Personnel Management N6

Personnel Management N6 (Ekurhuleni West Technical, Vocational, Education and Training College)

Potso Mathaba| 201006689

PERSONNEL MANAGEMENT N6 (PMANN6)

Mr. Bogopa

Ekurhuleni West College
Assignment

1.1 .

Characteristics	Description	Motivational effect when in place
Skill variety	The extent to which a particular job requires several skills and talents	Employees experience meaningfulness and therefore feel that they are making an important contribution to the organisation utilising the variety of skills that they possess.
Task Identity	Clarity of where specific tasks that make up a job start and finish	
Task Significance	The important impact that a particular job has on others in the organisation as well as the significance role that it plays in achieving organisational objectives	
Autonomy	The level of discretion and independence that an employee is given to determine how to perform a particular job	Employees feel that they are responsible for job outputs and can make their own decisions independently
Feedback	The extent to which results are directly linked to the individual's job performance and then clearly communicated to the individual concerned	Employees are given regular feedback on results and thus gain sufficient knowledge of how to improve performance

1.2

Intrinsic Motivators	Extrinsic Motivators
• Variety of tasks • Challenging and interesting work • Responsibility for own work • Personal control over the pace of work • Control over the pace of work • Opportunities to use and develop skills and abilities • Having a say in decision-making • Opportunities for advancement	• Financial rewards. • Promotion • Praise • Job security • Comfortable, safe and attractive working conditions • Competent add fair leadership • Reasonable instructions and directions

1.3 .

Physiological needs:

The basic biological nature of individuals

(hunger, thirst, sleep, shelter)

Safety or Security Needs:

The importance that people place on not being threatened physically or deprived of physiological needs

(feeling of security, protection from harm)

Social Needs:

Level of needs where we feel safe and secure and start to desire acceptance and friendship.

(acceptance, feeling of belonging, group affiliation)

Ego or esteem needs:

Individual's self-esteem and self-respect, as well as the respect and esteem of other people.

(Self-respect, autonomy, recognition, status, prestige)

Self-actualisation needs:

People have achieved most of what they want.

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(Personal growth & Self-fulfilment)

QUESTION 2

2.1

- **Choosing the correct communication channel**:
  The channel must be appropriate to handle a very simple or very complex message, as well as allowing for quick feedback.

- **Commitment to the importance of 2-way communication**:
  Communication should ensure that receivers see it as a two-way process where listening is actively pursued by both parties and upward communication in the context of an organisation is encouraged.

- **Actions must match the "message"**:
  Particularly within organisations, managers will completely lose credibility if they say one thing and act in another way. Managers must therefore follow their own instructions communicated to employees and be seen to do so.

- **Personalised communication**:
  Communication within organisations must not be restricted to formal presentations and written policies and e-mails. Applying sound 2-way communication principles during informal conversations allows individual employees the opportunity to speak their minds and to voice any frustrations they may have.

- **Using immediate supervisors as a communication channel within organisations**:
  Top management must keep middle and lower management levels involved in the transferring of information, since most people prefer to be given information by their immediate supervisors. Supervisors who are bypassed often become a negative influence in organisations.

- **Dealing positively with bad news**:
  Hiding "bad news" does not improve communication – bad news must be passed on without unnecessary filtering. This will make the communication process more credible.

- **Shaping the message for the audience**:
  Give receivers of the message the information that is relevant to them and don't over- or under-communicate. This means that the sender of the message must think ahead and plan the message in such a way that the receivers will fully understand the message as well as matching their vocabulary, interest, and values.

- **Communication must be on-going**:
  Whether or not there has been a change to the status of information it is important to continue communicating. People react badly to long gaps in communication when they are expecting to hear a message.

- **Feedback and reinforcement**:
  Asking the receiver of the message to give feedback enables the sender to correct or adjust the message if it was unsuccessful is essential. Asking the sender to repeat the message also helps to ensure that the receiver has understood the message correctly

- **Using direct, simple language**:
  Not using an excessive number of adjectives, adverbs and sub-clauses helps to keep the content of the message clear and relevant.

- **Building trust**:
  most communication problems can be overcome if the two parties trust each other.

- **Allowing employees in an organisation to communicate their grievance**:
  This will go a long way toward the goal of effective communication. Employees who feel free to voice their unhappiness to management tend to believe that communication is good.

2.2
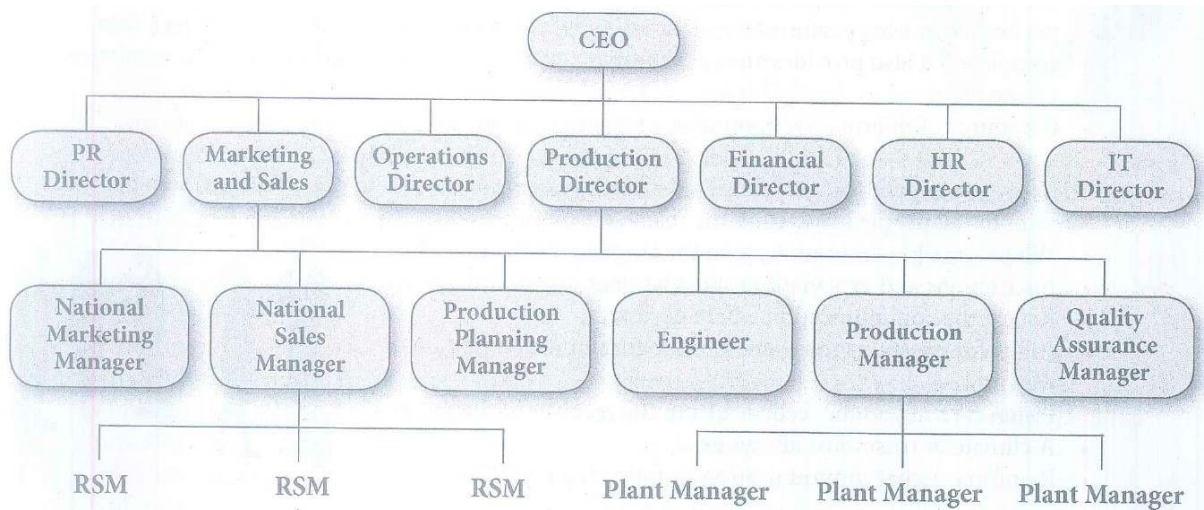
2.3

- Over-emphasis on individual objectives to the detriment of department objectives
- Management might not be able to sufficiently reward employees for objectives that are achieved
- Short term success is over-emphasised
- Employees might focus on output, regardless of the quality of their work
- Many managers who are required to implement the strategy do not understand it
- Difficulty in settling measurable objectives
- Difficulty of translating organisational goals into individual objectives
- Managers are burdened with too much paperwork and record-keeping

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