

NWU BUSINESS SCHOOL

PORTFOLIO OF EVIDENCE

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DECLARATION OF OWN WORK

I declare that this portfolio of evidence is my own original work. Where secondary material has been used (either from a printed source or from the internet), this has been carefully acknowledged and referenced in accordance with North-West University (NWU) requirements. I understand what plagiarism is and am aware of the NWU's policy as well as the Business School's guidelines in this regard.

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1. A report on the growth and development of Erin's emotional intelligence

Purpose

This report serves to provide feedback on the growth and development of Erin Brockovich's emotional intelligence as an employee at the Masry attorneys' law firm.

Background

Erin Brockovich was unskilled, single parent of three and desperate for work. She took a job as a legal assistant in a California law firm for a relatively low salary. While busy rearranging some paperwork regarding the real estate cases, she got surprised by medical records she found in one of the files. She then decided to conduct her own investigation and came to suspect that land purchased by Pacific Gas and Electric (PG&E) was the same land on which chromium contamination resulted from PG&E's environmentally irresponsible actions.

Her suspicions were subsequently confirmed by the outcome of her examination of local water board records and interviews with residents who were ill from exposure to poisonous chromium. Given the size of the law firm she was working for, the pursuit of legal proceedings against PG&E would seem impossible. However Erin succeeded in making Ed Masry her boss as passionate about the case as she was, and he decided to take it on. The case was highly demanding for both Ed Masry and Erin. They had to work around the clock which resulted in Erin losing touch with her boyfriend and kids.

Erin's kids were unhappy about the lack of attention from her, and her efforts to explain the facts of what she was busy with to her eldest son Matthew were unsuccessful. However one day Matthew came across one of the many documents relating to the PG&E case. He had read of a child his own age who was very ill, and knowing that Erin's work would help this child, asked her why the child's mother could not provide the needed help. When Erin explained that it was because the child's mother was very ill, too, her son, for the first time, cherished the nature and importance of Erin's work. Eventually, Erin's extraordinary prowess to bond with the victims of chromium contamination and their families and Ed's legal and administrative prowess are the fundamental ingredients to making the case against PG&E. As a team, they managed

to successfully lay the groundwork for the payment of legal damages by PG&E to those affected.

Having articulated the background the following findings as the which constitutes the gist of the report about Erin's growth and development on emotional intelligence as the legal assistant at the law firm. Emotional intelligence refers to the process involved in the recognition, use, understanding and management of one's own and others emotional state to solve emotion-laden-problem and to regulate behaviour (Salovey et al., 2007 :).

Findings

Daniel Goleman defines emotional intelligence as the "The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships". He further described five components of emotional intelligence at work as articulated below within the context of Erin Brockovich.

Self-awareness

This is the ability to recognize and understand one's moods, emotions, and drives, as well as their effects on others.

- Accurate self-assessment - Knowing one's strengths and limits

Erin Brockovich has proved to know her strengths and limits. In her first interview, she actually presented what she was capable of doing and what she was not. A case in point is when she confidently proposed to ~~investigateconduct investigation on~~ the PG&E saga upon discovering medical records in the real estate file.

- Self-confidence - A strong sense of one's self-worth and capabilities

During ~~the course of~~ her employment at Masry's attorneys, Erin has never shown any sign of inferiority complex even from day one. She has always believed in herself that

she will perform any task she was assigned to. Her colleague on her arrival brought a box full of records to ~~be~~-organise and she rests assured her that it will be done.

Self-regulation

This is the prowess to control or redirect impulses and moods as well as the propensity to suspend judgment and think before acting.

- Trustworthiness Maintaining standards of honesty and integrity

During the movie Erin Brockovich never showed~~n~~ any sign of dishonesty or anything compromising her integrity. She has always been a straight talker who was not afraid of expressing her opinion.

- Conscientiousness Taking the responsibility for personal performance

The initiative that Erin took will working on the PG&E project such as going out to track victims and families, gathering information from the water board records, consulting the college lecturer who was an expert~~ist~~ was a clear indication of taking responsibility to perform

- Adaptability Flexibility in handling change

Erin over and above her routine duties could easily adapt to a new project about the water poisoning as a result of the irresponsible actions of PG&E company. The research project was executed excellently and made a positive impact to the law firm and ~~to~~-her as an individual

- Innovation Being comfortable with novel ideas, approaches, and new information.

The research project and how Erin approached it was innovation at another level. She gathered information from all angles to build a strong case against the PG&E company.

Intrinsic motivation

Constitute a desire to work for reasons that go beyond money or status as well as a propensity to pursue goals with energy and persistence.

- Commitment Aligning with goals of the group or organization

The goals of a law firm is to make money. Erin was committed to align to that by going an extra mile in collecting information that will build a strong case against the PG&E as a basis for her employer to pursue a law suit for those who were affected by the chromium contamination. This was done to the expense of her family happiness.

- Initiative Readiness to act on opportunities

When Erin surprisingly found medical files in the estate records, she conducted her own investigation and subsequently saw an opportunity. She did not hesitate and without wasting time proposed to her boss to investigate on the PG&E matter and fortunately permission was granted.

- Optimism Persistence in pursuing goals despite obstacles and setbacks

Empathy

It is characterised by the ability to understand the emotional makeup of other people as well as the skill in treating people according to their emotional reactions.

- Understanding others Sensing others' feelings and perspectives, and taking active interest in their concerns

Erin had consistently shown signs of sympathizing with the victims of the chromium contamination and hence she patiently put efforts to dig deeper into the case and in the process developed an element of trust.

- Developing others Sensing others' development needs and bolstering their abilities
- Service orientation Anticipating, recognising, and meeting customers' needs
- Leveraging diversity Cultivating opportunities through different kinds of people
- Political awareness Reading a group's emotional currents and power relationships

Social skills

It is characterised by the know-how in managing relationships and building networks as well as the ability to find common ground and build rapport.

- Influence Wielding effective tactics for persuasion
- Communication Listening openly and sending convincing messages
- Conflict management Negotiating and resolving disagreements
- Leadership Inspiring and guiding individuals and groups
- Change catalyst Initiating or managing change

There is no doubt Erin is a change catalyst. Firstly she changed her own life by ensuring that she get a job and therefore income. She changed the lives of the victims of the chromium contamination through her efforts that resulted in- financial benefits to those affected as well she brought mucha-~~lot-of~~ money to the law firm she was employed at and obviously a good reputation.

- Building bonds Nurturing instrumental relationships

Erin proved to be good at building bonds. The manifestation of this is her extraordinary prowess to bond with the victims of chromium contamination and their families. There ~~isare~~ also a strong bond that she has built with her boss Mr Masry.

- Collaboration & cooperation Working with others toward shared goals

Erin Brockovich showed~~a~~ a high level of collaboration and cooperation in ~~somea~~ ~~number of~~ occasions. She cooperated with the chromium contamination victims and their families. The medical expert who indicated the effects of chromium contamination ~~onto the~~ human beings.

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- Team capabilities Creating group synergy in pursuing collective goals

It was through Erin's efforts that ultimately two law firms had to merge to create group synergy in ensuring that the PG&E case is pursued to the logical conclusion.

2. Managing a difficult employee.

a. How well did Ed manage her? If you were her manager would you have fired her?

In managing Erin Brockovich, Ed Masry was predominantly influenced by two components of emotional intelligence, i.e. empathy and social skills.

Empathy- Ed understood Erin's emotional makeup and developed the ability to treat her according to her emotional reaction. He, ~~of course, of course~~ reprimanded her on several occasions about her usage of vulgar language but never put stringent punitive measures on her due to that. Social skills- Ed had the know-how of managing his relationship with Erin. He ensured that they negotiated and resolved their differences. As such they always found common grounds. For instance, the issues relating to salary raise and the proposal to undertake a further investigation on the PG&E case, Ed listened to Erin and responded accordingly. If I was Erin's manager, I was not going to fire her on the basis that she had the potential, very energetic and motivated to perform. She just needed a workshop on emotional intelligence and organisational culture something she was never offered by her employer even though it was known that she was unskilled almost no experience.

b. What were the adverse effects of her presence on the other employees?

Erin was intolerant and easily provoked by those who claimed to be superior. She derived extra energy by defying social convention with her crude language and scanty dresses. Erin was a straight talker who loudly expressed her disgruntlement moreover using vulgar language with no regard to who ~~was~~ was she talking or who was listening to the conversation. This was obviously against the organisational culture and made other employees uncomfortable.

c. Can a firm afford Erin Brockovich?

Yes a firm can afford Erin Brockovich. Erin is strong, hardworking, resourceful, responsible, and self-reliant. Though her behaviour is rough and defensive, her fundamental values and intentions are positive. She feels abused and abandoned by life and struggles to make ends meet so that she can raise her children in a proper manner. She just needed a support system to fit well into the organisation.

d. Can we afford not to have some rebels or Mavericks like her?

There are two major aspects of individual differences that have been studied by psychologists namely personality and intelligence/cognitive ability (Woods, West: 2015:p15). It means any firm has a heterogeneous group of individuals working together towards a common goal. In the light of that, it is inevitable to have Mavericks in the employment of an organisation.

e. More-over if we keep them, how do we manage them?

Here are four suggestions to help navigate these choppy waters.

1) Be thoughtful about assignments. To the extent possible (and naturally this is not always controllable), provide some especially substantive, challenging assignments that will fully utilize and stretch their considerable skills.

2) Make HR an ally. Make HR an ally in providing a different perspective and interventions that will assist in managing employees like Erin.

3) Be 100% clear about articulating pain points.

Do not dance around problems - articulate the issues as precisely as possible. If there is a difficulty, for example, collaborating with other team members as a member of the XYZ team, state it. If there are problems delivering projects on deadline, state it? If a manager is so demanding he or she is burning out staff and causing too much turnover, state it. Then work with the individual to build problems into clear and mutually agreed upon performance objectives.

4) Give ample feedback in both directions.

Do not wait until mid-year or end-of-year evaluations for feedback. Provide feedback often and in both directions – positive reinforcement when things are going well and corrective guidance when they are not. There's no way to course-correct if it is not clear correction is needed... and naturally there is a difference between insightful feedback and annoying micromanagement.

f. Strategies to manage a perceived difficult person such as Erin.

There is no way to dodge the need to manage bad behaviour: "Difficult behaviour rarely goes unnoticed by other employees and, if not addressed quickly, can prickle one too many feathers and lead to potentially explosive situations." Yet, if you are like most people, you dread confrontations and the possibility of living with a resentful, angry team member.

What should you do?

Keep an Open Door and an Open Ear

First, as a manager, you want to be sure that you know what is going on among your employees. Often, difficult behaviour does not crop up in staff meetings, but instead

rears its head in the lunchroom, at client meetings, or in other settings where you are not present. Employees need to feel free to report problems so that ~~they~~^{you} are not the last to know. That means your employees must see you as receptive to their input and unbiased in your judgment. An open-door policy, a willingness to listen, and a reputation for fairness will all work in your favour.

Keep an Open Mind

Once you start to hear about negative behaviour, however, you need to ensure that what you are hearing is accurate. Is Erin really being consistently offensive, or is the person reporting Bob's behaviour hypersensitive or even mean-spirited? To find out, you will need to document accusations and actual events, do your own observing, and have a frank conversation with Erin.

Take the Bull by the Horns

If a particular employee is causing problems, and you have ensured that the employee really is the source of those problems, you need to talk with that employee face to face, and as soon as possible. Of course, you will want a private setting, and you will want to choose the right time to talk—when no deadlines or meetings stand in the way.

Keep Your Emotions in Check

You may be furious about a team member's behaviour, but, as you probably know, the person who loses his cool loses the battle. You will need to put your feelings aside, stay calm, and focus on a successful, positive outcome.

Be Specific About the Issue

If Erin has come in late and left early every day for a week, say exactly that. If you suggest that he's "*unpunctual*," you may wind up in an argument about how often he is turned up on time for staff meetings or handed in reports on time.

3. Erin's personality" traits.

a. Erin's personality characteristics

At face value through observation on how a series of events unfolded, Erin showed several personality characteristics but leadership stood up against others. An effective leader is made up of numerous characteristics, and the leader should know when to engage these characteristics in order to be effective. These characteristics are charisma, sociability, integrity, determination, intelligence and confidence. Erin was very effective at knowing when to engage these traits throughout the entire film. Cases in point were when she was collecting information and interviewing different people. She was determined to get the answers needed, and everyone had different personalities causing her to engage her charisma and sociability. Even though she was not that educated for this type of research she stayed confident and focused on the task.

Moreover, Erin demonstrated her prowess to be a leader by displaying the different skills necessary to complete the investigation she needed to. She learned to manage her time and people as well as different relationships. Learning to manage these relationships is paramount in order for her to be successful. So much of what she did involve working with people and gaining their trust, had she not learned this skill it would have been catastrophic for her.

b. Expand her personality trait to the dimensions of the models such as the Big Five.

The Big Five model proposes that the maximum representation of the personality traits is to group them into five dimensions (Woods & West, 2015:55). They are described below within the Erin Brockovich context.

Extraversion - There is a lot of outgoing qualities that Erin displayed. Whenever she spoke her mind, she stood up for what she thought was right. Furthermore, Erin could easily establish a rapport with the victims of the chromium contamination and their families and with any other person she needed assistance from concerning the PG&E project including the employee at the water board.

Agreeableness – Although Erin was not afraid to speak her mind. She was warm and trusting. First, she entrusted her own kids to a woman next door while she was out

working later she trusted her new boyfriend George with her kids. Furthermore, she was warm and trusted Ed Masry with the information she gathered about the PG&E chromium water contamination. Erin Brockovich was a warm person, and it was that characteristic of her character that enabled her to get these families to trust her with intimate stories about their lives," Ms. Shamberg says. "And through the support of Ed Masry, she was allowed to follow her instinct with this case.

Conscientiousness- There is no doubt Erin was organised in her work and dependable. The success of the PG&E law-suit was highly dependent on her ensuring that she gather the right information to strengthen the case. She was always ready to provide information whenever needed.

Emotional Stability-Given Erin's socio-economic status and the fact that she was worried about the wellbeing of her kids, Erin was not generally calm and stable. It might probably be attributed to her past experiences about her divorce cases. It came out clearly when she met George for the first time. Her reaction did not prove any emotional stability.

Openness/intellect – Erin was open to new experiences. The manifestation of that is when she request to embark on the research project a regarding the PG&E saga. She went an extra mile to consult with an expert regarding the effect if chromium to human beings.

c. What are her personality traits strengths and weakness based on the Big Five?

Based on the Big five Erin's

Strengths are:

Extraversion

Agreeableness

Conscientiousness

Openness

Weakness is:

Emotional Stability

- d. Do her behaviour and attitude change during the movie?

Erin's attitude and behaviour changed during the movies. Towards the end of the movie, she had improved a bit ~~regarding in terms of~~ the attire. When they had meetings with the partnering law firm, she was starting to wear better than before. Furthermore, her work was not about money, but she just wants recognition. To substantiate this the following was extracted from her conversation with Ed Masry: "It is not about the number. It is about how my work is valued in this firm. This is Erin's way of saying that she does ~~not~~ care how much she is paid, but she does want to be appreciated for working so hard".

4. It is interesting to note that Erin is highly motivated .What changes are the sources of the motivation, the unfulfilled needs, and the hierarchical levels.

- a. Erin's levels and sources of motivation

Taking cue from different theories of needs and the circumstances Erin found herself in it make sense to conclude that the level of her needs according to Maslow's hierarchy of needs is at safety level. She is more concern about security and stability and in particular the well-being of her kids a confession she made in her court appearance ~~after subsequent to~~ the accident. ~~Regarding in terms of~~ the source of motivation of course, money is a dominating motivation it came out ~~some a number of~~ times during her conversation with Ed Masry where she requested an advance and subsequently on more than one occasions a salary raise.

- b. Do these change during the movie?

It did change during the movie. Towards the end of the movie, it emerged during Erin's conversation with Ed Masry that it is not about how she was getting paid. She just needed to be appreciated. The snippet of the conversation was like "It is not about the number. It is about how my work is valued in this firm. This is Erin's way of saying that she doesn't care how much she is paid, but she does want to be appreciated for working so hard". In terms of the motivation theory taking cue from Alderfer ERG, Erin

is at Relatedness needs level (Woods & West, 2015:123). She is now more concerned about prestige and reputation money is no longer that of an issue.

- c. Based on the different motivation theories identify and discuss at least five ways in which Erin was motivated.

There are three different needs theories of motivation that can be used to motivate the employees, namely Maslow's hierarchy of needs, Alderfer ERG as well Herzberg's Two Factor (Woods & West, 2015:122-124). The discussion focuses on the Maslow hierarchy of needs which comprises ~~of~~ five sets of needs to outline how Erin was motivated.

Physiological – This constitutes basic needs to be fulfilled for survival. They include hunger, thirst, sex and other related basic needs. Erin as an unemployed mother of three without any form of income had to fulfil the needs within this category and hence she found herself in a desperate situation.

Safety- The needs include those relating to security, stability, freedom from physiological harm. Erin needed a stable job for financial security and to be free from being dependant on anyone. She confessed that she wanted to be a good parent to provide for her kids.

Social- Once the previous need has been fulfilled she had a stable job and some safety and security around her. She was now in need to affiliate, to be loved. This is the time now when she allowed George to be part of her love life.

Esteem- This group refers firstly to the need or mastery of tasks, striving for personal success and competence and secondly the need for reputation and prestige. With Erin money was no longer an issue, she did not care how much she was getting paid. She only wanted her efforts to be appreciated. This is what was motivating Erin to commit to the research project. She wanted to build her reputation of which she was successful.

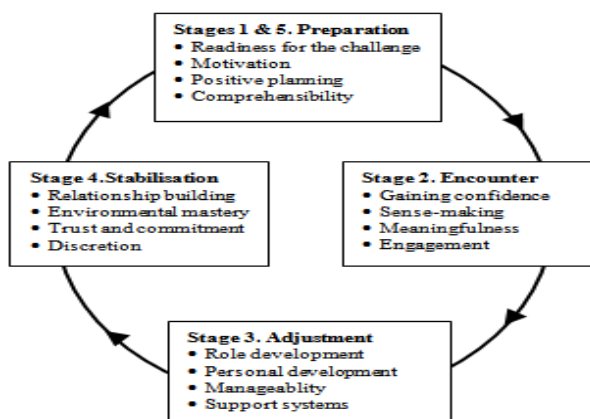
Self-actualization- This is the final set of needs and essentials is for people to fulfil their potential and become all that they can ~~possibly~~ be. Erin was not at this level yet. However, given her energy and level of determination her intrinsic motivation would drive her to this level.

5. Critically discusses how Erin adapted to her new career based on the various job transition theories. Based on the different career development theories what stage

will best describe Ed's (her boss) current career development phase. Motivate your answer.

Nicolson's activity change hypothesis.

Employment transition is a noteworthy life change, especially ~~ifn the event that~~ you have worked ~~inat~~ one occupation for an all-encompassing timeframe, or if that decision is critical to your way of life. Work-job progress hypothesis of Nicholson includes four phases which are preparation, encounter, adjustment and stabilisation as illustrated in the diagram below. Nicholson (1984; Nicholson West, 1988).



Ed was in front of an audience 3 Adjustment-the individual draw on the learning of work and social condition that they have aggregated and builds up their very own style of satisfying the work job. Ed began to change ~~byin accordance with~~ Erin's level and that assistance their working relationship

6. Job Description and Job Specification

Job description

Job Title: Legal Clerk

Grade: Peromnes Level 11

Reporting Structure: Manager Legal Administration

Purpose of the position:

A law clerk supports attorneys by assembling and organizing information for legal documents; researching law; assembling case materials; writing reports and memoranda.

Job Duties:

- Prepares legal drafts by assembling and organizing information for legal forms and documents, including complaints, declarations, discovery requests, responses, and other pleadings.
- Researches law by studying laws, statutes, constitutions, regulations, court opinions, including precedents and reasoning, and trends using standard print texts and computers; preparing legal memoranda.
- Assembles case materials by collecting, organizing, and summarizing information, documents, reports, and evidence.
- Prepares for trial by preparing trial briefs, exhibits, subpoenas, evidence, and motions.
- Maintains calendar by entering and updating requirements, court dates, and meetings.
- Protects law firm's reputation by keeping client information confidential.
- Updates job knowledge by participating in continuing educational opportunities; reading legal publications; maintaining personal networks.

- Enhances firm's reputation by accepting ownership for accomplishing new and different requests;
- Exploring opportunities to add value to job accomplishments.

Job Specification / Requirements:

- Diploma in Paralegal Studies/ Secretarial Diploma, 2-3 years' experience working as a legal clerk/paralegal clerk within a law firm

Skills and Competencies:

- Client Confidentiality
- Client Contact Skills
- Legal Administration Skills
- Legal Compliance, Litigation
- Administrative Writing Skills, Documentation Skills
- Advanced MS Office Suite skills
- Scheduling
- Verbal Communication
- Client Relationships

7. A template of the behavioural type of questions

In a behavioural interview, the company asks questions about your past work experiences in order to find out if you have the skills needed for the job. Behavioural interview questions focus on how you handled various work situations in the past. Your response will reveal your skills, abilities, and personality.

The logic behind this interview tactic is that your behaviour in the past reflects and predicts how you will behave in the future. However, remember the interviewer is not necessarily asking yes or no questions.

- This position requires that you do legal research, can you tell us about an instance where you had to do legal research for an attorney, what was your brief, how did you approach the research and what was the final report?
- Tells us about a situation if any, where you felt that there was a possible or potential breach of client confidentiality, how did you deal with the situation?
- Tell us two specific instances where you had to prepare for trial, what were the specific things that you had to prepare, what was the case, how did you work with your principal to ensure that all administrative and clerical matters are covered before the trial?
- The legal environment is a highly pressurised environment; tell us of an instance where you had to handle pressure. What was the pressure, how did you handle the pressure and what was the outcome?
- What have you done in your previous employment to ensure that you keep abreast of new developments within the legal fraternity or your work?
- What is your experience in managing the calendar of the various attorneys that you service in order to ensure that all court requirements, dates and meeting are up to date?
- Tell us about how you have gone about assembling case material in order for attorneys to prepare for the case, and specify the case material you have handled and how you organised it to be meaningful to the attorneys?

8. Erin's performance agreement template

PERFORMANCE AGREEMENT

JOB DETAILS

Surname & Initials: Brockovich E

Employee No: EB19600301

Salary Level: 9

Appointment/ Promotion date: 01 JULY 1993

ENTERED INTO BY AND BETWEEN:

The **MASRY & VIVITOE LAW FIRM** herein represented by (full name): **ED MASRY** in his/her capacity as (job title/ rank) **MANAGING DIRECTOR** referred to as the employer and (full name) **ERIN BROCKOVICH** in his/her capacity as (job title/ rank) **LEGAL CLERK** herein referred to as the Employee.

WHEREBY IT IS AGREED AS FOLLOWS:

The purpose of entering into this agreement is to communicate to the Employee the performance expectations of the Employer. This agreement shall be used to assess the performance of the Employee to determine whether the performance expectations applicable to his/her job has been met.

This agreement shall be used in conjunction with the work plan, personal development plan and the assessment instrument to assess the employee:

VALIDITY OF THE AGREEMENT

The agreement will be valid for the period **1 JANUARY 2019** to **DECEMBER 2019**

Key Result Areas	Key Activities	Indicators	Targets	Constraints	
1.Perform administrative functions	Filing and retrieval of records	Number of records filed and retrieved	100%		
	Drafting legal document	Number of documents drafted	100%		

	Mail management	Number of incoming and outgoing mail	100%		
2. Conduct Research	Consult with clients and stakeholders	Number of clients and stakeholder consulted	100%		
	Visit the law library	Number of research conducted	Four times a year		
3. Handling Enquiries	Prepare responses to enquiries	Number of responses processed	100%		

Workplan

Signed at: _____

Date: _____

Signatures:

Employer: _____

Employee: _____

9. Erin's Performance Assessment report

Key Result Areas	Key Activities	Indicators	Achievement	Constraints
1.Perform administrative functions	Filing and retrieval of records	percentage of records filed and retrieved	100% achieved	none
	Drafting legal document	percentage of documents drafted	98% Not Achieved	Insufficient information
	Mail management	percentage of incoming and outgoing mail	100% achieved	none
2.Conduct Research	Consult with clients and stakeholders	percentage of clients and stakeholder consulted	75% Not achieved	Unavailability of clients and stakeholders
	Visit the law library	Number of research conducted	75% Not achieved	Insufficient material
3. Handling Enquiries	Prepare responses to enquiries	percentage of responses processed	80% Not achieved	Incorrect contact details

10. job Characteristics Model of Hackman and Oldham (1980)

Five dimensions of job characteristics that promote three psychological states where identified by Hackman and Oldham (1980). We look at these ~~about in relation to~~ the Erin work life.

Skill variety- This is the degree at which people are required to draw on a various set of job skills and abilities. Meaningful work expects people to use their capabilities. Erin Brockovich as a legal clerk was required to use her skills and capabilities to ~~research conduct a research regarding~~ the chromium water contamination by PG&E. Her abilities ~~effectively utilised were effectively utilise~~ in that regard. To a large extent, this dimension was present.

Task Identity – the magnitude to which job allows people to complete a whole, identifiable piece of work, the result of which they can perceive. In the case of Erin, the piece of work identified was to gather as much information about the victims and families of the water poisoning due to irresponsible actions of PG&E as much as possible. Erin managed to do that, and the outcome, ~~therefore, therefore~~ was recognised.

Task significance – The output of all the efforts that Erin put in the Chromium contamination case involving PG&E had a huge positive impact eventual for the victims and their families. Moreover, the law firm that Erin worked for also got a huge financial boost ~~after subsequent to~~ a victorious lawsuit and let alone Erin herself through a \$2 m bonus.

Autonomy – entails freedom to decide how to work and achieve goals. Although Erin was accused of absence without official leave when she was in fact out there working eventually she had the latitude to see how best she could achieved her objective ~~about in relation to~~ the PG& E project. In a way, there was to a very large extent degree of autonomy. She could visit her clients, experts and the water board in a very flexible schedule.

Feedback- This dimension was not fully present. Ed Masry as Erin's boss was not consistent in providing feedback regarding Erin's performance in the project. Hence at some stage, she made it clear that for her it was not about how much she was getting paid but rather she wants her work to be appreciated. Masry formally

though showed a sign of appreciation right at the end when he presented Erin with a \$2m pay-check as a token of appreciation. But feedback must be provided on regular basis which was not the case.

11. Erin's locus of control .

Locus of control entails the degree at which people believe that they are in control of events in their lives versus being at the mercy of factors and events outside their control (Woods S., West M. 2015:319).

Locus of control can either be internal or external. Internal locus of control is when a person tends to take accountability of his own fate of life. For instance, if things go wrong, he or she looks at himself or herself to blame. The external locus of control is the opposite, a person put accountability on the external environment or other people for his failures for example. In the case of Erin Brockovich at the beginning of the movie she started putting the blame on the doctor who caused an accident for her financial crisis. She even mentioned it in court that she is \$17000 in debts. Subsequently, she then started shifting the blame to Ed Masry whom she alluded that he promised that he would win the case and he did not. When the movie get towards the end Erin was now moving away from external locus of control but she was fully taking accountability of her own life without putting the blame on any environmental event.

12. Work-life balance?

Work-life balance translates to satisfaction with one's whole life professional and personal and it can be reached even while working long hours (Meenakshi P., et al.:31). In the case of Erin Brockovich, her level of commitment in the PG& E investigation was such that it caused conflict between her, the kids as well as her boyfriend George. The disgruntlement that resulted from her prolonged absence was an indication that her work-life balance was not well maintained. The consequence of that is when her boyfriend decided to leave feeling that he was not getting the attention he deserved. The young Mathew was also not happy about not been given attention by his mother, Erin.

13. Erin's work engagement levels

Erin's work engagement is discussed within the five using the proposed job engagement amongst employees described by the following five core elements (Woods S., West M., 2015:326).

Urgency – relates to the need to get this task done now. Erin demonstrated a sense of urgency when she sacrificed her family time to stay away from her kids just to ensure that she expedited her investigation. She was turned away by some of the victims she wanted to interview but she never gave up and device means to eventually get hold of them. At some point she even went with her kids to the water board to get some records.

Focus – on what is important now, not what might be most interesting. This manifested when while Erin was busy with her daily routine and by surprise found medical records inside the files. She immediately did her own investigation and subsequently requested a permission to probe the matter as she deemed more important than anything else at that stage. She got so committed to the project to the extent that she knew most of her clients' information by heart.

Intensity – a sense of significance and deep level of involvement in the work. To show how significant her work was Erin even consulted an expert about the effect of chromium to human beings, she went out to get samples of contaminated water probably for testing and she convinced the filing clerk at the water board to gain access into the records relating to the PG&E saga.

Adaptability – being proactive, not tied to the job description-.Erin Brockovich could adapt very easily from her routine of working in the office as a clerk to become a researcher whose work was now in the field involving a lot of travelling and meeting clients.

Personal initiative – Thinking and working proactively as well as implementing new and improved methods of doing. The whole idea of investigating the chromium

contamination as a result of irresponsible actions by PG&E was Erin Brockovich's initiative. She furthermore took initiatives to achieve milestones during her research. These range from information gathering, tracing and interviewing water poisoning victims.

14. Comparison between two law firms

Woods and West (2015:459) say organisational culture is defined as the set of shared, taken for granted implicit assumptions that members of an organisation hold and that determines how they perceive, think about and react to their various environments.

A comparison between the two law firms, i.e. Masry & Vivitoe and Kurt law is described within the seven dimensions of culture (Wood S., West M., 2015:460).

Hierarchy

There was more bureaucratic and less innovation at Kurt law since it is a larger law firm with multiple levels of reporting whereas at Masry and Vivitoe bureaucracy was minimal with few staff members and Ed Masry as the head. Innovation at Masry is apparent from the initiative undertaken by Erin Brockovich. The decision to grant her a permission to do research was granted without delay.

Pay levels

For a larger law firm like Kurt law obviously there is a lot of competition and the breed of employees are highly qualified and therefore the pay levels is relatively more than the one or its counterpart Masry & Vivitoe.

Job descriptions

At Kurt law detailed job descriptions are provided and must be adhered to, to avoid conflicts. Safety and productivity are emphasised. However there is high level of rigidity. This is unlike at Masry & Vivitoe where a decision can be taken to reassign and employee to undertake a project without worrying about the job description and that the extent at which Masry & Vivitoe was flexible.

Informal practices such as norms

Kurt law it came up when they visited Masry & Vivitoe that the attire is highly emphasised. The employees are expected to wear suit particularly when attending a meeting. With a Masry & Vivitoe it was enough just to be presentable. Ed Masry was wearing just a trouser and shirt with a tie let alone Erin.

Espoused values and rituals

It is typical for a big organisation like Kurt law due to the quest to maintain its reputation and as a staff retention strategy to through parties, shower performing employees with gifts and have a calendar of most important annual events. Whereas small firms like Masry & Vivitoe they can be decided on ad-hoc basis.

Stories, jokes and jargon

A ~~large~~ organisation like Kurt law are most of the time in the lime-light. Any major happening attracts media and public attention. If a Chief Exec. for instance, -for instance behaved unethically, that will never escape the media and will be the talk of the town for some time. They most of the time have their distinctive jargon that emanates from the boardrooms or during recreational activities. This is not the case with the small firms like Masry, at their focus is more on survival.

Physical environment

Small firms like Masry & Vivitoe are concern about the basics such as cleanliness and tidiness. There is no budget for luxurious fountains, expensive paintings or sculptures etc. With the big fish like Kurt law, at you will come across luxury at its best ranging from art work to furniture and how the offices generally look like.

15. Development between Erin and her co-workers.

Eriksson formulated eight developmental stages (Woods S., West M., 2015:271). From the movie out of the eight developmental stages by Eriksson the two most relevant to Erin Brockovich and co-workers are:

Intimacy vs. Isolation

This stage is about forming a close relationship with other people without losing a sense of identity. In the case of Erin there was no close relation formed with ~~fellow~~ co-workers and hence she felt isolated. A case in point is when she was left alone when all the ladies went out for lunch which was a recurring occurrence.

Ego integrity vs Despair

The challenge is for one to have the ability to accept and be satisfied with his or her identity without feeling unjustified regret. This applies to Erin in a sense that towards the end of the movie work was of more significance to her done even the pay-check.

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Field Code Changed

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Rubric to assess the portfolio of evidence

Name: C.F Tiro
Module:
Date:

Rate the learners' mastery of the sixteen competencies and compliance with four presentation and technical aspects on a 6-point Likert scale.

Not yet competent	Very poor competency	Below average competency	Average competency	Above average competency	Excellent competency
0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above average competency	Excellent competency
1. The learner understand the importance of emotional intelligence and can apply their theoretical knowledge	0	1	2	3	4X	5
2. The learner is competent in dealing with difficult people in the workplace (Mavericks)	0	1	2	3	4	5X
3 The learner understand how the concept of personality affects behaviour in the workplace	0	1	2	3	4X	5
4. The learner understand how motivation affects behaviour and how it may change over time	0	1	2	3	4X	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above average competency	Excellent competency
5. The learner demonstrated a clear understanding and can apply career development theories	0	1	2	3X	4	5
6. The learner can compile a job description and job specification based on a job analysis	0	1	2	3	4X	5
7. The learner has demonstrated the ability to develop behaviorally type of questions for a job interview	0	1	2	3	4X	5
8. The learner has demonstrated he or she can compile a performance agreement	0	1	2	3	4X	5
9. The learner knows how to develop a performance assessment template	0	1	2	3X	4	5
10. The learner has a clear understanding of how job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	0	1	2	3	4X	5
11. The learner has a good understanding of how core self-evaluation impact emotions	0	1	2	3	4X	5
12. The learner understand the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	0	1	2X	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above average competency	Excellent competency
13. The learner have demonstrated a good understanding and insight of the construct work engagement	0	1	2	3	4X	5
14. The learner showed that he or she understands the importance of organisational culture and how to evaluate the type of organisational culture	0	1	2	3	4X	5
15. The learner understand the importance of teamwork and how to become a better team player by learning the critical skills for teamwork	0X	1	2	3	4	5
16. Overall, the learner demonstrated that he or she had mastered the various theories' and constructs dealt with in Strategic Talent Management and can apply his or her knowledge in practice.	0	1	2	3	4X	5
Presentation and technical aspects						
17. The table of contents, references and list of sources are noted correctly	0	1	2	3	4X	5
18. Writing - the style and language (grammar) meet the requirements	0	1	2	3X	4	5
19. Independent (own) thought is reflected, and insight of the various questions was demonstrated	0	1	2	3	4X	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above average competency	Excellent competency
20. Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors	0	1	2	3	4X	5
Comments:						
Mark obtained 72%		Total Mark				
		100				
Deduction for plagiarism if any						
Final Mark out of 100	72					

Plagiarism:

Plagiarism Report. Marks deducted for plagiarism infringements

- -10 (5 % - 20 % out of single source)
- -20 (21 % - 40 % out of single source)
- Allocate 0% (41 % - 60 % out of single source)
- Disciplinary steps (anything higher than 60 %)

Deduct the following marks if:

Total similarity index is between 20% -29% deduct 5%

Total similarity index is between 30% – 39% deduct 10%

Total similarity index is between 40% - 49% deduct 20%

Total similarity index of more than 50% (failed score 0%, student allowed a second opportunity to revised POE depending on the seriousness of plagiarism).

Rubric to assess the portfolio of evidence

Name:
Module:
Date: