

ANNEXURE 1: Questionnaire

QUESTIONNAIRE

This questionnaire is divided into four sections and comprises of 25 questions:

1. **Section A** deals with general and personal details (Questions 1 to 5).
2. **Section B** deals with your organisational details (Questions 6 to 13).
3. **Section C** deals with questions on the core element of strategy (Questions 14 to 19).
4. **Section D** deals with questions on the sub-elements of change, purpose and leadership (Questions 20 to 25).

Kindly complete all 25 questions.

Section A: General and Personal Details (Questions 1 – 5)

1. What is your gender?
 - ☐ Male
 - ☐ Female

2. What is your age group?
 - ☐ ≤ 25 years
 - ☐ 26 – 45 years
 - ☐ 46 – 65 years
 - ☐ 66 + years

3. What is your race group?

- ☐ Black
- ☐ White
- ☐ Asian
- ☐ Mixed Race
- ☐ Other

4. What is your primary spoken language?

- ☐ English
- ☐ Zulu
- ☐ Afrikaans
- ☐ Ndebele
- ☐ Pedi
- ☐ Sotho
- ☐ Swati
- ☐ Tsonga
- ☐ Tswana
- ☐ Venda
- ☐ Xhosa
- ☐ Other

5. What is the highest level of your education?

- ☐ Lower than Grade 12 (Matric)
- ☐ Matric
- ☐ Matric + Certificate/Diploma
- ☐ Undergraduate Degree
- ☐ Postgraduate Degree
- ☐ Other

Section B: Organisation Details (Questions 6 – 13)

6. Please specify your current job title:

- ☐ Director
- ☐ Manager
- ☐ Other

7. Please state the location of your organisation:

- ☐ North Coast
- ☐ South Coast
- ☐ Upper Highway
- ☐ Central Durban

8. Please indicate the nature of your organisation:

- ☐ Retail
- ☐ Telecommunication
- ☐ Motor Vehicles
- ☐ Banking
- ☐ Customer Services
- ☐ Manufacturing
- ☐ Construction
- ☐ Transportation
- ☐ Health
- ☐ Beauty
- ☐ Law
- ☐ Consulting
- ☐ Other (Please specify) _____

9. State the number of employees in your organisation?

- ☐ Less than 5
- ☐ 5 to 20
- ☐ 21 to 50

- ☐ 51 to 100
- ☐ 101 to 200

10. How long has your organisation been in operation?

- ☐ Less than 3 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ Greater than 10 years

11. The financial performance of your organisation **has improved** in the last year when compared to previous years.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Running an SME **has become more challenging** in the last year when compared to previous years.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Is **Competition** a threat to your organisation?

- ☐ Yes
- ☐ No

Section C: Strategy (Questions 14 - 19)

14. Does your organisation have a strategy in place?

- ☐ Yes
- ☐ No

15. What element/s are you using in your strategies?

- ☐ Planning – Setting of regular objectives.
- ☐ Control – Adhering to policies and procedures.
- ☐ Cost savings – Making this a priority to save on expenses by acquiring more than one quotation to compare against.
- ☐ Performance management – Ensuring that employees' progress are monitored.
- ☐ Differentiation – Product / Service is unique and adds value when compared to competitor products.
- ☐ Competition – Monitoring of activities – new products / services offered.
- ☐ Financial management – Using unique pricing strategies.
- ☐ Marketing – Promoting your product / service.
- ☐ Digitalisation – Using technology to enhance your product / service.
- ☐ Competency – Continuous training of employees.
- ☐ Other (Please specify) _____
- ☐ No strategy
- ☐ Not sure

16. What effects does **Strategies** have on deliverables in your organisation?

- ☐ Positive
- ☐ Negative
- ☐ No Strategy

17. Rank the following **Benefits of Strategies** according to their importance.
(Note: Ranking from 1 being Least Important to 4 being Most Important).

	1	2	3	4
Business Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand Recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Do you think that your organisation requires a **new strategy** for growth?

- ☐ Yes
- ☐ No

19. **Strategies** have changed your Leadership Style.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section D: Sub-Elements – Change, Purpose and Leadership (Questions 20 - 25)

20. Are you in favour of a Changing Business Environment?

- ☐ Yes
- ☐ No

21. Which of the following environments **affects** you the most?

(Note: Ranking from 1 being Least Important to 4 being Most Important).

	1	2	3	4
Micro-economic environment (Controllable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Macro-economic environment (Uncontrollable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Does your organisation have a Purpose Statement?

- ☐ Yes
- ☐ No

23. Are your employees **aware** of the Purpose Statement?

- ☐ Yes
- ☐ No
- ☐ N/A - No Purpose Statement available

24. Which Leadership Style do you think suits your organisation?

- ☐ **Transformational Leadership:** is defined as a leadership approach that causes change in individuals and social systems.
- ☐ **Transactional Leadership:** focuses on supervision, organisation, and performance. It is a leadership style in which leaders promote compliance by followers through both rewards and punishments.
- ☐ **Autocratic Leadership:** makes decisions without getting input from subordinates. They exercise authority and demand subordinates to take responsibility.
- ☐ **Bureaucratic Leadership:** acquire input from their subordinates but still maintain the authority to make final decisions. Governed by rules and policies to make final decisions. Do not allow for deviation and maintains a zero tolerance when it comes to violations.
- ☐ Other (Please Specify)_____

25. Leadership is the **driving element** in an organisation which ensures sustainability.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for participating in my research study.

ANNEXURE 2: Semi-Structured Interview Schedule

Interview Questions – Open ended

1. What type of leader are you? Why?
2. What are your thoughts on a changing business environment?
3. In general, what are your thoughts about competitors?
4. Do you think that your business needs a new strategy? Why?
5. Do you think controlling employees at the workplace is good or bad? Why?
6. Are internal controls important in your business? Why?
7. What factor/s affects your business either positively or negatively?
8. What is your view on sustainability?
9. Does the leadership style affect the performance of an employee?
10. What are your thoughts on strategy formulation?
11. Has digitalisation/technology changed your business?
12. What are your thoughts on the purpose statement? Are you following it? Are your employees following it? Why don't you think it is necessary?
13. What type of leader do you think your employees want to be led by? Do you think you are satisfying their needs?