



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF BUSINESS LEADERSHIP
SEPTEMBER-DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUH4213

COURSE TITLE: EMPLOYEE MOTIVATION

EXAM DATE: THURSDAY 5TH DECEMBER 2019

DURATION: 2 HOURS

TIME: 9:00AM-11:00AM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer ALL **questions in Section A (compulsory)** and **Any other three (3)** questions from Section B
- *ALL PAC University's examination rules and regulations apply*

SECTION A: **COMPULSORY QUESTION** **{30 MARKS}**

QUESTION 1

Safety Limited is a passenger transport company plying more than 500 passenger buses in Nairobi of different routes. There are more than 5,000 employees working in the company. Out of these about 300 crewmen, (drivers and conductors) are working on the routes. The behaviour of these crewmen while dealing with public and daily commuters is not satisfactory. So far as salary structure of these crewmen is concerned they are paid reasonably well. In spite of it they have become lazy and careless. Their productivity level is also very low as compared to the crewmen of other transport companies. After having surveyed their behavioral pattern it came to light that they are less interested in their jobs and job has lost its meaning to them.

Read the above case and answer the following questions.

- a) Describe the kind of motivation that exists in the crewmen at Safety Limited. **(2 Marks)**
- b) Outline THREE attitudes formed by employees at Safety Limited. **(3 Marks)**
- c) Explain FOUR ways, you as a manager, would change the above attitudes. **(8 Marks)**
- d) As a manager of Safety Limited, explain the kind of job design you will suggest for these crewmen. **(6 Marks)**
- e) State FOUR types of financial rewards a manager may use as motivation. **(4 Marks)**
- f) Highlight FOUR types of non-financial rewards a manager may use as motivation. **(4 Marks)**
- g) Highlight THREE human resources (HR) activities that would increase productivity at Safety Limited. **(3 Marks)**

SECTION B: **ANSWER ANY THREE QUESTIONS** **{10 MARKS EACH}**

QUESTION 2

- a) Identify the needs and expectations of employees in an organization. **(2 Marks)**
- b) Explain the steps involved in motivation process. **(8 Marks)**

QUESTION 3

Business		<u>A</u>	<u>B</u>
Output	Sales	Ksh 300,000	Ksh 150,000
Input	Cost of Goods Sold	Ksh (210,000)	Ksh (100,000)
	Salaries/wages	Ksh 35,000	Ksh 15,000
	Other costs	Ksh 20,000	Ksh 10,000
<u>Profit</u>		Ksh 35,000	Ksh 25,000

Using the above Information, answer the following:

- a) Determine the business that makes more profit. **(2 Marks)**
- b) Explain which business has higher employee productivity. **(2 Marks)**
- c) Explain which business has higher overall productivity. **(2 Marks)**
- d) After analyzing both businesses, explain your recommendations. **(4 Marks)**

QUESTION 4

- a) Highlight the factors that influence job satisfaction and explain them in terms of Maslow's hierarchy of needs. **(5 Marks)**
- b) Explain how the Human resources manager would implement Vroom's expectancy theory regarding promotions in the company. **(5 Marks)**

QUESTION 5

- a) Explain the components of a compensation system. **(5 Marks)**
- b) State five factors that would affect retention of employees in an organizations. **(5 Marks)**

QUESTION 6

- a. Identify TWO forms of employee voice within organizations. **(2 Marks)**
- b. Explain FOUR reasons why employee voice is important in an organization. **(8 Marks)**