

Appendices



**THE IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL CITIZENSHIP
BEHAVIOUR WITHIN THE SOUTH AFRICAN POLICE SERVICE IN THE WESTERN CAPE**

You are hereby requested to participate in a research study with the above title. I am a registered Masters student at the University of the Western Cape in the Department of Industrial Psychology, presently in the process of doing my internship at the SAPS Employee Health and Wellness, Western Cape. My selected research topic involves exploring the theory that Organisational Citizenship Behaviour (going beyond the call of duty) is positively influenced by Organisational Culture (expected prescribed behaviour).

The questionnaire should take about 10 to 15 minutes to complete. Participation in the study is completely voluntary and anonymous. Please do not write your name or Persal number on the question paper. Respondents are please requested to answer all the questions until number 49 on the next page.

Organisational Culture Questionnaire

The following statements relate to the Organisational Culture of the SAPS. Please read each statement carefully and indicate, using the scale below, the extent to which you agree or disagree by marking with an (X) in the appropriate box.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. This organisation is a very personal place. It is like an extended family.	A	B	C	D	E
2. The management style in this organisation is characterised by teamwork, agreement, and participation.	A	B	C	D	E
3. The “glue” that holds this organisation together is loyalty and mutual trust.	A	B	C	D	E
4. This organisation highlights personal and professional development.	A	B	C	D	E
5. This organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	A	B	C	D	E
6. This organisation is very active and business-like. People are willing to stick their necks out and take risks.	A	B	C	D	E
7. The management style in this organisation is characterised by individual risk-taking, innovation, freedom, and uniqueness.	A	B	C	D	E
8. The “glue” that holds this organisation together is commitment to innovation and development.	A	B	C	D	E
9. This organisation emphasises buying new resources and creating new challenges.	A	B	C	D	E
10. This organization succeeds by having the most unique or newest products.	A	B	C	D	E
11. This organization is very results oriented and tries to get the job done.	A	B	C	D	E
12. The management style in this organisation is characterised by hard-driving competitiveness, high demands, and achievement.	A	B	C	D	E
13. The “glue” that holds this organisation together is the emphasis on achievement and goal accomplishment.	A	B	C	D	E
14. This organisation emphasises competitive actions and achievement.	A	B	C	D	E
15. This organisation defines success on the basis of winning in the marketplace and outpacing the competition.	A	B	C	D	E
16. This organisation is a very controlled and structured place. Formal procedures generally govern what people do.	A	B	C	D	E
17. The management style in this organisation is characterised by security of employment, traditionalism, predictability, and stability in relationships.	A	B	C	D	E
18. The “glue” that holds this organisation together is formal rules and policies.	A	B	C	D	E
19. This organisation highlights permanence and stability.	A	B	C	D	E
20. This organisation defines success on the basis of effectiveness.	A	B	C	D	E

Appendix B Organisational Citizenship Behaviour Questionnaire

The following statements relate to how you behave at the workplace. Please read each statement carefully and indicate, using the scale below, the extent to which you agree or disagree, by marking with an (X) in the appropriate box.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
21. I help others who have heavy amounts of work.	A	B	C	D	E
22. I help others who have been absent.	A	B	C	D	E
23. I train or help others to carry out their jobs better.	A	B	C	D	E
24. I help new people to get used to the work environment.	A	B	C	D	E
25. I help others with difficult work duties.	A	B	C	D	E
26. I keep up with changes in the organisation.	A	B	C	D	E
27. I attend functions that are not required but help the organisation's image.	A	B	C	D	E
28. I attend and take part in formal meetings regarding the organisation.	A	B	C	D	E
29. I attend and take part in informal meetings regarding the organisation.	A	B	C	D	E
30. I arrive at work on time.	A	B	C	D	E
31. I never take long lunch breaks.	A	B	C	D	E
32. I never take extra breaks.	A	B	C	D	E
33. I always obey organisational rules even if there is no one watching me.	A	B	C	D	E
34. I always finish my work on time.	A	B	C	D	E
35. I think my organisation has a lot of problems.	A	B	C	D	E
36. I constantly talk about wanting to leave my job.	A	B	C	D	E
37. I feel positively about my component.	A	B	C	D	E
38. I feel positively about the organisation.	A	B	C	D	E
39. I am not happy with the way the organisation is being run.	A	B	C	D	E
40. My work quality is up to standard.	A	B	C	D	E
41. I think my organisation has big problems.	A	B	C	D	E
42. I inform others before taking important actions.	A	B	C	D	E
43. I go out of my way to protect other employees.	A	B	C	D	E
44. I show unhappiness with other employees.	A	B	C	D	E
45. I visit other employees at their work stations during work periods.	A	B	C	D	E
46. I do not complain about work duties.	A	B	C	D	E
47. I can handle work pressure.	A	B	C	D	E
48. I always act happily.	A	B	C	D	E
49. I work well with those around me.	A	B	C	D	E

Thank you

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The Provincial Commissioner
South African Police Service
Western Cape

Lieutenant General A.H. Lamoer

Permission to conduct research within the SAPS

SUBJECT: THE IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR WITHIN THE SOUTH AFRICAN POLICE SERVICE IN THE WESTERN CAPE

Dear Lieutenant General Lamoer

My name is Brian Abrahams. I am a registered student at the University of the Western Cape in the Faculty of Economic and Management Sciences. I am presently in the process of doing my internship at Employee Health and Wellness, Western Cape. This process also requires that I write a thesis to fulfil the requirements for registration as an Industrial Psychologist

I am currently writing my thesis with the above title as partial fulfilment in obtaining the degree MCOM (Industrial and Organisational Psychology).

My selected research topic involves exploring the hypothesis that Organisational Citizenship Behaviour (going beyond the call of duty) is positively influenced by Organisational Culture (expected prescribed behaviour). Research evidence suggests that strengthening the cultural roots of an organisation can lead to the observance of increased behaviours that goes beyond the call of duty across all sectors within a given organisation.

Cultures that encourage innovation, sense of togetherness, positive competition and relevant structures and procedures, are ideal in encouraging employees to perform beyond normal expectations in organisations. Organisational Culture is therefore a critical element that contributes to organisational success and effectiveness.

I hereby humbly request permission from your office to conduct research within the Western Cape SAPS, exclusively for academic purposes. I am also prepared to share the results of the study with the management of the Western Cape SAPS.

Respectfully,

Brian Abrahams

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