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1 INTRODUCTION

This paper will serve as a portfolio of evidence towards the requirement of Human Resource Management Course for Bachelor of Business program at ~~North-North~~-West University. It will form an analysis of movie “Erin Brockovich”. Erin is character of a mother of three, who has been divorced twice. She finds herself in a difficult situation of being unemployed which has a bearing on her personality. Amidst her domestic chores and responsibilities of having to care for three young children, she does secure employment at Masry’s legal firm. Having to juggle between the demanding duties of a mother and the hectic work schedule, her behaviour at work turns out to be unusual or is seen as such and is unbearable to her. The focus of this write-up would be on perceptions relating behaviour at a work environment, work-life balance-, emotional intelligence, the motivational factors, organisational culture and work performance as well as and career development theories and stages. The paper seeks to analyse how Erin fared on these behavioural concepts.

DISCUSSIONS

2 Growth and development of Erin’s emotional intelligence

(Goleman, 2001) defines Emotional Intelligence as abilities to recognize and regulate emotions in ourselves and in others. Furthermore, in (Goleman, 1998:4), emotional intelligence is defined as multidimensional construct. Goleman further identifies the five underlying factors of emotional intelligence as:

- self-awareness
- self-regulation,
- motivation,
- empathy and
- social skills

2.1 Self-awareness:

The characteristics of self-awareness which include emotional behavior that suggests being aware of self-weaknesses, your strengths, values and knowing what drives oneself. It also has the most important aspect of knowing how your behavior affects and impacts on others. From the movie, Erin Brockovich was aware of her dire situation of being bankrupt, a double divorcee with three children that needed to be cared for thoroughly. She was telling almost everyone that she met about her situation. She was too strong on knowing what she wanted and was so determined to get what she

wanted that she almost didn't care about how it affected those around her. Her unemployed situation and the self-awareness of it forced her to go to Masry Law firm to seek for a job. Being aware of what she wanted, she was eloquent in expressing how well she could her job and that convinced them to give her an opportunity. This emphasized her strengths that she was very smart and a hard worker.

Upon employment, Erin "hits the ground running". She gets straight to her duties and develops so much interest in the Hinkley Hexa-chromium case. This case was about chromium poisoning that affected Hinkley's residents and Erin became emotional and was so determined to do whatever it took to resolve the matter and have justice served to the residents. This act of determination depicted strong aspects of self-awareness by Erin who it clearly showed that she was aware of here strength, she had self-drive and valued justice and fairness to the benefit of a larger society. She knew that it would impact positively the residents of Hinkley.

The determination and self-drive lead to her being fired due to poor work ethics despite her thinking and believing that was doing it for a good course. That is why she is quoted from court saying that "I she want to be a good mother, citizen and a nice person" proving that she did not see anything wrong with what she did. Even before court, she tried to convince her employers and colleagues that there was nothing wrong since she was working on a specific case which was one of her duties, this is a result of excess believe in self-strength. Due to this, she was ultimately fired.

When Ed realizes Erin's worth in her investigation of the Hinkley case, he approached her and asked her to go back to Masry. Even when she's back unemployed, Erin still was aware of her worth to the law firm and told Ed that she would go back only on conditions that she gets a 10 percent salary raise including benefits. She flatly declined the 5 percent offer. When George asked her to resign, Erin refused and told George that people in Hinkley respected her and that she could make a difference in their life's and that was something she could not give up; this was In furtherance Erin revealing the concept of self-awareness

Unfortunately she is overly aware of her weaknesses given her domestic demands to the extent that she expects everyone to understand her situation no matter what. By so doing, she is lacking in the aspect of self-awareness where she needed to know how her behavior was affecting others.

2.2 Self-regulation

This could be referred to as emotional self-control, adaptability, achievement orientation and positive outlook. It relates to one of the four EI dimensions; *Self-Management*. It can further be

discussed as the ability to control oneself moods. In reference to the movie, Erin expressed contrasting aspects with regard to self-regulation. She became extremely emotional throughout the movie. She charged at almost anyone that didn't see things her way thereby failing on self-control. She would snap at Ed her boss on many occasions when he did not agree with her and tried to convince her to look at things differently. The most typical example from the movie is towards the end where she interrupted Ed as he was about to hand over the bonus cheque. She misinterpreted Ed when he said the discussed bonus rates were "inappropriate". Very emotional, she interrupted and went rampant telling Ed how unfair it was given all the efforts and commitment she had put on the case. She was left speechless when ultimately Ed gave her the cheque and she realized that it was a lot more than she had expected. She couldn't even apologize for her reaction. She could have otherwise been patient until Ed finished what he had to say other than interrupting in order for positive outlook as defined above. Erin definitely struggled to adapt to the demanding work conditions and ethics despite her strengths. The only time that she was emotionally stable self-controlled was when things went her way. An example is when she worked with the chromium poisoning victims who it was obvious that they saw her as the messiah and were cooperative to her. In that regard, she displayed a great deal of self-control. In other scenes, she was self-controlled but firm when she told George that, she did not care about what he wanted because, she had bowed to men all her life, and that now she could not give into any man's demand including his. She gave George the ultimatum to proof his worth by staying with her if he cared. George had suggested that Erin quit her job to care for the kids.

2.3 Motivation

Motivation is the driving push to achieve ~~the~~ set goals and objectives. From the beginning, Erin was determined to get a job and this was motivated by the unfortunate situation of having to provide for herself and the kids. Once she got employed, she came across the chromium poisoning case which really intrigued her. Wanting to see justice done for the people of Hinkley was her greatest motivation. She decided that she was going to leave no stone unturned for the sake of justice and focused on gathering any piece of evidence that she could. All her actions were driven by Erin's self-motivation, which is an aspect of Emotional intelligence. When asked to resign, she refused, Pacific Oceans lawyers offered twenty million settlements for the case, but Erin refused arguing to argue that the amount was not to be divided by the many families.

2.4 Empathy

Is expressed as understanding others emotional state and being considerate. In other words; it means understanding others and developing them. Erin was very empathetic to the chromium

victims that she even risked losing her job. She sympathized with the Hinkley families. She imagined the pains that they went through and would show empathy whenever she engaged with them.

2.5 Social skill

This is described as building rapport or relationships with others to move them to ~~a~~the desired direction including considering other people feelings. Erin expressed very good social skills when she worked with the victims. She gained their trust and gave them comfort in sharing information with her. Realizing that there was need for social justice, she developed a good relationship with the community and there was some mutual understanding. A typical example is when Kurt Potter, being the ~~expert~~ in toxic cases was engaged to work with Masry law firm on the chromium case. This was the very case that Erin had been spending sleepless nights on. It appeared to her like Potter was going to take over and her concern was that she had already established a relationship with Hinkley's families and was worried that them having to deal with a different person could be a drawback. She believed the fact that she was not a lawyer made the community comfortable. Erin's Social skills were proven as she finally managed to get all the family victims to sign.

On another note, she had a generally good relationship with George.

3 Strong adverse reactions towards Erin and her behaviour

Based on the concept that how an individual behaves is acquired through the conditioning which results from interacting with the environment, behaviourism is therefore referred to as the theory of learning. According to (Hawkins *et al.*, 2019), negative workplace behaviour has far-reaching effects on the victim, the profession, and the organization.

3.1 How well did Ed manage Erin?

It is quite evident that Ed depended on policies and strategies in managing Erin. In the event, he failed to study Erin and apply emotional intelligence dimensions as discussed in (1) above thereby creating a ~~simingly~~seemingly hostile environment for her. For example, Erin had discussed the case with Ed and had committed to unearthing information that could be used as evidence for the case. While it may have been wrong and unethical to just go absent without leave, Erin was in actual fact putting valuable time ~~for~~ for the law firm. Upon going back to office probably to update Ed on progress, Erin learnt that she had been fired. Yes she had ~~sxhibited~~exhibited unacceptable unethical behaviour but Ed could have acted in a rational manner by trying to understand where she was coming from not to necessarily tolerating the bad behaviour. However, it was a very uncomfortable situation for a manager like Ed who it could be said that despite Erin's behaviour, he still cared about

her well-being. For example, at the beginning of her work at the firm, Erin requested for a salary advance. Ed's first response was referring her to Accounts Manager Rosslyn who was responsible for employee salaries. In her absence Ed did give Erin an advance. This was a sign of a considerate manager in Ed Masry who paid attention to the well-being of staff especially to Erin's problems at home which contributed to her well-being and job performance. He did not discriminate against Erin who was perceived as troublesome and difficult by her colleagues. Prior to firing her, he gave Erin some behavioural feedback relating to the code of conduct. In a subtle manner, Ed advised Erin to re-consider her wardrobe with good intentions. Yet again, Erin did not take kindly to the advice. One could say that Ed did the most in coaching Erin to becoming a better more ethical individual in order to complement her invaluable strengths in executing her duties. If I were her manager, seeing that she was valuable to the company, I would have advised her to seek professional help to deal with her domestic problems which clearly affected her behavior at work. I would have offered for the company to even pay the bills for counselling. I would not have fired her at the first occurrence of absenteeism but gave her a warning. For starters, it is not clear whether Erin was fully inducted into the company's code of conduct, a step that is very crucial for every new employee whereby the employee is carried through all ethics and conduct issues. It would be wrong to assume she knew what was expected of her, in other words I would have spelled out all the conduct issues and the related corrective actions in the event that the rules were contravened.

3.2 Adverse effects of Erin's presence on other employees:

Erin was seen as a burden by her colleagues who could not tolerate her behaviour. They did not treat her as a decent colleague and believed that she wanted to be treated special in most cases. It could be said that they did not accept her as they kept on telling her that at Masry's, things were done differently and not her way. They perceived her as trashy and could not tolerate how she dressed. Indirectly so, her other colleagues celebrated when she got fired as they believed she got what she deserved. In a way she irritated other colleagues and they would be glad for her to go. As a result, they wanted to expose her to Ed her manager, all the negative things about Erin. For example, Anna hinted to Ed that Erin's dress code was inappropriate. Ultimately Ed advised her to change her wardrobe because other ladies were uncomfortable with how she dressed. Secondly, Anna revealed that Erin was not up to date with the filing system. When Erin requested Anna to show her how medical records, claims on the pro bona file were done, Anna responded by saying that "Erin, you have been here for long, I am not going to do your job on your behalf" further emphasizing that colleagues did not tolerate Erin. The negative attitude towards Erin escalated after she was rehired. This was worsened by the fact that she became close with Ed working on the Jensen family case. Masry's successfully argued the health issues of Hinkley's residence in court, and the judge held

PG &E accountable, Erin's colleagues were too curious on the details. Surprisingly, at the end of it all after finally winning the case against PG &E, everyone was excited and celebrated which improved their working relationship with Erin.

3.3 Can a firm afford Erin Brockovich?

Erin is talented, hardworking and a committed individual. She could be a value add to any firm provided measures are taken into place to help employees understand and fit into the organizational culture. Operating procedures should be in place to guide employees on what is expected of them. The nature of Erin's job somewhat required her to work a flexible schedule since it involved a lot of external clients whose schedules were unpredictable but she had to work according to presence of clients. Despite all odds against her Erin proved her case to Masry legal firm through intensive investigations. All she needed was guidance and coaching to help her fit into the company. She needed to be understood that she had no intentions of being difficult, she believed she approached things in the best possible way.

3.4 Can a firm afford NOT to have some rebels or Mavericks like her?

Erin kept everyone on their toes. She was a doer, a go-getter and very result-driven. This itself intimidated the other colleagues in that they could pick that she had something unique. It was no longer business as usual and they could see it. Ed the manager could see it and did all he could to manage the talent in Erin. A character and behaviour like Erin might be difficult to manage but do bring results. Once you figure out the kind of people they are, then you would realise that it is just their character and means no harm. A company needs the "Erins" to ensure that organisational goals and objectives are achieved.

3.5 how would you manage the likes of Erin?

A clear induction at the beginning of work is key to helping new employees understand the organizational culture. This should be designed such that it is two-pronged; orientating the employee on how things are done at the organization but at the same time engaging the employee to share her thoughts just to check if the rules could be improved in any way. Talent and performance management should be in place. In a way Ed did this but it was somewhat indirect hence Erin could not pick that she was being coached to even become a better employee.

3.6 Strategies to use in managing difficult personnel such as Erin

The following are the strategies I would use to manage Erin"

1. Avoid being confrontational or being aggravated by the perceived difficult person
2. Understand things from the employee's perspective and accommodate their ideas.
3. Get perspectives from other colleagues from different firms on what they think
4. Clearly explain to the difficult employee why certain things are done a particular way and probably explain what could be the impact if they were to be done differently.
5. Treat the individual with respect despite the wrong-doings
6. Rebuke bad behaviour in a firm but calm manner and give credit to the good things as well.

Being assertive, listening and giving feedback can also be some strategies to be used in managing difficult personnel.

4 Erin Brockovich's "personality" as an enduring set of traits and behaviours that distinguish her from others

The big 5 are the factors that define the personality traits, and these include, openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. These have served as bases for personality.

4.1 Erin's Personality ~~Charecteristics~~ Characteristics

Erin Brockovich is a talented individual with ordinary leadership and has the capacity to grow professionally. She managed to balance her duties from all walks of life. Her domestic duties did not greatly compromise her output at work. She excelled in her investigations, very attentive to detail and exhibited high level of interpersonal skills especially when dealing with the Hickey case. Erin possesses the ability to encourage people to join her in her quest, even when they are pessimistic about her intentions. She is self-motivated and can work with minimal supervision. She is also a good judge of character, and would not hesitate to speak her mind which contributes to her attracting relevant people.. She is unable to demonstrate her love and affection. On another hand, she is intolerant, impatient and stubborn. Her characters of being arrogance, self-importance, domination, and lack of willingness to learn are her downfalls. While these characters could be positive in some cases, they become adverse if over-expressed as they may lead to conflict and isolation.

4.2 Expanding her personality traits to the dimensions of Big 5 model

The Big Five Personality dimensions includes: openness or intellect agreeableness, conscientiousness, extraversion, emotional stability.

1. **Neuroticism** is a dimension that reflects normal personality. It includes such characteristics overall tendency to experience negative feelings like guilt, sadness, fear,

embarrassment, disgust and anger. If neuroticism score is too high, it reflects a person's proneness to stress, inability to control impulses and being crowded with irrational ideas. Contrarily, low neuroticism is an indicator of relaxed, never upset individuals even when facing stressful situations. Low neuroticism individuals are ~~even-even~~-tempered and always calm.

2. **Extroversion**: anyone with traits like sociability assertiveness, talkative, active. Erin is seen as someone who is very assertive through her confidence in the case she's working on. She was highly active and could do anything during ~~the~~ investigation and very talkative in the process. She did not hesitate to speak her mind when necessary. Scholars agree that extraversion predicts performance in jobs characterised by social interaction.
3. **Agreeableness**: courteous, flexible, trusting and cooperative. Erin is very firm or which could be mistaken as being rude. She is not easily agreeable but believes in speaking her mind. However, she showed when working with the ~~the~~-Hinkley victims and was too to her clients. She entrusted George her new boyfriend with her children.
4. **Openness** to experience reflects attentiveness to feelings, curiosity, active imagination and sensitivity. The construct is largely related to successful consulting, training and adapting to change.
5. **Conscientiousness** refers to the ability to control-self including the active process of planning, organising and implementing. The conscientious person is strong willed, purposeful and determined. The construct is revealed in orientation accomplishment, dependability and orderliness.

4.3 Erin's personality traits strength and weakness based on the Big Five Model

Erin's could be said to have ~~an~~ extroversion dimension as her strength. She was very energetic and would apply her mind to any thought that came her way. On the other hand she was very talkative – she told almost everyone she met of how broke she was, how she had been divorced twice and that she had there demanding children to take care of. Under normal circumstances, people would tend to delay such information about them to a later stage. The good social skills which enabled her to get Hinkley's community to open was due to her extrovert nature which made them free around her. She was extremely assertive in dealing with the case. She did not easily agree when a settlement was proposed to avoid prolonged case. Her openness to experience enabled her to show attentiveness to every detail concerning the lives and health issues of Hinkley's victims. She knew

almost everyone in the file and the details pertaining to each individual she had encountered. This went to an extent of memorizing their phone numbers and plot numbers.

A dimension which proves Erin's weakness is the neuroticism. Erin did not manage the stressful situation well as she would break and yell at others during such situations. This was manifestation of neuroticism which in her case was a weakness. Whenever Erin was stressed or disagreed with Ed she would storm in the office, shout out loud, use vulgar language and that will automatically grab the attention of other employees.

4.4 Does her behaviour and attitude change during the movie?

Towards the end of the movie, Erin had softened up towards her colleagues. She also began to understand where her boyfriend George came from in terms of the advise he gave her about the kids.

While she was always calm when working with the victims, the contrast happened regarding her colleagues as already discussed above. However, this changed in the end as she started showing signs of someone that had done some introspection and realized that she had to accommodate other colleagues despite strong self-believe. Her attitude changed and she no longer shouted at them. She began to understand Ed and now addressed him in a professional manner. An example is when she reminded Ed in a professional manner that they promised Hinkley's residents a trail. This was as Ed wanted to go with a suggestion that they don't go to trial to avoid from dragging for many years.

However, she does not completely change, even in court after Judge issued a ruling and asked if anyone wanted to say anything, she could be seen itching to make a remark but luckily she did not. She was also left speechless after she went on attacking Ed with regard to the bonus cheque expressing how unfair and ungrateful the firm was towards her, only to realize that it was actually a lot more than she had expected. Nonetheless, we see Ed remaining calm and and veery ecstatic knowing that the bonus just may change Erin to a better person since it would take care most of her financial problems. In conclusion Erin still needs to improve more on her outbursts.

5 What changes are sources of motivation, the unfulfilled needs, and the hierarchical levels to Erin?

According to (de Jong *et al.*, 2019), employees feel experience higher level of personal power- when they ~~they~~ feel respected- and that others depend on them.

Research has identified that there are two type of motivation namely Intrinsic and Extrinsic. Intrinsic motivation is when one is motivated to do somethings for one's own sake, in order for the sheer enjoyment of a task being performed. On the other hand, extrinsic motivation is doing something in order to attain some external goal or meet some externally imposed constraint. Feelings of self-determination, control, and satisfaction have long been linked to an intrinsically motivated state(Hennessey *et al.*, 2015) whereas Environmental constraints such as the imposition of time limits, an expected reward, or an impending evaluation can undermine feelings of self-determination engendering an extrinsic orientation.

Erin has throughout the movie expressed some intrinsic motivation in that she had self-determination, control, and satisfaction in resolving the complicated cases at Masry's.

Her level of motivation could again be discussed using The McClelland's Human motivation theory developed in 1940 which places emphasis on the basic needs of every human and these includes physiological needs, safety needs and self-actualization needs. These are believed to be the drive for individuals to achieve the next level of satisfaction.

5.1 Erin's levels and sources of motivation:

She was determined do everything with her reach to ensure that justice was served to the victims of chromium poisoning. She wanted PG&E firm to compensate adequately for the damage and loss they caused to the families. This is evidenced from her joy as she broke the good news to a victim that had suffered the most and would get the largest share of the payout.

On another level, she was motivated by her children and had decided that she would do all she could to provide for them.

Erin's levels of motivation are best described by Abraham Maslow's hierarchy of needs which according to (Miller, 2016) are based on eight-stage model consisting of biological and physiological needs (air, food, water, shelter); safety needs (order, law stability); love and belongingness (work group, family, affection); esteem needs (selfesteem, achievement, status, independence); and self-actualization needs (realizing personal potential, self-fulfillment, seeking personal growth) (McLeod, 2014) . This theory is employed to evaluate ways in which Erin was motivated with respect to each of the five levels of needs.

1. Biological and physiological needs. Erin needed to provide for her three children especially to ensure that they had food, water and shelter thereby fulfilling the biological/physiological needs. This drove her to search for work from various companies without any success until she

demanding job from Ed Masry who hired her as a legal firm clerk. This was after she told Ed of her dire need.

2. Security/ safety needs. Again was very protective of her children to the extent that she was furious that at some point left the children with a “stranger”. She felt their safety infringed. In one scene, there was weird guy according to Erin who threatened her safety, she went and asked for advice from Ed in private on how she should continue further with the man thus maintaining order, law and stability.
3. Affiliation needs. Erin had a sense of belonging since investigating the Henske’s case. She always depended on men for survival but her employment at Ed Masry’s legal firm motivated her to make the difference in other people’s lives. As a result, she was very productive, worked over time and was never absent from work.
4. Esteem needs. Erin had strong esteem needs as she was always driven to succeed. She devoted her time to the cases such that she ultimately achieved her goals, felt confident and it gave her feeling of belonging and acceptable status. She worked independently to unearth hidden information regarding the chromium case.
5. Self-Actualisation needs. Erin was focused on realizing personal growth potential. Wanted to achieve the results and was driven by the hunger for self-fulfillment. An example is when she flatly refused to quit her job when George asked her to do so citing that she could bring the difference to the people of Hinkley.

5.2 Do these changes during the movie?

Levels and sources of Erin’s motivation never changed throughout the movie. She remained focused and motivated to improve the lives of the disadvantaged victims. She also saw her commitment to the case as a way of proving herself for personal development so that she too become a better person in helping others. For an example in terms of affiliation and security needs she did not care much about men. This changed when she was under pressure to ensure that she gets additional two hundred and fifty signatures for arbitration, she requested George to come with her and look after the children while booked in a motel.

5.3 five ways in which Erin was motivated based on motivation Theories.

5.3.1 Motivation – Hygiene Theory (Herzberg’s two factor theory)

In 1959 Herzberg created a two-dimensional paradigm of factors influencing people’s attitudes towards work. The main concept of this theory is the difference between motivation factors and hygiene factors (Alshmemri *et al.*, 2017). According to Alshmemri, hygiene factors are more about the need to avoid “unpleasantness” and thus regarded less important to job satisfaction than

motivation factors. Meanwhile, motivation factors lead to job satisfaction due to the need for self-growth and self-actualization. These factors include the following: job challenges, responsibility, achievement, recognition, growth and advance. From the two-factor theory, Erin was motivated by the motivation factors. Her inspiration was influenced by the need for self-growth and the job satisfaction she had. It is evident that she loved what she did hence could execute her duties with minimal supervision. The level on investigation she conducted made her more than just a clerk and this is what motivated her. The Hinkley case was a catalyst for Erin to reach new heights where her career was concerned. Erin's co-workers negative perceptions about her were somewhat hygiene factors where she chose to ignore the unpleasantness ensuring that the negativity did not deter her from achieving her goals. Indirectly she was motivated.

5.3.2 Equity theory

According to (Ryan, 2016), Equity theory of 1963 by J.S Adams represents human motivation as a function of how individuals perceive their ratio of inputs and outputs relative to others. Ryan argues that in case that the person's perceived inputs and outputs are similar, then the feelings of equity shall maintain. Contrarily, where perceived inputs and outputs differ, feelings of inequity then arise. In other words, individuals measure what they receive for example from their employers by the outcomes of how much they put in. motivated by the equity theory, Erin could not accept the offer by Ed because she knew how much work she had done on the case and was confident of how much more she could add. As a result she demanded 10% salary raise plus benefits when Ed wanted her back. Similarly, Ed knew Erin's value to the firm which why he agreed to her terms. He also gave her a huge bonus of two million dollars at the end of the case. That was a gesture of acknowledging Erin's input and he had to reward her accordingly. In his words, he admitted that the negotiated bonus rate was not enough.

5.3.3 Goal-Setting Theory (Hellriegel, 2016:423)

The Goal-Setting Theory was introduced by Edwin A. Locke in 1960. The theory focuses on the standard of performance, goal properties (proximity, specificity and difficulty) and goal choice (Cook & Artino Jr, 2016). In other words, performance of employees must be assigned goals which are relevant, specific and achievable. The employees must then agree and commit to achieving the set goals. Once the goals are set and agreed to, an employee is motivated to channeling efforts towards them in expectation of good results. Erin had the goals set for her and that was to investigate the Hinkley case. She agreed and committed to achieving the set goal. As a result as stated by the goal-setting theory, she channeled all the efforts, energy and time to the case which was then her motivation.

5.3.4 The Integrated expectancy model

This model was introduced by Lynman Porter and Edward Lawler in 1968. It is defined as a person's belief about the difficulty of a certain task and his or her ability to successfully perform it (Brown *et al.*, 2015) who cited (Eccles and Wigfield 2002). It is regarded as a foundation for motivational development and emphasizes that performance and employee satisfaction are two different variables that are dependent on each other. In other words satisfaction does not equal high-performance but rather acknowledges that high performing employees are more satisfied assuming that their performance will be appropriately rewarded. Erin was seen to be motivated and performed highly on the case. In the end she was satisfied with her work and only then did she expect to be rewarded appropriately.

5.3.5 Job enrichment model

This model was developed by J. Richard Hackman and Greg Oldman. Job Enrichment is a “vertical” enlargement of job duties, providing the employee with tasks and responsibilities normally done by a senior employee or supervisor, and usually comes with more freedom and control over the planning, execution, and evaluation of job tasks. (Choudhary, 2016). This borrows from enrichment model that puts emphasis on three psychological states that are key in creating high levels of motivation in the work environment.

- Experienced meaningfulness. Erin considered herself a performer and valued her job greatly.
- Experienced responsibility. the extent to which employee feels reliable for their work quality and quantity. Erin felt that the people of Hinkley depended on her and that, that she was reliable and the victims trusted her.
- Knowledge of results. Ability to receive feedback on one's performance. Ed consistently gave feedback to Erin despite her feeling that her manager wanted to take the case away from her.

6 Erin's Adaptation to her new career

The Nicolson's job transition theories are used to assess how Erin adapted to her new career as follows:

- Preparation - This is the stage whereby an individual prepares prior to arriving at a new job.
- Encounter – The first few days and weeks in the new job when one familiarizes.
- Adjustment – when new employees start acquiring knowledge on the work and social environment. They try to find their fit in the organization.

- Stabilization - whereby the duties associated with the job become more regular and one starts mastering activities by being hands-on.

6.1 How Erin entered her Job

At the time of her employment, Erin had no work experience relating to a law firm or related. She was given a position as a clerk in a specialized and highly professional environment of service provision. Because of her determination to work having had to stay at home for some time, she did all she could to complete her tasks. She combined the Encounter stage with adjustment as already during her first she had showed interest in a case that would ultimately change the reputation of the firm to another level. She achieved Stabilization stage through self-learning, by means of doing private independent and individual investigations on the case which ultimately delivered the results.

The career development theories that are best to describe Ed's current career development phase is: Erik Erikson theory, Daniel Levinson theory and Donald Super theory. The stage that best describes Ed's current career development is intimacy vs Isolation.

6.2 Job transition and Career Development theories

According to theories by Nicholson, work-role transition involves two adjustable independent processes: personal development and role development. From a stay-at-home mother, Erin got herself a job and she transitioned from being unemployed to a game changer at Masry's. Touching base with the Nicholson theories, Erin transitioned from just her own personal development to playing a vital role in the community.

6.3 Stage that best describes Ed's current career development phase?

Identified Career development theories include: The Erikson, Levinson and Super theories. The one most suitable to describe the stage Ed Masry's phase is the Donald Super theory. It involves five stages of career development namely: growth, exploration, establishment, maintenance and decline. Ed's career was at maintenance towards decline phase. It could be seen from the movie that he didn't have much energy and was not too keen on pursuing the difficult cases. That is why he was willing to take up the settlement offer just to avoid the case from dragging over the years. It is suspected that had it not been of Erin, Ed would not have taken the case. It seemed he wanted to only deal with less challenging cases just for maintenance as he was entering the decline phase of his career.

7 Erin's job description and job specification with KSAOs

	JOB ISCRPTION FOR A LEGAL SECRETARY AT MASRY LAW FIRM		
	JOB DETAILS TITLE: Legal Clerk DIVISION LEGAL SERVICE DEPARTMENT ADMINISTRATION IMMEDIATE SUPERIOR MANAGING DIRECTOR		
1.	MAIN PURPOSE OF THE POSITION	The incumbent is expected to provide the legal personnel with clerical assistance and conduct general admin for the legal division	
2.	KEY RESULT AREAS	▪ Customer Service ▪ Drug Dispensing ▪ Client Data Management ▪ Financial Management ▪ Operational Viability ▪ Internal Controls ▪ Resource Planning ▪ Ad hoc responsibilities ▪ branches' activities	
3.	PRINCIPAL ACCOUNTABILITIES	• Provide administrative support to the lawyer • Be the liaison person between the lawyer and clients • Conduct screening of clients and ensure continued communication • Manage all the office records including classified. • Assist with case management and court papers administration. • Assist the lawyers with any other information that may be necessary such as helping with investigation for evidence.	
4.	PERSONAL ABILITIES (KSAOs)	The incumbent should possess any of the following: • Willingness to work extended hours. • Ability to organise and coordinate work within scheduled time.	

		• Be able to use Microsoft office (MS Word, MS Excel, MS PowerPoint, MS Project) • Be fluent in both written and spoken English. • Good interpersonal skills	
5.	MANAGEMENT/SUPERVISION CONTENT	Be able to manage all junior staff and complement staff in other departments.	
6.	EDUCATION, EXPERIENCE, KNOWLEDGE AND SKILLS	• The incumbent must have a minimum of bachelor's degree in clerical or secretarial studies or any other related field. • Experience of not less than two years as an office assistant. • Past experience in the legal industry will be an added advantage.	

SIGNATURES

Head of Division:

Name..... **Signature**.....

Incumbent:

Name..... **Signature**.....

Job analysis is the process of determining the nature of a job. It includes understanding content of work, which includes duties and tasks, understanding the needs of employees to accomplish the job such as knowledge, skills, abilities, and other characteristics. Job analysis is key for personnel selection because it forms part the foundation of test and criterion development (Morgeson, 2017:767).

8 Behavioural type of questions that would be asked to Erin during a job interview.

8.1 The questions

- i How have you handled an encounter with an angry customer that was not satisfied with your service in the past?
- ii Often there is a misunderstanding between the supervisor and the subordinate, how have you handled such a situation in the past?
- iii What would you say was your greatest value add or contribution to any organization you have worked for before?

- iv Would you prefer working alone on a task or as a team? Motivate your answer.
- v Have you ever realized that you made a mistake in execution of your duties and how did you handle the situation?

8.2 Why the questions?

Behavioral questions are preferred because they may give you an idea of the personality you are dealing with. They give real life scenarios and allows the candidate to apply themselves to problems. They are relevant in Erin's case since she seems to be excellent in everything but her behavior is appalling.

9 Written performance agreement based on job description and specification

The Masry and Vititoe Law Firm represented by Ed Masry in his capacity as a Manager (herein referred to as the Employer) and Erin Brockovich as the Legal Firm Filling Clerk (herein referred to as the Employee). The two parties agree to a performance contract detailed below:

Performance Agreement Entered into By the Employer (The Masry and Vittoe Law Firm) And Employee Detailed Below:						
Employee:		Ms. Erin Brockovich		Supervisor :		Mr. Ed Masry
Position/Job Title:		Legal Clerk		Commencement Date: 2019//11/01/		
Employee Number:		1234 5678 10		Division: Legal		Department: Admin
Type of Contract		Permanent				
Key Performance Areas (KPA's)			Key activities	Key Performance Indicators	Performance Target	Comments- Annual Feedback
Goal 1 (Weight 25)			Ensure that all the files are organized and stored in a safe place			
1	Ensure less than 2% error in filing	25%				
Goal 2 (Weight 25)			conduct general admin for the legal division			
2	Attend 100% of legal meetings	25%				
Goal 3 (Weight 20)			Conduct screening of clients and ensure continued communication			
3	Maintain lawyers' diary and make appointments for not less than 98% of Potential clients Develop a clearly relationship with stakeholders	10% 10%				
Personal Development (Weight 30)			Attend Professional Development Courses			
4	At least 3 trainings per year	30%	Performance Management		Attend all paralegal courses.	
TOTAL WEIGHT		100%				
SIGNATURE EMPLOYEE					DATE:	
SIGNATURE MANAGER					DATE:	

10 PERFORMANCE ASSESSMENT TEMPLATE

Performance will be assessed according to the information contained in the Key Performance Areas (KPA's) and Key Performance Indicators (KPI's) as set out in the tables below:

KPA's	Weight (%)	SCORE	REMARKS
Ensure that all the files are organized and stored in a safe place	25		
conduct general admin for the legal division	25		
Conduct screening of clients and ensure continued communication	20		
Attend Professional Development Courses	30		
Total	100		

Notes:

95-100% = Excellent performance (90-100% reward bonus)

85-94%=Very Good Performance (80-90% Reward bonus)

75-84% = Satisfactory (70-80% Reward)

70-74%= Poor Performance, Need for performance enhancement training (50% reward)

<70% = Unacceptable performance, Possible contract review, consider redeployment, Need for performance enhancement training , may need counselling. (25% reward)

Signatures:

Employee : **Date:**

Manager : **Date** :

11 Evaluate the extent to which the five dimensions of the Job Characteristics Model of Hackman and Oldham (1980) was present in Erin's Job. Motivate why?

(Oldham *et al.*, 1976) identified job characteristics theory that link the characteristics to how employees respond to work. The characteristics are listed below:

- a. **Skill variety.** How does the job consider different work activities and does it require various talents? Despite not having a law qualification, Erin performed such duties that could be related to assistant lawyer. She did more than just a clerk.
- b. **Task identity.** Outlined when identified task needs to be achieved. Erin made sure that justice was served to the people of Hinkley.
- c. **Task significance.** Apparent in situations whereby a particular job impacts on organisational goals. One of Mary's firm goals was to provide the best legal services and Erin's work on investigating the case fulfilled this objective.
- d. **Autonomy.** Is realized whereby workers are given flexibility to plan their own work and decide on how to perform their duties. Erin was free to draw up her work plan in relation to appointments with the victims without necessarily having to always confirm with her manager.
- e. **Feedback.** When employees receive feedback on their job performance. Ed Masry kept on updating Erin especially of the new changes to the case.
- f.

12 Analyse and discuss Erin's locus of control and how it developed throughout the movie

12.1 Locus of control

in the 1950's, was introduced by Julian Rotter came up with The concept locus of control. The concept underpins the extent to which individuals view the power they hold- on the circumstances of their lives. It is said that people who possess ~~the~~ the internal locus of control bear the views that they could control what is happening in their lives and outcomes (Saleem, 2011:61). It is evident that Erin had so much believe in the power that she had to the extent that she did not let anything stand in her way of resolving the Hinkley Chromium poisoning case. It was indicative of having internal locus of control. An example is when she stood strong and did not budge as George asked her to resign. This was her commanding power from within. When Ed engaged partners who were believed to be experts in the field, Erin still believed she was better off left in charge.

13 Reflect on how the meaning of work changes for her, as well as on the career/family conflicts in the firm. Do you think she was able to maintain work-life balance?

13.1 Erin's work changes:

Erin was transformed from being just a clerk to becoming a self-renowned detective. Her boss Ed did not inhibit her from exploring her talent; instead he gave her the mandate to run with investigations of the case despite having been employed as a mere clerk. That she did not have any legal qualifications did not deter her.

13.2 Erin's Career/family conflicts

(Greenhaus & Beutell, 1985) suggests that work-family conflict exists when:

- (a) The time devoted to requirements of one role makes it complicated to meet those of another;
- (b) One role puts a strain making it difficult to fulfil requirements of another
- (c) Specific behaviours required by one role make it difficult to fulfil the requirements of another.

Erin's situation fulfils all the above because; i) Her devotion to caring for her children interferes with execution of her duties at work ii) case investigation demands put a strain on her caring for the children and iii) She is required to handle her investigations in a calm manner but finds herself bursting with emotions due to her domestic responsibilities.

13.3 Erin maintaining a work-life balance

According to (Toffoletti & Starr, 2016) many women understand work-life balance to be a personal management task. In her case, Erin failed to maintain this balance or rather she could not manage the task well. She did not maintain a work-life. She could not strike a balance, instead care of her children was compromised as she relegated that responsibility to the child minder. Secondly, her work commitment jeopardised her relationship with George her boyfriend.

14 Critically assess Erin's work engagement levels

(Breevaart *et al.*, 2015) has identified work engagement as positive, work-related state of mind that is characterized by dedication, vigor and absorption. As a result, engaged employees exhibit high levels of energy, and are always enthusiastic and take pride in their work.

14.1 Vigor

equals the high levels of energy, mental resilience while working. It involves persistence when faced with difficulties, as well as a willingness to channel efforts in one's work.

14.2 Dedication

can be described as a sense of inspiration, the feeling of pride, significance, and enthusiasm, and is fulfilled by taking up challenge at work.

14.3 Absorption

being happy, and ability to fully concentrate, while engrossed in one's work,

Erin was so engaged with her task of gathering the information that devoted all her time on the case. She executed the duty of finding evidence very well.

15 Organizational culture. Use the seven common characteristics of organisational culture to compare and evaluate the two law firms

Organisational culture is an exclusive combination of the principles that each organisation believes in (Kerneke, 2016:7). The following are the seven characteristics of organisational culture:

15.1 Innovation and risk taking.

Suggests ability to take initiatives, coming up with new ideas and ways that will improve procedures and any policies with possible options that will create interest on investment. Ed Masry's legal firm introduced new working systems and risked the new systems failing. Ed promised Hinkley's victims that justice will be done and that their case would be argued in court, a risk they took as the case seemed too complicated and for Masry's law firm and required a lot of expertise. On the other hand, Kurt's firm did not want to take the risk of taking the case to trial arguing that Pacific Gas company would defend themselves and risk the case dragging for years. Instead they wanted a settlement of some sort. Due to Erin's resilience, the case went for trial and in the end it was a risk worth taking

15.2 Attention to detail.

Refers to being alert and taking into consideration every information considered important. Erin was extra careful and very attentive to detail in working with the files to the extent that she unearthed important information which led to a successful investigation of the chromium case. On the contrary, even with the files that had information compiled by Erin, Kurt's legal representative still could not peak strong argument points. This was suggestive of lack of attention to detail.

15.3 Outcome orientation.

Setting goals and being result oriented. Ed Masry's legal firm had set goals and was very determined to resolve the case to the benefit of the victims. Erin was so fixated on the case and was so certain of a successful case that nothing deterred her. Contrarily Kurt's firm only wanted to present the case to the judge but were not so motivated of the results.

15.4 People orientation.

Having the interests of the people and regarding their needs. Masry's legal firm was people oriented through Erin who did everything she could for the sake of the victims. She wanted them to get the compensation they deserved and not to be under-cut in anyway. Kurt's firm on the other hand was a big corporation that was considerate to the big gas company and worried of the case dragging as opposed to people deserving justice.

15.5 Team orientation.

Working together as a collective for a common goal. Ed Masry empowered Erin to participate in the case and believed that there was need for team effort, he worked effectively with Erin and when Pacific Gas lawyers approached him to discuss settlement, he involved Anna and Donald for participation. Contrarily Kurt's company was not so strong on team work. They took Erin's records without proper consultation and the representative was of the opinion that the case was hers and that she would take over and do it alone.

15.6 Aggressiveness

an organisation's focus on doing everything at all costs to outperform competitors. Erin of Masry's firm was very aggressive and tactical that she took to the field and worked with the people to gather evidence. She risked collecting samples from waste water ponds that were secluded by the gas company. Kurt's organization wanted the opposite as they wanted to take the passive route of out-of-court settlement as they were not motivated to argue the case fully.

15.7 Stability:

putting more emphasis on maintaining the status quo and lack of willingness to grow significantly. Ed of Masry's legal firm was at some point not convinced on going fully fledged with the case; he appeared hesitant and wanting to just maintain the firm's current position but ultimately went all in. Contrarily, Kurt's legal were too worried of their big corporation status and didn't want to risk their big name by doing anything that would destabilize them.

16 Discuss the phases of development between Erin and her co-workers as a team throughout the movie

16.1 Team Development Model

The team development model was introduced by Bruce Tuckman in 1965. It put emphasis that on maturity and ability of the team development, the establishment of relationships and how managers changes their style of management. It consists of five stages namely; (forming, storming, norming, performing and adjourning)

16.2 Forming.

When co-workers hold different views about each another. They do not know what to expect of each other thus requiring a leader that can guide on expectations. The leader therefore devices a working plan for the team. Erin and her colleagues held different views about each other. They had perceived opinions that were contrasting most of the times and would often clash. Ed as the leader had to step in and mediate the misunderstandings between the opposing colleagues and that helped the firm to achieve its goals for the rest of the team.

16.3 Storming.

A phase whereby colleagues start developing trust towards one another. It is when the team members start doing some balance check and probably confront their perceptions. We realized that towards the end of the movie Erin's colleagues started viewing her differently regarding her work attitude. She too appears to soften and warm up to the other colleagues and ultimately we saw them all reaping the results of working together when the firm won the case and there were some satisfying bonuses as Erin's two million bonus.

16.4 Norming.

This is a stage whereby critics are no longer taken seriously by group members. Team work efficiency increases in this stage. This was clear when Ed no longer took offense when Erin used vulgar language. He used it back then laughed about it. Later on, the movie when Erin was sick she took her children to work. Her colleagues were friendly to her and the children. This shows that the working relationship had improved.

16.5 Performing.

When the results of working together as a team start showing. Every team member starts channelling efforts towards achieving team goals. All their energies are now invested on achieving

the desired goals. Erin's in the end had everyone's support including those that started criticizing her.

16.6 Adjourning

this stage the team is dissolved upon completion of mission. Post a successful case, Erin started on another case.

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Rubric to assess the portfolio of evidence

Name:
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 understands 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	4x	5
3 The learner understands how the concept of personality affects behaviour in the workplace	0	1	2	3	4x	5
4. The learner understands how motivation affects behaviour and how it may change over time	0	1	2	3	4x	5
5. The learner demonstrated a clear understanding and can apply career development theories	0	1	2	3	4x	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
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	3x	4	5
8. The learner has demonstrated he or she can compile a performance agreement	0	1	2	3x	4	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	3x	4	5
11. The learner has a good understanding of how core self-evaluation impact emotions	0	1	2	3x	4	5
12. The learner understands 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
13. The learner have demonstrated a good understanding and insight into the concept of work engagement	0	1	2	3x	4	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

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
15. The learner understands the importance of teamwork and how to become a better team player by learning the critical skills for teamwork		0	1	2	3x	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	3x	4	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 into the various questions was demonstrated		0	1	2	3x	4	5
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			Total Mark				
		68	100				

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency						
Deduction for plagiarism if any													
Final Mark out of 100													
Moderator mark									100				
Moderator name:													
Moderator signature:													
Date of moderating:													

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).

Examiner: Professor PA Botha



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