



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

N1320(E)(M29)H

**NATIONAL CERTIFICATE**

**PERSONNEL MANAGEMENT N5**

(4110435)

**29 May 2019 (X-Paper)**  
**09:00–12:00**

**This question paper consists of 7 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
PERSONNEL MANAGEMENT N5  
TIME: 3 HOURS  
MARKS: 200

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**NOTE:** If you answer more than the required number of questions only the required number will be marked. Clearly cross out ALL work you do NOT want to be marked.


**INSTRUCTIONS AND INFORMATION**



1. Answer ALL the questions in SECTION A.
  2. Answer any FOUR questions in SECTION B.
  3. Read ALL the questions carefully.
  4. Number the answers according to the numbering system used in this question paper.
  5. Write neatly and legibly.
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**SECTION A (COMPULSORY)**

Answer BOTH questions from this section.


**QUESTION 1**

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.1–1.15) in the ANSWER BOOK. 

- 1.1 Career development is a process whereby individuals are developed to make an economic contribution to the country.
- 1.2 Organisational development is a planned intervention to increase effectiveness.
- 1.3 Absenteeism is due to substance abuse, lack of communication and personal problems.
- 1.4 Sales incentive schemes are in the form of commission, based on sales and they can also share in the profits of the organisation.
- 1.5 Fringe benefits are paid holidays, company loans, commission and subsidised meals. 
- 1.6 Quality of working conditions refers to the positive or negative feelings employees have about their workplace.
- 1.7 The central tendencies of being too strict or lenient are typical problems occurring when a decision is made on the performance appraisal method.
- 1.8 Induction programmes are evaluated by means of structured questionnaires and informal conversations with new employees.
- 1.9 External sources of recruitment are walk-ins, temporary employees, word-of-mouth, and advertisements.
- 1.10 Role-plays, performance appraisals, case studies and SWOT analyses are methods that help when conducting personnel research.
- 1.11 Demotion is not a placement method.
- 1.12 The correct order of the three stages in the induction process is: pre-arrival, encounter and metamorphosis.
- 1.13 Surveys, observations and screening are personnel research methods.
- 1.14 Net income (salary that you take home) is the amount of money that the employee receives after deductions. 
- 1.15 Substance abuse causes three times more accidents in the workplace.

(15 × 2) [30]

**QUESTION 2**

Choose a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–G) next to the question number (2.1–2.5) in the ANSWER BOOK. 

COLUMN A		COLUMN B	
2.1	Also known as field studies	A	criterion validity
2.2	Must adhere to current legislation	B	historical studies
2.3	Good performance in tests predicts good performance in work situations	C	survey
2.4	Uses information obtained to manage people effectively	D	personnel research
2.5	Information from existing files and documents to determine how serious staff dissatisfaction is	E	recruitment
		F	recruitment policy
		G	case study

(5 × 2)


**[10]****TOTAL SECTION A:****40****SECTION B**

Answer any FOUR questions in this section.

**QUESTION 3**

Caroline Solomons is the general manager of Khunedi supermarket in Polokwane. She knows how important it is for staff members to experience job satisfaction. Part of the process of creating job satisfaction is to enrich the work of staff.



- 3.1 Explain the meaning of job satisfaction. (8)
- 3.2 What can the management of the supermarket expect if their staff experience job satisfaction, as well as a positive feeling in the workplace? (10)
- 3.3 Explain EIGHT factors influencing the level of job satisfaction. (8 × 2) (16)
- 3.4 Achievement awards are motivational incentives used to reward outstanding, hard and consistently good work by employees, based on results achieved.
-  Name THREE different forms of achievement awards. (3 × 2) (6)

**[40]**

**QUESTION 4**

Personnel research is conducted to obtain information that can help solve problems and manage staff effectively. Personnel research is, therefore, conducted in various areas or fields of work.

Answer the following questions with regard to personnel research:


- 4.1 Name FIVE areas or fields and FOUR subareas or subfields that are part of the main area of work. (5 × 4) (20)
- 4.2 Name TEN research methods to obtain staff information. (10)
- 4.3 Differentiate between the TWO distinct types of research. (5 × 2) (10)
- [40]**

**QUESTION 5**



5.1 Despite creating an environment for job satisfaction, Khunedi Supermarket will be faced with the possibility of staff leaving the organisation.

- 5.1.1 Define the term *staff turnover*. (2 × 2) (4)
- 5.1.2 Distinguish between TWO types of turnover. (2 × 2) (4)
- 5.1.3 Name EIGHT costs of staff turnover. (8)
- 5.1.4 List FOUR factors causing absenteeism. (4)
- 5.1.5 Name FOUR methods to overcome absenteeism and high turnover. (4 × 2) (8)
- 5.2 Distinguish between *turnover* and *termination of service*. (2 × 2) (4)
- 5.3 Name EIGHT problems regarding termination of service. (8)
- [40]**

**QUESTION 6**

Recruitment is one of the most important processes in the modern organisation, because management realises that success is based on the effective search for a suitable candidate to fill a vacancy to steer the organisation forward. 

With reference to the recruitment process answer the following questions.

- 6.1 Explain the FIVE aims of recruitment. (5 × 2) (10)
- 6.2 List FIVE possible factors (internal and/or external) that influence recruitment in South Africa. (5 × 2) (10)
- 6.3 After receiving applications a shortlist of candidates is compiled for interviewing. 
- Discuss interview under the following headings:
- 6.3.1 Name FOUR purposes of selection interviews (4 × 2) (8)
- 6.3.2 Explain the following interview techniques:
-  (a) Stress interview  
(b) Semi-structured interview (5 × 2) (10)
- 6.4 Except the two interview techniques referred to in QUESTION 6.3.2, name the other TWO interview techniques. (2)

**[40]**

**QUESTION 7**

7.1 It is very important that an organisation ensures a safe and healthy working environment if they wish to minimise injuries and absenteeism and thus maximum productivity.



Discuss health and safety under the following headings:

- 7.1.1 State FIVE guidelines how management can create a healthy and safe workplace. (5 × 2) (10)
- 7.1.2 Various factors jeopardise health and safety in the workplace. Indicate factors that could put the safety of workers in jeopardy. (10)
- 7.2 Name the methods management can apply to address substance abuse in the workplace. (5)
- 7.3 Give FIVE negative outcomes of substance abuse. (5)
- 7.4 Discuss FIVE advantages of management by objectives. (5 × 2) (10)

**[40]**

**TOTAL SECTION B: 160**  
**GRAND TOTAL: 200**