

Emotional intelligence

Goleman (Njoroge and Yazdanifard, 2014: 33) defined “emotional intelligence as an ability to know how one is feeling and effectively understanding those feeling effectively to make use of those feeling as an energy source for motivation, making good judgements, planning and achieving. Clarke (2006:448) defines emotional intelligence as an ability to create feelings that are capable of facilitating one’s thinking”.

(Lubit, 2004: 1) reveals that, emotional intelligence can be divided into two components namely personal competency and social competency. Personal competence is based on how one is aware of others feelings, how one can regulate those emotions and use those to motivate oneself. Social competence can be defined as how one can work or manage to work with others and one’s social awareness.

Self-awareness

(Lazenby, 2018: 403) contends that, individuals who displays high self-awareness, usually know their emotions in terms of what they are feeling and they do not let these emotions to rule them (Lazenby, 2018: 403). They know their strength and weaknesses and they always work on improving their weaknesses.

Self-regulation

(Lazenby, 2018: 404) provides that self -regulation, explains an ability of an individual with high emotional intelligence to control emotions and impulses. They always think before making decisions and they do not let their emotions cloud their judgement.

Self-motivation

(Lazenby, 2018: 404) suggests that, people with high emotional intelligence are highly motivated and they do not let results stop their long-term goals and ambitions. They are always displaying high levels of energy at work and they turn those energies into high productivity

Social awareness

(Lazenby, 2018: 404) proclaims that, people with high social awareness display high levels of empathy and are able identify, sense and understand other people's emotions and where they come from. This is important for people in the diverse workplace environment. Stereotyping and quick judgement are avoided in their decision making as they get to the depth of the problem.

5

Social skills

(Lazenby, 2018: 404) points out that social skills, include having an ability to build relationships, helping others develop, managing conflict, using effective communication skills to persuade and motivate others.

Development of Erin's emotional intelligence

Erin Brockovich begins with very little self-confidence, impractical self-assessment @ the job interview, where Erin avails herself as competent for each and every job position just to make ends meet (low accurate self-assessment) and support her kids as a single parent. The only experience she has, is of the medical profession as a result of the birth of her 3 kids. Erin is also egoistic, carries little emotional control, lacks etiquette, she is insensitive, inconsiderate and has no empathy, towards the emotions of others, and uses foul language in court in front of the judge (low self-regulation). Her style of clothing is inappropriate for a work place and prompts her colleagues to take her less seriously and also whenever she is confronted with.

Erin's emotional intelligence starts enhancing as she comes across a community member of Hinkley, and takes over the real estate case. It is from this moment that Erin cautiously learns to be considerate, humble and selective in her choice of words when conversating with Donna because of the seriousness of her sickness. She starts showing self-awareness skills and self-regulation as she manages complex situations in a civil manner. She also shows developing interpersonal skills when she interacts with a sick Girl child and furthermore, Erin instructing Ed to accept a coffee offer from a client, this build trust and a relationship. Her motivation to work stems from feeding

her kids and paying debts, as well as fighting world injustices such as hunger and poverty after she won Ms Wichita. She oozes confidence about the lawsuit even though there is no clear-cut strategy and informs Ed they will come up with something concrete as a solution. She battles with self-regulation upon finding out Ed took a decision without her knowing. When she sticks/remains around after Donna revealed she is going to lose her breasts and uterus shows empathy. She also displayed patience and transformational leadership skill with the people of Hinkley and as a result they started to follow her because of her strong belief in the case rather than who she was. Her values and vision grows the case and changed Erin into a resonant, intelligent, hardworking, determined and trustworthy leader

A

Ed managed Erin excellently well, firstly he does not call her out or embarrass her publicly. He allows Erin to vent out her frustration without calling her out, embarrassing or interrupting her, as that could make her more aggressive or louder. He pulls her to a private room upon realizing her impulses were overwhelming her to cover her weak spots, and also that way nobody knows the who won or lost between the two parties. At times Ed calms her senses down by making her aware that what she sees as a problem is not necessarily that huge, but it is just a challenge to thrive on. He allowed Erin autonomy to do as she sees fit and to move freely for the benefit of the case. That way she became extraordinary and productive

B

Her presence made others to be jittery and unease around, her. The other workers such as Anna refuse to assist her with the case nor have lunch with her, because of her tantrums she drew attention to herself which made the whole Office to come to a stand-still and this creates a bad working climate in the firm. Her passion for her work, relentless drive and her undivided attention to detail impresses co-workers and rubs off on them positively and as a result she quickly earns respect and admiration. They start to accept her and greet her as she comes to work.

C

Yes, it can. Someone of Erin's calibre needs a manager who is able to manage her affairs before managing others, if the firm is to thrive as Mintzberg explained.

D

(Maccoby, 2000:3), argues that we are unable not to have them in the working place, while (Dattner, 2009) supports the idea that it is impossible not to have them. Their character benefits the organisation as they exert the rebel in them to influence others. They take risks and are decisive and less bothered by empathy when they fit with a group. They have high levels of commitment and enthusiasm, creativity and defy standards for the good of the business, they are also easy to motivate and service clients of the business outstandingly.

E

Lubit (2004:4) purports, a few ideas to handling the likes of Erin in the workplace. In his study he sees them as narcissistic and toxic. He is of the view that employees in organisations implement emotional intelligent decisions to create a conducive working environment (Lubit, 2004:1). He purports the following ideas as a solution to managing narcissist and mavericks that is common and proposed by other researchers have such as (Dattner, 2009; Miller, 2018).

4

- ✓ Never argue with them in public as they will feel threatened and become more aggressive
- ✓ Never criticize them
- ✓ Show and explain how your ideas can fit into theirs
- ✓ Show them that many people who are elders in the field do it that way
- ✓ Never argue about the best way for a solution
- ✓ Never take their behaviour personally
- ✓ Only get involved if their actions disrupt the working environment

According to (Dattner, 2009), managing narcissists and mavericks:

- Surround the employer with superiors who are specialists in their field and whom they look up to.
- Motivate strategic long term thinking and rationality
- Promote an environment where individuals learn from feedback.

- “Find indirect ways or non-threatening ways to give feedback” to them
- Ensure that their esteem rewards are aligned with organizational goals
- Circumvent from bad mouthing competitors and critics
- Discover a role that they can undertake in a team and offer them
- Realistically ensure that pride of organizational cultures happens

F

I would have brought her in an Office boardroom along with an emotionally intelligent person who is informed about court cases and who was going to be by her side all the time to steer Erin from her impulses that will emerge from the stress inflicted by the case.

I was going to find out what is their best achievement and I would have picked up the “stopping world hunger campaign” and I would use this cornerstone to motivate her.

By performance appraising, giving credit to people where it is due, and merging whilst stating

By praising all the people that I will merge with and stating how they are good at what they do and are miles ahead of us, then there was going to be any friction or any scene if they meddled with her work as was the case with Kurt. Every time he suggested something, she would sit and listen without interrupting.

I would avoid scenes like the one caused by Theresa where she said that her research had loop-holes. I would encourage colleagues to let her explain her file work so that we can either tweak it in a way that she would prefer or provide her with various options that can make it better.

3

(Wesner, 2007: 6) concluded that, according to the American Psychiatric Association, Erin displays the following mental disorders of a narcissist:

1. "She has a grandiose sense of self-importance" in that she has an experience in medical practice because she gave birth to three children.
2. She is "preoccupied with fantasies of unlimited success, power and brilliance" in that she wanted to end world hunger while she was just a beauty pageant in the pacific coast of Wichita.
3. She believes that she can only associate with Ed as she belittles other office employees especially if she feels that they are paying excessive attention to her when she is having a disagreement with Ed.
4. They don't like defeat and it is displayed by her when she begs Ed not to let her beg him so that the other staff members cannot hear her or see her beg for the job.
5. They have a sense of entitlement and it is shown by Erin whenever Ed makes a decision regarding her court case and she replies by saying that is my work. Even when they are at Kurt's office and her files are brought over to get sorted, she gets agitated as to why they are there.
6. She takes advantage of others to achieve her own ends. She completely exploited Ed to work at his company, she took advantage of her beauty to exploit all the men who gave her babies even the water board employee.
7. Lacks empathy in the office as she does not feel that her foul language hurts them.

3b

Big 5 traits

Big 5 traits

Hirschfeld et al cited in (Baptiste, 2018: 39) mentions that the big 5 traits include conscientiousness, openness-to-experience, extraversion, neuroticism and agreeableness.

Agreeableness

According to (Baptiste, 2018: 39; Espegren et al, 2015: 10) agreeableness is how individuals behave when they think about sympathy, friendliness, trust, flexibility,

compassion, helpfulness and cooperative). A person highly agreeable shows of these qualities.

Erin shows these traits when she faces sick Hinkley members of the community. She fulfils promises made, when she hears adverse news that medical doctors are going to remove Donna's uterus and breasts, she goes to see her and offers a comforting shoulder. When Donna's former neighbours seek help from her, she gladly assists and brings in Ed into the whole matter to explain what is happening around their lives.

Conscientiousness

(Baptiste, 2018: 40; Espegren et al., 2015:9) explains that conscientiousness in a human implies that the individual is reliable, subscribes to company norms, shows high levels of self-control, determination and the willingness to achieve, and this is a person who plans ahead and is good at it. Erin depicts superior levels of this, as she is caring and reliable to Ed and the clients. When Ed wants evidence from the Board, she goes and comes back to provide. Even when clients are unhappy, she attends the matter fully. Her consulting a professor from the university about Chromium 6 shows she is willing to go the extra mile for the case and know more about the specifics and what she is faced with, that shows determination.

Extraversion

Is classified as socialites' people, humans who possess higher energy levels and are extroverts. They are often found mingling with huge crowds and are outgoing (Baptiste, 2018: 40; Thomson, 2007:49). They inspire and motivate those people in their circle.

Erin as an ex Beauty pageant winner is in all likelihood bound to show these qualities of being comfortable, does not have stage fright and is used to crowds and interacting with them. Her door to door strategy to acquire plaintiffs also indicates a high energy level.

Openness-to-Experience

Means people who are open-minded, creative and unusual (Baptiste, 2018: 41; Thomson, 2007:54). They do not participate in interpersonal relationships or any relationships that can fulfil their physical and emotional needs. They embrace fresh ideas and attend their inner-being.

When Erin avoids George's invitation offer to supper, she also withdraws going out to lunch with other women, she only has a positive outlook out of a bad situation, she desires to end world hunger from a little state in the United States of America, she creatively thinks outside the box to gather people and can acclimatize to any uncomfortable situation.

Neuroticism

(Thomson, 2007: 54) explains neuroticism as "People who are prone to experiencing negative emotions such as fear, sadness, embarrassment and anger". They are easily impacted by a negative trait and when faced by bad events in their personal environment space, they reveal low traits of confidence, become highly tempered, on the edge and their emotional intelligence is poor.

Erin relates with this trait, because she is always feisty and highly tempered if she assumes, she is ill-treated, at the beginning she is low on confidence, she gets distracted and affected easily by any bad news pertaining to something she holds dearly to her heart. She is also vulnerable to stress as she is seen many times reacting impulsively on George after Ed fired her.

3 C

Strengths



Erin utilises her agreeableness to pave a solid relationship with her customers, she also collects more to solidify the case. She makes use of her conscientiousness quality to get work done, Erin attains all the information needed from the water board, she shows the will to make the case bigger and successful as she asks Ed to perhaps observe the entire community and the potential of more lawsuits. She uses her people skills to mingle in a community gathering. She uses her openness-to-experience to persuade Ed to file a lawsuit and she creatively deals with what is seen by many as a difficult clients or tough situations like when she told Ed to drink coffee or when she

swayed the 40% tension where Donna and her spouse and neighbours were against signing.

Weaknesses

Her neuroticism hinders her from having a healthy relationship with co-workers because she has the idea that “they think she is incompetent, and uneducated because she lacks a law degree” or her inability to have emotional control. Conscientiously her weak area is self-control. Whenever she feels she is unfairly treated, she cannot control her impulses.

3 D

Yes, her attitude changed drastically, from concluding everyone is unfair to her to understanding issues before reacting. Like when she probed Theresa about the numbers she needed, she does not change her behaviour of attacking people aggressively. She also sees she is respected for getting her hands dirty, and not for being a beauty queen.

4

Maslow cited in (Elding, 2005: 45; Al Jasmi, 2012: 17) asserts that, individuals have five critical needs that they need satisfy and in the same breath Mocke (2010) also agrees. They are security/safety needs, esteem/ego needs, physiological needs, self-actualization, and social needs. Her source of motivation is all of the needs encompassed.

Physiological needs

These needs range from water, food, and oxygen, for organizations a basic remuneration is a need in this category. From the start of the film she is in an interview for a job in physician's office and her responses reveals a desperate person.

Safety/security needs

This is a need where an individual requires certainty in one's future and in the organizational environment this is in a form of benefits such as medical aid. After Ed suggests to re-employ her, Erin negotiates for benefits and uses extortion to attain them. In Maslow, this is the second level.

Social needs

These are needs for affection, friendship, love and an environment that offers a feeling of belonging. In an organization, this is where one is associated with a particular club membership or mingling with all the VIPs at work such as a boss. Erin made use of the second case of Donna's former neighbour as a tool to feel valued by Ed especially when she disseminates the 40% pay which leads to Donna, her husband and her former neighbours signing the agreement. In so doing, it shows her competency to negotiate which is an invaluable tool in business.

Ego/Esteem needs

This is a level where needs are fulfilled by self-confidence that earns one some community respect. In the context of the organization, this is when individuals get elevated or acquire top job titles. Erin impresses her co-workers when PG&E sends their lawyers to negotiate for \$ 20 million by declining the offer and providing reasons for the decline with factual data. And she further impresses when she wins the whole space made up of highly educated people while she is not and this earned her respect, and admiration from colleagues.

Self-Actualisation Needs

In this last level of needs, an individual plan on becoming anything he/she is capable of realising. Erin proposes to Ed to file a lawsuit for the whole community which Ed views as beyond reach. This becomes reality as Ed agrees and it promotes her to another level where even 80% of lawyers in the country can only dream of.

B.

Yes, they change as the movie progresses. The film starts with Erin needing money to feed her kids and to survive and it closes off with her needing money to compensate her contribution in the office. She goes from just putting a plate food on the table and commits to improving and fighting for people who have been exploited by big companies. She changed the atmosphere in the community

C

Theories of Motivation

Motivation theories that will be used to show 5 times where Erin was motivated are Maslow's Hierarchy of needs, Alderfer's ERG theory (Al Jasmi, 2012:19), Herzburg's two-factor theory (Al Jasmi, 2012:20), and McClelland's theory of acquired needs (Al Jasmi, 2012:21).

ERG theory

This theory is made up of an individual's need for (Shelter, food and salary), relatedness needs like (social clubs and belonging needs like being in love), promotions at work), and growth needs (self-esteem and self-actualization).

Fredrick Herzburg Two-Factor Theory

This theory is influenced by two factors, one is motivating factors (responsibility, personal growth and achievement) and secondly hygiene factors (employee job security and remuneration).

David McClelland's Acquired-Needs Theory

This theory is focused on the needs for achievement (the drive of pursuing complex goals, power (the need to be a supervisor and control others in a department) and the need for affiliation (the desire of building relationships, and to belong in an organization).

Erin's and the five times she was motivated

The 1st time was when she was job hunting and needed money according to Maslow's theory this is physiological needs, and ERG's existence needs theory, and Herzburg's theory of hygiene factor.

The 2nd time she is fired up was during the time she asked Ed to continue with research on the case as she wanted to be sure of what she was doing. This shows McClelland's need for achievement.

The 3rd time she was motivated when she expertly negotiated for her salary package and therefore can be supported up by Maslow's safety/security needs and hygiene factor by Herzburg.

4

The 4th time she was motivated was when she said to the PG&E lawyers to take their \$20 million offer as it was not sufficient. The decision to reject the offer was based on Maslow's Ego needs, the motivating factor by Herzburg, growth needs by the ERG theory, and McClelland's need for affiliation with her colleagues and also McClelland's need for achievement as she was being responsible for her clients in When Anna refused to assist her, she is determined to learn the job herself. This is a motivation based on McClelland's need for achievement.

5a

According to Nicholson cited in (Ashforth and Saks, 1995: 158), posits that Job transition theory includes personal development and the role development which are incorporated to create four modes of work adjustment. These modes are exploration, determination, replication and absorption.

Replication: Replication is a situation where an individual performs in the same way they previously executed their job and similarly the way also the previous employee did it, which can be categorized as (low role development and low personal development).

In her former capacity, Erin helped start up supermarkets and mostly she was just a ceremonial figure or a facilitator who was instructed on what to perform and would do exactly what she was told. When Erin gets hired by Ed, she receives a file which she

has to work on and she probes Anna for assistance and Anna declines to help her. She was attempting to approach her work role as the former one and it did not work as she now has to perform the job herself.

Absorption: Absorption this is when an individual, tries to acclimatize to the role (which is usually new to that person) that the previous employee executed which is (low role development and high personal development). Erin now has to learn and understand the job that she is doing by finding out why there are samples of blood in the real estate files. In order for her to complete this transition, she seeks permission from Ed if she can investigate some more and Ed allows her. Eventually she gets reasons why, but unfortunately, she gets fired for the week she was absent without reporting at work.

Determination: Determination is when a person has to work harder at a job that is less developing for them. A good example of this would be when the workload in the current role is increased instead of 5 tables, you are now tasked with 10 tables which results in (low personal development and high role development). When she is re-employed, Donna's previous neighbour asks Erin for help as they were robbed off when they put the house up for sale some time back. The more community members got involved in the case, the more her file work increased and it increased her work role meaning she must knock off late or spend more time at work as compared to spending at home with her children.

Exploration: Exploration is when there is a shift in personal and role traits such as promotion to top management, which brings with it more responsibilities on people and also new role which is (high personal development and high role development). When the case appears in court, it starts being complicated as Ed partners with Kurt, and more plaintiffs are needed. Erin had to find balance dealing with the decisions made by Kurt, which is completely different to the promise she made to members of the community and reaching to every door to gather 600 plaintiffs.

5b

To analyse Ed's career stage the theories of Donald Super's theory and development process theory will be used.

5c

Ginzberg cited in (Ndung'u, 2008:36) accentuated that career choice is a developing process that began from early childhood and all the way up to adulthood. Furthermore, (Ndung'u, 2008: 36) identified, the fantasy stage as a stage, where a child selects a career based on seeing an older person performing the same role (Role model). Followed by the stage of tentative where a person takes decisions based on what she/he is capable for instance, if one is talented in acting and singing chances are that, they will go into that career. The third stage is the realistic stage where a person is a matured adult who knows what they like and dislike, they are able to handle stereotypes (Ndung'u, 2008: 37). In this stage societal factors like preferred environment of employment and factors such as family into consideration.

Donald E Super's theory (Ndung'u, 2008: 37) says that, the theory essentially concentrates on a life span, which encompasses development stages. Namely the stages are exploration, establishment, maintenance and decline.

3

Growth stage happens when children are at school and exposed to various disciplines such as accounting or science, and as a result of these experiences they can gain self-control that will help them in creating self-awareness about careers they plan on embarking in the future (Ndung'u, 2008: 38).

(Ndung'u, 2008: 38) mentions that, in exploration stage a person embarks on vocational training like TVETs and University of Technologies.

During establishment stages, individuals are working and grow their careers through knowledge, experience and further develops it by pursuing Postgraduate Programmes i.e PGDip or Masters in their field of expertise (Ndung'u, 2008: 39).

Maintenance stages is identified as when an individual maintains what is at their disposal, that they settled for, they do not continue anymore but keep up to date with

fast paced environment and growth of technology or value chains globally and/or various factors like compliance laws and innovation (Ndung'u, 2008:39).

The last stage is disengagement this is where an individual retires from the labour force (Ndung'u, 2008:39)

Ed's stage is the realistic stage and maintenance stage where there is no room for improvement or further development and has made peace that he will just work sufficiently to sustain his business, if he ever tries anything too big for his shoes such as fighting a big company like PG&E, he will end up filing for bankruptcy. Ed's is intolerable with just being a small time lawyer because he is enough of all the big cases he lost and he knows his position which is fry small fish cases and use the income to pay employee salaries and the company being sustainable.

6. Job Specification

Job Description

• A legal assistant should be able to deal with sensitive information with discretion and to maintain confidentiality at all times.
• Organise work according to a standard procedure that is chosen by an organisation.
• Be able to comprehend large quantities of written and oral information and display it accordingly
• Demonstration of the ability to work under pressure and to tight deadlines.
• Demonstrate a flexible approach to work including capability of prioritising and reprioritising certain work to achieve successful outcome
• A flexible, pro-active approach to work including the ability to prioritise and re-prioritise to achieve successful outcomes.

Research skills

IT skills

Organizing skills

Communication skills

Willingness to work long hours

Independent thinker

Legal background

Conflict management skills

Human relational Skills

Salary: R260000 per annum Benefits included

Position to report to: Head Attorney

Date prepared 2019/10/27

7.

The behavioral questions to be drafted and used to find out how emotionally intelligent Erin is, were sourced and derived from (Lazenby, 2018: 403)

Questions

1. What assessment methods do you have to assess your performance?
2. Would you call yourself an influential person?
3. How do you handle difficult people?
4. How often do you get angry and when was the last time you did?
5. Would you say you are a follower of status quo or a disrupter?
6. What methods do you use for relationship development and maintenance of clients?
7. Can you work in a team?
8. How do you deal with emotions and impulses in public and at home?
9. What is your strength and weakness?

2

8. Performance agreement

Organizational objectives

Improving technical and litigation acumen is a long-lasting undertaking for everyone in the law firm. The performance agreement is an opportunity to record singular execution for a timeframe and to concede to an activity plan for the forthcoming period. This frame is created to protect the people's rights under laws of government. The law firm's target is to excellently provide timely advice and a conduct of high ethics and deliver the utmost value for our time.

Key performance activities	Key performance indicators
(1) Legal and business ethics Maintains highest standard of absolute honesty; Work within the legal boundaries of the law Accepts no compromise of principles. Use resources wisely and not for personal use Always be punctual as it is paid for	Ability to conduct matters and treat client information with sensitivity Having a legal background assist in knowing when the line is crossed Show integrity in the slightest of actions During paid working hours complete activities given Punctuality means dependable individuals
(2) Attitude Industrious, works consistently at 100% Dedicated, motivated, self-reliant Fosters teamwork Accepts criticism as an opportunity to grow;	Work proficiently, in timeline frame given and improvement in knowledge Possess independent attributes that will help self-navigation One should always continuously learn

(3) Research Conduct Thorough legal and factual research, Be knowledgeable about state laws Complete analysis of issues Be knowledgeable of where to find information	The manner in which information is articulated and non-manipulated. Link up information that helps build a more solid case. Have a reliable database where factual information can be extracted.

3

9. Performance Evaluation

Paralegal:

Position Level:

Joined Firm:

Review Period:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.
3	Fully effective	Performance fully meets the standards expected in all areas of the job.

2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job
1	Unacceptable performance	Performance does not meet the standard expected for the job. .

Performance activity	Rating
Design ethical conduct in interviewing and retaining client information	
Share information with fellow colleagues in order to agree on the best way forward	
Be independent and impartial in writing research	.
Be punctual in being at work and sticking to deadlines	
Legal acumen accumulation and show understanding in the work place	.
Build good working relationships with both colleagues and clients	
Use firm resources effectively	
Display integrity in operational duties	
Be able to deal with workplace conflict and client conflicts.	
Display of independence in critical analysis of issues.	

4

10

According to Hackman and Oldham cited in (Mutasa, 2016: 9) there are five qualities that can be applied at any job design. And they are feedback, skill variety, autonomy, task identity and task significance.

Skill variety speaks about the degree with which different skills are needed for performing jobs.

Erin required a set of different skills like public speaking, socializing skills such as human relational skills, convincing skills, and a vivid memory that allows her to be familiar with everything regarding her clients just in case there are developments then she can quickly get to the root of the problem and attend to it very quickly. It also assisted the business with decision making as she knew her client's expected reaction to every decision in the company.

Task identity is the degree to which a finished job has an outcome that is explicit. Whenever Erin collected information, it was invaluable in such a way that, it provoked action from PG&E. The water meter reading from the water board instigated them to send an agent to negotiate, the second time around it was her collecting relevant cases of the members of the Hinkley community that made the judge to grant them access to court against PG&E because the facts were clear and shocked the judge and also let PG&E bringing an offer to the table that Erin herself declined. The 3rd time around was when she got papers that PG&E knew about the pollution of the water systems in Hinkley that led to the company paying millions of dollars to pay for damages done.

Task significance, this is how a particular job affects individuals such as employees, members of community and stakeholders such as government institutions. Erin's task was to negotiate an offer better for Donna's house and her approach caused a chain reaction which caused Donna's former neighbours to ask her for assistance. This even let other members of the community to come through even stubborn ones like Pamela. As the case progresses, there is more participants that come in to make a difference as they were all somehow affected by the PG&E pollution of their water system underground. Even the former employee who was prepared to assist to get justice for his cousin.

Autonomy is a level of degree with which the job is executed in freedom and carries no micromanagement from superiors. Erin is handed freedom to do her work as Ed is aware that she makes things happen and has excellent socializing skills with clients, and she is regarded trustworthy as she has proved herself. She is even granted

permission to put her files the way she deems necessary as she knows the files to the fullest so much that the files are not needed.

Feedback is the degree with which an employee is frequently receiving feedback regarding their work. She often is a failure for instance with Pamela, she knew she needs an alternative route to deal with her like revealing her that she is also a family woman with three kids which makes her a person who cares.

11

According to Rotter cited in (Dumitrescu, 2016: 53) stated that a person has locus of control that is internal and external.

Individual's internal locus of control is a system of belief with no regard for outcomes in their work environments such as benefits, promotions and pay increases are results of input they put in the company. That is, it is in their hands if they want promotions at work.

A person with external locus of control believes that their work efforts and ethic have little bearing to do with promotion, the rise in Salary and benefits. They believe that outcomes only come about due to external environment such as state laws like BBBEE or heavenly intervention. Erin begins with an external locus of control. She is relying on the medical doctor to pay for her debts for crushing into her car, she also expects Ed to offer her a job as compensation for her lost case. Her two marriages have failed and this shows that she was too dependent on her husbands. She reveals to Ed that she is a former beauty pageant participant and that she should not be where she is in life and this means she wants things to happen effortlessly because she has the looks. By working, she accepts that she needs to eat, this proves she has faith in her internal locus of control.

She reaches out to the University Professor and the water board so that she gets a better clarity and be able to perform better in her job as she wants to keep her job for longer, and this shows her internal locus of control believing that if she wants to retain

the job she needs to know her job better. She then requests a mobile phone for her job and then it takes her back to her external locus of control.

As multitudes of people come forward to her for help, and they emerge victorious in the court case to take PG&E to court, she receives a vehicle and a \$5000 cheque. From this instance, she has faith in her contribution that she pursues Ed to go for a big lawsuit to help the community of Hinkley. Yet this is also based on her external locus of control as she tells Ed that they will come up with a winning strategy. If you want to tackle a big court case like she hinted and you don't have a plan you rely on holy intervention which is an external locus of control. When Kurt requires Ed to have approximately 90 plaintiffs for the case if they are to succeed, they call up the community meeting but they only 60% of plaintiffs and she decides to literally go door to door as she believes it is the only way to achieve results and the court case to have an opportunity she has to do a door to door campaign. Even the former PG&E employee meets her while she is signing off the plaintiff in the bar. They ultimately win the court case because she put in an effort.

5

12. Work-life balance

According to (Stepanova, 2013: 31; Crozier-Durham, 2007: 37; Hougaard et al, 2016: 117). Work-life balance is a phenomenon where employees can enjoy the fruits of their work and quality time at home with their family or going on holidays. When they cannot adjust it means that they spend too much at work.

1

The importance of work shifted from just striving for money, to working for achievement and respect in the workplace and impacting the lives of Hinkley community members. Erin could not be able to have a healthy balanced work-life. She would often arrive home late, after her clients started increasing. Her son began interrogating her about her late nights and spending less time with them even during dinner time as she was busy working. George her neighbour even left her as he felt he was turned into a helper of the family.

13 Work engagement levels

(Bakar, 2013: 17) reveals that work engagement/responsibility is a process where employees are physically, cognitively, and emotionally involved in their work role. Furthermore, he compares it to an event where an employee is present on duty, where her/his presence requires to think, feel and act on their jobs.

Her work engagement levels resume with her just being at work and not being busy engaged cognitively and emotionally. When she does not grasp her case files work, she seeks help at the office but no one agrees to help. She now has to probe her clients about their information details to better understand the file, she is now physically engaged and mentally but not emotionally. When Donna's former neighbours comes in for help, she still pressurized to understand what the case is about and you cannot be emotionally engaged in something you not fully equipped about.

2

By the time she starts understanding what is going on and how chromium-6 is making adults and kids sick, it is then when she realises that she must double her efforts, beyond just a pay cheque. She connects with her occupation emotionally and even informs Pamela that it matters not whether they win or lose but its about making the justice system to punish PG&E for the horrendous acts done to them. From the moment Erin saw the 8-year-old child on the sofa with her family, she starts to become emotionally attached and it is at that moment she engages in all levels of work engagement which even allows her to arrive home late and reduce her time away from her family.

14

Robbins and Judge (2010: 457) defines that corporate culture is a systematic process, that made of shared culture amongst the members of that organization, and involves seven characteristics which are:

Innovation and risk

The level to which co-workers in an organization have been granted the freedom to be creative and take risks. Ed's company is more innovative in how they deal with

employees. They take calculated risks with probabilities in their favour as compared to Kurt's firm, which just act without taking into consideration the results because they are arrogant.

Attention to detail

The amount of precision displayed by employees. Ed's firm arrays attention to detail as he consistently predicts his opposition, and the judge's reaction. Kurt is so full of oneself that he just performs whatever comes to his mind in court without projecting the possible end results. Erin has information of her clients to detail and all their life stories. Theresa only desires to hear facts and people must save the sentiments from her. And in this, she misses all the imperative details that maintains relationship as compared to Erin.

Outcome orientation

The degree to which outcomes and results matters more or have more attention than techniques and processes.

For Ed, the verdict is very important than techniques or processes. He analyses different processes that he can pursue and what outcomes they may produce and selects the best option. Kurt just acts on available options that he thinks can win him the case.

People orientation

The degree to which people are taken into consideration when management makes decisions. Ed consults with people before making any drastic change like promising them to take the case to court. Kurt makes the decision and hopes his clients will understand when he tells them later.

Team Orientation

How many activities are team based? Erin is working alone and she is effective when she does so. Kurt's team work in a group as it can be seen by the team of people who captures the data. Theresa cannot work on her own as was seen when she approached the cattle farmer.

Aggressiveness



The degree to which aggressiveness and competitiveness characterises the employees as compared to easy-going. Kurt's company encourages more aggression as compared to Ed where they are easy going. This can be seen by Theresa's attack on Erin when she challenges her by telling her that her files have loopholes to which she challenges her back and she wins.

Stability

When growth is sacrificed for maintenance of status quo. Ed is happier with small cases that can pay bills and sustain his small company as compared to Kurt who has more experience in bigger lawsuits and it can be seen by their building as you can see that you cannot have that building without growth in your company.

15

Phases of development between Erin and her co-workers as a team

They start on a wrong foot as Erin scourges and curses them, more especially Brenda and in the same vein she is turning herself away from them. Anna rejects helping her with her work duties as she makes her aware that she is not a novice in her profession and has been working at the company sufficient enough to know her work. They

proceed to having lunch without her and even Ed asks her why she is not joining the other as she is also a woman.

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After that Ed feels disrespected by PG&E when they send a “mail clerk” to present \$200000 for Donna’s place of living, there is a moment of understanding between him and Erin as he curses the same way Erin deals with his frustration. Ruth for a split-second realises that perhaps she is important for the business as she witnessed the time she shared with Ed and begins engaging with Erin by even switching her table lamp on.

This continues as she keeps shouting in the office and bringing attention in the Office and says to them that she realizes they are watching her every step and that they should go back to their work stations and do their job. This shifts however when the legal team of PG&E company suggests \$20 million, and she informs them that it is still lacking for the clients, as their diseases which she repeats from her memory, that it costs more than what they are presently offering. When Miss Sanchez attempts to drink water from the table, she tells her that it is from Hinkley and she specially brought in the water for them. And in that moment, she dazzles her co-workers from that instance, she obtains respect from them. They start to greet her as she arrives into the office. What she now has been able to do in terms of single-handedly making or giving a small firm such a huge case makes them appreciate her and now the team respect and honour her.

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