Personnel Training N6 - ASS 3

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Module: Personnel Training N6

Assignment 3

Question 1

1.1 Technical Skills – refers to the skills/needs directly related to the job that the employee needs to do, e.g. a plumber needs to be able to use a wrench.

1.2 Meso-level of needs – Refers to the needs of the training needs of the enterprise as a whole or to a group with the same job classification. E.g. changing the enterprise structure from tall to flat.

1.3 Reactive Training - **training that is in advance of a need**. For example – enhancing an employee's professional development so they can work across different roles. Reactive training is often known as the training to "put out fires". It's in reaction to something, such as an issue or accident that has happened.

1.4 Procedure – Is a specific and detailed description of every step, stage event or phase. Where a process includes all the steps in the situation, the procedure will explain each step in detail.

1.5 Close-ended questions – The facilitator can use questions to which the answers are yes or no when he needs to get specific responses from the trainees.

Question 2

2.1   G

2.2   C

2.3   D

2.4   H

2.5   F

2.6   I

2.7   E

2.8   B

2.9   A

2.10 K

Question 3

3.1.1

Oyisa and Ludwe are both Financial Managers at respective corporate companies.

1.6   The motivational theory that I believe best suits the case study would be:

Herzberg motivation – hygiene theory.

1.7   The Herzberg motivation – hygiene theory, which was developed by Frederick Herzberg, which is also known as the 'Two-Factor Theory', explains how to distinguish between those factors that contribute to the satisfaction in the world of work (the motivators) and those that don't necessarily motivate individual employees but have to remain in place to

avoid individuals becoming dissatisfied (the 'hygiene factor'). After extensive research into what job factors led to satisfaction and what factors create dissatisfaction, Herzberg developed a scale highlighting the difference between hygiene factors ('dissatisfiers') and motivators ('satisfiers').

Example from case study – Oyisa and Ludwe have been good friends since they studied accounting together in university. Both are financial managers at corporate companies. Oyisa has been promoted 6 times, whilst Ludwe was promoted 2 times. Their salaries and benefits differ extremely. Hence bringing a dissatisfied feelings and emotions within Ludwe.

In other words, hygiene factors are an essential foundation for motivation to take place even though they don't, in themselves, motivate people at work. The first of these has been to create awareness that money is not always the most important motivator in the world of work. Achievement, recognition and opportunities for personal growth are globally recognized as motivators and yet don't automatically mean more money is paid out to the individuals concerned.

Example from case study – Ludwe brings to compare himself to Oyisa and all the opportunities that she has been afforded compared to him. Ludwe begins to feel this his management no longer recognize him and the hard work that he puts into his job and overall output towards the organization.

Remembering that both Intrinsic and Extrinsic motivators all play a part in the forming feelings of self-fulfillment and achievement.

Intrinsic motivators describe the feelings of self-fulfillment and enjoyment that the individual employee gains from the job itself and that, in response to this, many organizations have reviewed the content of the job itself, and that, in response, many organizations have reviewed the content of the jobs in order to make them more stimulating and to provide opportunities for growth.

Example from case study – Ludwe begins to have a lack of self-fulfillment and is contemplating leaving his job and seeking new employment.

Extrinsic Motivators describe the rewards gained from sources other than the job, such as direct financial compensation and a feeling of 'being part of' the organization and that they can be split further into financial and non-financial rewards. There is, for example, a difference between a salary (financial reward), and a large executive office (non-financial status reward).

Example from case study – Ludwe no longer feels that his company values him. His salary is low, he has no benefits, and has missed important

occasions in his personal life (mother's birthday) in order to complete the tasks at hand within the company.

Although, Herzberg's theory focuses on the importance of job-content factors to motivate employees, and clearly states that remuneration fringe benefits and physical working conditions have limited influence on the motivation of employees, and that said factors prevent dissatisfaction. Employees should feel pride in what they do, and enjoy doing actual tasks and feel that they are doing the best that they personally can; also that they do not become bored or frustrated in their jobs. Organizations and management need to realize that employees need to be treated like individuals and unique in order for productivity to be increased. Herzberg's theory of two stages for motivating employees, highlights, that all hygiene factors should be in place, and employees should then be given an opportunity to experience motivation factors like recognition.

Example from case study – Oyisa feels valued by her company. With receiving a comprehensive salary and benefits, she feels recognized by the organization, and therefore will continue to go the extra mile for them.

1.4   In relation to case study:

Ludwe is the best example for the abovementioned theory. He believes that his company no longer serves the Motivation factors needed for him to feel self-fulfilled in his position. He begins to compare his position to that of his friend, Oyisa. He acknowledges the career security, benefits and advancements that she has been afforded and notices that that is not the same for him. He starts being envious of Oyisa and her success.

Herzberg's Two Factor Theory

Question 2

2.1   After reading the case study, the organization's management is happy with Wilhelm because he is ultimately meeting all the organizations goals and saving budget.

2.2   While using Blake and Mouton's leadership grid, I believe Wilhelm's leadership style is that of Authority Management.

Authority Management is defined as focusing on achieving desired results as efficiently as possible without allowing the human element to interfere.

2.3   Examples of authority management are:

- Dictator leadership of a country – e.g. Valdimir Putin – Russian president, Kim Jong-Un – China president, Adolf Hitler – German president
- The principle of a school
- The CEO of a company

2.4   Authoritative management carries quite a few disadvantages, some are:

- **A Threat of Micromanagement** – For the person that gives way to authoritative leadership, it is likely difficult to turn it off and on. As a

result, there is a likelihood that authoritative leaders can become micromanagers and not allow any room for employees to do their work.

- **A Lack of Ownership** – If authoritative leaders are always taking responsibility for how work gets done, employees do not have the opportunity to take ownership or accountability for their work. This can decrease employee morale, and can put all blame on the leader, even an error if it is not his or her fault.
- **Culture** – What happens if a leader does not practice ethics and refuses to create a fair working environment? Who can step in to make

  the leader accountable and stop the behavior? This is one of the leading criticisms of authoritative leadership. The work environment depends solely on the moral compass of an authoritative leader.
- **High Dependence** – If all decisions rise and set on the leader, then there is not a plan in place for if they have to leave for any reason. Employees can become so dependent on the leader that they are unable to function if they were not around.
- **A Lack of Trust** – Regardless of if the relationship is personal or work-related, humans yearn to be in trusting partnerships. At its core, authoritative leadership styles do not make trust a priority, and interactions do not sustain lasting relationships. This will drive down morale and could have a detrimental impact on engagement.

2.5   I believe for employees to be happy at work, they need to be:

- Treated equally and fairly. There should be open communication and understanding as to why certain tasks need to be done urgently.
- Safe and secure to voice concerns without repercussions. Management should listen and hear the concerns and look for ways to resolve the problem instead of dismissing it.

Question 3

3.1   The main reason why Lwazi had to retrench two of his sales people is due to the fact that his enterprise has not being doing well lately, which results in

profits for the company being low, and not being able to sustain the employee's salaries.

3.2 In my opinion, Sharon, Nandipha and Gatsha form part of a formal group – an interacting group.

Interacting group (working together) – here the work of one group is the input for another, e.g. the sales of the customer sales person, provides profit and ultimately the salaries of the employees will be paid.

My reason for assuming this, is that they are all a collective (working towards a common goal) in the same department. They are required to perform their duties, make the sale, and ultimately the customer must leave satisfied and catered to and will want to return to this store for customer service again. More sales means more profit and security in their job for the future.

3.3 Group norms explained

The norms of a group can either be positive or negative. The norms are often referred to as the 'rules' that apply to group members.

The norms of the group in the case study is that of a negative nature. The internalization nature of a 'don't care' attitude has developed due to the fact that there is a lack of communication from the Employer has left the employees in a negative space and outlook towards the company itself.

3.4 Reasons for Conflict within this organization are:

- Perceptions becomes negative and distorted – due to the lack of communication from the employer, the employee are left to assume that they are not valued and thus this is leading to a negative outlook towards the company within the employee's mind.
- Hostility increases – the fact that the Employer is not informing his staff of the financial crisis the company is facing, and the reasons why

he needed to lay-off two fellow employees, as well as why he could not fulfill the end-of-year bonus pay-outs, leaves a lot of questions in the employee's minds. Most of which are negative thoughts

- Positive aspects of the situation are ignored – though their fellow colleagues were laid –off, they do not see the bigger picture that they are still fortunate enough to have jobs,
in a working force were positions are scarce. With this been said, the employer can in fact, choose to replace the current employees should they continue with their lack- luster behaviour.

3.5   Five basic conflict resolutions techniques that I would apply are:

1.   Reducing intergroup conflict by determining a common goal

Reason – not only with this technique give the disgruntled employees some motivation, but it will also allow them to be part of the bigger picture in making the company successful and provide confidence and self-fulfillment.

2.   Increasing communication to correct misunderstandings and develop positive intergroup feelings.

Reason – had communication being at the forefront from the start when Lwazi Mandla first noticed loss in profits, I believe his staff would've understood the situation better and could of provided suggestions on how to generate more customers. Also communicating the issue of laying off employees, allows the current employees to empathize with the situation and show gratitude instead of having a lack luster attitude.

3.   Negotiating and bargaining in order to reach an agreement or compromise. All parties need to 'win' here by considering the other's situation, focusing on the problem and not the person and keeping the entire process structured, positive, logical, objective, and goal-orientated. An exchange of something valuable needs to be made in order for all parties to be satisfied.

Reason – by negotiating and bargaining, the employer is able to gauge his employees' willingness to do certain tasks in exchange for something that they require/want. e.g. If Lwazi suggested a team building event in two months in exchange for the staff to meet the deadlines and push profits, the employees might consider it and will be motivated to do so.

4.	Organizing inter-group problem-solving sessions which are not confrontational. This will help the group identify and solve conflict.

An effort must be made by each member to be committed and involved to work through the problems.

Reason – by forming these sessions on a regular basis, the employer is able to solve issues and reduce employee's feeling undervalued. Creating a platform where there is no repercussions, but more so resolutions that will take place creates a productive and happy working environment.

5.	Having an unbiased third-party to mediate between the conflicting parties

Reason – If possible, the employer should hold nominations for the mediator, and the employees should submit their potentials, it should then be tallied and the mediator will be elected. This allows the disgruntled employees to bring forth their issues, in a respectful manner, and for the mediator to address it accordingly with management. A resolution is inevitable.

End of Assignment

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