

APPENDIX A: Interview consent

RESEARCH TITLE - Images of performance management: A call centre case study

Consent Form (Interview)

I _____ consent to being interviewed by Zandile Sanelisiwe Ngidi for her study on performance management. I understand that:

- Participation in this interview is voluntary.
- That I may refuse to answer any questions I would prefer not to.
- I may withdraw from the study at any time.
- No information that may identify me will be included in the research report, and my responses will remain confidential.

Signed _____

APPENDIX B: Recording consent

RESEARCH TITLE - Images of performance management: A call centre case study

Consent Form (Recording)

I _____ consent to my interview with Zandile Sanelisiwe Ngidi for her study on performance management being tape-recorded. I understand that:

- The tapes and transcripts will not be seen or heard by any person in this organisation at any time, and will only be processed by the researcher.
- All tape recordings will be destroyed after the research is complete.
- No identifying information will be used in the transcripts or the research report.

Signed _____

APPENDIX C: Biographic questionnaire

Demographic information

Name: _____

Age: _____

Gender: Female ☐ Male ☐

Marital status: _____

Home-language: _____

Tenure in organisation: _____

Contract type: Permanent ☐ Temporary ☐

Job title: _____

Field: In-bound ☐ Out-bound ☐

Is this the first organisation you have ever worked for? Yes ☐ No ☐

If not, in how many other organisations have you experienced performance management? _____

Highest level of education: _____

APPENDIX D: Interview questions

This is an academic piece of work. I am therefore more interested in how people respond to performance management and not performance management particularly in this organisation.

Job performance, according to its simplest definition, relates to determining what is considered to form poor, adequate and good performance levels, this applies to each task and the whole job (Fisher, Katz, Miller and Thatcher, 2003).

Managing performance is a continuous process, whereby the organisation clarifies the necessary performance levels in order to meet strategic objectives, transform them into unit and individual objectives, and also to manage them on a continuous basis to ensure that they are not only being achieved, but also that they stay consistent and relevant to the overall strategic objectives (Lockett, 1992).

- 1) What comes to mind when you think of performance management?
- 2) What do you think is the point of performance management?
- 3) For you does performance management have good or bad connotations?
- 4) Can you define/describe performance management in this organisation?
- 5) Are you aware of any performance management policies in place?
- 6) Have you experienced performance management/appraisal since arriving at this organisation?
- 7) Do you think the performance management/appraisal achieved its aim?

8) Have you experienced performance management or an appraisal elsewhere?
What was it like there?

9) What do you prefer and think is better?

10) Do you think it's necessary to have performance management in place?

11) Is it a good or a bad thing?

12) Do you think it's important that performance be managed by management
and why?

13) If you had to create the ideal performance management system, what would
you include?

14) If you had to use a picture/colour to describe the performance management
system in this organisation what would it be? [Performance
management/appraisal is like...]

15) What attributes or additional meaning do you associate with this image that
you have just described?

16) How does the image make you feel?

17) If you had to use a picture to describe your ideal performance management
system what would it be? How would it differ from the image used to describe
performance management in your organisation? [Performance
management/appraisal is like...]

18) What attributes or additional meaning do you associate with this image that
you have just described?

- 19) How does this 'ideal performance management' image make you feel?
- 20) How do you feel in general about performance management?
- 21) Call monitoring is often given great importance in Call Centres, how does it make you feel?
- 22) Do you think it should be used to monitor performance?
- 23) What key words or phrases overall summarise what you feel performance management is?