



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE PERSONNEL MANAGEMENT N6

2 June 2021

This marking guideline consists of 13 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	True	(10 × 1)	(10)
	1.1.2	False		
	1.1.3	False		
	1.1.4	True		
	1.1.5	False		
	1.1.6	False		
	1.1.7	True		
	1.1.8	False		
	1.1.9	True		
	1.1.10	False		
1.2	1.2.1	G	(10 × 2)	(20)
	1.2.2	J		
	1.2.3	F		
	1.2.4	E		
	1.2.5	C		
	1.2.6	H		
	1.2.7	B		
	1.2.8	D		
	1.2.9	H		
	1.2.10	A		
1.3	1.3.1	C	(5 × 2)	(10)
	1.3.2	A		
	1.3.3	D		
	1.3.4	B		
	1.3.5	C		
TOTAL SECTION A:				40

SECTION B

QUESTION 2

- 2.1 Motivation is the reason for people's actions, desires, and needs. Motivation is also one's direction to behaviour, or what causes a person to want to repeat behaviour. A motive is what prompts a person to act in a certain way, or at least develop an inclination for specific behaviour.

According to Maehr and Meyer, "Motivation is a word that is part of the popular culture as few other psychological concepts are".

(2)

- 2.2
- Job simplification✓ – dividing a job into small parts and allocating the responsibility of doing the job to less skilled employees.✓
 - Job rotation✓ – giving all employees an opportunity to perform all the tasks in the department. This is often used in a situation where employees may become bored with normal tasks and, as a strategy, the organisation strives to provide employees with experience in many areas.✓
 - Job enlargement✓ – the process of combining many smaller jobs into a larger, more stimulating one which offers variety, without adding responsibility.✓ Job enlargement is used by organisations when it is found that an employee is able to cope with an increased volume of work. Tasks will be added on a horizontal level, and will be similar in level.✓

(4)

- 2.3
- Making an employee part of the team but ensuring that the employee is wholly responsible for their part of the work performed.
 - Combining tasks so that individual employees perform all the task which make up a process and know how their task contribute to the finish product.
 - Delegating new and more difficult tasks to employees who have not preformed these task previously.
 - Allowing employees the opportunity to plan the work method, sequence, space, use and non-use of material in the execution of required tasks.
 - Involving employees in the analysis and change of physical aspects of the work environment, e.g. the temperature, lightning etc.

(5 × 2)

(10)

- 2.4
- Only jobs should be chosen where improved motivation will bring about a difference in productivity.
 - Do not involve the whole department in job enrichment – only selected individuals.
 - The new tasks must be specific.
 - New performance criteria and control measures must be put in place.
 - The focus must be on individual achievement and responsibility.

(5 × 2)

(10)

