian    | 3 |
| Coloured | 4 |
| Other    | 5 |
- V135  56
- 4 Superior's organisational level
- |         |   |
|---------|---|
| Level 1 | 1 |
| Level 2 | 2 |
| Level 3 | 3 |
| Level 4 | 4 |
| Level 5 | 5 |
- V136  57
- 5 Superior's qualifications (mark highest level attained only) V137  58
- |   |                                   |   |
|---|-----------------------------------|---|
| 1 | Secondary school                  | 1 |
| 2 | Std 10 or equivalent              | 2 |
| 3 | Post-school certificate / diploma | 3 |
| 4 | Bachelor's degree or equivalent   | 4 |
| 5 | Honours degree or equivalent      | 5 |
| 6 | Masters degree or equivalent      | 6 |
| 7 | Doctoral degree or equivalent     | 7 |
- 6 How many people directly report to him/her?  V138  59
- 7 For how many people in the organisation is he/she responsible?  V139  60

8 Superior's current functional area

V140  61-62

1. General Management	1.
2. Human Resources	2.
3. Production	3.
4. Financial & Commercial	4.
5. Marketing	5.
6. Corporate Services	6.
7. Engineering, Design or Project Management	7.
8. Information Technology	8.
9. Maintenance Services	9.
10. Research & Development	10.
11. Other – Please Specify .....	11.

## BIOGRAPHIC INFORMATION – SELF

Please provide the following information about yourself.

FOR OFFICE USE ONLY

1 Your age (years)

 V141  63

2 Your gender

Male	1	V142	<input type="text"/>	64
Female	2			

3 Your race

(for statistical purposes only)

Black	1.	V143	<input type="text"/>	65
White	2.			
Asian	3.			
Coloured	4.			
Other	5.			

4 Your organisational level

Level 2	1.	V144	<input type="text"/>	66
Level 3	2.			
Level 4	3.			
Level 5	4.			
Level 6	5.			

5 Your qualifications (mark highest level attained only)

V145  67

1 Secondary school	1
2 Std 10 or equivalent	2
3 Post-school certificate / diploma	3
4 Bachelor's degree or equivalent	4
5 Honours degree or equivalent	5
6 Masters degree or equivalent	6
7 Doctoral degree or equivalent	7

6 How many people directly report to you?

 V146  68

7 For how many people in the organisation are you responsible?

V147  69

3 Your current functional area

V148  70-71

1. General Management	1.
2. Human Resources	2.
3. Production	3.
4. Financial & Commercial	4.
5. Marketing	5.
6. Corporate Services	6.
7. Engineering, Design or Project Management	7.
8. Information Technology	8.
9. Maintenance Services	9.
10 Research & Development	10.
11 Other – Please Specify .....	11.



If you are interested in receiving feedback with regard to the outcome of the study, please complete the section below.

Name : \_\_\_\_\_

Address: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

You may, if you don't mind, leave this slip attached to your questionnaire.

If you prefer to separate the slip from the questionnaire you can mail it to:

**Prof. A B Boshoff**

**Study of Management in a South African context**  
Faculty of Economic and Management Sciences  
P/a Central Records  
Sasol Ltd.  
Rosebank

***Thank your for your time and willingness to complete this survey.***

Prof. A B Boshoff

Dr. R van Wyk

Dr. J Lourens



## APPENDIX C

Pretoria 0002 Republic of South Africa Tel (012) 4204111  
Faculty of Economic and Management Sciences

### STUDY OF MANAGEMENT IN A SOUTH AFRICAN CONTEXT

A research project funded by the National Research Foundation and undertaken from  
The University of Pretoria, South Africa.

**Prof. Adré B Boshoff**

Faculty of Economic and  
Management Sciences  
University of Pretoria

**Dr. René van Wyk**

Faculty of Economic and  
Management Sciences  
University of Pretoria

**Jannie Lourens**

PhD Candidate  
Faculty of Economic and  
Management Sciences  
University of Pretoria

Dear Participant,

We recently sent a letter and a questionnaire to you. In the letter we explained that you had been selected to participate in a research project within Sasol. If you have already returned your response, please ignore this letter. Thank you for your participation.

If for some reason you have not yet returned your completed questionnaire, attached you will find a copy.

***Please complete the questionnaire urgently and return it to us in the enclosed envelope before the 4th of April 2001.*** It should take about 20 minutes to complete.

The National Research Foundation is funding this research project on management in organisations in South Africa. The study is being carried out from The University of Pretoria.

Sasol has been selected as the organisation that would participate in this research. Mr Tjeerd Rodenhuis, Sasol's Group Executive - Human Resources, endorses this study.

Your responses are of great importance to the advancement of management knowledge and the South African community in general. We therefore value your co-operation.

***The questionnaire should be completed anonymously. Please ensure that you respond to every statement. Your answers will be treated in strict confidence and will only be used for research purposes.***

We thank you for your participation and the valuable time, which you are willing to spend on this project.

Handwritten signature of Prof. A B Boshoff.

Prof. A B Boshoff

Handwritten signature of Dr. R van Wyk.

Dr. R van Wyk

Handwritten signature of Mr J F Lourens.

Mr J F Lourens