



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
SECOND YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 222

**COURSE TITLE: ORGANIZATIONAL BEHAVIOUR
AND THEORY II**

DATE: 25/04/2025

TIME: 9.00 AM – 11.00 AM

INSTRUCTION TO CANDIDATES

See inside

ANSWER QUESTION ONE AND ANY OTHER THREE

How Satisfied Are Employees?

If you've ever flown on Southwest Airlines, you can tell something is different just from the first interaction with their employees. From the flight attendants, to the pilot's announcements, and even to their customer service representatives, they have a cheerful disposition, and contrary to popular belief, this isn't an act.

In 2017, Southwest Airlines announced that it would be sharing their \$586 million in profits with its 54,000 employees, given them a bonus of approximately 13.2 percent on average. This doesn't account for the extra \$351 million that they contributed to the employee's 401(k) plans either. This is just one of the many ways that Southwest has given back to their employees in a day and age when minimum wage for even qualified candidates seems like a fight.

Southwest CEO Gary Kelly reflects that "Our people-first approach, which has guided our company since it was founded, means our company does well, our people do really, really well. Our people work incredibly hard and deserve to share in Southwest's success." With this attitude, it is no wonder the employees on and off your flight are showing their satisfaction in their everyday attitudes. The year 2017 was the 43rd year that Southwest shared its profits with their people. While compensation ranks among one of the most attributed traits of a company to help with employee satisfaction, it goes much deeper than that to keep motivation high.

At Southwest, they rank employees first and customers second. They create a culture of fun and inclusive core values that help to give their employees a sense of community and belonging. When their employees are motivated and take pride in what they do, they are able to give their best to their customers every day, which accounts for their highly ranked customer satisfaction results on surveys each year.

QUESTIONS ONE

- a) Often times it is hard to stay at the top. What considerations should Southwest take to maintain their employee satisfaction and keep improving. (8 marks)
- b) Identify five behavioural aspects, which reflect that employees are highly motivated at Southwest. (8 marks)
- c) Identify and describe the leadership style exercised in Southwest. 3 marks
- d) Explain the advantages of the leadership style identified in (c) above. 6 marks

QUESTION TWO

- a) Explain the meaning of the following terms as used in work related attitudes. (3 marks)
 - i. The Cognitive Component
 - ii. The Affective Component
 - iii. The Behavioural Component
- b) Using an example explain how the three components in (a) above relate. (6marks)
- c) Using an example discuss Kurt Lewin model of change management. (6marks)

QUESTION THREE

- a) Describe the three basic stages in which organisational culture is sustained. (9 marks)
- b) The causes of stress are categorised into intra and extra factors. Discuss the intra factors related to an Organization. (6 marks)

QUESTION FOUR

- a) Actions that exceed the formal requirements of a job are known as organizational citizenship behavior. Explain the ways an Organization can promote it. (10 marks)
- b) Highlight five common sources of organizational conflict. (5marks)

QUESTION FIVE

- a) Describe the characteristics of a distressed employee. (5 marks)
- b) Discuss the functions of organizational culture in relation to organizational behaviour. (10 marks)

QUESTION SIX

- a) The job of a contemporary manager can be conceptualized in many different ways. Discuss. (10 marks)
- b) Explain the differences between leadership and management (5 marks)