PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF TRIMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF COMMERCE

MAY -AUGUST 2024

UNIT CODE: BUH 4213

UNIT TITLE: EMPLOYEE MOTIVATION

Time allowed: 3 Hours

Instructions
Answer **Question one** and **any other three.**

QUESTION ONE - Compulsory

As a senior consultant from Princeton HR Consultants Ltd., you have been invited to make a presentation at a conference on employee motivation. Prepare a ten-point presentation highlighting various approaches to employee motivation. (10 marks)

Answer any three questions

QUESTION TWO

a) An employee's behavior will be a function of that employee's felt needs and the opportunities he or she has to satisfy those needs in the workplace. Discuss this statement (5 marks)
b) Explain **five** non-monetary incentives you would introduce to motivate your employees (5 marks)

QUESTION THREE

a) You are the new HR Manager of Zawadi Villas. Your employees inform you that their job designs are not suitable for them. Explain how you would address the problem (4 marks)

b) Discuss the following theories of motivation indicating their application in the workplace.
   i. Vroom's expectancy Theory (3 marks)
   ii. Herzberg's two factor theory (3 marks)

QUESTION FOUR

Discuss how the following job dimensions contribute to work-related results as presented by Hackman and Oldham in job characteristics model:

i) Skill variety (2 marks)
ii) Task identity (2 marks)
iii) Task significance (2 marks)
iv) Autonomy (2 marks)
v) Feedback (2 marks)

QUESTION FIVE

a) Explain five reasons why managers should set SMART goals to motivate their employees (5 marks)

b) If employees are never given opportunities to utilize all of their skills, then the employer may never have the benefit of their total performance. Discuss this statement (5 marks)

QUESTION SIX

Research shows that companies using pay-for-performance systems achieve higher productivity, profits, and customer service. Discuss the following approaches to pay-for-performance showing their effectiveness in improving performance and how managers can effectively use them for this purpose.

(a) Piece Rate Systems (2 marks)
(b) Sales Commissions (2 marks)
(c) Awards (2 marks)
(d) Stock Options (2 marks)
(e) Merit Pay (2 marks)