



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR

BACHELOR OF EDUCATION

BACHELOR OF COMMERCE

CONTEMPORARY ISSUES

DATE:

TIME:

INSTRUCTIONS

- **Question one is compulsory**
- **Choose any other two questions**

QUESTION ONE

Read the case study below and answer question one

Steelline Manufacturing Company.

The quest for job satisfaction within the workplace has created much interest among the largest of corporations; however, the concept of job satisfaction eludes most. Organisations cannot expect job satisfaction to be experienced by workers naturally, but if they strategically implement interventions, the environment created could result in positive satisfaction levels. Human nature drives individuals to desire more, and it is critically important for companies to manage this desire in order to increase or sustain their profitability.

Whilst it can be said at the outset that money is the primary motivator for employee satisfaction, it is not the only motivator that influences the drive of an individual. Other factors such as career development, employee flexibility at work, wellness at the work environment were employees are treated with a lot of respect and no bullying, discrimination or work violence, practices adopted to eliminate drug and substance abuse and effective management of stress among the employees of the Organization. The organization was involved in drafting a career progression plan with the sole aim of empowering the employees to take up greater responsibilities in the

organization. The participants in the case study were chosen from Steelline manufacturing company in KwaZulu-Natal. Seventy-one subjects completed an online questionnaire which represented a response rate of 94%. The data collected was analysed using case study analysis.

This study found that, apart from monetary gain, career development and communication also influence job satisfaction within Steelline. In keeping with the literature, money was found to be the strongest extrinsic motivator whilst a sense of accomplishment was found to be a strong intrinsic motivating factor. The findings of this study have important implications for the way in which Steelline manage employees in terms of satisfaction. It may not always be financially feasible for Steelline to employ, retain or promote staff who are primarily driven by financial rewards. Accordingly, Steelline can strategically manage this challenge by basing their employment on intrinsic factors of job satisfaction. A recommendation that would come out of this study is that Steelline should implement a monthly monetary-based stretch production target. Furthermore, Steelline should recognise employees in their succession planning within the workplace which would positively influence employees intrinsically. This would be mutually beneficial to both the company and employees as it would encourage employee motivation and would ensure retention of skill and experience.

- a) Discuss the significance of career development to the employees of Steelline Company (7 marks)
- b) Explain some of the sources of stress among employees in an organization (8 marks)
- c) Discuss the significance of a wellness programme to employees in Steelline Manufacturing Company (5 marks)
- d) Explain other methods apart from monetary rewards that can be used to motivate Steelline employees (5 marks)
- e) Discuss some of the techniques that can be used by the management of Steelline Company to address work place bullying or violence. (5 marks)

QUESTION TWO

- a) Discuss the advantages and disadvantages of an internal whistle-blowing programme. (10 marks)
- b) Explain the benefits that accrue to an organization because of being involved in corporate social responsibility (10marks)

QUESTION THREE

- a) State the significance of surveillance in controlling the operations of an Organization. (5marks)
- b) Identify the importance of Human Resource Management Information system in the operationalization of an Organizations functions. (5 marks)
- c) Explain factors that may be considered in career development. (10maks)

QUESTION THREE

- a) Explain the effects of stress and the various ways that can be explored by employees to manage it. (10 marks)
- b) Discuss some of the schemes that may be used by employees in an Organization to attain Flexible working schedules (10 marks)

QUESTION FOUR

- a) Explain the objectives of Human Resource Management Research. (10marks)
- b) Discuss the similarities and difference between the Human Resource Management and Personnel Management (10marks)

QUESTION FIVE

- a) Discuss John Kotter's model of change. (10 marks)
- b) Explain FIVE ways an organization can use to empower its employees. (10 marks)