**HUMAN CAPITAL PROGRAMME 2020 INSTRUMENT**

**General information**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Batch # | 67147100 | | | A1 |
| Sector | Private | | | A2(i) Pub/Pr/SOE |
| Company: | ABSA | | | A3(ii) |
| Industry: | Banking | | | A4 |
| Gender: | Male | | X | A5 0/1 |
| Female | | 1 |
| Your role: | Core Business | | 0 | A6 0/1 |
| Support services | | X |
| Your role: | Management | | 0 | A7 0/1 |
| Non-management | | X |
| Age: |  | | | A8 |
| Number of years with company: | 7 | | | A9 |
| Highest education: | Less than 12 years | | 1 | A10 1/2/3/4 |
| 12 years (matric) | | 2 |
| 1st Degree / Diploma | | 3 |
| Higher degree / Higher diploma | | X |
| Race: | Asian | | 1 | A11 1/2/3/4 |
| Black | | X |
| Coloured | | 3 |
| White | | 4 |
| Post level | Unskilled and defined decision making | | 1 | A12 1/2/3/4/5 |
| Semi-skilled and discretionary decision making | | 2 |
| Skilled technical and academically qualified workers, junior Management, supervisors, foremen and superintendents | | 3 |
| Professionally qualified, experienced specialists and Middle Management | | X |
| Top Management, Senior Management | | 5 |
| Contact with direct manager | Daily (5); Weekly (4); Monthly (3); Very few contact (2) or No contact at all (2) | Manger | 5 | A13 1/2/3/4/5 |
| Contact with leadership | Leadership | 2 | A14 1/2/3/4/5 |

NB – All the instruments refer to leadership, my supervisor, my manager, my manager interchangeably. The term "work unit" refers to the team, department, division, or company for which your manager is the formal leader, and the term "members" refers to the people in the unit who report directly to your manager.

**Q1: Sustainable Human Resources Management**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |
| --- | --- | --- |
|  | Question | Answer |
| The following human resources management activities are practiced in my organisation | | |
| 1 | Employees in this organisation are provided with clear career paths. | 2 |
| 2 | The organisation/company provides opportunities for individual development other than formal training (e.g., work assignments and job rotation). | 3 |
| 3 | The company/organisation encourages employees to attend formal developmental activities such as training, professional seminars, symposia, etc | 4 |
| 4 | Career management is a shared responsibility of both employee and manager. | 2 |
| 5 | Extensive training programs are provided for individuals in our organisation. | 4 |
| 6 | We treat our employees as the most valuable resources within our organisation. | 2 |
| 7 | Our company/organisation emphasizes the importance of having satisfied employees. | 2 |
| 8 | The company/organisation seeks to maintain a high level of employee motivation. | 2 |
| 9 | Employees receive effective feedback on their performance. | 2 |

**Q2: Perceived Investment in employee development**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |
| --- | --- | --- |
| My organisation .... | | |
| 1 | My organisation trains employees on skills that prepare them for future jobs and career development. | 4 |
| 2 | My organisation provides career counselling and planning assistance to employees. | 2 |
| 3 | My organisation allows employees to have the time to learn new skills that prepare them for future jobs. | 3 |
| 4 | My organisation provides support when employees decide to obtain ongoing training. | 3 |
| 5 | My organisation is receptive to employees’ requests for lateral transfers (transfer to another department). | 3 |
| 6 | My organisation ensures that employees can expect confidentiality when consulting staff. | 3 |
| 7 | My organisation provides employees with information on the availability of job openings inside the organisation. | 4 |
| 8 | My organisation is fully supportive of a career-management program for the employees. | 2 |
| 9 | My organisation provides a systematic program that regularly assesses employees’ skills and interests. | 2 |

**Q3. Work Design Questionnaire**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Strongly disagree | Moderately Disagree | Slightly Disagree | Slightly Agree | Moderately Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  |  | |
| The Job… | | | | | | | |
| 1 | The job allows me to make my own decisions about how to schedule my work. | | | | | | 5 |
| 2 | The job allows me to decide on the order in which things are done on the job. | | | | | | 5 |
| 3 | The job allows me to plan how I do my work. | | | | | | 5 |
| 4 | The job gives me a chance to use my personal initiative or judgment in carrying out the work | | | | | | 5 |
| 5 | The job allows me to make a lot of decisions on my own. | | | | | | 5 |
| 6 | The job provides me with significant autonomy in making decisions. | | | | | | 4 |
| 7 | The job allows me to make decisions about what methods I use to complete my work. | | | | | | 5 |
| 8 | The job gives me considerable opportunity for independence and freedom in how I do the work | | | | | | 5 |
| 9 | The job allows me to decide on my own how to go about doing my work | | | | | | 5 |
| 10 | The job involves a great deal of task variety. | | | | | | 5 |
| 11 | The job involves doing a number of different things | | | | | | 5 |
| 12 | The job requires the performance of a wide range of tasks. | | | | | | 5 |
| 13 | The job involves performing a variety of tasks. | | | | | | 5 |
| 14 | The results of my work are likely to significantly affect the lives of other people | | | | | | 5 |
| 15 | The job itself is very significant and important in the broader scheme of things | | | | | | 5 |
| 16 | The job has a large impact on people outside the organisation | | | | | | 5 |
| 17 | The work performed on the job has a significant impact on people outside the organisation | | | | | | 5 |
| 18 | The job involves completing a piece of work that has an obvious beginning and end | | | | | | 3 |
| 19 | The job is arranged so that I can do an entire piece of work from beginning to end | | | | | | 3 |
| 20 | The job provides me the chance to completely finish the pieces of work begin | | | | | | 5 |
| 21 | The job allows me to complete work I start | | | | | | 5 |
| 22 | The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance | | | | | | 5 |
| 23 | The job itself provides feedback on my performance | | | | | | 6 |
| 24 | The job itself provides me with information about my performance | | | | | | 5 |
| 25 | The job requires that I only do one task or activity at a time | | | | | | 3 |
| 26 | The tasks on the job are simple and uncomplicated | | | | | | 3 |
| 27 | The job comprises relatively uncomplicated tasks | | | | | | 1 |
| 28 | The job involves performing relatively simple tasks | | | | | | 1 |
| 29 | The job requires me to monitor a great deal of information. | | | | | | 5 |
| 30 | The job requires that I engage in a large amount of thinking | | | | | | 6 |
| 31 | The job requires me to keep track of more than one thing at a time | | | | | | 5 |
| 32 | The job requires me to analyse a lot of information | | | | | | 5 |
| 33 | The job involves solving problems that have no obvious correct answer | | | | | | 5 |
| 34 | The job requires me to be creative | | | | | | 6 |
| 35 | The job often involves dealing with problems that I have not met before | | | | | | 5 |
| 36 | The job requires unique ideas or solutions to problems | | | | | | 5 |
| 37 | The job requires a variety of skills | | | | | | 6 |
| 38 | The job requires me to utilize a variety of different skills in order to complete the work | | | | | | 6 |
| 39 | The job requires me to use a number of complex or high-level skills | | | | | | 6 |
| 40 | The job requires the use of a number of skills | | | | | | 6 |
| 41 | The job is highly specialized in terms of purpose, tasks, or activities | | | | | | 6 |
| 42 | The tools, procedures, materials, and so forth used on this job are highly specialized in terms of purpose | | | | | | 6 |
| 43 | The job requires very specialised knowledge and skills | | | | | | 6 |
| 44 | The job requires a depth of knowledge and expertise. | | | | | | 6 |
| 45 | I have the opportunity to develop close friendships in my job | | | | | | 5 |
| 46 | I have the chance in my job to get to know other people | | | | | | 5 |
| 47 | I have the opportunity to meet with others in my work | | | | | | 5 |
| 48 | My supervisor is concerned about the welfare of the people that work for him/her | | | | | | 5 |
| 49 | People I work with take a personal interest in me | | | | | | 4 |
| 50 | People I work with are friendly | | | | | | 4 |
| 51 | The job requires me to accomplish my job before others complete their job. | | | | | | 5 |
| 52 | Other jobs depend directly on my job | | | | | | 5 |
| 53 | Unless my job gets done, other jobs cannot be completed | | | | | | 5 |
| 54 | The job activities are greatly affected by the work of other people | | | | | | 5 |
| 55 | The job depends on the work of many different people for its completion | | | | | | 4 |
| 56 | My job cannot be done unless others do their work | | | | | | 4 |
| 57 | The job requires spending a great deal of time with people outside my organisation | | | | | | 4 |
| 58 | The job involves interaction with people who are not members of my organisation | | | | | | 4 |
| 59 | On the job, I frequently communicate with people who do not work for the same organisation as I do. | | | | | | 4 |
| 60 | The job involves a great deal of interaction with people outside my organisation | | | | | | 4 |
| 61 | I receive a great deal of information from my manager and co-workers about my job performance | | | | | | 5 |
| 62 | Other people in the organisation, such as managers and co-workers, provide information about the effectiveness (e.g., quality and quantity) of my job performance | | | | | | 5 |
| 63 | I receive feedback on my performance from other people in my organisation (such as my manager or co-workers) | | | | | | 5 |
| 64 | The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support). | | | | | | 4 |
| 65 | The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc | | | | | | 4 |
| 66 | The job involves excessive reaching | | | | | | 3 |
| 67 | The job requires a great deal of muscular endurance. | | | | | | 2 |
| 68 | The job requires a great deal of muscular strength. | | | | | | 2 |
| 69 | The job requires a lot of physical effort | | | | | | 2 |
| 70 | The work place is free from excessive noise. | | | | | | 3 |
| 71 | The climate at the work place is comfortable in terms of temperature and humidity | | | | | | 3 |
| 72 | The job has a low risk of accident | | | | | | 5 |
| 73 | The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.). | | | | | | 5 |
| 74 | The job occurs in a clean environment | | | | | | 6 |
| 75 | The job involves the use of a variety of different equipment | | | | | | 5 |
| 76 | The job involves the use of complex equipment or technology | | | | | | 5 |
| 77 | A lot of time was required to learn the equipment used on the job. | | | | | | 4 |

**Q4: Empowering leadership questionnaire**

**Instructions:** Please describe how much your manager uses each managerial practice or behavior. The term "work unit" refers to the team, department, division, or company for which your manager is the formal leader, and the term "members" refers to the people in the unit who report directly to your manager. Think about each type of behavior separately, and do not allow your general evaluation of the manager to bias your answers about specific behaviors. For each item, select one of the following response choices and write the number or code for it on the line provided.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all, or Not Applicable | To a Limited extent | To a Moderate extent | To a Considerable extent | To a Very great extent |
| 1 | **2** | **3** | **4** | **5** |

|  |  |  |
| --- | --- | --- |
|  | Question | Answer |
| 1 | Sets high standards for performance by his/her own behavior | 5 |
| 2 | Sets high standards for performance by his/her own behavior | 5 |
| 3 | Works as hard as anyone in my work group | 5 |
| 4 | Sets a good example by the way he/she behaves | 5 |
| 5 | Leads by example | 5 |
| 6 | Encourages work group members to express ideas/suggestions | 5 |
| 7 | Listens to my work group's ideas and suggestions | 5 |
| 8 | Uses my work group's suggestions to make decisions that affect us | 5 |
| 9 | Gives all work group members a chance to voice their opinions | 5 |
| 10 | Considers my work group's ideas when he/she disagrees with them | 5 |
| 11 | Makes decisions that are based only on his/her own ideas | 2 |
| 12 | Helps my work group see areas in which we need more training | 4 |
| 13 | Suggests ways to improve my work group's performance | 4 |
| 14 | Encourages work group members to solve problems together | 5 |
| 15 | Encourages work group members to exchange information with one another | 5 |
| 16 | Provides help to work group members | 5 |
| 17 | Teaches work group members how to solve problems on their own | 4 |
| 18 | Pays attention to my work group's efforts | 4 |
| 19 | Tells my work group when we perform well | 5 |
| 20 | Supports my work group's efforts | 5 |
| 21 | Helps my work group focus on our goals | 4 |
| 22 | Helps develop good relations among work group members | 4 |
| 23 | Explains company decisions | 4 |
| 24 | Explains company goals | 4 |
| 25 | Explains how my work group it’s into the company | 4 |
| 26 | Explains the purpose of the company's policies to my work group | 3 |
| 27 | Explains rules and expectations to my work group | 4 |
| 28 | Explains his/her decisions and actions to my work group | 4 |
| 29 | Cares about work group members' personal problems | 4 |
| 30 | Shows concern for work group members' well-being | 4 |
| 31 | Treats work group members as equals | 4 |
| 32 | Takes the time to discuss work group members' concerns patiently | 4 |
| 33 | Shows concern for work group members' success | 5 |
| 34 | Stays in touch with my work group | 5 |
| 35 | Gets along with my work group members | 5 |
| 36 | Gives work group members honest and fair answers | 5 |
| 37 | Knows what work is being done in my work group | 5 |
| 38 | Finds time to chat with work group members | 5 |

**Q5: Ethical leadership (EL)**

The term "unit" refers to the team, department, division, or company for which your current boss is the formal leader, and the term "members" refers to the people in the unit who report directly to your boss. Please indicate how well each of the following statements describes your current boss by selecting one of the following response choices. Write the number of the choice on the line provided. Leave the item blank if you do not know the answer.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Strongly disagree | Moderately Disagree | Slightly Disagree | Slightly Agree | Moderately Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 |

|  |  |  |
| --- | --- | --- |
|  | Question | Answer |
| 1 | Shows a strong concern for ethical and moral values | 6 |
| 2 | Communicates clear ethical standards for members | 6 |
| 3 | Sets an example of ethical behavior in his/her decisions and actions | 6 |
| 4 | Is honest and can be trusted to tell the truth | 6 |
| 5 | Insists on doing what is fair and ethical even when it is not easy | 6 |
| 6 | Regards honesty and integrity as important personal values | 6 |
| 7 | Can be trusted to carry out promises and commitments | 6 |
| 8 | Holds members accountable for using ethical practices in their work | 5 |

**Q6. Organisational Cultural Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Strongly disagree | Moderately Disagree | Slightly Disagree | Slightly Agree | Moderately Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 |

|  |  |  |
| --- | --- | --- |
|  | Question | Answer |
| 1 | Achievement orientation | 5 |
| 2 | An emphasis on quality | 6 |
| 3 | Being distinctive—being different from others | 5 |
| 4 | Being competitive | 4 |
| 5 | Being reflective | 5 |
| 6 | Having a good reputation | 5 |
| 7 | Being socially responsible | 5 |
| 8 | Having a clear guiding philosophy | 5 |
| 9 | Being team oriented | 5 |
| 10 | Sharing information freely | 6 |
| 11 | Being people oriented | 5 |
| 12 | Collaboration | 5 |
| 13 | Being innovative | 6 |
| 14 | Quick to take advantage of opportunities | 5 |
| 15 | Risk taking | 4 |
| 16 | Taking individual responsibility | 4 |
| 17 | Fairness | 6 |
| 18 | Opportunities for professional growth | 4 |
| 19 | High pay for good performance | 2 |
| 20 | Praise for good performance | 5 |
| 21 | Having high expectations for performance | 5 |
| 22 | Enthusiasm for the job | 5 |
| 23 | Being results oriented | 5 |
| 24 | Being highly organized | 5 |
| 25 | Stability | 5 |
| 26 | Being calm | 5 |
| 27 | Security of employment | 5 |
| 28 | Low conflict | 4 |

**Q7: SD scale**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all, or Not Applicable | To a Limited extent | To a Moderate extent | To a Considerable extent | To a Very great extent |
| 1 | **2** | **3** | **4** | **5** |

|  |  |  |
| --- | --- | --- |
|  | Question | Answer |
| 1 | I’m always willing to admit it when I make a mistake. | 5 |
| 2 | I have never intensely disliked anyone. | 4 |
| 3 | I am always courteous, even to people who are disagreeable. | 5 |
| 4 | There have been times when I was quite jealous of the good fortune of others. | 5 |
| 5 | I like to gossip at times. | 2 |
| 6 | There have been occasions when I took advantage of someone. | 1 |

**Thank you for participating!**