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: **5TH AUGUST 2024**

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 EMMINENCE COMPANY

When The Emminence came into Kenya, it realized that employees in Kenya look for growth not only locally but also globally. The Emminence also realized that competitors could not deliver on this need, either because they did not have a presence around the world or because they simply restricted their focus to growth within the country. At The Emminence, an employee may move from Kenya to Indonesia, China, Hong Kong or anywhere else after a certain time of being in the organization. This has had a strong and positive effect on talent attraction and retention for the organization. The biggest challenge was to provide Employees work life balance in a profession and industry where to achieve results one has to work for long hours. The Emminence was the first in the industry to mandate a five and a half day workweek in Kenya. This means every other week, employees are able to take two days off.

What works for The Emminence is the autonomy given to every employee to make a decision that affects a customer directly. Even a front desk, line level employee has the authority and power to give a free room to a customer who has experienced major service issues in their interaction with The Emminence group of companies. This autonomy to make important decisions leads to immediate action where the customer is attended to at the earliest. Although employees may make mistakes while taking a decision, they are empowered with the responsibility to think through the situation consciously and judiciously. This empowerment enables and encourages employee engagement.

The Emminence defines success of the organization by how well it is viewed in the community. It promotes teamwork by encouraging Employees to engage with the community as core teams. The CSR engagement as teams, enables employees to bond with each other as "community citizens" while working towards a larger goal, which in turn builds engagement and teamwork. This unique practice is in addition to other popularly used interventions for team building.

The Emminence conducts an annual online employee Opinion Survey across its properties worldwide. The objective of this survey is to get employee feedback on the various dimensions that predict employee engagement and thereby improve unit performance. The survey measures employee opinion on the five engagement drivers of leadership excellence, personal growth, and quality of life at work, teamwork, and total rewards. The Emminence leverages the reward programmes as a way to ensure that Employees achieve the business standards and still feel rewarded. The Emminence has put in place a practice that provides an opportunity for every The Emminence employee to stay with their family at one of its properties on their birthday or anniversary.

Required:

a) Assess five non-financial rewards at the Emminence **(10 marks)**

b) Evaluate five outcomes of the motivational practices at the Emminence **(10 marks)**

c) Examine five practices through which employees are empowered at The Emminence **(5 marks)**

QUESTION TWO

a) Evaluate five reasons that make employee motivation a challenging job **(10 marks)**

b) Explain five ways of creating job satisfaction according to Fredrick Herzberg **(5 marks)**

QUESTION THREE

a) Evaluate ten considerations that should be made when carrying out job design in an organization **(10 marks)**

b) Discuss the concept of social loafing and how to prevent it from affecting teams **(5 marks)**

QUESTION FOUR

a) Assess five rationale behind empowering the employees **(10 marks)**

b) Evaluate the job attitude of perceived organizational support **(5 marks)**

QUESTION FIVE

a) Explain five guidelines for using positive reinforcement **(5 marks)**

b) Examine five considerations that must be made when giving rewards to employees **(10 marks)**

QUESTION SIX

a) Assess five determinants of employee productivity in an organization **(10 marks)**

b) Explain five elements of employee empowerment **(5 marks)**