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: **28TH JULY 2022**

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 below and answer the questions that follow

JIBAMBE LTD

Thanks to the nature of its business, Jibambe LTD has employee motivation built into its fabric. Employees have a vested interest in engaging with the concept of teamwork and collaborating to ensure their department is as successful as possible.

Jibambe LTD incentivises and supports these desired behaviours through two bonus schemes. Each month, all employees who meet their targets receive a bonus. In addition, departmental managers are eligible for a quarterly bonus based on three equally weighted measures: mystery shopper scores, sales growth and profitability.

According to the benefits and compensation manager, the entire management team is being aligned as a team to be motivated to, and rewarded for, achieving those business metrics. The entire team is challenged to deliver the best customer service they can because they are never exactly sure when they're going to be visited by mystery shoppers.

All the departments are eligible for the title department of the Quarter and department of the Year, which can earn them a day or night out, funded by their employer. These initiatives are part of a wider portfolio of motivation and incentive schemes that operate at Jibambe.

Last year, 10 top performing employees were selected from nominations by Jibambe's departmental managers representing the top 1% of performers. They attended a two-day event in Barcelona in June, during which they were presented with trophies at a gala awards ceremony. There was a red carpet for them all to walk up; they all had their names printed on stars lining that red carpet, and a specially shot video opened the evening with some of the winners in their usual department. All those 10 employees came back to their departments and have been talking to

their peers about what a fantastic time they had. This has motivated many more employees to strive to be nominated next year.

The benefits and compensation manager believes that keeping recognition schemes fresh and exciting is key to maximising staff motivation, which is why, as well as introducing new programmes, Jibambe also reinvents existing schemes to ensure they continue to appeal to employees.

Employees who excel in consecutive years are sponsored to attend major sport events like the Olympics. They are provided with accommodation at a hotel where they could enjoy facilities such as a wellbeing zone comprising a beach-themed area and a lounge zone, which include ping pong, pool tables, football tables and large plasma television screens for staff to watch coverage of the Games. A programme of activities is organised to generate a sense of fun and team spirit, and to enable staff to see more of the city holding such games.

Required;

a) Identify the motivational factors at Jibambe LTD **(10 marks)**

b) Evaluate the effect of motivation on productivity at Jibambe LTD **(10 marks)**

c) Examine five ways in which Jibambe encourages employee engagement **(5 marks)**

QUESTION TWO

a) Distinguish the three stages in the development of the management thought on employee motivation **(9 marks)**

b) Explain the steps in eliminating job dissatisfaction as postulated by Herzberg **(6 marks)**

QUESTION THREE

a) Define the term job enrichment and discuss four elements that can make job enrichment a practical and worthwhile exercise **(5 marks)**

b) Discuss the factors to be considered when fixing salaries **(10 marks)**

QUESTION FOUR

a) Differentiate between the three dimensions of organizational commitment **(6 marks)**

b) Evaluate the managerial implications of the expectancy theory **(9 marks)**

QUESTION FIVE

a) Evaluate the concept of perceived organizational support in terms of how it might influence employee motivation **(5 marks)**

b) Using examples explain five types of relationships that are likely to result to productivity improvements **(10 marks)**

QUESTION SIX

a) Employee empowerment is closely related to productivity. Discuss four dimensions of employee productivity **(8 marks)**

b) Explain seven factors that one should consider while designing a job **(7 marks)**