

FOR OFFICE USE ONLY: Respondent Code: _____

VOLUNTARY QUESTIONNAIRE FOR A RESEARCH REPORT

“MAINTAINING MORALE IN THE SOUTH AFRICAN ARMY INFANTRY”.

P & DM

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Note to Respondent

- One of the most important principles of leadership is to motivate subordinates towards individual and military goal achievement. Pending the march to the union buildings and on recommendations by the Interim National Defence Force Service Commission, there have been some doubts in terms of ‘morale’ of the SA Army soldiers with specific reference to SA Army Infantry Formation. Many people indicate a neglect of this precious duty by the leadership of the said formation. The author takes note that morale and leadership is the responsibility of each one of us, but the primary responsibility in a military set-up remains with those authorized and empowered to lead.
- We also comprehend that there were interventions by the military command in Pretoria.

However we need your help firstly to understand if the interventions made, has managed to motivate, satisfy your expected needs, enhanced your commitment, revived your confidence, which ultimately has changed your attitude and relations in yourself and between yourself and your colleagues, between yourself and your superiors, and between yourself and the your organization (cohesion). Secondly, we need to measure your leadership within the unit in terms of seven factors which are Laissez-faire Leadership, Management-by-exception, Contingent Reward, Individualized Consideration, Inspirational Motivation, Intellectual Stimulation, and Idealized Influence.

- Your participation is voluntary and therefore you have the right to decline this request.
- If you do not wish to take part, hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire comprises of two parts as follows: (Part I entails the requests from respondents to use their responses for research purposes and Part II entails the factors to be measured or evaluated. Factors are structured as follows:

Factor 1: Biographical Information	2-3
Factor 2: Job satisfaction	3

Factor 3: Motivation	3
Factor 4: Commitment	3-4
Factor 5: Confidence	4
Factor 6: Cohesion	4
Factor 7: Attitude	4
Factor 8: Laissez-faire,	4-5
Factor 9: Management-by-exception,	5
Factor 10: Contingent Reward,	5
Factor 11: Individualized Consideration,	5
Factor 12: Inspirational Motivation	5
Factor 13: Intellectual Stimulation	5-6
Factor 14: Idealized Influence	6

How to complete your questionnaire

1. Please answer the questions as truthfully as possible. Also ensure that you read and follow the directions for each part, of which failure to do that will make it harder for us to complete the project.
2. We are only asking you about things that you and your fellow respondents should feel comfortable telling us about. If you do not feel comfortable answering a question, you may indicate that you do not want to answer it. Confidentiality remains the norm even to those questions you feel uncomfortable to answer.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a pen (not a pencil), or by filling in the required words.

Thank you very much for filling in this questionnaire.

Part 1: Permission to use my response for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and Surname : _____ Postal Address: _____

Contact numbers: (Home) _____ (Cellphone): _____

FACTOR 1: BIOGRAPHICAL INFORMATION (Please answer the following by making a cross on your answer or circle around the answer or option of your choice)

1. What is your current age?	18 -23 years	24 -35 years	36 -44 years	Over 45 years
2. What are your current years in service?	1 2 years	3 – 5 years	6 – 10 years	Over 10 years
3. My highest educational qualification is	Standard 8	Matric/Gr 12	Degree	Post Graduate
4. I am a/an	African	Asian	White	Coloured

5. I am in therank group.	Officer	Warrant Officer	NCO	Private/Rfn	
6. I am	Male		Female		
7. I am formerly from the	Non-statutory Forces (MK, APLA, KZNSPU)		Statutory forces (SADF, BDF,CDF, TDF,TDF)		
8. I perceive a leader to be	Authority	Influence	Power	Exemplary	
9. Leaders are	Everybody	Those with ranks	Officers	Warrant Officers	NCOs
10. To me morale implies	Motivation	Happiness	Satisfaction	Cohesion/ comradeship	All the aforementioned
11. Morale of soldiers is the responsibility of	All	Leaders	Individual members		None

FACTOR: 2. JOB SATISFACTION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. The system upon which performance incentives are awarded is fair.	4	3	2	1	0
2. The assistance I receive from the state in terms of housing is adequate.	4	3	2	1	0
3. I experience the contract-based system as a threat.	4	3	2	1	0
4. Considering everything, I am satisfied working for the SA Army Infantry Corps.	4	3	2	1	0
5. I am satisfied with opportunities for promotion in the SA Army Inf Fmn.	4	3	2	1	0

FACTOR 3: MOTIVATION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. Low ranking members of my unit are encouraged to offer their opinions and ideas.	4	3	2	1	0
2. I am treated with dignity and respect in my organization.	4	3	2	1	0
3. I am kept informed of matters affects me or will likely affect me in the future.	4	3	2	1	0
4. Studying further will present to me opportunities for promotion and a better pay.	4	3	2	1	0

FACTOR 4: COMMITMENT

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. My immediate supervisor administers policies and instructions consistently.	4	3	2	1	0
2. Disciplinary problems are addressed properly without favour or prejudice.	4	3	2	1	0
3. Information is disseminated well in my	4	3	2	1	0

organization.					
4. My OC shows an interest in the morale and welfare of his/her subordinates.	4	3	2	1	0

FACTOR 5: CONFIDENCE

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I am confident about myself because of the training I received.	4	3	2	1	0
2. Our weapons and weapon system are among the best in the world.	4	3	2	1	0
3. Leaders in my organization are articulate and have the ability to take the organization to greater heights.	4	3	2	1	0
4. My colleagues at work are adequately trained and together we can succeed in whatever task we find ourselves.	4	3	2	1	0

FACTOR 6: COHESION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. The morale of my unit is excellent.	4	3	2	1	0
2. I know what morale is and what it means.	4	3	2	1	0
3. I prefer group jogging in a team or group instead of jogging as an individual.	4	3	2	1	0
4. I am comfortable with unit come-together as they assist tremendously in building oneness and comradeship.	4	3	2	1	0

FACTOR 7: ATTITUDE

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. It frustrates me, when I have nothing to do, or not tasked to do something.	4	3	2	1	0
2. I feel that being in this organization is a blessing.	4	3	2	1	0
3. I see my job more as a career than a calling.	4	3	2	1	0
4. I carry my code of conduct because I understand what it means to me.	4	3	2	1	0

FACTOR 8: LAISSEZ FAIRE LEADERSHIP STYLE

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I am content to let others continue working in the same way as always	4	3	2	1	0
2. Whatever others want to do is O.K. with me.	4	3	2	1	0

3. I ask no more of others than what is absolutely essential.	4	3	2	1	0
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FACTOR 9: MANAGEMENT BY EXCEPTION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I am satisfied when others meet agreed-upon standards.	4	3	2	1	0
2. As long as things are working, I do not try to change anything.	4	3	2	1	0
3. I tell others the standards they have to know to carry out their work.	4	3	2	1	0

FACTOR 10: CONTINGENT REWARD

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I tell others what to do if they want to be rewarded for their work.	4	3	2	1	0
2. I provide recognition/rewards when others reach their goals.	4	3	2	1	0
3. I call attention to what others can get for what they accomplish.	4	3	2	1	0

FACTOR 11: INDIVIDUALISED CONSIDERATION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I help others develop themselves.	4	3	2	1	0
2. I let others know how I think they are doing.	4	3	2	1	0
3. I give personal attention to others who seem rejected.	4	3	2	1	0

FACTOR 12: INSPIRATIONAL MOTIVATION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I express with a few simple words what we could and should do.	4	3	2	1	0
2. I provide appealing images about what we can do.	4	3	2	1	0
3. I help others find meaning in their work.	4	3	2	1	0

FACTOR 13: INTELLECTUAL STIMULATION

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I enable others to think about old problems in new ways.	4	3	2	1	0

2. I provide others with new ways of looking at puzzling things.	4	3	2	1	0
3. I get others to rethink ideas that they had never questioned before.	4	3	2	1	0

FACTOR 14: IDEALISED INFLUENCE

<i>Please indicate to what extent you agree or disagree with the following statements</i>	Strongly Agree	Agree	Disagree	Strongly Disagree	Neutral
1. I make others feel good to be around me.	4	3	2	1	0
2. Unit members have complete faith in me.	4	3	2	1	0
3. Unit members are proud to be associated with me.	4	3	2	1	0

THANK YOU VERY MUCH FOR FILLING IN THIS QUESTIONNAIRE!

YOUR PARTICIPATION IS VALUABLE AND IMPORTANT TO US.