



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 420: CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

DATE: 23/10/2020

TIME: 8:30 – 10:30 AM

INSTRUCTIONS:

Answer Question One and Any Other Two Questions.

QUESTION ONE (COMPULSORY) (30 MARKS)

Read the case study below and answer question one

Peterson Manufacturing Limited.

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 where 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 Peterson 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 Peterson. 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 Peterson manage employees in terms of satisfaction. It may not always be financially feasible for Peterson to employ, retain or promote staff who are primarily driven by financial rewards. Accordingly, Peterson 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 Peterson should implement a monthly monetary-based stretch production target. Furthermore, Peterson should recognize 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) Explain the significance of career development to the employees of Peterson Manufacturing Limited. (5 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 Peterson Manufacturing Limited. (7 marks)
- d) Explain other methods apart from monetary rewards that can be used to motivate Peterson employees (5 marks)
- e) Explain FIVE core duties of the Human Resource Practitioner in functional administration of operations in an organization. (5 marks)

QUESTION TWO (20 MARKS)

- a) Discuss FIVE benefits and FIVE limitations of whistle-blowing on an allegation of embezzlement of public funds of an organization. (10 marks)
- b) Explain FIVE benefits that accrue to an organization for its involvement in corporate social responsibility (10 marks)

QUESTION THREE (20 MARKS)

- a) Explain FIVE requisites of any successful surveillance policy aimed at controlling the operations of an Organization. (5 marks)
- b) Identify FIVE the importance of Human Resource Management Information system in the operationalization of an Organizations functions. (5 marks)
- c) Describe the procedure followed in the Human Resource research process (10 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss FIVE benefits and FIVE limitations of embracing psychological contracts in improving the general performance of an organization. (10 marks)
- b) Discuss *ADKAR Model* of change (10 marks)

QUESTION FIVE (20 MARKS)

- a) Rightsizing and reengineering all can radically change the structure of an Organization. Discuss FIVE advantages and FIVE disadvantages of such a decision using appropriate example of a firm that has undergone any of the above changes. (10 marks)
- b) Explain FIVE models' by Atkinson and Meager's on firms work flexibility that companies may seek to adopt. (10 marks)