**DATA COUNTING**

**APPENDIX A: SURVEY QUESTIONNAIRE**

**Statement of informed consent**

|  |
| --- |
| You are invited to participate as a volunteer in a research study that is being conducted by a Master of Technology Student at the Cape Peninsula University of Technology (CPUT). This study is intended to gather information concerning the relationship between ethical leadership and the satisfaction that employees are able to derive from their work in a financial institution in Cape Town. |

* Your participation in this study would be strictly voluntary and you will not be compensated for participating in it. If you decline to participate or choose not to complete the questionnaire, the researcher will not penalise you for any of your decisions and no foreseeable negative consequences will result from doing so.
* Completing this questionnaire will take approximately 30 minutes of your time. Should any question cause you to feel discomfort in any way, you may either decline to answer it or withdraw from completing the questionnaire.
* The researcher will not identify you by name in any report that is compiled from your responses to the questionnaire. Your responses will be treated as strictly confidential and the anonymity of all respondents will be protected.
* This research project and questionnaire have been reviewed and approved by the Higher Degrees Committee of the Cape Peninsula University of Technology, which functions as its review board for ensuring the conducting of ethical research.

**PLEASE NOTE:** By completing and submitting this questionnaire, you acknowledge that you understand the statements above and consent to participate in this study. Do not write your name on the questionnaire and your signature on this document is also not required.

**Questions**

1. The table below lists the common types of ethical principles that are usually adhered to in business organisations. Please rate the extent to which you believe that they are adhered to in your organisation on a scale of 1 to 10, with a rating of 1 indicating the lowest level of adherence and a rating of 10 the highest, by marking “X” in the relevant box below.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Principles** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
| Respect for others |  |  |  |  |  |  |  |  |  |  |
| Fairness |  |  |  |  |  |  |  |  |  |  |
| Honesty |  |  |  |  |  |  |  |  |  |  |
| Openness |  |  |  |  |  |  |  |  |  |  |
| Responsibility |  |  |  |  |  |  |  |  |  |  |
| Loyalty |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Principle** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
| **Respect** | **3** | **2** | **7** | **4.** | **17** | **11** | **11** | **11** | **10** | **22** |
| **Fairness** | **10** | **9** | **7** | **10** | **1** | **11** | **8** | **9** | **6** | **9** |
| **Honesty** | **3** | **4** | **9** | **10** | **18** | **14** | **8** | **13** | **6** | **13** |
| **Openness** | **9** | **4** | **11** | **11** | **18** | **10** | **10** | **12** | **11** | **6** |
| **Responsibility** | **4** | **1** | **3** | **11** | **10** | **11** | **16** | **18** | **11** | **13** |
| **Loyalty** | **6** | **3** | **5** | **9** | **18** | **10** | **12** | **17** | **8** | **10** |

1. Please circle the number that best expresses the extent to which you agree or disagree with the following statements (1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | strongly disagree | disagree | neutral | agree | strongly agree |
| 1. The manager of my department encourages ethical behavior among his staff. | 1 | 2 | 3 | 4 | 5 |
| 1. I am able to initiate discussions pertaining to ethical concerns. | 1 | 2 | 3 | 4 | 5 |
| 1. The management of my organisation welcomes contributions from subordinate members of staff to efforts to promote ethical practice. | 1 | 2 | 3 | 4 | 5 |
| 1. I demonstrate that I am sensitive to ethical considerations in my everyday work | 1 | 2 | 3 | 4 | 5 |
| 1. I object when someone seems to be ignoring, avoiding, or glossing over a vital ethical consideration. | 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1 | 2 | 3 | 4 | 5 | | 1 | 5 | 16 | 50 | 26 | | 4 | 10 | 19 | 42 | 23 | | 4 | 15 | 25 | 43 | 11 | | 1 | 6 | 14 | 49 | 28 | | 2 | 5 | 21 | 47 | 23 | |
| The manager of my department encourages ethical behavior among his staff. |
| My company has a clear and unambiguous code of ethics. |
| I am able to initiate discussions pertaining to ethical concerns |
| I demonstrate that I am sensitive to ethical considerations in my everyday work |
| I object when someone seems to be ignoring, avoiding, or glossing over a vital ethical consideration. |

3. Please circle the numbers that best express the extent to which you agree or disagree with the following statements (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | strongly disagree | disagree | neutral | agree | strongly agree |
| 1. The management of our organisation does not provide a safe environment for us to express our opinions or concerns. | 1 | 2 | 3 | 4 | 5 |
| 2. There is excessive pressure on subordinates to meet targets for performance. | 1 | 2 | 3 | 4 | 5 |
| 3. The targets for performance that the management sets for me are unrealistic. | 1 | 2 | 3 | 4 | 5 |
| 4. Excessive pressure of work for subordinates in our company often results from poor decision making. | 1 | 2 | 3 | 4 | 5 |
| 5. Our management does not set an example with respect to ethical conduct. | 1 | 2 | 3 | 4 | 5 |
| 6. Our management tends to micro-manage our tasks. | 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1 | 2 | 3 | 4 | 5 | | 14 | 24 | 26 | 22 | 12 | | 5 | 28 | 18 | 31 | 16 | | 14 | 45 | 24 | 12 | 3 | | 5 | 32 | 20 | 28 | 13 | | 18 | 31 | 24 | 13 | 12 | | 14 | 32 | 22 | 19 | 11 | |
| The management of our organisation does not provide a safe environment for us to express our opinions or concerns. |
| There is excessive pressure on subordinates to meet targets for performance. |
| The targets for performance that the management sets for me are unrealistic |
| Excessive pressure of work for subordinates in our company often results from poor decision making. |
| Our management does not set an example with respect to ethical conduct |
| Our management tends to micro-manage our tasks. |
|  |

4. Please circle the numbers that most accurately reflect your responses to the following statements (1 = never; 2 = sometimes; 3 = usually and 4 = always).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Never | Sometimes | Usually | Always |
| 1. I follow a standardised procedure to make decisions concerning matters that could have ethical implications. | 1 | 2 | 3 | 4 |
| 2. Before I make important decisions, I consult those who would be most affected by them. | 1 | 2 | 3 | 4 |
| 3. When I am faced with a difficult decision, I make sure that I am not unfairly favouring a particular individual employee or group.  4. My peers can count on me when they need help. | 1 | 2 | 3 | 4 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | | 5 | 31 | 34 | 16 | | 1 | 7 | 36 | 42 | | 1 | 7 | 27 | 51 | | 0 | 4 | 13 | 69 | |
| I follow a standardised procedure to make decisions concerning matters that could have ethical implications. |
| Before I make important decisions, I consult those who would be most affected by them |
| When I am faced with a difficult decision, I make sure that I am not unfairly favouring a particular individual employee or group |
| My peers can count on me when they need help |

5. What is the one failure with respect to ethical leadership that you think adversely affects most subordinates in your company?

|  |  |  |
| --- | --- | --- |
|  | **Perceived ethical failure** | **Total** |
| 1 | Unfair remuneration and reward systems | 2 |
| 2 | Lack of openness | 15 |
| 3 | Discrimination on the grounds of colour | 3 |
| 4 | Discrimination on the grounds of culture | 1 |
| 5 | Unfair work targets | 3 |
| 6 | Lack of adherence to rules and regulations | 3 |
| 7 | Lack of fairness | 7 |
| 8 | Lack of honesty | 1 |
| 9 | Nepotism | 4 |
| 10 | Lack of integrity | 3 |
| 11 | Lack of communication | 1 |
| 12 | Lack of an ethical code | 3 |
| 13 | Abuse of power | 1 |
| 14 | Lack of respect | 2 |
| 15 | Inadequate safety measures | 1 |
| 16 | Lack of a sense of community | 2 |
|  | **Total responses** | **52** |

1. If you could make one change to help to improve ethical leadership in your organisation, what would it be?

|  |  |  |
| --- | --- | --- |
|  | **Measure** | **Total** |
| 1 | Improve standards of professionalism | 3 |
| 2 | Develop and enforce a more appropriate and effective code of ethics | 4 |
| 3 | Develop effective channels of communication | 2 |
| 4 | Prioritise integrity as an indispensable attribute of leaders | 1 |
| 5 | Promote a culture of free and open communication | 10 |
| 6 | Eliminate nepotism in the workplace | 2 |
| 7 | Prioritise transparency | 5 |
| 8 | Continuously monitor existing practices to ensure fairness | 8 |
| 9 | Ensure that the values of the company are adhered to | 5 |
| 10 | Encourage ethical conduct | 2 |
| 11 | Insist on honesty at all times | 2 |
| 12 | Ensure that leaders set an example to subordinates through impeccable ethical conduct | 2 |
| 13 | Monitor and take effective action against instances of ethical failure | 1 |
| 14 | Revise the reward system to ensure that it meets high standards of fairness | 1 |
| 15 | Eliminate favouritism | 1 |
| 16 | Take strong and decisive action against all expressions of racism | 1 |
|  | **Total responses** | **50** |

**7.** **Assessment of personal ethics**

Please circle the numbers that most accurately reflect your responses to the following questions (1 = never; 2 = sometimes; 3 = usually and 4 = always).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Never | Sometimes | Usually | Always |
| * 1. Do you ensure that sensitive business information is treated as confidential? | 1 | 2 | 3 | 4 |
| * 1. Do you say ‘no’ to requests that you consider to be ethically inappropriate? | 1 | 2 | 3 | 4 |
| * 1. Do you follow instructions, irrespective of whether they appear to have unethical implications? | 1 | 2 | 3 | 4 |
| * 1. Are you honest at all times when you provide work-related information to others? | 1 | 2 | 3 | 4 |
| * 1. Is your decision making ever influenced by favouritism? | 1 | 2 | 3 | 4 |
| * 1. Are you able to balance the needs of your organisation with your personal needs? | 1 | 2 | 3 | 4 |
| * 1. Are you able to manage your personal biases? | 1 | 2 | 3 | 4 |
| * 1. Are you able to avoid conflicts of interest? | 1 | 2 | 3 | 4 |
| * 1. Are you aware of the need to respect diversity in your organisation? | 1 | 2 | 3 | 4 |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  | | | |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | | 0 | 23 | 47 | 73 | | 0 | 10 | 16 | 45 | | 31 | 29 | 8 | 5 | | 0 | 9 | 22 | 42 | | 43 | 27 | 3 | 0 | | 3 9 32 28 | | | | | 1 | 8 | 31 | 32 | | 0 | 10 | 24 | 38 | | 0 | 5 | 12 | 55 | |
| Do you ensure that sensitive business information is treated as confidential? |
| Do you say ‘no’ to requests that you consider to be ethically inappropriate? |
| Do you follow instructions, irrespective of whether they appear to have unethical implications? |
| Are you honest at all times when you provide work-related information to others? |
| Is your decision making ever influenced by favouritism? |
| Are you able to balance the needs of your organisation with your personal needs? |
| Are you able to manage your personal biases? |
| Are you able to avoid conflicts of interest? |
| Are you aware of the need to respect diversity in your organisation? |

8.Please circle the numbers that correspond most closely to your responses to the following statements (1= definitely not; 2 = probably not; 3 = maybe/unsure; 4 = probably and 5 = definitely).

A, I claim rebates from my income tax to which I am not entitled.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 33 | 7 | 12 | 11 | 9 |

B, I accept substantial gifts from clients without declaring them to the management.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 1 |  | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 60 | 5 | 3 | 1 | 3 |

C, I omit to provide valuable information to clients when they make purchase decisions.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 54 | 5 | 3 | 5 | 5 |

D, I take credit for the achievements of my colleagues without their knowledge.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 47 | 3 | 4 | 4 | 14 |

**9. Assessment of organisational ethics**

Please circle the numbers that correspond most closely to your responses to the following statements (1= never; 2= sometimes; 3= usually and 4 = always).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | No/Never | Sometimes | Usually | Yes/Always |
| * 1. Would you characterise the conduct of the leaders of your organisation as honest? | 1 | 2 | 3 | 4 |
| * 1. Is outstanding ethical conduct rewarded in your organisation?   2. Do the leaders of your organisation act in an ethical manner? | 1 | 2 | 3 | 4 |
| * 1. Does your organisation offer training in business ethics? | 1 | 2 | 3 | 4 |
| * 1. Does your company require its employees to sign a code of ethical conduct?   2. Do you feel that the code of ethics of your organisation is realistic, in the sense that it is easy to adhere to? | 1 | 2 | 3 | 4 |
|  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  | | --- | --- | --- | --- | | 1 | 2 | 3 | 4 | | 9 | 33 | 23 | 7 | | 24 | 33 | 6 | 6 | | 6 | 36 | 23 | 7 | | 24 | 24 | 11 | 13 | | 19 | 10 | 13 | 30 | | 8 | 22 | 18 | 24 | |
| Would you characterise the conduct of the leaders of your organisation as honest? |
| Is outstanding ethical conduct rewarded in your organisation? |
| Do the leaders of your organisation act in an ethical manner? |
| Does your organisation offer training in business ethics? |
| Does your company require its employees to sign a code of ethical conduct? |
| Do you feel that the code of ethics of your organisation is realistic, in the sense that it is easy to adhere to? |

1. Please circle the numbers that correspond most closely to your responses to the following statements (1 = definitely not; 2 = probably not; 3 = maybe/unsure; 4 = probably and 5 = definitely).

10.1 Do the values of your organisation accord with your own personal values?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 5 | 17 | 20 | 25 |

10.2 Do you feel that you are able to express your thoughts and opinions honestly to your manager?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 9 | 7 | 16 | 14 | 22 |

10.3 Do you feel that you maintain a healthy balance between your work and your personal life?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 4 | 6 | 6 | 26 | 26 |

10.4 Do you feel that your work contributes to achieving the goals of your organisation?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 0 | 1 | 3 | 15 | 49 |

11.Are you aware of any instances in which your colleagues or superiors might have acted in an unethical way? If so, how did you respond?

|  |  |  |
| --- | --- | --- |
|  | **Instance and action taken** | **Total** |
| 1 | Case of constructive dismissal and I defended the colleague successfully in a hearing, which resulted in the withdrawal of warnings that had been threatened. | 1 |
| 2 | I confronted the colleague and discussed the action that needed to be taken in a professional manner. | 9 |
| 3 | Unfair allocation of shifts: I encouraged the colleague to discuss the matter with the HR department. | 1 |
| 4 | I made my feelings known. | 1 |
| 5 | I am not aware of any instances of unethical conduct. | 22 |
| 6 | I ignored the problem. | 3 |
| 7 | I am not at liberty to discuss the matter. | 1 |
| 8 | I reported the matter to my superiors. | 3 |
| 9 | Salary structure: I took no action. | 1 |
|  | **Total** | **42** |

12.How would you describe your relationship with your manager, specifically with respect to transparency and honesty?

|  |  |  |
| --- | --- | --- |
|  | **Characterisation of relationship** | **Total** |
| 1 | It is purely professional, and my sole aim is to meet my targets | 6 |
| 2 | Average, balanced | 9 |
| 3 | OK | 7 |
| 4 | I speak my mind | 1 |
| 5 | Informal, with two-way communication | 1 |
| 6 | Excellent and open | 13 |
| 7 | Adequate and acceptable | 9 |
|  | **Total** | **46** |

# **DATA COUNTING (2)**

# **APPENDIX B: INTERVIEW GUIDE**

**Background information on the interviewee**

Date:

Name:

Job title:

Contact numbers:

First, I would like to take this opportunity to thank you for allowing me to meet you today.

This interview will provide data for a dissertation that is to be submitted in partial fulfilment of the requirements of the degree Master of Technology. The research topic is the impact of ethical leadership on the job satisfaction of subordinate employees at a selected financial institution in Cape Town, South Africa. The interview should take approximately 40 minutes of your time.

I shall use my laptop computer to type out your answers during the interview to minimise the time that it takes to conduct and keep records of our discussions. In order to ensure that no details of responses are lost, each interview will also be tape recorded. All of your responses will be treated as strictly confidential. Only the research team will have access to the transcriptions and tape recordings and I shall ensure that you cannot be identified as the interviewee. Please be advised that you are not compelled to discuss any topic that could cause you to feel discomfort of any sort disclosing and you would be within your rights to terminate the interview at any time should you wish to do so, without incurring penalties of any sort whatsoever. I am also willing to answer any questions that you may wish to ask concerning the interview.

# **Questions**

1. What do you believe are the forms that the consequences of unethical conduct and decisions take in your organisation?

|  |
| --- |
| * Nepotism. * Unfair treatment from managers and nepotism. * The casting aside of ethical considerations by subordinates who either fear losing their positions or are motivated by excessive ambition. * A lack of appreciation for diversity on the part of the management. * The failure of people in positions of leadership to control their emotions when they make decisions. * Occurrences that cause subordinates to lose trust in the organisation as one that prioritises fairness. * If subordinates are not treated fairly, they become demotivated. * Subordinates resent working under managers who lack integrity. * Laxly adhered to operating procedures result in a lack of definition with respect to the roles of subordinates. |

1. Are you aware of any specific factors that contributed to the answer that you gave to the previous question?

|  |
| --- |
| * Friends and relatives receive preferential treatment with respect to opportunities for employment and promotion. * Members of staff who are responsible for recruiting employees unfairly favour friends and relatives. * Subordinates are subjected to excessive pressure to meet and exceed targets by managers as they pursue promotion. * Managers have unrealistic expectations concerning the ability of subordinates in their departments to work as close-knit and highly coordinated teams. * Managers tend to give vent to frustrations that they experience in their family life in their interactions with subordinates at work. * Subordinates become aware of work-related problems and changes in their working environment through the circulation of rumours, owing to a lack of transparency. * I worked hard in 2018 and deserved recognition, but I was disappointed. * As a result of having worked in the company for a long time, some members of the staff tend to forget the values that should be reflected in their dealings with colleagues and subordinates. |

1. Do you feel valued, appreciated, heard, and respected in your organisation? Please explain.

|  |
| --- |
| * No. I still don’t have a permanent position at work. There is classism in the organisation. I don’t receive bonuses and incentives, while other departments do. * No. They preach the open door policy, but you get trapped if you talk. * No. They worry only about numbers and productivity. * No. The new systems are eliminating people in the workplace and replacing them with machines. * Yes. I feel at home as result of the family culture. * Partly, yes. Some departments and managers show appreciation, while others do not. * I work for everything and earn it. |

1. Do you feel that you have an opportunity to develop professionally in your organisation?

|  |
| --- |
| * Yes there are opportunities. The company is growing. * No. People remain in the same positions, even if they are qualified, yet those without qualifications progress to better positions. * Opportunities are there, but a lack of fairness compromises those chances. * Tricky. Managers might feel threatened by your prospects for promotion when they notice your capacity for thinking. * Yes. The company has a lot of opportunities. * Yes. Since the new manager came, the department is growing. * No. I have applied to many departments to make better use of my studies, but I was not granted a single interview. |

1. Have you ever received any type of ethical training?

|  |
| --- |
| * Not here, but before I joined the company. * No, I have not. * No. * Yes, with my previous company. * I have studied ethics at school, but not at work. |

1. Are any measures being implemented in your organisation to encourage adherence to ethical standards?

|  |
| --- |
| * The new management is trying to reduce disparities with respect to the preferential treatment that senior managers receive by comparison with general staff. * Nothing is being done in the company. * No. * There has been training in combating money laundering. * There could be, only I haven’t noticed them. |

1. Have you noticed any changes in your department that suggest that the measures that have been implemented have been successful?If so, please describe them.

|  |
| --- |
| * The power of the middle managers, which they had abused, has been reduced, as we are now required to report specific concerns to other managers. * The ethical culture of the organisation is reliant on the personal moral grounding of individual employees. * No. * Yes, we are encouraged to report any suspicions of fraudulent transactions.   Not sure. |

1. In your opinion, what are the skills or technical knowledge that your team needs to impart an effective understanding of ethical principles to all of its members?

|  |
| --- |
| * Middle managers need to undergo training in leadership and corporate governance. * Provide ethical training and ensure that emotions are effectively managed in the workplace, particularly in decision making. * Not sure. * Make all employees aware of the consequences of failing to adhere to the ethical standards of the organisation. * The management should start by determining the extent to which subordinates are aware of and understand ethical principles, through practical tests, and then implement measures to educate employees who are not adequately aware of the ethical standards of the organisation. * The company needs to listen to the concerns of the staff. * Training is needed to explain the nature of ethics and the difference between ethical and unethical behaviour to employees.   I’m not sure. |

1. What are the positive qualities of the leadership of your organisation that contribute to the amount of enjoyment that you derive from doing your work?

|  |
| --- |
| * I don’t enjoy my work. I don’t have a market-related salary. * I am not treated with enough fairness and respect by the company. * The management listens actively to the staff. * I receive help from colleagues and management whenever I need it. * I’m happy, but I have no reason to be. * My ideas and suggestions are taken seriously. * They are patient with me in their expectations, which allows me to develop. |

1. Would you say your manager is transparent with you and your team?

|  |
| --- |
| * I believe she is transparent. * No, because she does not understand the way that the department operates. * We have a new manager, whose ways I am still learning. * No, because managers need to maintain a degree of confidentiality because of the nature of their positions. * Sometimes. Reward systems are not explained, while roles are. * Yes, very much. * No, because managers care only about their relationships with their supervisors. |

1. Are any formal criteria used in your department to ensure compliance with the principles of fair and honest behaviour?

|  |
| --- |
| * Yes. We have weekly meetings to discuss grievances with the management and they are followed up until the problems that have been discussed are resolved. * Yes, we follow the law, but the department has none. * Integrity is promoted. * I don’t think so, because I haven’t seen any monitoring of these values. * Yes, grievances are fairly resolved. * The rules and regulations are published in a book that I should have. * Not that I know of. |

1. Has the behaviour of your manager ever contributed to feelings of dissatisfaction concerning your work? If so, please explain.

|  |
| --- |
| * Unfairness. I work longer hours, but they choose their friends for promotion. * He is still new. I’m still learning his ways. * They are always grumpy. * When I’m expected to perform under pressure. * I’m still new and have seen nothing wrong. * I don’t like my manager divulging sensitive information about me to other people. * He is not transparent about reward systems. |

1. Do you think that the senior management is doing enough by setting specific goals and objectives to ensure that the rights and dignity of all employees are respected?

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| * No, they are not doing enough, as racism still prevails. * No. There is still not enough transparency. * Yes. We were told when we joined the organisation that we should report all forms of abuse. * Yes. There are channels for allowing employees to express their feelings and concerns. * No. The system is failing at the top. * Diversity is being encouraged at senior levels. |

1. Have you noticed any improvements so far that suggest that the senior management has been instrumental in ensuring that promises to the staff are kept?

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| * No. Only 10 percent of the promises have been kept in this place. * No. We are not even updated about progress with certain promises. * No. Not for the low-level staff, but for the senior management. * No. I haven’t seen any so far. * Yes, they promised us medical aid and they have provided it. * Yes, because as employees of the company, senior managers are obliged to fulfil the commitments that they make to the staff. I am not aware of any time that they have failed to do so. |

1. Are you able to recall an occasion on which the integrity of your manager appeared to be lacking?

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| * I cannot think of any at the moment. * I proposed an idea and the management failed to respond. * I was denied the recognition that I deserved for excellent performance in my work by my manager. |

1. When you encounter a potential ethical problem at work, whom do you consult and why?

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| * We consult the HR department, but they are not reliable, as they promote nepotism. * I resolve it with my team. * I have to report it to the team leader. * My next-in-line supervisor. |

1. What is nature of the relationship between senior managers and low-level managers with respect to ensuring that the goals of your organisation accord with its ethical leadership policies?

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| * The senior managers have removed some of the powers that middle managers abused at the expense of the general staff. * Their roles are divergent. They don’t work together in any coherent way. * I’m not sure. * It’s a troubled relationship. They take care to maintain the image of the company to the outside world, but on the inside relationships among employees are affected by problems that result from pressure and a lack of mutual trust. * They are open to each other and there is a general open door policy. * I have no way of knowing that. * There are no policies and structures at all to support that idea. * There is clear communication between the levels of management. |

1. Is there anything else that you would like to add?

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| * I expect to be promoted on merit for the quality of my work and not to be overlooked because of nepotism. I also believe that the communication skills of managers should be improved. * The organisation should provide training in ethical leadership. * No. * Our managers should visit other companies to learn about ethical standards and also receive training in labour law. |