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Dear Respondent

RE: COMPLETION OF QUESTIONNAIRE

The attached questionnaire forms part of research undertaken for the Master's degree in industrial psychology at the University of Limpopo. The overall purpose of the questionnaire is to investigate the perceptions, of public servants with regard to current performance appraisal system in use in the Public service and of performance appraisal in general. The study is directed primarily at public servants on the level of assistant director (and equivalent) and lower.

Since most research with regard to this subject, has been carried out from point of view of the organization, the information gained in study could be invaluable in gaining inputs from the point of view of both the appraisee and the appraiser.

In terms of professional ethics, you are assured and guaranteed of absolute confidentiality and anonymity in answering the questionnaire. No individual results will be made public or provided to your Department.

Please follow the instructions provided at the beginning of each of the two sections and read each item carefully. The questionnaire should take approximately 15 minutes to complete.

Your co-operation and support in making this study possible are greatly appreciated. Thank you so much for your time.

Yours faithfully

K.E KHASHANE

NB: ON COMPLETION OF THE QUESTIONNAIRE KINDLY PLACE IT IN THE ENVELOPE PROVIDED, SEAL IT AND HAND IT TO THE PERSON AS INDICATED THEREON FOR COLLECTION BY MYSELF

QUESTIONNAIRE

1	2	3
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SECTION A: DEMOGRAPHICS

Please provide indicates your response to each question by placing a cross in the block provided, except question 5 where your rank or grading should be given in full.

			For office use
1	<u>Gender</u>		(4)
	Male	01	
	Female	02	
2	<u>Age</u>		(5)
	20-30	01	
	31-40	02	
	41-50	03	
	51-60	04	
	60+	05	
3.	<u>Marital Status</u>		(6)
	Unmarried	01	
	Married	02	
	Divorced	03	
	Widow/er	04	
4.	<u>Language</u>		(7)
	Afrikaans	01	
	English	02	
	Sesotho	03	
	Tshivenda	04	
	Xitsonga	05	

5. Present rank/grading

(8)

6. Highest academic qualification

Junior certificate

01

Senior certificate

02

Diploma

03

Degree

04

Honours/Higher diploma

05

(9)

7. Length of service

More than 1 year but less than 5

01

More than 5 years but less than 10

02

10 years or more

03

(10)

8. Last assessment category

Preferential promotion (Class 1)

01

Out of turn promotion (Class 2)

02

Intern promotion (Class 3)

03

(11)

9. Merit Awards

Have received a merit award

01

Never received a merit award

02

(12)

SECTION B: PERFORMANCE APPRAISAL

Answer each question by placing a cross in the block on the seven-point scale which most accurately illustrates your opinion.

1. To what extent do you feel free to discuss any aspects of your evaluation with your supervisor during appraisal interviews?

Not at all free	1	2	3	4	5	6	7	Absolutely free
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2. To what extent do you feel free to reject an unfavourable appraisal without the fear of possible recriminations against you?

Not free at all	1	2	3	4	5	6	7	Totally free
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3. To what extent are you encouraged by your supervisor to take a more active role in the performance appraisal process?

Not encouraged	1	2	3	4	5	6	7	Fully encouraged
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4. To what extent do you feel that you are sufficiently qualified to make a meaningful assessment of your true abilities?

Not qualified	1	2	3	4	5	6	7	Completely qualified
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5. To what extent do you feel that performance appraisal sessions can be described as a superficial process, carried out merely because it has been prescribed by higher authority?

Totally superficial	1	2	3	4	5	6	7	Not superficial at all
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6. To what extent do you feel that performance appraisal in your department is approached with the necessary sense of urgency?

No urgency	1	2	3	4	5	6	7	Great urgency
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7. To what extent is the feedback given on your performance appraisal, meaningful enough to make a marked difference in improving your performance?

Not meaningful at all	1	2	3	4	5	6	7	Totally meaningful
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8. To what extent do you feel that your supervisor is biased when making judgments on your abilities?

Totally biased	1	2	3	4	5	6	7	Not biased at all
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9. To what extent do you think that your supervisor has sufficient knowledge of your duties to be able to assess your performance accurately and fairly?

No knowledge	1	2	3	4	5	6	7	Full knowledge
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10. To what extent do you feel that your appraisals have been manipulated either upward or downward for any reason?

No manipulation	1	2	3	4	5	6	7	Total manipulation
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11. To what extent do you feel threatened when the time comes for your performance appraisal to be carried out?

Intensely threatened	1	2	3	4	5	6	7	Not threatened
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12. To what extent do you feel that your supervisor is objective in his/her judgments of your performances?

Not objective at all	1	2	3	4	5	6	7	Extremely objective
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13. To what extent do you think that the results of your performance appraisal give a true reflection of your abilities?

Not a true reflection	1	2	3	4	5	6	7	Total true reflection
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14. To what extent do you feel it would be more beneficial to be evaluated more regularly than just once a year?

Not beneficial at all	1	2	3	4	5	6	7	Far more beneficial
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15. To what extent is feedback regular enough to enable you to improve your performance?

Not regular enough	1	2	3	4	5	6	7	More than regular enough
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16. To what extent do you think that your evaluation depends on how you compare with your peers?

No comparisons	1	2	3	4	5	6	7	Full comparisons
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17. To what extent are you satisfied that your evaluation is given a fair hearing at the committee stage?

Not satisfied at all	1	2	3	4	5	6	7	Totally satisfied
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18. To what extent do you think that some appraisals are manipulated in order to hold back effective workers from promotions/ transfer?

No manipulation	1	2	3	4	5	6	7	Total manipulation
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19. To what extent does your environment have a positive effect on your performance?

No effect at all	1	2	3	4	5	6	7	Total positive effect
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20. To what extent do you think the results of your performance appraisal would be more favourable if you were to be assessed by your peers?

Not more favourable	1	2	3	4	5	6	7	Much more favourable
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21. To what extent do you feel that your performance has been judged in terms of general impressions rather than in accordance with actual achievements?

Broad impressions	1	2	3	4	5	6	7	Actual achievements
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22. To what extent are you satisfied with the way in which the results of performance appraisals are utilized by way of receiving rewards?

Not satisfied at all	1	2	3	4	5	6	7	Totally satisfied
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23. To what extent does positive feedback or praise tend to motivate you to better performance levels?

Not motivating at all	1	2	3	4	5	6	7	Totally motivating
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24. To what extent do you think that your supervisor's evaluation of your performance is influenced by one of your stronger or weaker traits?

Strongly influenced	1	2	3	4	5	6	7	Not influenced at all
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25. To what extent do you feel that the outcome of your appraisals would be favourable if they were finalized at your Directorate level and not at Departmental level?

Not favourable at all	1	2	3	4	5	6	7	Far more favourably
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26. To what extent do you think some appraisals are manipulated to encourage poorer performers to seek other employment?

No manipulation	1	2	3	4	5	6	7	Total manipulation
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27. To what extent do you feel that a higher level of participation in the appraisal process would improve your performance?

No improvement	1	2	3	4	5	6	7	Very big improvement
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28. To what extent do you think that self-evaluation would improve the level of accuracy in performance appraisal?

No improvement	1	2	3	4	5	6	7	Very big improvement
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29. To what extent do you feel that the recording and preparation of 'incidents' is excessively time consuming in relation to the results achieved?

Extremely time consuming	1	2	3	4	5	6	7	Not time consuming at all
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30. To what extent is your perception of feedback more positive when it is given sooner rather than later, after having been appraised?

No effect at all	1	2	3	4	5	6	7	Far more positive
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31. To what extent do you think your supervisor's evaluation is influenced by the traits or characteristics that he/she apparently perceives in him/herself?

Influenced	1	2	3	4	5	6	7	Not influenced
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32. To what extent do you think that employees should be given more opportunities to express their opinions of the merits of the performance appraisal system?

No opportunities	1	2	3	4	5	6	7	Many opportunities
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33. To what extent do you think some appraisals are manipulated to gain favour with the ratee?

None at all	1	2	3	4	5	6	7	To a great extent
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34. To what extent do criticisms during the discussion phase of the appraisal, tend to de-motivate you?

No de-motivation	1	2	3	4	5	6	7	Totally de-motivating
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35. To what extent have you been informed as to the weighting or evaluation of incidents?

Totally uninformed	1	2	3	4	5	6	7	Fully informed
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36. To what extent do you find it frustrating and de-motivating when feedback is given on how to improve your performance?

Totally frustrating	1	2	3	4	5	6	7	Not frustrating at all
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37. To what extent do you think that your supervisor makes use of the full range of the points allocation scale on the assessment questionnaire when evaluating your performance?

Use scale limited	1	2	3	4	5	6	7	Full use of scale
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