

Cambridge

AS - Level

Business studies

CODE: (9609)

Unit 02- Chapter 11

Motivation



Introduction

Motivation of workers has a direct impact on productivity and business efficiency. Managers need to understand what motivates employees to reach peak performance. This is not easy – different workers often respond in different ways to their jobs and the organisation's practices.

What is motivation – and why does it matter?

Motivation in business refers to the desire of workers to perform efficiently and effectively, resulting from their individual desire to achieve objectives and satisfy needs. The best-motivated workers help organizations achieve their objectives cost-effectively and achieve their personal goals. Unmotivated staff are reluctant to perform effectively and offer minimal expectations. High motivation levels directly impact productivity and competitiveness, reducing labor turnover costs, offering useful suggestions, and actively seeking promotion and responsibility. Poor staff motivation can lead to decreased business efficiency, customer service, and unit costs.



KEY TERM

Motivation: the internal and external factors that stimulate people to take actions that lead to achieving a goal.



Figure 11.1 Gains from well-motivated staff

Absenteeism	deliberate absence for which there is not a satisfactory explanation; often follows a pattern
Lateness	often becomes habitual
Poor performance	poor-quality work; low levels of work or greater waste of materials
Accidents	poorly motivated workers are often more careless, concentrate less on their work or distract others, and this increases accidents
Labour turnover	people leave for reasons that are not positive; even if they do not get other jobs, they spend time in trying to do so
Grievances	there are more of them within the workforce and there might be more union disputes
Poor response rate	workers do not respond very well to orders or leadership and any response is often slow

Table 11.1 Some indicators of poor staff motivation

Motivation in theory:

how can workers be motivated to work well? There are many theories of motivation, but in this chapter we will concentrate on six of the best-known theorists. You are advised to read about others too and feel free to use the ideas of other theorists in situations you come across during your studies.

Content theories of motivation

These theories focus on the assumption that individuals are motivated by the desire to fulfil their inner needs. These approaches focus on these human needs that energise and direct human behaviour and how managers can create conditions that allow workers to satisfy them

Taylor (1856–1915) and scientific management

F.W. Taylor's scientific management approach, which involves analyzing worker motivation and advising management on ways to increase productivity, is still used in modern industry. Taylor aimed to reduce inefficiency in the US manufacturing industry, arguing that productivity gains could be shared between business owners and workers. The scope for efficiency gains was vast due to untrained, non-specialized workers and poor leadership.

How to improve output per worker or productivity – Taylor's scientific approach

1. Select workers to perform a task.
2. Observe them performing the task and note the key elements of it.
3. Record the time taken to do each part of the task.

4. Identify the quickest method recorded.
5. Train all workers in this quickest method and do not allow them to make any changes to it.
6. Supervise workers to ensure that this 'best way' is being carried out and time them to check that the set time is not being exceeded.
7. Pay workers on the basis of results – based on the theory of economic man

Results of Taylor's work

Taylor's research revolutionized work organization in various industries, with industrial leaders focusing on efficiency and productivity for greater profits. Workers' leaders were skeptical, believing it would lead to more work but no pay or benefits. The Taylor approach was widely adopted by early twentieth-century manufacturers, driving mass production and flow-line techniques. However, doubts arose about the simplicity of Taylor's assumptions about worker motivation, leading to the 'Japanese style' of working.

Taylor's approach	Relevance to modern industry
Economic man	Some managers still believe that money is the only way to motivate staff. However, the more general view is that workers have a wide range of needs – not just money – that can be met, in part at least, from work.
Select the right people for each job	Before Taylor there had been few attempts to identify the principles of staff selection. The importance he gave to this is still reflected in the significance given to careful staff selection in nearly all businesses.
Observe and record the performance of staff	This was widely adopted and became known as 'time and motion study'. Regarded with suspicion by workers as a way of making them work harder, it is still employed as a technique but often with the cooperation and involvement of staff.
Establish the best method of doing a job – method study	Again, this is still accepted as being important as efficiency depends on the best ways of working being adopted. However, the Taylor approach of management giving instructions to workers with no discussion or feedback is considered to be undesirable. Worker participation in devising best work practices is now encouraged.
Piece-work payment systems	This is not now a widely used payment system. Quality may be sacrificed in the search for quantity – workers will vary output according to their financial needs at different times of year and it discourages them from accepting changes at work in case they lose some pay. In most of modern industry, especially service industries, it has become very difficult to identify the output of individual workers.



Ford factory in the 1930s – early mass-production manufacturers adopted Taylor's approach

Table 11.2 Evaluating how relevant Taylor's views and methods are today

Mayo (1880–1949) and

Elton Mayo's 'Hawthorne effect' conclusions were based on experiments conducted at Western Electric Co.'s Chicago factory over five years. The study aimed to determine the optimum working conditions, with a control group recording no changes in conditions.

The results surprised all observers – as lighting and other conditions were changed, both improved and worsened, so productivity rose in all groups including the control group. This forced Mayo to accept that:

- working conditions in themselves were not that important in determining productivity levels
- other motivational factors needed to be investigated further before conclusions could be drawn.

The Hawthorne effect – the conclusions of Mayo's work

Mayo drew the following conclusions from his work:

- Changes in working conditions and financial rewards have little or no effect on productivity.
- When management consult with workers and take an interest in their work, then motivation is improved.

- Working in teams and developing a team spirit can improve productivity.
- When some control over their own working lives is given to workers, such as deciding when to take breaks, there is a positive motivational effect.
- Groups can establish their own targets or norms and these can be greatly influenced by the informal leaders of the group.

Evaluation of Mayo's research for today's businesses

Since Mayo's findings, there has been a trend towards involving workers in business decision-making, known as participation. Personnel departments were established to implement the Hawthorne effect. Team-working and group-working are now common in modern organizations, benefiting workers and firms. This shift has shifted industry away from engineer-focused, money-motivated views, supported by Maslow and Herzberg.

Maslow (1908–1970) and the hierarchy of human needs

Abraham Maslow's research on human needs, particularly in the work environment, is significant for psychology and sociology students. He categorized human needs into a hierarchy, emphasizing that satisfying these needs leads to increased productivity and satisfaction. Maslow's work is crucial for business managers.

- Individuals' needs start on the lowest level.
- Once one level of need has been satisfied, humans will strive to achieve the next level.
- Self-actualisation, or self-fulfilment, is not reached by many people, but everyone is capable of reaching their potential.
- Once a need has been satisfied, it will no longer motivate individuals to action – thus, when material needs have been satisfied, the offer of more money will not increase productivity.
- Reversion is possible – it is possible for satisfaction at one level to be withdrawn, for example a loss of job security, and for individuals to move down to the next level

Limitations of Maslow's approach

Criticisms of Maslow's hierarchy include:

- Not everyone has the same needs as is assumed by the hierarchy.
- In practice it can be very difficult to identify the degree to which each need has been met and which level a worker is on.
- Money is necessary to satisfy physical needs, yet it might also play a role in satisfying the other levels of needs, such as status and esteem.
- Self-actualisation is never permanently achieved – as some observers of the hierarchy have suggested. Jobs must continually offer challenges and opportunities for fulfilment, otherwise regression will occur.



Figure 11.2 Maslow's hierarchy of needs

Herzberg (1923–2000) and the 'two-factor theory'

Despite basing his research on just 200 professionally qualified workers, Frederick Herzberg's conclusions and famous two-factor theory had the greatest impact on motivational practices since Taylor's work almost 60 years earlier. His research was based around questionnaires and interviews with employees with the intention of discovering:

- those factors that led to them having very good feelings about their jobs
- those factors that led to them having very negative feelings about their jobs.

His conclusions were:

- Job satisfaction resulted from five main factors – achievement, recognition for achievement, the work itself, responsibility and advancement. He called these factors the 'motivators'. He considered the last three to be the most significant.
- Job dissatisfaction also resulted from five main factors – company policy and administration, supervision, salary, relationships with others and working conditions. He termed these 'hygiene factors'.

The consequences of Herzberg's two-factor theory for today's businesses

1. Pay and working conditions can be improved and these will help to remove dissatisfaction about work; but they will not, on their own, provide conditions for motivation to exist. Herzberg argued that it is possible to encourage someone to do a job by paying them – he called this movement.
2. The motivators need to be in place for workers to be prepared to work willingly and to always do their best. Herzberg suggested that they could be provided by adopting the principles of 'job enrichment'. There are three main features of job enrichment and, if these were adopted, then the motivators would be available for all workers to benefit from:

Level of need	How needs may be satisfied at work
Self-actualisation – fulfilment of potential	challenging work that stretches the individual – this will give a sense of achievement; opportunities to develop and apply new skills will increase potential
Esteem needs	recognition for work done well – status, advancement and responsibility will gain the respect of others
Social needs	working in teams or groups and ensuring good communication to make workers feel involved
Safety needs	a contract of employment with some job security – a structured organisation that gives clear lines of authority to reduce uncertainty; ensuring health and safety conditions are met
Physical needs	income from employment high enough to meet essential needs

Table 11.3 Significance of the hierarchy of needs to today's businesses



KEY TERMS

Motivating factors (motivators): aspects of a worker's job that can lead to positive job satisfaction, such as achievement, recognition, meaningful and interesting work and advancement at work.

Hygiene factors: aspects of a worker's job that have the potential to cause dissatisfaction, such as pay, working conditions, status and over-supervision by managers.

- Complete units of work: Typical mass production methods leave workers to assemble one small part of the finished product. This is not rewarding, can be boring and repetitive and prevents the worker from appreciating the importance of what they are doing as part of the overall production system.

- Feedback on performance: This type of communication could give recognition for work well done and could provide incentives to achieve even more.

- A range of tasks: To give challenge and to stretch the individual, a range of tasks should be given, some of which may be, at least initially, beyond the workers' current experience. This, in quite a large measure, ties in with the 'self-actualisation' level in Maslow's hierarchy.

3. A business could offer higher pay, improved working conditions and less heavy-handed supervision of work. These would all help to remove dissatisfaction but they would all be quickly taken for granted

Evaluation of Herzberg's work

Herzberg's methods significantly impacted business practices, leading to widespread team-working, increased responsibility for work quality, and improved communication. Firms are continuously seeking ways to improve effective communication, with group meetings being preferred for two-way communication.

McClelland (1917–1998) and motivational needs theory

A doctor of psychology, David McClelland pioneered workplace motivational thinking, developed achievement based motivational theory and promoted improvements in employee assessment methods.

1. Achievement motivation (n-ach): A person with the strong motivational need for achievement will seek to reach realistic and challenging goals and job advancement. There is a constant need for feedback regarding progress and achievement and a need for a sense of accomplishment.

2. Authority/power motivation (n-pow): A person with this dominant need is 'authority motivated'. The desire to control others is a powerful motivating force – the need to be influential, effective and to make an impact. There is a strong leadership instinct and when authority is gained over others, it brings personal status and prestige

3. Affiliation motivation (n-affil): The person with need for affiliation as the strongest driver or motivator has a need for friendly relationships and is motivated towards interaction with other people. These people tend to be good team members – there is a need to be liked and popular and to be held in high regard

Process theories

Process theories study people's decision-making processes to achieve personal goals, focusing on thought processes that influence behavior. This book will focus on Victor Vroom, a well-known process theorist, rather than examining all main process theories.

Vroom (1932–) and expectancy theory

Vroom suggested that individuals choose to behave in ways that they believe will lead to outcomes they value. His expectancy theory states that individuals have different sets of goals and can be motivated if they believe that:

- there is a positive link between effort and performance

- favourable performance will result in a desirable reward
- the reward will satisfy an important need
- the desire to satisfy the need is strong enough to make the work effort worthwhile.

His expectancy theory is based on the following three beliefs:

1. **Valence:** The depth of the want of an employee for an extrinsic reward, such as money, or an intrinsic reward, such as satisfaction.
2. **Expectancy:** The degree to which people believe that putting effort into work will lead to a given level of performance
3. **Instrumentality:** The confidence of employees that they will actually get what they desire, even if it has been promised by the manager.

Motivational theories – how useful are they?

They provide us with a starting point and a framework for analysing and discussing the main motivational issues. The research undertaken has been criticised for its lack of rigour and follow-up work, yet the basic ideas that have been covered in this chapter are still talked about and evaluated many years after the initial findings were published.

Motivation in practice: introduction

Financial reward is essential for motivation and work effort, but disagreements exist over whether it is sufficient and how to calculate it. If pay is insufficient, non-financial methods should be considered, as they can promote motivation without increasing unit costs and competitiveness. The organization of work also influences motivation.

Payment or financial reward systems

The most common payment systems are:

- hourly or time-based wage rate
- piece rate
- salary
- commission
- performance-related pay and bonuses
- profit sharing
- fringe benefits.

Time-based wage rate

This is the most common way of paying manual, clerical and 'non-management' workers. A time-based wage rate or 'time rate' is set for the job – perhaps by comparing with other firms or similar jobs – and the total wage level is determined by multiplying this by the time periods worked. The time period used is usually an hour so it becomes the 'hourly wage rate' and the total wage is often paid weekly.

Piece rate

A rate is fixed for the production of each unit, and the workers' wages therefore depend on the quantity of output produced. The piece rate can be adjusted to reflect the difficulty of the job and the 'standard' time needed to complete it.

KEY TERM

Piece rate: a payment to a worker for each unit produced.

KEY TERM

Time based wage rate: payment to a worker made for each period of time worked, e.g. one hour.

Salary

A salary is the primary payment for professional, supervisory, and management staff, fixed annually and not influenced by time or piece rate. It determines the status of each job within an organization. Job evaluation techniques help determine salary bands, with income earned based on experience and progress. Promotions to higher salary bands are possible.

Commission

This is most frequently used in personal selling, where the salesperson is paid a **commission** or a proportion of the sales gained

KEY TERM

Commission: a payment to a sales person for each sale made.

KEY TERM

Salary: annual income that is usually paid on a monthly basis.

Advantages	Disadvantages
<ul style="list-style-type: none"> It encourages greater effort and faster working. The labour cost for each unit is determined in advance and this helps to set a price for the product. 	<ul style="list-style-type: none"> It requires output to be measurable and standardised – if each product is different, then piece work is inappropriate. It may lead to falling quality and safety levels as workers rush to complete units. Workers may settle for a certain pay level and will therefore not be motivated to produce more than a certain level. It provides little security over pay level, for example in the event of a production breakdown. Workers are discouraged from accepting change at work as this might result in loss of pay.

Table 11.4 Advantages and disadvantages of the piece rate

Bonus payments

A bonus payment is usually made to employees in addition to their contracted wage or salary. While the base salary usually is a fixed amount per month, bonus payments may be paid in addition based on criteria agreed between managers and workers (or trade unions), such as the increase in output, productivity or annual turnover, or the net number of additional customers acquired.

Performance-related pay (PRP)

Performance-related pay is usually in the form of a bonus payable in addition to the basic salary. It is widely used for those workers whose output is not measurable in quantitative terms, such as management, supervisory and clerical posts. It requires the following procedure:

- Regular target-setting, establishing specific objectives for the individual.
- Annual appraisals of the worker's performance against the pre-set targets.
- Paying each worker a bonus according to the degree to which the targets have been exceeded

Job grade	Salary band (per year)
E, e.g. regional heads	\$50,000–75,900
D, e.g. departmental heads	\$30,000–49,900
C, e.g. office managers	\$20,000–29,900
B, e.g. secretaries	\$10,000–19,900
A, e.g. junior clerical staff	\$5,000–9,900

Table 11.5 Salary bands – typical example

Advantages	Disadvantages
<ul style="list-style-type: none"> It gives security of income. It gives status compared to time-rate or piece-rate payment systems. It aids in costing – the salaries will not vary for one year. It is suitable for jobs where output is not measurable. It is suitable for management positions where staff are expected to put in extra time to complete a task or assignment. 	<ul style="list-style-type: none"> Income is not related to effort levels or productivity. It may lead to complacency of the salary earner. Regular appraisal may be needed to assess whether an individual should move up a salary band, although this could be an advantage if this becomes a positive form of worker appraisal.

Table 11.6 Advantages and disadvantages of a salary

Profit sharing

This scheme shares some of the company profits not just with the shareholders but also with the workers. The essential idea behind profit-sharing arrangements is that staff will feel more committed to the success of the business and will strive to achieve higher performances and cost savings. Some shareholder groups, however, claim that profits should be the return to the owners of the business and are a reward to them for taking risks with their own capital.

Fringe benefits

Non-cash rewards like company cars, free insurance, pension schemes, private health insurance, discounts, and low interest loans are used by businesses to give status to higher-level employees and retain top talent.

Some of these fringe benefits are taxed, but others are not and that gives the employees an added benefit, because to purchase these 'perks' from after-tax income would be very expensive.

Non-financial methods of motivation

It is now widely recognised that money alone will not create the motivation to complete jobs efficiently that all businesses are looking for in employees. The range of non-financial motivators is very extensive and this section concentrates on the most widely adopted ones.

These are:

- job rotation
- job redesign
- worker participation
- delegation
- job enlargement
- training
- team-working
- empowerment.
- job enrichment
- quality circles
- target setting

Job rotation

Job rotation should not be confused with job enrichment. Rotation may relieve the boredom of doing one task and it can give the worker multiskills, which makes the workforce more flexible, but it does not, by itself, increase empowerment or responsibility for the work being performed.

Job enlargement

Job enlargement can include both job rotation and job enrichment, but it also refers to increasing the 'loading' of tasks on existing workers, perhaps as a result of shortage of staff or redundancies. It is unlikely to lead to long-term job satisfaction, unless the principles of job enrichment are adopted

Job enrichment

The three key features of it are not always easy to apply in practice, but employers are increasingly recognising the benefits to be gained by attempting to implement them:

Advantages	Disadvantages
<ul style="list-style-type: none"> Staff are motivated to improve performance if they are seeking increases in financial rewards. 	<ul style="list-style-type: none"> It can fail to motivate if staff are not driven by the need to earn additional financial rewards.
<ul style="list-style-type: none"> Target-setting can help to give purpose and direction to the work of an individual. 	<ul style="list-style-type: none"> Team spirit can be damaged by the rivalry generated by the competitive nature of PRP.
<ul style="list-style-type: none"> Annual appraisal offers the opportunity for feedback on the performance of an individual, but as it tends to occur only once a year this is not usually sufficient to achieve a key feature of job enrichment. 	<ul style="list-style-type: none"> Claims of manager favouritism can harm manager-subordinate relationships. It may lead to increased control over staff by managers because of the danger that bonuses may not be awarded if workers do not conform.

Table 11.7 Advantages and disadvantages of performance-related pay

Advantages	Disadvantages
<ul style="list-style-type: none"> Potential conflict between owners and workers is reduced as everyone now has an interest in higher profits. 	<ul style="list-style-type: none"> The reward offered is not closely related to individual effort – why should one worker put in greater effort when everyone will be benefiting?
<ul style="list-style-type: none"> They are designed to lead to higher worker effort levels and a greater preparedness to accept cost reduction measures and changes that benefit the business. 	<ul style="list-style-type: none"> The schemes can be costly to set up and operate, especially in large firms with many employees.
<ul style="list-style-type: none"> The business is likely to attract better recruits drawn by the chance of sharing profits or owning shares in the firm. 	<ul style="list-style-type: none"> Small profit shares paid at the end of the financial year are unlikely to promote motivation throughout the year.
<ul style="list-style-type: none"> As the bonuses are paid out of profits, the scheme does not add to business costs, unlike a normal increase in pay levels. 	<ul style="list-style-type: none"> Profit-sharing schemes will reduce profits available to be paid to owners (reducing dividends) and to be reinvested in the business (retained earnings).
<ul style="list-style-type: none"> If successful in increasing motivation, then the schemes could lead to an increase in overall business profitability. 	<ul style="list-style-type: none"> Worker share-ownership schemes can increase the total number of shares issued and dilute the value of existing shares.

Table 11.8 Advantages and disadvantages of profit sharing and worker share ownership

1. Complete units of work so that the contribution of the worker can be identified and more challenging work offered – for example, cell production.
2. Direct feedback on performance to allow each worker to have an awareness of their own progress – for example, two-way communication.
3. Challenging tasks offered as part of a range of activities, some of which are beyond the worker's recent experience – these tasks will require training and the learning of new skills. Gaining further skills and qualifications is a form of gaining status and recognition – see Maslow's hierarchy of human needs

Job redesign

Clearly, job redesign is closely linked to job enrichment. Journalists now have to be IT experts to communicate through the wide range of technological media. Bank employees are encouraged and trained to sell financial products to customers – not just to serve at tills



KEY TERM

Job redesign: involves the restructuring of a job – usually with employees' involvement and agreement – to make work more interesting, satisfying and challenging.

Training

Improving and developing the skills of employees is an important motivator. It increases the status of workers and gives them a better chance of promotion to more challenging – and probably better paid – jobs within the business.

Quality circles

Quality circles originated in Japan but they have been widely adopted in industry in most countries. They are not just concerned with quality, although improving quality of the product or service can be a major benefit.

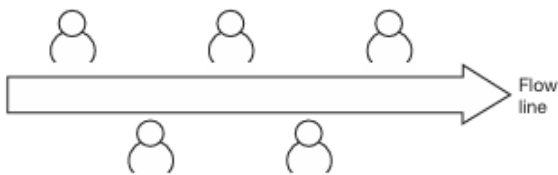


Figure 11.3 Traditional mass production – each worker performs a single task

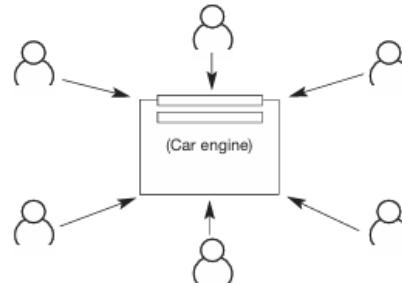


Figure 11.4 Team production allowing for job enrichment – all workers contribute to producing the completed unit

Worker participation

Worker participation can be introduced at different levels of a business operation. Workers can be encouraged to become involved in decision-making at the team or work group levels. Opportunities for worker participation in a workshop or factory might include involvement in decisions on break times, job allocations to different workers, job redesign, ways to improve quality and ways to cut down wastage and improve productivity.



KEY TERM

Quality circles: voluntary groups of workers who meet regularly to discuss work-related problems and issues.



KEY TERM

Worker participation: workers are actively encouraged to become involved in decision-making within the organisation.

Team-working

This approach to work places each member of staff into a small team of employees. Some traditionalists argue that moving away from 'pure division of labour', where one worker performs just one simple task all of the time, will result in lower productivity and time-wasting team meetings. Supporters of job enrichment would respond by claiming that more challenging and interesting work, as allowed by team working or 'cell' production (see Chapter 26), will lead to:

- lower labour turnover
- more and better ideas from the workforce on improving the product and the manufacturing process
- consistently higher quality, especially when total quality management (TQM, see Chapter 26) is incorporated.

Target setting

This is clearly related to the technique of management by objectives (Chapter 13). As well as making work more interesting and rewarding, the purpose of target setting is to enable direct feedback to workers on how their performance compares with agreed objectives.

Delegation and empowerment

These methods of staff motivation are fully examined in Chapter 14. They involve the passing down of authority to perform tasks to workers, although empowerment goes further, by allowing workers some degree of control over how the task should be undertaken.

Advantages	Disadvantages
<ul style="list-style-type: none"> ■ Workers are likely to be better motivated as social and esteem needs (see Maslow) are more likely to be met. By empowering workers within teams, job enrichment can be achieved (see Herzberg). ■ Better-motivated staff should increase productivity and reduce labour turnover – both will help to reduce business costs. ■ Team-working makes fuller use of all of the talents of the workforce. Better solutions to problems will be found as those most closely connected with the work participate in suggesting answers. ■ Team-working can reduce management costs as it is often associated with delayering of the organisation – fewer middle managers will be required. ■ Complete units of work can be given to teams – a key feature of job enrichment. 	<ul style="list-style-type: none"> ■ Not everyone is a team player – some individuals are more effective working alone. When teams are formed, this point must be considered and training may need to be offered to team members who are not used to working collaboratively in groups. Some workers may feel left out of the team meetings unless there are good efforts to involve and encourage all team members. ■ Teams can develop a set of values and attitudes which may contrast or conflict with those of the organisation itself, particularly if there is a dominant personality in the group. Teams will need clear goals and assessment procedures to ensure that they are working towards the objectives of the organisation at all times. ■ The introduction of team-working will require training costs to be incurred and there may be some disruption to production as the teams establish themselves.

Table 11.9 Advantages and disadvantages of working in teams

Evaluation of payment systems and non-financial motivational methods

If it is accepted that pay is not the only motivating factor for people to work effectively and to be satisfied in their jobs, then managers need to take a critical look at all of the payment and non-financial methods of motivating staff. What works for some groups of workers will not be effective with others. Managers need to be flexible and adapt the methods and approaches that are available to motivate staff to the particular circumstances of their business and their workforce.

Revision questions

Q1. 9609/11/O/N/2018/Q4(a)

Define the term “motivation”. [2]

Q2. 9707/13/O/N/2014/Q2/(b)

Briefly explain two ways in which human needs could be satisfied at work. [3]

Q3. 9609/12/M/J/2016/Q4/(b)

Briefly explain two ways in which employees can participate in business decision making. [3]

Q4. 9707/13/O/N/2012/Q1

(a) Distinguish between piece rate and commission payment method. [2]

(b) Briefly explain two disadvantages of a piece rate payment method. [3]

Q5. 9707/12/O/N/2010/Q1

(a) Define the term “Work study”. [2]

(b) Explain one way a business might use the result of work study to improve productivity. [3]

Q6. 9707/13/O/N/2012/Q4

(a) Define the term “Employee Participation”, [2]

(b) Briefly explain two possible disadvantages for a business that has an employee participation system. [3]

Q7. 9707/11/O/N/2013/Q1

(a) Define the term “performance related pay”. [2]

(b) Briefly explain two disadvantages of “performance related pay”. [3]

Q8. 9707/12/O/N/2015/Q2

(a) Define the term “piece rate payment method”. [2]

(b) Briefly explain two possible disadvantages of piece rate payment method for employers. [3]

Q9. 9609/13/O/N/2017/Q2

(a) Define the term “induction training”. [2]

(b) Briefly explain two benefits to a business of training employees. [3]

Q10. 9609/11/O/N/2017/Q2

(a) Define the term “job re- design”. [2]

(b) Briefly explain the benefits to a business of job re-design. [3]

Q11. 9609/13/O/N/2017/Q2

(a) Define the term “induction training”. [2]

(b) Briefly explain two benefits to a business of training employees. [3]

Q12. 9609/12/F/M/2018/Q4

(a) Define the term "labour turnover". [2]

(b) Briefly explain two possible causes of high labour turnover in a business. [3]

Q13. 9609/12/O/N/2018/Q2

(a) Define the term "empowerment". [2]

(b) Briefly explain two reasons why a business might decide to empower its employees. [3]

Q14. 9707/12/M/J/2011/Q3

Explain two employee needs identified by motivational theorist. [5]

Q15. 9707/12/O/N/2013/Q3

Explain why team working may not always be beneficial for a business. [5]

Q16. 9609/12/M/J/2018/Q3

Explain the possible long-term consequences for a business of low levels of employee motivation. [5]

Q17. 9707/11/M/J/2014/Q5/(a)

Explain the differences between the motivation theories of Maslow and Herzberg. [8]

Q18. 9707/11/O/N/2012/Q5/(a)

Explain how a business could use financial rewards to motivate its workers. [8]

Q19. 9707/13/O/N/2011/Q7/(a)

Explain the usefulness for a business leader McGregor's classification of leadership styles (theory X and theory Y). [8]

Q20. 9707/13/M/J/2014/Q5/(a)

Explain why a business could decide to use only non-financial rewards to improve the motivation of its workforce. [8]

Q21. 9707/12/M/J/2013/Q5/(a)

Explain the potential benefit to a business if employees are involved in the decision-making process. [8]

Q22. 9609/12/F/M/2016/Q5/(a)

Analyse the importance of employee motivation for the achievements of business objectives. [8]

Q23. 9609/12/O/N/2016/Q7/(a)

Analyse the advantages and disadvantages to the an employer of using performance related pay. [8]

Q24. 9609/13/O/N/2017/Q7/(a)

Analyse the methods managers might use to help employees satisfy their self-actualisation needs, as identified by Maslow. [8]

Q25. 9609/13/O/N/2017/Q7/(a)

Analyse the methods managers might use to help employees satisfy their self-actualisation needs, as identified by Maslow. [8]

Q26. 9609/11/M/J/2018/Q7/(a)

Analyse the possible disadvantages to a business of using performance related pay to motivate its employees. [8]

Q27. 9707/13/O/N/2010/Q5/(b)

Discuss the benefits to successful delegation for manager and workers. [12]

Q28. 9609/12/F/M/2018/Q5/(b)

Discuss which leadership style is likely to be the most effective for a large clothing manufacturer. [12]

Q29. 9707/12/O/N/2009/Q5

(a) Explain why a Human Resources Manager (HRM) should have a good knowledge of good motivation theory. [8]

(b) Discuss how an HRM manager might improve poor level of motivation in a large supermarket. [12]

Q30. 9707/12/M/J/2010/Q7

(a) Explain how a business might use financial rewards to motivate workers. [8]

(b) Discuss why a business might use non- financial rewards to motivate its worker. [12]

Q31. 9707/11/M/J/2010/Q7

(a) Explain why it is important for a business to have a motivated workforce. [8]

(b) Using motivation theory, discuss the factors that might influence the level of motivation of the workforce in a manufacturing business. [12]

Q32. 9707/12/O/N/2010/Q7

(a) Explain the benefits to a workforce that might result from job enrichment. [8]

(b) Discuss argument for and against the introduction of more delegation in a business. [12]

Q33. 9707/12/O/N/2013/Q7

(a) Explain the difference between Herzberg's hygiene factors and motivating factors. [8]

(b) Discuss the relevance to employees of a fast food restaurant of the motivational theories of Maslow and Herzberg. [12]

Q34. 9707/12/M/J/2014/Q5

(a) Explain the difference between McGregor's "Theory X" and "Theory Y". [8]

(b) Discuss the benefits of team working for production workers and managers. [12]

Q35. 9707/12/O/N/2015/Q5

(a) Explain why the motivation of employees is an important objective of managers. [8]

(b) Discuss the view that Taylor's theory fully explains employee motivation. [12]

Q36. 9707/01/M/J/2009/Q6

Discuss the usefulness to manager of any two motivation theories when trying to improve worker motivation. [20]

Q37. 9707/12/M/J/2011/Q6

Discuss how the management of an airline might motivate its cabin crew. You should make reference to relevant motivation theories you have studied. [20]

Q38. 9707/13/O/N/2012/Q6

Discuss the view that money is the only factor that motivates people to work hard. [20]

Q39. 9707/13/M/J/2013/Q6

Discuss the factors a Human Resources Director could consider when seeking to improve Staff morale. [20]

Q40. 9707/11/O/N/2015/Q6

Discuss the view that employee participation is not always desirable in the management of a profit maximizing business. [20]

Q41. 9609/13/M/J/2016/Q6

The most effective way to realise human potential in a manufacturing business is to give high rates of financial reward to the workforce. Do you agree? Justify your view. [20]

Q42. 9609/11/O/N/2016/Q6

“Herzberg’s theory of motivation can ensure success for all private sector businesses”. Discuss this statement. [20]

Q43. 9609/12/F/M/2017/Q6

‘Maslow’s theory of motivation can ensure success for all businesses. Discuss this statement. [20]

Q44. 9609/12/F/M/2017/Q6

‘Maslow’s theory of motivation can ensure success for all businesses. Discuss this statement. [20]

Q45. 9609/11/M/J/2017/Q6

Discuss how Maslow’s ‘hierarchy of needs’ theory could be used by the managers of a retail business to motivate employees. [20]

Q46. 9709/12/M/J/2017/Q6

‘Money is the most important factor for motivating teachers in a school’. Discuss this view. [20]

Q47. 9609/13/M/J/2018/Q6

Discuss how the motivational theory of Maslow differs from that of Vroom. [20]

Q48. 9609/13/O/N/2018/Q6

A poorly performing business is considering changing its method of employee payment from a salary scheme to a performance related pay scheme. Discuss the likely advantages and disadvantages to the business of this change. [20]

Q49. 9609/13/M/J/2019/Q6

The Human Resources Manager of a Hotel said: “if we empower our employees, work performance will definitely improve.” Discuss this view. [20]