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ANNEXURE A



University of Pretoria

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11 January 2006.

Dear Respondent,

The survey contained in this document is an investigation into different variables in the workplace. I would appreciate your participation in this survey, as every response adds value to the study.

This questionnaire is divided into different sections dealing with different aspects of work. Every section will be preceded with different instructions. Please follow the instructions as carefully as possible and answer all questions. There are no right or wrong answers to these questions as they are only intended to determine your perceptions on the different aspects. If any question/item is unanswered, it will unfortunately render your questionnaire unusable.

Your co-operation in completing this questionnaire is appreciated very highly. Your answers will be treated as strictly confidential. You need not reveal your identity or that of your company. The data obtained will be used solely for research purposes.

If you are interested in receiving feedback about the findings of this research, please complete the response request section at the end.

Thank you for your participation.

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Section A.

Directions: After deciding whether a statement is generally true for you, use the 5-point-scale to respond to the statement.

Please circle the *1* if you *strongly disagree* that this is like you; the *2* if you *somewhat disagree* that this is like you, the *3* if you *neither agree nor disagree* that this is like you, the *4* if you *somewhat agree* that *this* is like you, and the *5* if you *strongly agree* that this is like you.

There are no right or wrong answers. Please give the response that best describes you:

1 = strongly disagree

2 = somewhat disagree

3 = neither agree nor disagree

4 = somewhat agree

5 – strongly agree



	STRONGLY DISAGREE			STRONGLY AGREE		FOR OFFICE USE ONLY		
	01	02	03	04	05	A1		
1 I know when to speak about my personal problems to others.	01	02	03	04	05	A1		1
2 When I am faced with obstacles, I remember times I faced similar obstacles and overcame them.	01	02	03	04	05	A2		2
3 I expect that I will do well on most things I try	01	02	03	04	05	A3		3
4 Other people find it easy to confide in me.	01	02	03	04	05	A4		4
5 I find it hard to understand the non-verbal messages of other people.	01	02	03	04	05	A5		5
6 Some of the major events of my life have led me to re-evaluate what is important and not important.	01	02	03	04	05	A6		6
7 When my mood changes, I see new possibilities	01	02	03	04	05	A7		7
8 Emotions are one of the things that make my life worth living	01	02	03	04	05	A8		8
9 I am aware of my emotions as I experience them	01	02	03	04	05	A9		9
10 I expect good things to happen	01	02	03	04	05	A10		10
11 I like to share my emotions with others	01	02	03	04	05	A11		11
12 When I experience a positive emotion, I know how to make it last	01	02	03	04	05	A12		12
13 I arrange events others enjoy	01	02	03	04	05	A13		13
14 I seek out activities that make me happy	01	02	03	04	05	A14		14
15 I am aware of the non-verbal messages I send to others	01	02	03	04	05	A15		15
16 I present myself in a way that makes a good impression on others	01	02	03	04	05	A16		16



	STRONGLY DISAGREE			STRONLGY AGREE		FOR OFFICE USE ONLY		
	01	02	03	04	05			
17 When I am in a positive mood, solving problems is easy for me	01	02	03	04	05	A17		17
18 By looking at their facial expressions, I recognize the emotions people are experiencing	01	02	03	04	05	A18		18
19 I know why my emotions change	01	02	03	04	05	A19		19
20 When I am in a positive mood, I am able to come up with new ideas	01	02	03	04	05	A20		20
21 I have control over my emotions	01	02	03	04	05	A21		21
22 I easily recognize my emotions as I experience them	01	02	03	04	05	A22		22
23 I motivate myself by imagining a good outcome to tasks I take on	01	02	03	04	05	A23		23
24 I compliment others when they have done something well	01	02	03	04	05	A24		24
25 I am aware of the non-verbal messages other people send	01	02	03	04	05	A25		25
26 When another person tells me about an important event in his or her life, I almost feel as though I have experienced this event myself	01	02	03	04	05	A26		26
27 When I feel a change in emotions, I tend to come up with new ideas	01	02	03	04	05	A27		27
28 When I am faced with a challenge I give up because I believe I will fail	01	02	03	04	05	A28		28
29 I know what other people are feeling just by looking at them	01	02	03	04	05	A29		29
30 I help other people feel better when they are down	01	02	03	04	05	A30		30
31 I use good moods to help myself keep trying in the face of obstacles	01	02	03	04	05	A31		31
32 I can tell how people are feeling by listening to the tone of their voice	01	02	03	04	05	A32		32



	STRONGLY DISAGREE			STRONGLY AGREE			FOR OFFICE USE ONLY		
	01	02	03	04	05	A33		33	
33 It is difficult for me to understand why people feel the way they do									

(Schutte et.al., 1998)

Section B.

Consider the statements below and decide whether you agree or disagree with the statement made. Use the scale on which a “1” indicates strongly disagree and a “7” indicates strongly agree to answer each item. Circle the number next to the item to indicate your response.

Strongly Disagree

Strongly Agree

1 2 3 4 5 6 7

There are no right or wrong answers. Please give the response that best describes you:

		STRONGLY DISAGREE			STRONGLY AGREE				FOR OFFICE USE ONLY		
1	Our team meetings are good for expressing my ideas.	01	02	03	04	05	06	07	B1		34
2	Our team-meetings are valuable participation opportunities.	01	02	03	04	05	06	07	B2		35
3	Our team-meetings are practical ways to keep informed.	01	02	03	04	05	06	07	B3		36
4	Our team-meetings resolve tension and conflict.	01	02	03	04	05	06	07	B4		37
5	My team-members are hard to communicate with.	01	02	03	04	05	06	07	B5		38
6	My team has a strong sense of togetherness.	01	02	03	04	05	06	07	B6		39
7	My team-members generally trust each other.	01	02	03	04	05	06	07	B7		40
8	My team lacks team spirit.	01	02	03	04	05	06	07	B8		41
9	I often suggest better work methods to others.	01	02	03	04	05	06	07	B9		42
10	My team-members let me know when I affect their work.	01	02	03	04	05	06	07	B10		43
11	I let my team-members know when they affect my work.	01	02	03	04	05	06	07	B11		44
12	My team-members recognize my potential.	01	02	03	04	05	06	07	B12		45
13	My team-members understand my problem.	01	02	03	04	05	06	07	B13		46
14	I am flexible about switching jobs with my team-members.	01	02	03	04	05	06	07	B14		47
15	I often ask others for help.	01	02	03	04	05	06	07	B15		48
16	I often volunteer extra help towards my team-members.	01	02	03	04	05	06	07	B16		49



	STRONGLY DISAGREE			STRONLGY AGREE				FOR OFFICE USE ONLY		
	01	02	03	04	05	06	07	B17		50
17 I am often willing to finish work assigned to others.										
18 My team-members are often willing to finish work assigned to me.								B18		51

(Adapted from Seers, 1989)

Section C.

Please indicate how true each of the following items is for you. Use the scale on which a “1” indicates strongly disagree and a “6” indicates strongly agree to answer each item.

Circle the number next to the item to indicate your response.

Strongly Disagree

Strongly Agree

1 2 3 4 5 6

		Strongly Disagree			Strongly Agree			FOR OFFICE USE ONLY	
		01	02	03	04	05	06	C1	52
1	I prefer to do things that I can do well rather than things that I do poorly								
2	I'm happiest at work when I perform tasks on which I know that I won't make any errors.								
3	The things I enjoy the most are the things I do best.								
4	The opinions others have about how well I can do certain things are important to me.								
5	I feel smart when I do something without making any mistakes.								
6	I like to be fairly confident that I can successfully perform a task before I attempt it.								
7	I like to work on tasks that I have done well in the past.								
8	I feel smart when I can do something better than most other people.								
9	The opportunity to do challenging work is important to me.								
10	When I fail to complete a difficult task, I plan to try harder the next time I work on it.								
11	I prefer to work on tasks that force me to learn new things.								
12	The opportunity to learn new things is important to me.								



13	I do my best when I'm working on a fairly difficult task.	01	02	03	04	05	06	C13		64
14	I try hard to improve on my past performance.	01	02	03	04	05	06	C14		65
15	The opportunity to extend the range of my abilities is important to me.	01	02	03	04	05	06	C15		66
16	When I have difficulties solving a problem, I enjoy trying different approaches to see which one will work.	01	02	03	04	05	06	C16		67

(Button, Mathieu and Zajac, 1996)

Section D

Indicate on a seven point scale the degree to which you agree with the following statements (1 = lowest level of agreement, 7 = very strong (fully agree/fully applicable). Circle the number next to the item to indicate your response.

	Very Very Weak Strong							FOR OFFICE USE ONLY		
	0 1	0 2	0 3	0 4	0 5	0 6	0 7			
1. How clear are you about what your team objectives are?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1		68
2. To what extent do you think your team objectives are useful and appropriate objectives?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2		69
3. How far are you in agreement with these objectives?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3		70
4. To what extent do you think other team members agree with these objectives?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D4		71
5. To what extent do you think your team's objectives are clearly understood by other members of the team?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D5		72
6. To what extent do you think your team' objectives can actually be achieved?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D6		73
7. How worthwhile do you think these objectives are to you?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D7		74
8. How worthwhile do you think these objectives are to the organization?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D8		75
9. How worthwhile do you think these objectives are to the wider society?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D9		76
10. To what extent do you think these objectives are realistic and can be attained?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 0		77
11. To what extent do you think members of your team are committed to these objectives?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 1		78
12. Do your team colleagues provide useful ideas and practical help to enable you to do the job to the best of your ability?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 2		79
13. Do you and your colleagues monitor each other so as to maintain a higher standard of work?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 3		80
14. Are team members prepared to question the basis of what the team is doing?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 4		81



15. Does the team critically appraise potential weaknesses in what it is doing in order to achieve the best possible outcome?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 5		82
16. Do members of the team build on each other's ideas in order to achieve the best possible outcome?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 6		83
17. Is there a real concern among team members that the team should achieve the highest standards of performance?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 7		84
18. Does the team have clear criteria which members try to meet in order to achieve excellence as a team?	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 8		85
19. The team is always moving toward the development of new answers	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D1 9		86
20. Assistance in developing new ideas is available	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 0		87
21. The team is open and responsive to change	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 1		88
22. People in this team are always searching for fresh, new ways of looking at problems	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 2		89
23. In this team we take the time needed to develop new ideas	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 3		90
24. People in the team cooperate in order to help develop and apply new ideas	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 4		91
25. Members of the team provide and share resources to help in the application of new ideas	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 5		92
26. Team members provide practical support for new ideas and their application	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 6		93
27. We share information generally in the team rather than keeping it to ourselves	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 7		94
28. We have a 'we are together' attitude	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 8		95
29. We all influence each other	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D2 9		96
30. People keep each other informed about work-related issues in the team	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 0		97
31. People feel understood and accepted by each other	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 1		98



32. Everyone's view is listened to, even if it is in a minority	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 2		99
33. There are real attempts to share information throughout the team	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 3		100
34. There is a lot of give and take	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 4		101
35. We keep in regular contact with each other	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 5		102
36. We interact frequently	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 6		103
37. We keep in touch with each other as a team	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 7		104
38. Members of the team meet frequently to talk both formally and informally	0 1	0 2	0 3	0 4	0 5	0 6	0 7	D3 8		105

(Anderson & West, 1994).

Section E.

FOR OFFICE USE ONLY.				
1	Respondent number	E1		106

The following questions request biographic and lifestyle information. Responses will be used purely for statistical purposes only

Draw an X in the appropriate block next to the item that most closely represents your personal situation. Mark one item per question only.

		FOR OFFICE USE ONLY								
1	Age (in years)	<input type="text"/>	E2	107						
2	Gender	<table border="1"> <tr> <td>Male</td> <td><input type="checkbox"/></td> <td>01</td> </tr> <tr> <td>Female</td> <td><input type="checkbox"/></td> <td>02</td> </tr> </table>	Male	<input type="checkbox"/>	01	Female	<input type="checkbox"/>	02	E3	108
Male	<input type="checkbox"/>	01								
Female	<input type="checkbox"/>	02								

3 Qualification (mark highest level attained only)

Secondary school	1	<input type="checkbox"/>	E4	109
Gr 12 or equivalent	2	<input type="checkbox"/>		
Post school certificate/diploma	3	<input type="checkbox"/>		
Nat Diploma/Nat Higher Diploma	4	<input type="checkbox"/>		
Bachelors degree or equivalent	5	<input type="checkbox"/>		
Honours degree or equivalent	6	<input type="checkbox"/>		
Masters degree or equivalent	7	<input type="checkbox"/>		
Doctoral degree or equivalent	8	<input type="checkbox"/>		

4 Number of employees in your organization?

Between 20 and 100	1	<input type="checkbox"/>	E5	110
Between 100 and 500	2	<input type="checkbox"/>		
Between 500 and 1000	3	<input type="checkbox"/>		
More than 1000	4	<input type="checkbox"/>		

5 Number of individuals in your work group/team (under the same supervisor/team leader)?

E6		111
----	--	-----

Please indicate with an X, your role in the work group/team as either leader or member by marking the appropriate box beneath

6

LEADER

01	<input type="checkbox"/>
MEMBER	02 <input type="checkbox"/>

MEMBER

FOR OFFICE USE		
E7		112

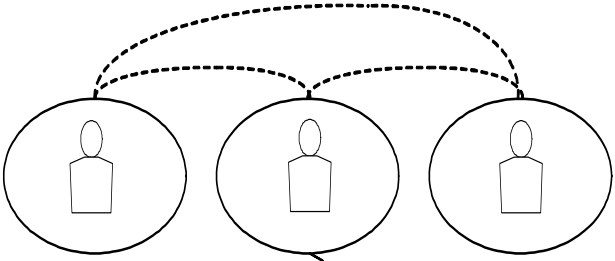
Indicate the nature of your work by marking the most appropriate box beneath:

Technical	Managerial	Administrative
01 <input type="checkbox"/>	02 <input type="checkbox"/>	03 <input type="checkbox"/>

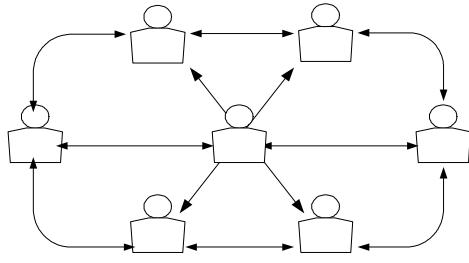
FOR OFFICE USE		
E8		113

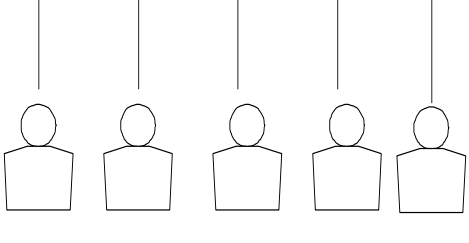
7. Please turn the page and select **one** of the **five team structures** illustrated that represents your team's structure the best. Mark the selected structure in the appropriate box.

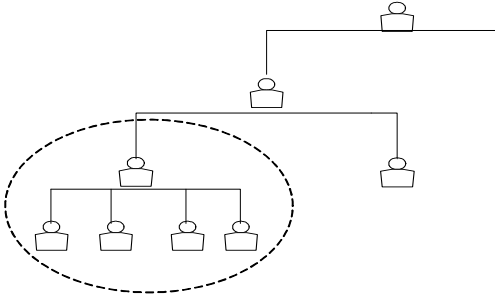
01	THE MATRIX TEAM	<table border="1"> <thead> <tr> <th></th> <th>Finances</th> <th>HR</th> <th>Marketing</th> <th>IT</th> </tr> </thead> <tbody> <tr> <td>Project 1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Project 2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Project 3</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Finances	HR	Marketing	IT	Project 1					Project 2					Project 3				
	Finances		HR	Marketing	IT																	
Project 1																						
Project 2																						
Project 3																						
<input type="checkbox"/>	<p>"Cross functional expertise on high impact projects".</p>																					

02	THE VIRTUAL TEAM	
<input type="checkbox"/>	<p>"Geographically separated and works across boundaries of space and time".</p> <p>4</p>	



03	THE PROJECT TEAM "One main task to complete by a certain date and then disband". 5	
----	---	--

04	THE SELF-MANAGED TEAM "Fully empowered. Set own work schedule and can hire and fire". 6	
----	--	--

05	THE WORK TEAM "Hierarchical structure, parallel to the structure of the bigger organization".	
----	---	---

FOR OFFICE USE	
E9	114

THANK YOU FOR YOUR PARTICIPATION

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

Name: (not compulsory)
Address:
E-Mail Address:

You may leave this slip attached to your questionnaire, or should you prefer to separate the slip from the questionnaire you can mail it to:

S.L. Kotzé
Faculty of Natural and Agricultural Sciences
UNIVERSITY OF PRETORIA
PRETORIA
0001



ANNEXURE B



University of Pretoria

Direct Telephone: (012) 420-4595
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Pretoria 0002, South Africa
E-Mail:simon.kotze@up.ac.za

11 January 2006.

Me A T Ngutshane
Human Resources Executive
arivia.kom
Sunninghill
JOHANNESBURG

Dear Me Ngutshane,

SUPPORT FOR PhD RESEARCH STUDY

Please refer to a discussion between Mr Dirk Wessels and myself in this regard. Thank you for the opportunity to explore the possibility for your organization to participate in this research.

I am in the process of completing a PhD in organizational behaviour. I now need organizations who are willing to be part of this research and who will grant me permission to conduct a survey for this purpose.

I am trying to determine through my research whether a team climate of innovation can be predicted by individual factors like emotional intelligence, team-member exchange and goal orientation. To gather the data, a set of documents consisting of four different questionnaires

was compiled. Each questionnaire has a self-explanatory instruction and it should take someone approximately 45-60 minutes to complete the set of documents.

The questionnaires are completed anonymously and your organization will not be identified. If you approve that this research may be conducted at your organization, a written confirmation of your approval, should be returned to me by e-mail or fax at the address indicated above. I need this approval to assure the Ethics Committee of the university that this research was done scientifically and with the approval of the different organizations. Please also indicate the name of the contact person in your organization to whom all future communication in this regard should be addressed.

It is anticipated that this research will contribute to the body of knowledge of team climate and team-member interaction in general. A team climate for innovation is an individual perceived phenomenon, and it is supposed that such a team climate may be influenced by different individual variables. Depending on the results of the study, a more effective composition of a team may be one of the outcomes that can be expected. Any questions that you might have pertaining the research and possible outcome will be answered with pleasure.

Thank you for your assistance in this regard.

With best wishes,

Simon Kotzé
PhD Student
Department of Human Resources Management