The Management University of Africa

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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/ BACHELOR OF COMMERCE

HRM 400/HRM 414: **EMPLOYEE MOTIVATION AND PRODUCTIVITY**

DATE: **15TH APRIL 2026**

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below carefully and answer the questions that follows

THE PRODUCTIVITY PUZZLE AT INNOVATECH SOLUTIONS

Innovatech Solutions, a mid-sized software development company, was once celebrated for its innovative culture, high employee morale, and impressive productivity. Over the past 18 months, however, the company has faced a significant downturn. Project delivery timelines have slipped by an average of 30%, and the rate of voluntary turnover among senior developers has doubled.

The current reward system at Innovatech is based entirely on individual performance metrics, culminating in a competitive annual bonus. This system was intended to foster high achievement, but recent feedback suggests it has created internal rivalries and discouraged collaboration. Exit interviews consistently reveal that departing employees feel their creativity is stifled and their contributions are not genuinely recognized beyond the monetary bonus. A common complaint is feeling "like a cog in the machine," with little autonomy over their work processes.

Six months ago, in an attempt to address the slipping deadlines, management implemented a new, rigid project management software designed to track every minute of a developer's workday. The goal was to measure and improve labour productivity. However, this move was met with widespread resistance. Many developers see it as a sign of mistrust and an obstacle to creative problem-solving, further damaging job attitudes. The new Chief Operating Officer (COO), hired to turn things around, has reviewed the situation. His assessment is straightforward: "Our competitors are paying more. The only way to fix our motivation and productivity problem is to increase our salary bands significantly. Money is the ultimate motivator". The CEO, however, is concerned that this is an overly simplistic solution to a complex problem and has hired you as an HR consultant to provide a more thorough analysis and a path forward.

Required:

a) Using Herzberg's Two-Factor Theory and one other motivation theory, analyze the root causes of the decline in employee motivation at Innovatech Solutions. **(10 marks)**

b) Propose a detailed, multi-faceted strategy for Innovatech's management to improve both employee motivation and productivity. Your recommendations must include specific actions related to job redesign and employee empowerment. **(10 marks)**

c) Critically evaluate the COO's statement that increasing salaries is the primary solution to Innovatech's problems. **(5 marks)**

QUESTION TWO

a) Critically evaluate the statement: "Motivation is a purely psychological process internal to an individual, and therefore, managers have very little real influence over it." In your answer, refer to the meaning and nature of motivation **(10 marks)**

b) Compare and contrast the roles of intrinsic and extrinsic factors in the nature of motivation. Which perspective do you believe is more critical for fostering long-term employee productivity in a modern, knowledge-based economy? Justify your stance. **(5 marks)**

QUESTIONS THREE

a) A tech company is experiencing high employee turnover despite offering competitive salaries. The CEO believes in McGregor's Theory Y, but observes that middle managers often operate with Theory X assumptions. Analyze this situation using Herzberg's Two-Factor Theory and McGregor's Theory X and Y to diagnose the underlying problems. What specific advice would you give the CEO? **(10 marks)**

b) You are a manager who wants your team to be more creative and innovative. Describe three specific strategies for empowering employees that you would implement to achieve this goal. For each strategy, explain how it would directly foster creativity and innovation. **(5 marks)**

QUESTION FOUR

a) A large customer service center is struggling with low job satisfaction and high absenteeism. As an HR consultant, you are asked to recommend a job redesign strategy. Describe a specific job redesign model you would use and explain how its application would directly address the identified problems. **(10 marks)**

b) Discuss the proposition that "high job satisfaction is the most important factor for achieving high employee productivity." Critically analyze the relationship between job satisfaction and performance, providing arguments for and against this statement. **(5 marks)**

QUESTIONS FIVE

a) Discuss the link between job attitude and actual behaviour at work. Why do employees stated attitudes not always predict their work behavior? Provide at least two reasons and support them with examples. **(5 marks)**

b) Using two major job attitudes from as a reference point, (evaluate the potential impact of job attitudes on both employee motivation and organizational productivity. **(10 marks)**

QUESTION SIX

a) A logistics company wants to improve its employee productivity. Explain how you would approach measuring their current labour productivity. What are the key productivity measurement issues you would need to address to ensure the data is accurate and useful for decision-making? **(10 marks**)

b) Identify and discuss three key determinants of employee productivity. Using a hospital as an example, explain how management can positively influence these determinants to achieve productivity improvement. **(5 marks)**