

ASSIGNMENT COVER

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STUDENT INFORMATION

SURNAME:	KANDA
INITIALS:	N.I
STUDENT NUMBER:	36057088

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Nonkululeko I Kanda

09 November 2020

Signature

Date

Personal accomplishment and a tangible demonstration of skills and learning outcomes established for the Human resource management.

Portfolio of evidence

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1 Abstract

The human resource management study aims to equip leaders and aspiring leaders with knowledge of the basic principles of work and organisational psychology to enhance human talent. (Hellriegel, et al., 2017) states that the human resource management's responsibilities are to ensure that proper skilled individuals are employed, ensure that the remuneration structures are fair, adequate training and development is provided to optimize employee performance in line with the organisational strategies. It is therefore vital for leaders to constantly assess their skills to understand their strengths and weaknesses to succeed in human resource management. In doing so, shortfalls will be noted and remedies to improve will be implemented strong points will be put into optimal use. It is also important to understand the environment in which the organisations operate and track technology advancements.

The aim of this portfolio of evidence is to evaluate myself as a future leader to determine my strengths and weaknesses when it comes to people management and moreover develop ways to enhance my skills and knowledge in the field of human resource management.

2 INDUSTRY ASSESSMENT

2.1 Introduction

Human resource management functions have changed drastically since the inception of Human resource in the corporate world (Fowinkel, 2014). The functions of Human resource were intended to ensure that recruitment, remuneration, training and performance was achieved in an organization (Hellriegel, et al., 2017). (Fowinkel, 2014) quoted that human resource management refers to “*various practices to manage people in an organisation*”. It is therefore important to ensure that human resource managers constantly evaluate their skills and competencies to manage people effectively and proficiently.

2.2 Current role

I am a private banker by profession. I am currently employed in one of the big four banks of South Africa. My role entails managing a base of 300 clients and providing various forms of financial advice. I have one assistant that reports to me and I supervise two other bankers for Financial Advisory & Intermediary Services (FAIS). I have been with the bank for 5 years now but only for 1 year in the private banker role.

2.3 Brief job description

- Build strong relationship with clients and ensure that annual reviews are captured. From the annual review, I identify cross sell opportunities to increase book profitability.
- Provide holistic financial solutions to clients that will assist building and sustaining wealth.
- Analyse and interpret complex personal and juristic financial statements (balance sheets, income statements, cash flow statements, financial ratios).
- Structure long term lending deals and tailor-made investment solutions.
- Advise clients regarding Company Succession Planning.
- Deal with clients and structures across various jurisdictions.

- Assist clients with risk management, investment management trust and estate management.

2.4 Career goals and direction intended to follow

My goal is to grow within the banking sector and become a business unit manager and introduce innovative solutions. I enjoy introducing new ways of doing things to improve productivity and customer satisfaction. Upon completion of the postgraduate diploma, it is my intention to pursue a Master's in Business Administration, to further upskill myself.

2.5 The banking industry

The banking sector constitutes a key component of the Financial Services system and the economy (Bank Seta, 2017). (Bank Seta, 2017) emphasises that the banking system is a key driver of the South African economy as it provides a platform for monetary circulation and economic movement. The banking sector is huge and can be categorised into banking and non-banking services (Bank Seta, 2017). I am currently exposed to the banking services sector, i.e. normal day to day banking needs, investment needs and lending needs.

The South African banking services sector is dominated by five major banks (Bank Seta, 2017). These are; Standard bank, FirstRand, ABSA, Nedbank and newly formed Capitec bank. According to research compiled by Bankseta, the financial services sector contributed 14% of the employments rate in South Africa. Of the 14%, the big four banks contributed 67% of the total sector employment. The sector employs 61% females and 39% males (Bank Seta, 2017). However, the top management roles in this sector only constitute of 20% females. It is my goal to submerge myself in the top management of the banking sector. However, times are changing, and it is important to acknowledge the new norm specifically the impact of technology on future roles within an organisation.

2.6 The future of employment

According to (Hellriegel, et al., 2017), organisations are run in a constantly changing environment. The authors future states that it is important to adapt to the forever

evolving world to ensure growth and sustainability. According to (World economic forum, 2018), industry transformations is inevitable, organisations are striving to adapt to new and emerging technologies to obtain optimal levels of efficiency in production and consumption.

The report published by (World economic forum, 2018) states that organisational leaders across all industries and regions will have to formulate detailed workforce strategies to meet the challenges of the new era of the transformative potential of the Fourth Industrial Revolution.

The term 'Fourth Industrial Revolution' was formulated in 2015 by Klaus Schwab, founder and executive chairman of the World Economic Forum (WEF) (Skilton & Hovspian, 2013). He describes the Fourth Industrial Revolution as a build up from the Third Industrial Revolution. The Fourth industrial revolution can be described as the change in the dominating technology at a given time (Skilton & Hovspian, 2013). The authors further noted three distinct characteristics between the Third and Fourth industrial revolution, these are;

1. Exponential breakthroughs. The Fourth industrial revolution changes are rapid and cause economic disruptions.
2. A wider magnitude of impact in regions and industries. The impact of the fourth industrial revolution is of a global scale and affects all industries.
3. Extensive production, management and governance impact. All internal organisation strategies are affected by the fourth industrial revolution.

2.6.1 Impact of the fourth industrial revolution on future work

The fourth industrial revolution has a wide-ranging impact on how and where people work, the duties in which they are assigned and the relationship with stakeholders (Skilton & Hovspian, 2013).

New job titles have emerged, and existing occupations are slowly becoming extinct (World economic forum, 2018). More hybrid jobs are introduced and require an integration of skills from diverse platform. Work is anticipated to be done by cross-functional project teams working together on a temporary basis, and collaborating through virtual means across time zones and organisational boundaries (Skilton & Hovspian, 2013). The fourth industrial revolution requires workers to adopt to more

flexible, multiskilled environments and to continuously upskill in order to keep up with the changes (World economic forum, 2018).

Being exposed to the banking sector, I have seen the impact of the Fourth industrial revolution. Technology advancements have made it seamless to digitise most banking functions. We are seeing job titles being integrated and workers are encouraged to learn different skills. Those that struggle to keep up might be at a risk of holding on to roles that will eventually become extinct.

2.6.2 Skills required to succeed in the fourth industrial revolution

In response to the disruptive forces facing organisations, it is important to consider certain skills that can assist one to adapt.

(Skilton & Hovspian, 2013) list the following abilities as crucial to thrive in the Fourth industrial revolution;

- Social intelligence skills, being able to connect with others directly or virtually, and to sense and stimulate reactions and desired interactions (Skilton & Hovspian, 2013).
- Transdisciplinary: According to (Skilton & Hovspian, 2013) this is to understand concepts across multiple disciplines and being able to solve problems across different roles.
- Sense-making, the skill that enables one to determine the deeper significance of what is being expressed (Skilton & Hovspian, 2013).
- Cognitive load management: The capability to filter information for importance and understand how to maximise cognitive functioning using a wide range of tools and techniques (Skilton & Hovspian, 2013).
- Computational thinking: The capacity to translate massive amounts of data into abstract concepts, and to have knowledge of data-based reasoning in order to make sense of information.
- Novel and adaptive thinking: Proficiency in formulating solutions timeously.

- Cross-cultural competency: The skill to operate effectively and efficiently across different cultural settings.
- Virtual collaboration: The ability to perform exceptional well and drive engagement as a member of a virtual team.
- Design mindset: The skill to identify the kind of thinking that various tasks require and make necessary amendments to the work environment that enhance one's ability to achieve these tasks (Skilton & Hovspian, 2013, p. 347).

3 CONCEPTUAL-THEORETICAL FRAMEWORK OF SELFASSESSMENT CONSTRUCTS

3.1 Self-awareness

Self-awareness entails the ability to sense, articulate and reflect on your emotional condition and the effect they have on your overall performance (Smit, et al., 2013). The author further states that it entails being in connection with your inner self. This helps individuals to be mindful of their strength and weakness (Smit, et al., 2013) .

Self-awareness helps one make wise decisions about the kind of jobs they are likely to enjoy (Hellriegel, et al., 2017). Research shows that

3.2 Emotional intelligence

Emotional intelligence is the ability to process emotional informational correctly and manage emotions in an acceptable manner (Hellriegel, et al., 2017). The author further states that emotional intelligence is required in order to conduct yourself well in the workplace. (Smit, et al., 2013) states that emotional intelligence is the capability to make use of one's own emotions in the workplace.

Emotional Intelligence competences that distinguish between successful performers over average performers are (Smit, et al., 2013):

- Self- awareness- to be able to sense, articulate and reflect on your personal feelings.

- Self-management- the ability to take control of your emotions when face with a situation.
- Social awareness- being able to show empathy towards others.
- Social skills – the ability to influence other people, creating an environment where people are open to freely share their emotions.

3.3 Personality traits

Personality determines how an individual understands, examines and reacts to the environment (Smit, et al., 2013, pp. 339-340). It is of the best interest of an organisation to correctly match personality traits with roles to optimised performance (Smit, et al., 2013).

According to (Jordarn, 2010) personality traits reflect a person's patterns of actions, feelings and thoughts. Recent research demonstrates that the core qualities of an individual's personality is predicted by the human brain structure (Jordarn, 2010). Cloninger's model can be used to understand human personality traits on different levels (Jordarn, 2010). The model consists of four scopes of temperament and three scopes of character.

Temperament refers to the basic tendencies of one's emotions, thoughts and behaviours that are consistent over years and influenced by one's background (Jordarn, 2010). The four temperament dimensions that were included in Cloninger's model were; injury avoidance, prize dependence, novelty seeking and tenacity.

Character involves different social goals and values that normally change with time and experience (Jordarn, 2010). The three dimensions of characters tested in Cloninger's model included self-directedness, cooperativeness and self-transcendence (Jordarn, 2010). The author further emphasises that character traits are learnt as one matures in life unlike the temperament which are traits you grow up portraying.

The Myers-Briggs Type Indicator (MBTI) is used by many organisations to determine personality traits (Smit, et al., 2013).

3.4 Organisational commitment

Organisational commitment is a level to which an individual relates to an organisation (Hellriegel, et al., 2017). The bond between the organisation and the employees determined by cultural fit, goal alignment, personality types and so forth (Smit, et al., 2013).

3.5 Job satisfaction

According to (Lussier, 2006) job satisfaction is an individual's attitude towards a job. He further states that attitude can be changed. Ensuring that positive attitude is maintained results in higher productivity, lower staff turnover and less absenteeism in an organisation (Smit, et al., 2013).

The two major theories that many scholars have referenced when unpacking the topic of job satisfaction in different industries are the need theories and process theories. Need theories refer to the intrinsic factors that control individual behaviour (Hellriegel, et al., 2017). Where people want to feel appreciated and needed.

The process theories on the other hand determine the process to be used to handle behaviour (Hellriegel, et al., 2017). The right people want to be part of the bigger picture and add value to the organisations. The below diagram outlines the specific theories under each category.

Need Theory



Maslow's Hierarchy of needs



Alderfer ERG Theory



Herzberg's Two-factor theory



McClelland's theory of learnt needs

Process Theories



Adam's equity theory



Skinner's reinforcement theory



Locke's goal-setting theory



Vroom's expectancy theory

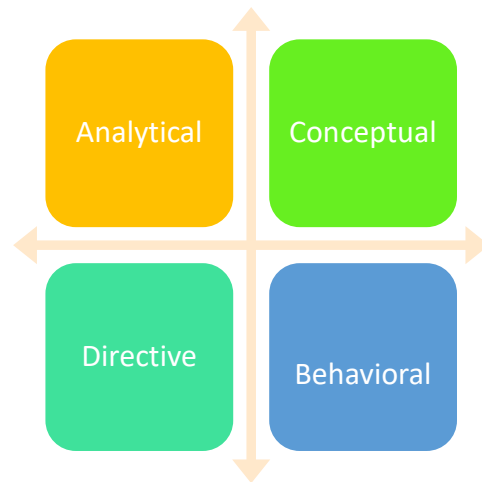
Figure 1 Needs and process theory categories: (Hellriegel, et al., 2017)

Justice principles can be described by analysing the Adam's theory of equity. The study was done by J.S Adams to determine the perception of employees on fair treatment within an organisation. The study assumed that employees mentally form comparative ratios to examine whether an organisation is treating them fairly compared to colleagues (Hellriegel, et al., 2017, p. 390). The comparison leads to individuals assessing the reward levels and when dissatisfied seek for answers (Hellriegel, et al., 2017). Satisfied individuals excel in performance. Organisations must thrive to treat employees fairly to ensure performance.

3.6 Decision-making style

Decision making is the choice of a method to weigh alternatives and find a solution to a problem (Study.com, 2013). Decision making style suggest that people vary in two dimensions when having to make decisions. The first being the way one thinks and second is the level tolerance for ambiguity (Study.com, 2013). Decisions are made in conditions where the outcome can either be predictable, unpredictable, or at risk (Smit, et al., 2013).

Decision making styles can be broken down in four categories;



Conceptual decision making, where one is concerned about long-term results, brainstorming of alternatives, creative approaches to problem solving and taking higher risks (Study.com, 2013).

Directive decision making, a balanced and autocratic style that results in the individual using his own information, experience and findings to elect the best alternative. This type of leader mostly looks in the short-term (Study.com, 2013). The issue in this style of decision making is that seldom does the leader have all the pertinent information to make an effective decision.

Analytical decision making, is uses mostly when there might be more than one right answer to resolve a situation. A thorough analysis of available information is conducted, direct observation, data, and facts to back the decisions (Study.com, 2013).

Behavioural decision making considers past experiences to solve for current or future problems. This style considers different opinions within an organisation and are laid down to weigh the pros and cons.

3.7 Quality of working life

Good quality of Work Life leads to an atmosphere of highly motivated employees who strive for their development (Shefali & Kanpur, 2014) . Elements like career development, physical working conditions, promotional opportunities, job restructuring and job re-designing are becoming important in quality of work life (Shefali & Kanpur,

2014). Frequently employees expect the management to improve all these facilities to improve quality of Work life.

(Shefali & Kanpur, 2014) state that a good quality of work life helps employees concentrate more on both individual as well as group development which in turn leads to overall development.

- Benefits of ultimate work life balance as demonstrated by (Shefali & Kanpur, 2014);
- Measured increases in individual productivity, accountability and commitment
- Better teamwork and communication
- Improved morale
- Less negative organizational stress
- More value and balance in your daily life
- Better understanding of what your best individual work life balance is
- Increased productivity
- Improved relationships both on and off the job
- Reduced stress

Quality of Work life improvement is an activity which seeks greater organizational effectiveness through the enhancement of human dignity and growth throughout the organisation (Lussier, 2006).

3.8 Self-motivation

Motivation can be defined as a person's drive to act at a given time (Smit, et al., 2013). (Jordarn, 2010) states that people act because they have a desire to do so.

To anticipate a one-dimension motivational approach will work in every situation is unrealistic (Jordarn, 2010). Theories and researches take diverse opinions of view about motivation. However, most scholars have shown that if people are motivated, they gravitate towards positive choices.

3.9 Training programmes

According to (Ignite , 2019) Promoting frequent training programmes enhances various skills of an employee in an organisation. Furthermore, training programmes help in improving overall organisational performance through its people.

Training increases the rate of productivity as employees are upskilled to ultimately be the best at what they do. The skills learned through training programs encourages a friendly workplace environment, more engaging, more open to the exchange of ideas and more disciplined at the same time. skilled workforce is the backbone of any business (Ignite , 2019).

3.10 Performance management behaviour

Performance management has been broadly described as a set of management control mechanisms used within an organisation to influence people's behaviour and performance in relation to the business goals and targets (Franco-Santos & Otley1, 2018). According to (Peljhan & Marc, 2018) performance management consists of measurements used by organisations to track the alignment of employee functions to business strategies and encourage individuals to participate effectively.

(Peljhan & Marc, 2018) Further states that the process of performance management is to outline business strategies, assign employee responsibilities, and provide feedback for decision making purposes.

The aim of performance management is directing the organisation towards success through its people (Sales, 2019). Clear PMSs help employees understand their intended duties within an organisation (Bussin, 2017, p. 16). However, (Franco-Santos & Otley1, 2018) suggested that unintended consequences may result in distorted work performance measurements. The author mentions that information manipulation, relationship transformation, selective attention, illusion of control may be the biggest challenges in the success/accuracy of PMSs. The intention of PMS is to encourage employee motivation to perform tasks. It has been discovered by some scholars that unintended PMS consequences may be experienced when there are alignment discrepancies (Franco-Santos & Otley1, 2018).

3.11 Career path

A career is the order of linked job positions including cumulative responsibility and increased compensation held over a lifetime (Lussier, 2006).

3.12 Job stress

Stress arises from two sources, physical activity and emotional activity (Warnich, et al., 2018). (Warnich, et al., 2018) suggests that stress is a demand that is caused by physical, mental or emotional factors that need coping behaviour. Job stress is a rising matter in most organisations (Warnich, et al., 2018). Job stress is mainly caused by multiple factors such as pressure at work, uncomfortable working conditions, burnout, inability to manage workload, etc. However, (Warnich, et al., 2018) states that there are positive and negative forms of stress. Positive stress is associated with success and focus, negative stress on the other hand is associated with depression and lack of interest.

According to (Warnich, et al., 2018) combating stress requires one to understand the root cause of stress. Both organisations and employees can work on strategies to control the levels of stress. The stress model suggested by the two psychologist, Antoinette Smit and Erla Venter helps individuals manage stress (Warnich, et al., 2018). The model consists of four sections

1. Personal sphere- Working on understanding yourself and what triggers stress levels
2. Interpersonal sphere- Interacting with others
3. Work sphere and- Understanding work related issues
4. Recreational sphere – Using spare time wisely

3.13 Burnout

Burnout is a condition of emotional, mental, and often physical exhaustion caused by prolonged strain (World health organisation, 2018). Burnout is mostly caused by problems at work, but other factors such as parenting, romantic relationships and family dynamics can trigger burnout (Psychology today, n.d.). If a person fails to organise responsibilities to manageable tasks, or take a break as and when needed, they could face burnout (Psychology today, n.d.). Burnout is

Burnout is characterized by three dimensions (World health organisation, 2018).

- Feeling exhaustion majority of the time
- Losing interest on your job and being mental distance
- diminished professional efficiency.

(World health organisation, 2018) suggest that burnout can be managed by developing clear day-to-day strategies that support a healthy lifestyle such as self-care strategies to promote healthy diet, frequent exercises, and healthy sleep habits. Furthermore, taking vacation may assist with temporary burnout relief and regular scheduled breaks from work can be key to assisting one combat burnout (World health organisation, 2018).

3.14 Cultural intelligence

Culture refers to the total way of living life by a group of people (Gumulya, 2020). Culture is taught and conveyed from generation to generation. Cultural intelligence is the ability to associate and interact effectively with people from different cultures (Gumulya, 2020). The author further states that the emphasis is not solely to understand various cultures, but to also be able to provide effective solutions cross

culturally. The diagram below illustrates the cultural intelligence framework.

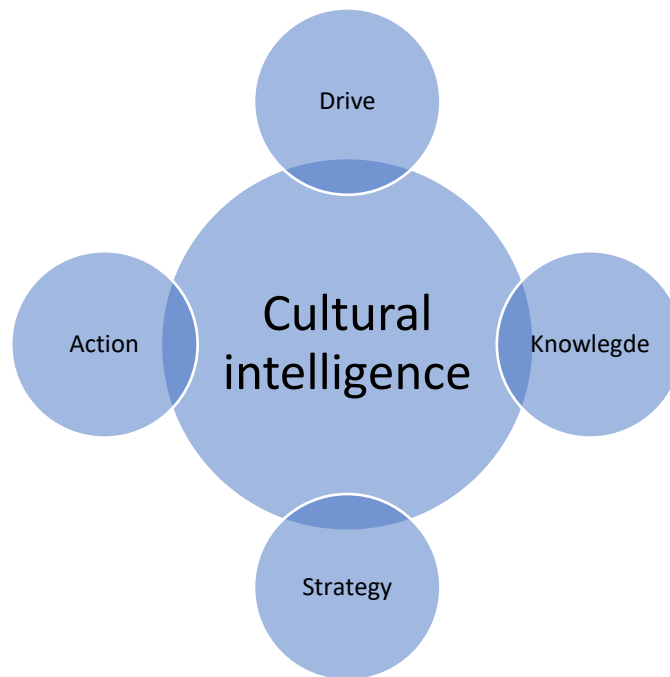


Figure 2 Cultural intelligence framework

Drive is the motivational dimension of cultural intelligence, measuring the level of curiosity, ambition and eager needed to adapt cross-culturally.

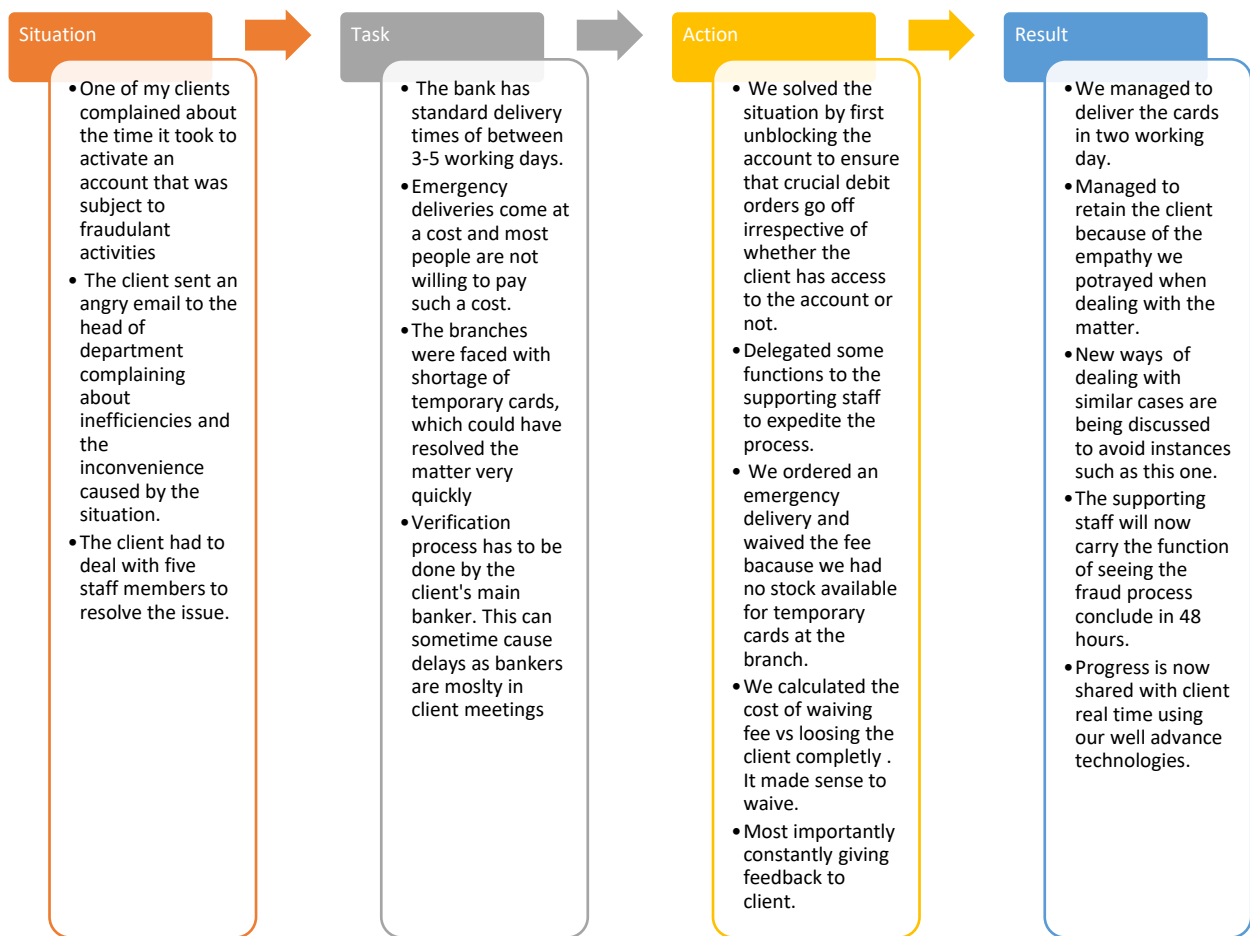
Action the behavioural dimension of cultural intelligence, is the skill to act appropriately in a range of intercultural conditions and effectively achieve goals.

Strategy is the metacognitive aspect of cultural intelligence, measuring a person's aptitude to plan before, during and after crossing cultures.

Knowledge is the cognitive dimension of cultural intelligence, referring to facts about culture and its role in determining interactions and work.

4 SKILLS LEARNING

The star technique illustrating how people management skills were applied in a real-life event.

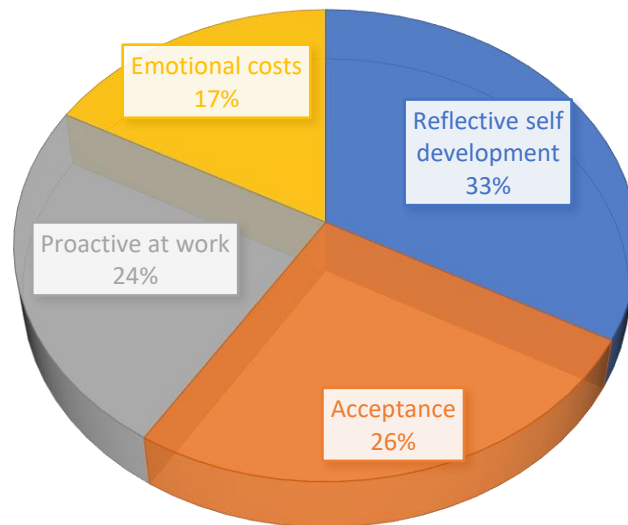


5 RESULTS OF ASSESSMENT

SELF- ASSESSMENTS	OUTCOMES
5.1 Self-awareness • Reflective self-development • Acceptance • Proactive at work • Emotional costs	• 33% • 26% • 24% • 17%

Self-awareness entails the ability to sense, articulate and reflect on your emotional condition and the effect they have on your overall performance (Smit, et al., 2013).

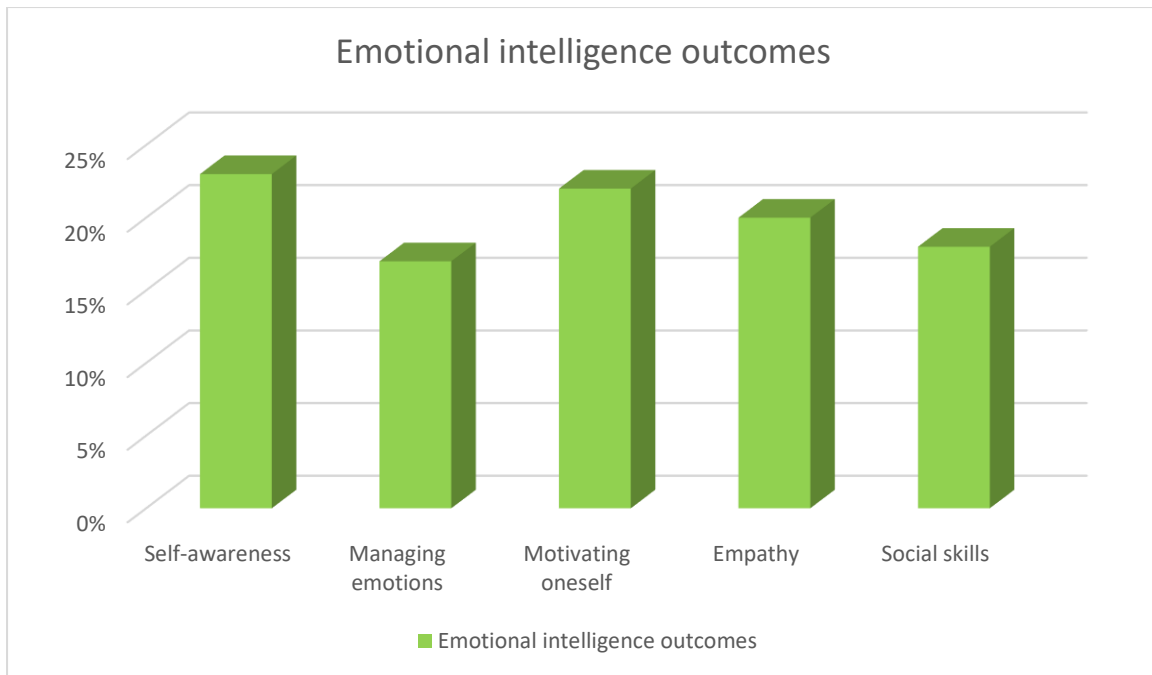
SELF-AWARENESS OUTCOMES



The results show that I am comfortable to accept challenges and acknowledge successes. Self-development has the highest score which demonstrates that I can learn from past experiences to improve. My emotional costs score is the lowest, this is the area that requires improvement. By improving my emotional costs, it will help in being able to make tough decisions without attaching emotions unnecessarily.

5.2 Emotional intelligence • Self-awareness • Managing emotions • Motivating oneself • Empathy • Social skills	Out of 186 • 43- Strength • 31- Need attention • 40- Strength • 38- Strength • 34- Need attention
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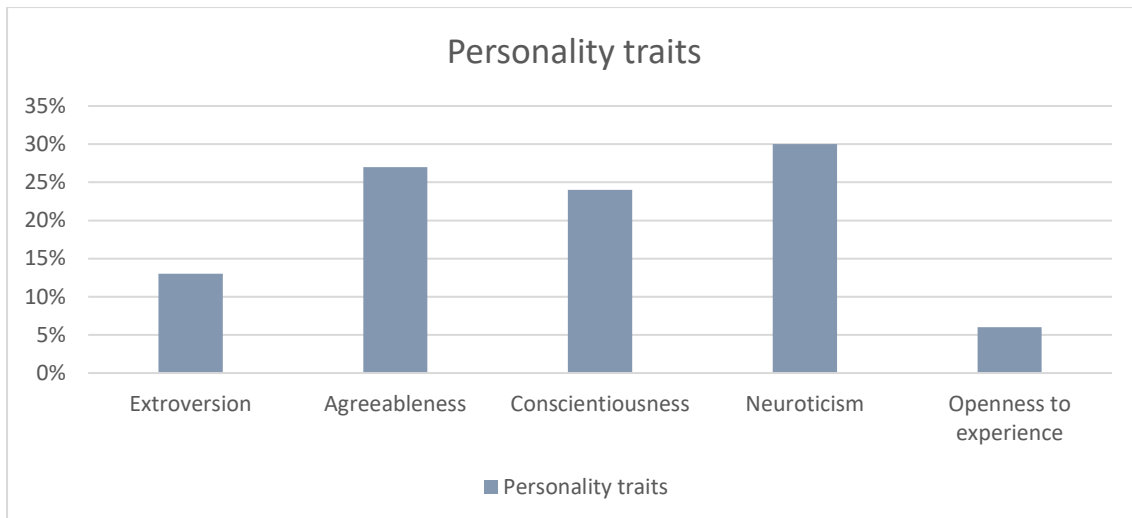
(Smit, et al., 2013) states that emotional intelligence is the capability to make use of one's own emotions in the workplace.



My assessment results show that I am more aware of my feelings and emotions. I understand how people perceive me and I can relate. My other strongest point is the ability to motivate myself to achieve more goals. However, the results also demonstrate that I need to work on managing my emotions when faced with predicaments. My social skills also need attention. I need to work on my skills to influence and inspire others.

5.3 Personality traits • Extroversion • Agreeableness • Conscientiousness • Neuroticism • Openness to Experience	Out of 127 • 17 • 34 • 30 • 38 • 8
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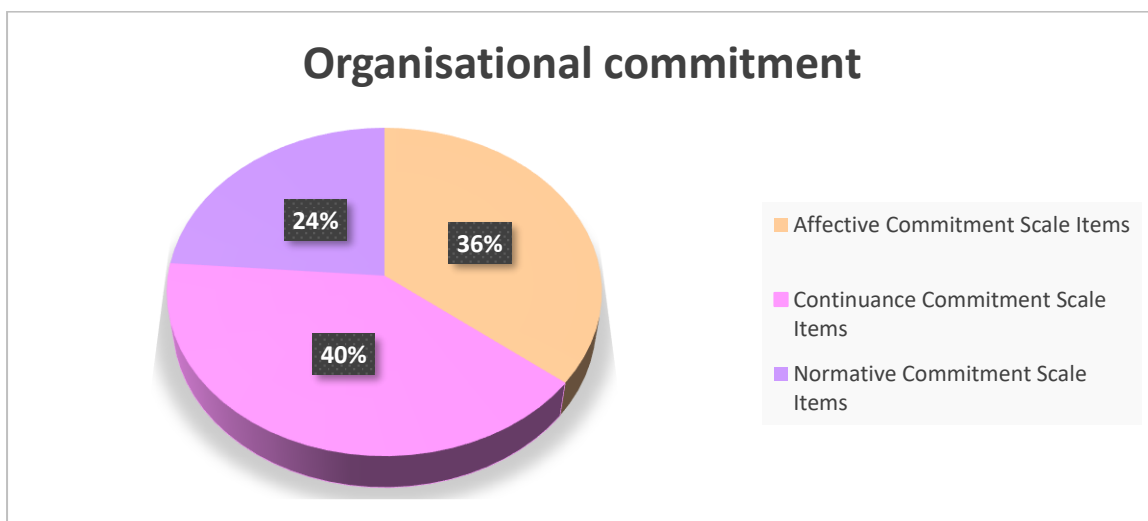
Personality determines how an individual understands, examines and reacts to the environment (Smit, et al., 2013, pp. 339-340). It is of the best interest of an organisation to correctly match personality traits with roles to optimised performance (Smit, et al., 2013).



The results demonstrate that I am emotional and tend to adjust my behaviour to accommodate others. The results also show that I am down to earth, and I prefer to work alone. With my current role, these traits might not be ideal as I am required to interact with clients daily. The results also reveal that I am organised, and I follow rules well. Improvement in my social skills is required.

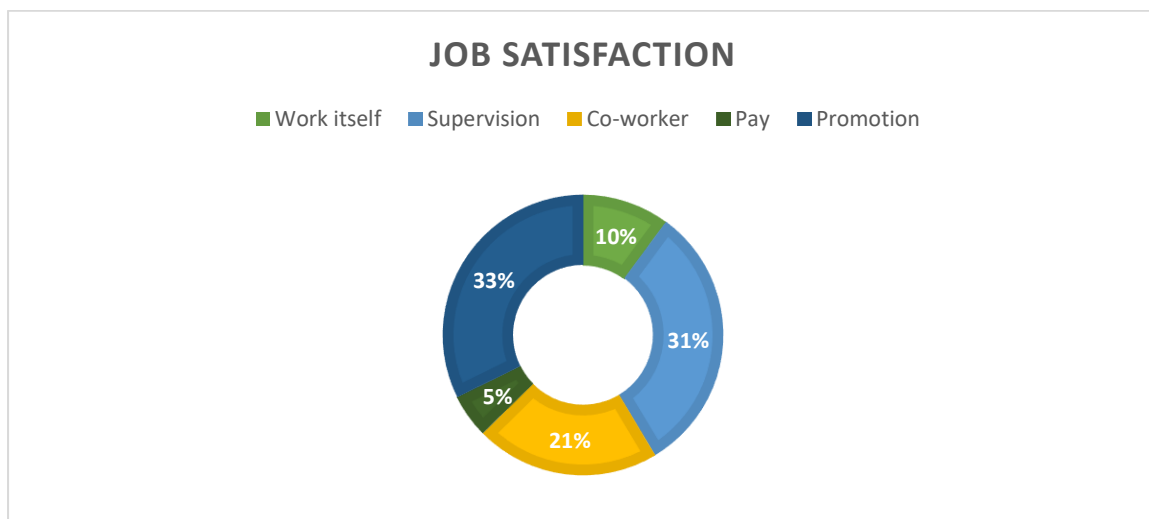
5.4 Organisational commitment • Affective Commitment Scale Items • Continuance Commitment Scale Items • Normative Commitment Scale Items	Total 101 • 36 • 41 • 24
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Organisational commitment is a level to which an individual relates to an organisation (Hellriegel, et al., 2017).



The results portray that my I am not emotional attached to my organisation, if an opportunity presents itself, I can easily make the move. However, I am content with the current setup of the organisation. Improvement may be required on my normative commitment, but I believe that people should explore different organisations.

5.5 Job satisfaction	Total 96
• Work itself	• 10
• Supervision	• 30
• Co-workers	• 20
• Pay	• 5
• Promotion	• 31

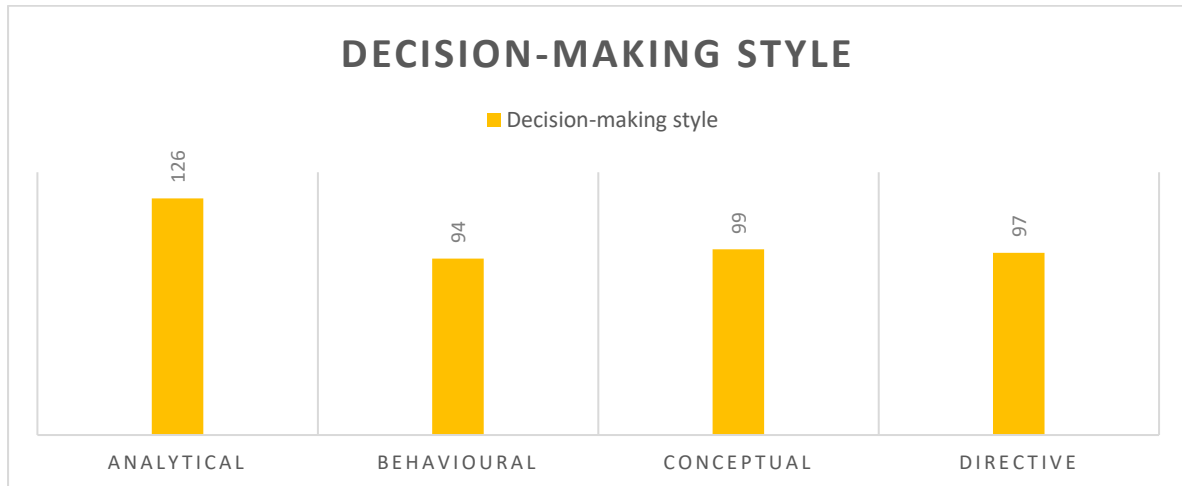


The results reflect that I am mostly content with promotion opportunities in my workplace and least satisfied with my pay. The work itself is also a concern as it is second lowest score. I am happy with my supervisors and portray average interest towards my co-workers. It is a concern that I pose low results on work itself, this may in future cause mediocre performance which may hinder the chances of getting a promotion and ultimately affect future pay. The aim to find ways to make my job exciting, my working environment allows for creativity and innovation.

5.6 Decision-making style

- Analytical
- Behavioural
- Conceptual
- Directive

- 126- Very dominant
- 94- Very dominant
- 99- Very dominant
- 97- Very dominant

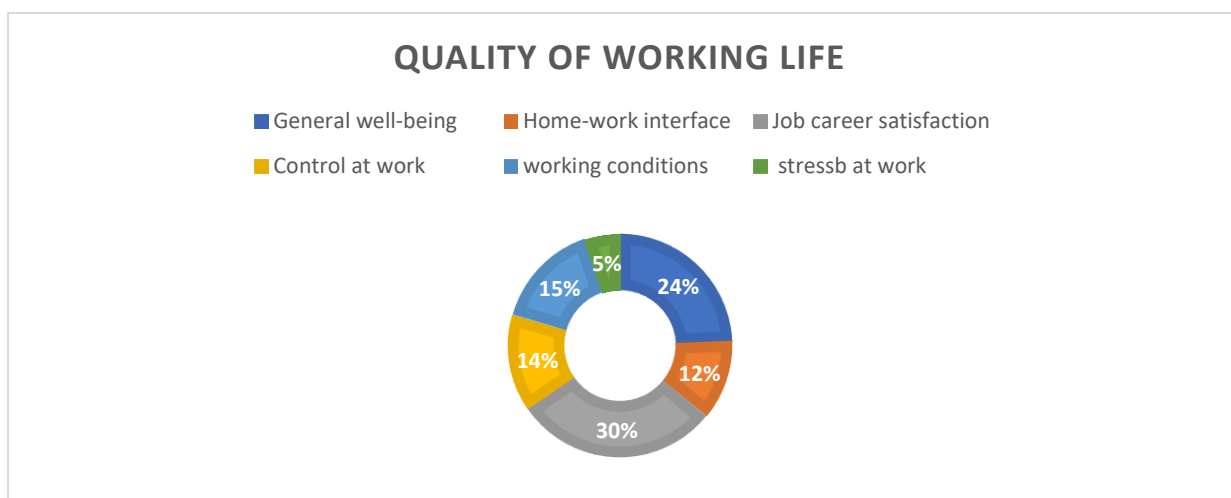


The results suggest my decision-making skills are dominant across all styles. I can adapt to different styles depending on the situation at hand.

5.7 Quality of working life

- General well-being
- Home-Work Interface
- Job Career Satisfaction
- Control at Work
- Working Conditions
- Stress at Work

- 12
- 9
- 23
- 11
- 12
- 4



5.8 Self-motivation

- Assessment

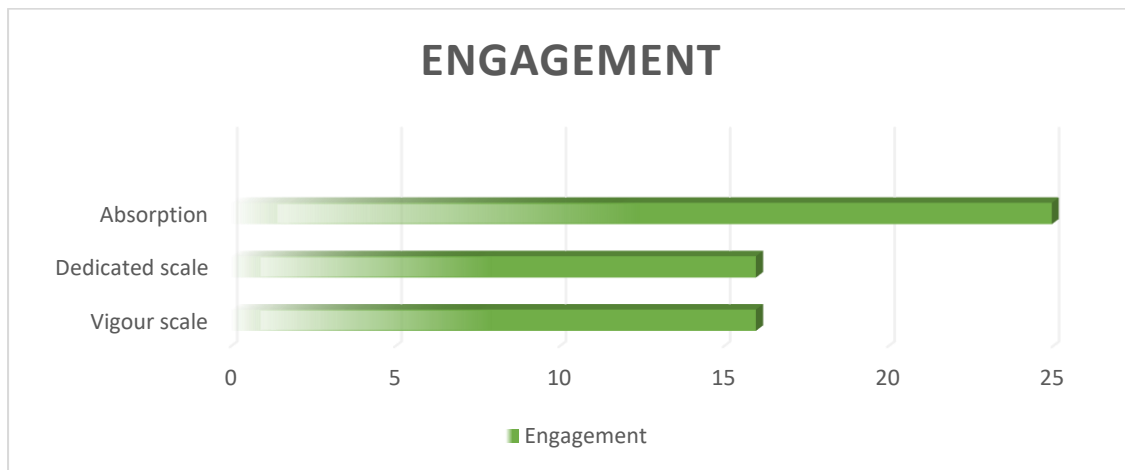
49

The results reflect that I am doing fairly well with motivating myself. The results portray that there is still room for further development in this area. I need to push to excel at planning, prioritising and getting things done.

5.9 Engagement

- Vigour scale
- Dedicated scale
- Absorption scale

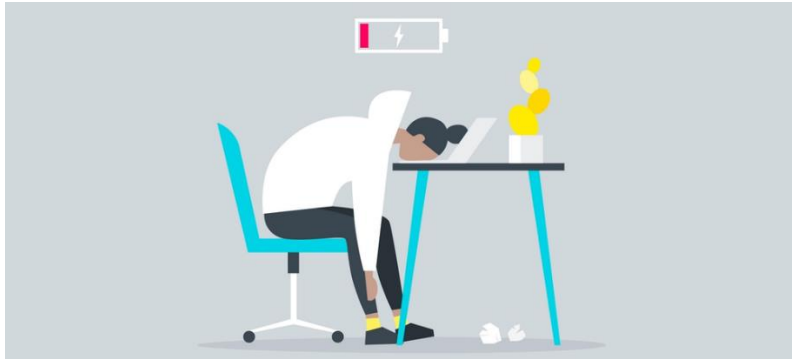
- 16
- 16
- 25



5.10 Burnout

- Personal burnout
- Work related burnout
- Client related burnout

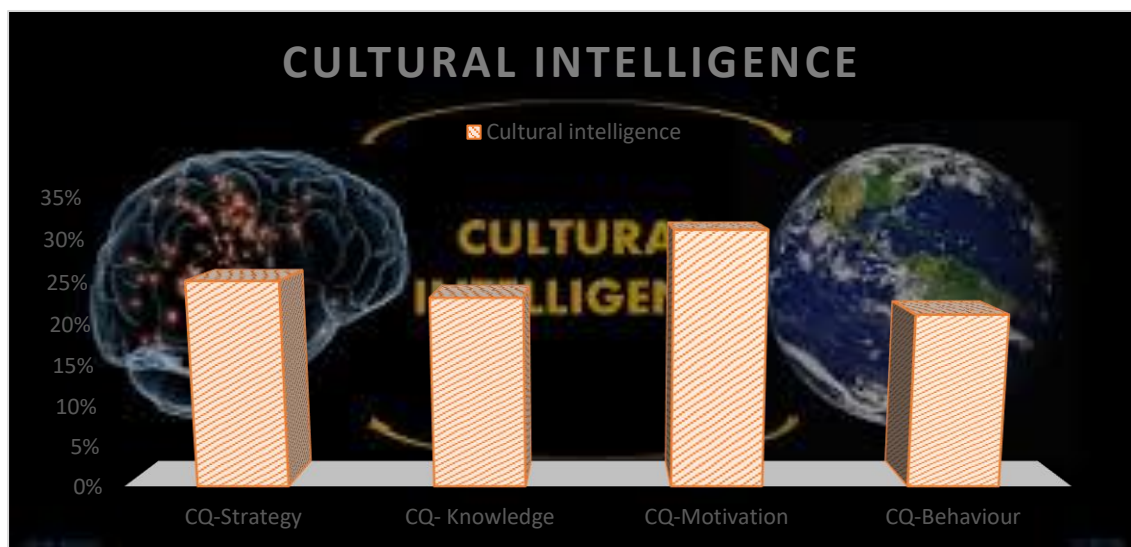
- 525 average 87.5
- 275 average 68.75
- 200 average 100



The results are raising a red flag. They show signs of experiencing burnout on a personal, work and client level. It is therefore vital for me to seek remedies to curb the detrimental effects of burnout. Burnout affects productivity levels, increases stress and affect overall health.

5.11 Cultural intelligence • CQ-Strategy • CQ- Knowledge • CQ-Motivation • CQ-Behaviour	Total score 77 • 19 • 18 • 24 • 16
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Culture refers to the total way of living life by a group of people (Gumulya, 2020). Culture is taught and conveyed from generation to generation. Cultural intelligence is the ability to associate and interact effectively with people from different cultures (Gumulya, 2020).



The results suggest that my cultural intelligence requires major improvement and development. I need to learn more about other people's cultures and languages. I also must be mindful of cultural behaviours in order to conduct myself appropriately cross- culturally.

6 PLAN FOR PROFESSIONAL DEVELOPMENT AND CONTINUOUS IMPROVEMENT

The assessment assisted greatly in depicting my strengths and weaknesses.

Development and continuous improvements that I will be engaging in;

- Improve management and supervisory skills

Managerial skills are vital for managing people across the organisation. For this reason, organisations should focus on acquiring leadership training courses for their managers. This will contribute in running the organisational operations smoothly. This is the area I aim to improve on. The plan is to seek for management short courses that will assist my supervisory and management skills. I aim to become a manager that motivates employees, creates a free and lively working environment and allow for career growth.

- Customer engagement skills

A company cannot succeed without ensuring that customers are content. It is crucial for people responsible for representing the organisation be good at communication. Communication and sales training are required to improve. My aim is to read more on successful sales pitch skills, customer engagement techniques and implement at my best ability.

- Improve creative and forward thinking

My current employer encourages innovative ideas. According to (Bussin, 2017) employees grow and excel in their respective careers when they are given a platform

to be creative and bring different perspectives. It helps the organisation progress and keep up with the forever evolving environment. As an aspiring business unit leader, I want to submerge myself with teams that share the same sentiment. To develop in this area, I will embark in approaching teams that have undergone the process of implementing innovative ideas within the organisation.

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