higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

19 JUNE 2018

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QUESTION 1

1.1 1.1.1

- Job satisfaction is created mainly by motivators✓ and dissatisfaction by absence or lack of motivating factors.✓
- The presence of hygienic factors contributes towards job satisfaction✓ while poor hygienic conditions may cause dissatisfaction.✓
- Hygiene benefits tend to be short-term✓ while other motivators are long-term.✓ (3 × 2) (6)

1.1.2

- Long hours
- Traditionally low cash remuneration
- Far from resources for labourer and family
- Harsh working conditions
- Low prestige
- Historical poor handling of staff
- Traditionally poor living conditions (Any 6 × 1) (6)

1.2 1.2.1 Primary remuneration is the basic salary or wages that a worker receives✓ and is based on task evaluation.✓ (2)

1.2.2

- Primary remuneration consists of cash/monetary✓ remuneration.✓
- Indirect remuneration consists of:
- Security✓ – compensation insurance, unemployment insurance, paid sick leave, medical benefits✓✓
- Payment for periods not worked✓ – annual leave, special/compassionate leave✓✓
- Bonuses and other forms of reward✓ not related to work such as a vacation and/or Christmas bonus✓✓
- Services✓ – free or subsidised housing, food/rations, transport or relation areas✓✓ (Any reasonable wording and examples) (At least TWO examples each) (14)

1.3 An employer/farmer must as far as is reasonably possible✓ provide and maintain✓ a work environment that is safe✓ and without risk✓ in terms of the health✓ and safety of the workers.✓ (Any reasonable wording) (6)

1.4

- The manager must define the expected results of his/her work.✓
- Allow the worker to prove himself/herself.✓
- Give feedback✓ to the worker regarding work performance.✓
- The manager must provide help, guidance and assistance✓ when and where required.✓
- Remuneration should be paid✓ according to his/her contribution to the work effort.✓ (Any reasonable wording) (8)

1.5
- On completion✓ of the time or task specified on the contract.✓
- By notice✓ – One of the parties give notice to the other to terminate the agreement.✓
- By mutual agreement✓ When both parties mutually agree to end the agreement.✓
- Breach of contract✓ – When one party does not comply (do what is required/agreed) the other party can terminate the contract.✓
- Inability to fulfil the contract✓ – The contract falls away if the one party cannot bring the share agreed to the contract.✓
- As a result of insolvency✓ – When the employer is declared insolvent, the contract ends (no money to pay the worker).✓
- Death of one of the parties✓ – When one of the parties dies, the contract between the two parties cannot continue.✓ (Any 4 × 2) (8)

[50]

QUESTION 2

2.1 2.1.1
- The traditional theory
- The human relationship theory
- The human use/resource theory (3)

2.1.2
- Workers find the work enjoyable✓ if meaningful goals are set.✓
- Workers have a desire to prove themselves✓ and want to be left alone to get on with their work.✓
- Workers feel their intelligence will be fully used or utilised✓ and they are able to make a positive contribution.✓
- Workers can set their own schedule and standards✓ and are able to measure the results themselves.✓ (4 × 2) (8)

2.1.3 The one theory✓ or combination of theories✓ that works best✓ in my situation.✓ (4)

2.2 Money is not the only or best motivator.

Other motivators are:
- Workers are allowed to perform
- Acknowledgement of achievement
- The possibility of growth/development
- Responsibility
- Promotion
- The work itself
- Money is a short-term hygiene factor✓ while the reasons given are motivators which are long-term.✓ (8 × 1) (8)

2.3 2.3.1 True
2.3.2 True
2.3.3 True
2.3.4 False
2.3.5 False

(5 × 1) (5)

2.4 Workers/employees:

- Should fulfil their obligations in terms of the BCOE Act not only to the letter but in spirit.
- Should be available to work and to be at work on time.
- Are expected to carry out reasonable and legal orders/instructions.
- Should not intimidate other workers so that they cannot carry out orders.
- Should display good conduct.
- Should respect the authority of the farmer/employer.
- Are obliged to carry out the rights of association, negotiating and striking in a responsible and reasonable manner.
- Are obliged to act in good faith (to be loyal) to the employer.
- Should not do anything to harm the employer's reputation. (5 × 2) (10)

2.5

- To function adequately✓ the basic needs✓ of the worker need to be met.✓
- A worker needs the means to get food, water, shelter and clothing.✓
- The worker needs to have job security and to be safe from harm.✓
- The worker needs to have social needs met and needs to be part of a team and have access to things such as a church, sports team, etc.✓ (6)

2.6 2.6.1 Motivator
2.6.2 Hygienic factor
2.6.3 Motivator
2.6.4 Hygienic factor
2.6.5 Motivator
2.6.6 Hygienic factor

(6 × 1) (6)
[50]

QUESTION 3

3.1 3.1.1 45
3.1.2 10
3.1.3 12
3.1.4 15
3.1.5 14
3.1.6 30
3.1.7 4
3.1.8 3
3.1.9 5
3.1.10 15

(10 × 1) (10)

3.2 3.2.1 7,5 hrs
3.2.3 5 hrs
3.2.3 60 minutes
3.2.4 1,5
3.2.5 R180
3.2.6 26 days
3.2.7 36 hrs
3.2.8 4 months
3.2.9 30 days
3.2.10 Basic Conditions of Employment Act 1993

(10 × 1) (10)

3.3
- Ensure that all relevant✓ facts are available.✓
- Enquire if the alleged transgression✓ is in line with the disciplinary code.✓
- Ensure that a thorough✓ investigation has taken place.✓
- Ensure that the safety and security personnel, if involved,✓ are available.✓
- Ensure that the alleged transgressor has been duly informed correctly✓ about the time and place of the hearing.✓
- Ensure that the alleged transgressor has been informed✓ of his/her rights.✓
- Know matters regarding the disciplinary policy✓ before the start of the hearing.✓
- Finally act in an unbiased✓ and open-minded manner.✓ (8 × 2) (16)

3.4
- Ensure that a consistent/consequent manner✓ of discipline is meted out to all employees.✓
- Protect the chairperson✓ from unnecessary exposure.✓
- Helps to ensure✓ progressive discipline.✓
- Assists with the following up on persistent✓ offenders.✓ (4 × 2) (8)

3.5
- It is designed to resolve✓ the grievances of workers.✓
- The procedure is a fair and justified method of handling grievances✓ and preventing disputes.✓
- It is a mechanism/means✓ of promoting/encouraging upward communication.✓ (3 × 2) (6)

[50]

QUESTION 4

4.1 A trade union is an organisation✓ that is put in place by the workers✓ to deal with their employment conditions✓ and through collective bargaining✓ strive to improve working and living conditions✓ and to create a means whereby workers can express themselves.✓ (6)

4.2 4.2.1 Workers✓ stop working✓ because they are unhappy about a certain matter.✓

4.2.2 The employer prevents✓ workers from entering the workplace✓ to do their work.✓

(2 × 3) (6)

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4.3
- Do not recruit workers✓ until the existing membership has been ratified.✓
- Do not make any promises✓ at the first meeting.✓
- Undertake to investigate all matters regarding workers' conditions of employment✓ and to report back.✓
- Do not allow yourself to be forced✓ into signing a recognition agreement.✓
- Form a sound basis for a long-term relationship✓ and do this by reviewing the union's demands.✓
- Hold several meetings with the union✓ to refine an agreement to all parties' satisfaction.✓
- Read the fine print in the agreement✓ and have a lawyer check the agreement.✓ (7 × 2) (14)

4.4 The shop steward focusses on the daily problems✓ of the workers✓ that require✓ the intervention of the union.✓ (4)

4.5
- Retrenchment✓ and redundancy✓
- Retrenchment takes place when the employment of workers is terminated✓ because of a decrease or change in business✓ and is caused by a decrease in the general economic activity.✓ Usually temporary in nature.✓
- Redundancy on the other hand is a reduction in posts✓ because of strategic or operational✓ downscaling of the business✓ or is caused by automation.✓ (10)

4.6
- Persons above retirement age✓ – They may be able to live on their pension.✓
- Early retirement✓ – Some workers may want to retire early to enjoy their rest period.✓
- Voluntary resignation✓ – Some workers may agree to resign early because they are concerned about their future with the business.✓
- LIFO✓ – Those that were last to join the company will be the first to lose their jobs under difficult circumstances.✓

(Any reasonable wording and answer) (4 × 2) (8)

4.7 The Labour Relations Act (2)

[50]

TOTAL: 200

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