

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/

BACHELOR OF COMMERCE

HRM 301/HRM 324: INDUSTRIAL /ORGANIZATIONAL PSYCHOLOGY

DATE: 30TH MARCH 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 follow:

MOTIVATING EMPLOYEES FOR GREATER JOB SATISFACTION

In the bustling city of Nairobi, GreenTech Solutions, a fast-growing company specializing in sustainable technology, had become a beacon of innovation. The company was founded on the principle of providing eco-friendly solutions while ensuring a rewarding work environment for employees. However, despite the business's success, a troubling trend had emerged—employee dissatisfaction was rising, and productivity was declining. Management was faced with the challenge of addressing motivation and job satisfaction before the situation worsened.

The CEO, *Emily Kamau*, had always envisioned GreenTech Solutions as more than just a company; she wanted it to be a place where employees thrived both professionally and personally. She believed motivation was at the heart of productivity and wanted to cultivate an environment where employees felt engaged and valued. To tackle this issue, she held a series of meetings with department heads and the human resources team to analyze the root causes of dissatisfaction.

During an internal survey, employees voiced concerns about several factors, including lack of career growth, inadequate recognition, rigid work schedules, and limited involvement in decision-making. Many employees felt that their contributions were overlooked, which resulted in decreased morale. The survey also revealed that extrinsic motivators like salary and bonuses were not the primary concern; employees craved intrinsic motivation—personal development, fulfillment, and meaningful work. To address these concerns, Emily implemented several strategic changes, beginning with restructuring work schedules to introduce flexible working hours. Employees could now choose between in-office and remote work arrangements based on their personal and professional needs. Additionally, the company introduced a mentorship and career development program, pairing junior employees with experienced mentors who provided guidance and support. Employees began to see a clearer career path within the company, which significantly boosted their motivation.

Recognizing the importance of appreciation, GreenTech Solutions also launched an employee recognition system where outstanding contributions were acknowledged in monthly town hall meetings. This initiative fostered a culture of recognition, making employees feel valued for their work. Employee engagement skyrocketed as individuals felt their efforts were appreciated.

Beyond these changes, the company also emphasized open communication. Regular feedback sessions allowed employees to voice their concerns and propose solutions. This fostered a culture of inclusivity and gave employees a sense of ownership in decision-making processes. The transformation was remarkable. Within six months, productivity increased by 25%, and employee turnover dropped significantly. Employee satisfaction surveys reflected a sharp rise in morale, as employees now felt motivated and committed to the company's vision. The intrinsic motivators—career growth, recognition, and flexibility—played a key role in restoring employee engagement. GreenTech Solutions learned that motivation and job satisfaction are interdependent, and achieving organizational success requires a balance between intrinsic and extrinsic motivational factors. Emily Kamau's leadership demonstrated that fostering a culture of empowerment can make employees feel valued, appreciated, and motivated to contribute their best efforts.

Required:

- a) Assess the effectiveness of GreenTech Solutions' strategies in improving employee motivation and job satisfaction. **(5 Marks)**
- b) Propose additional measures that GreenTech Solutions could introduce to further enhance motivation and job satisfaction among employees. **(5 Marks)**
- c) Justify why intrinsic motivation played a greater role than extrinsic motivation in solving GreenTech Solutions' employee dissatisfaction problem. **(5 Marks)**
- d) Examine how GreenTech Solutions' approach aligns with motivational theories such as Herzberg's Two-Factor Theory or Maslow's Hierarchy of Needs. **(5 Marks)**
- e) Evaluate the impact of GreenTech Solutions' leadership approach in fostering a motivated workforce and suggest improvements. **(5 Marks)**

QUESTION TWO

- a) Compare and contrast the various types of organizational culture. **(6 marks)**
- b) Justify the importance of training employees in an organization. **(9 Marks)**

QUESTION THREE

- a) Propose the importance of leadership in an organization. **(9 Marks)**
- b) Assess the key pillars of organizational psychology. **(6 Marks)**

QUESTION FOUR

- a) By use of examples, demonstrate the difference between eustress and distress. **(7 Marks)**
- b) Propose the elements of job description. **(8 Marks)**

QUESTION FIVE

- a) Argue for and against internal recruitment. **(9 Marks)**
- b) Assess the Principles of Scientific Management. **(6 Marks)**

QUESTION SIX

- a) Assess the Essentials of Effective Performance Appraisal Program. **(5 marks)**
- b) Analyse the five Hawthorne studies and the implication to the work environment. **(10 Marks)**