

2(a)	Define the term <i>employee morale</i>. Indicative content Responses may include: AO1 Knowledge and understanding CLEAR UNDERSTANDING (2 marks) - An employee's level of satisfaction towards their job / enjoyment in their work / desire to work / enthusiasm to work / committed to work / sense of health and emotional wellbeing / level of motivation at work / positive mindset / attitude at work (2) Clear understanding of the term <i>employee morale</i> is worth 2 marks. This is indicated by 2 ticks ✓✓ . PARTIAL UNDERSTANDING (1 mark) - How an employee feels about the workplace (1) - Having values (1) Partial understanding of the term <i>employee morale</i> is worth 1 mark. This is indicated by 1 tick ✓ . Accept all valid responses.
2(b)	Explain <u>one</u> method of paying employees. Indicative content Responses may include: AO1 Knowledge and understanding 1 mark for identifying ONE method of paying employees. - time based - salary - piece rates - commission - bonuses - profit sharing - performance-related pay - fringe benefits AO2 Application 2 marks for DEVELOPED application/explanation of ONE method of paying employees. 1 mark for LIMITED application/explanation of ONE method of paying employees. - employees are paid an agreed amount for each hour they work; the longer they are at work, the more they get paid - an agreed annual amount divided into equal monthly payments; does not depend on hours worked or items produced - employees are paid a set amount for each product they produce; the more they produce, the more they earn - payment based on quantity (or value) of each item sold to encourage sales staff to persuade customers to buy - addition to basic pay, based on individual or team performance in contributing to agreed targets - employees receive some part of the profit made by the business, in addition to their regular pay - paid to employees who meet or exceed targets agreed during appraisal - perks or extras that are not cash payments but are of financial benefit to the employee e.g. use of company car, health insurance Accept all valid responses.

1(a)	Define the term <i>job enrichment</i>. Indicative content Responses may include: AO1 Knowledge and understanding Clear understanding • Job enrichment involves increasing the range/ interest/challenge/responsibility/complexity of jobs to further motivate an employee (2) • Occurs when employees' jobs are redesigned to provide them with more challenging and complex tasks (2) Partial understanding • Give employees different work to do (1) Accept all valid responses.
1(b)	Explain <u>one</u> disadvantage to a business of using empowerment to motivate employees. There are 3 marks for this question: 1 mark for K 2 marks for APP Indicative content Responses may include: AO1 Knowledge and understanding 1 mark K for identifying one disadvantage of using empowerment to motivate employees • Employees lack ability/experience to respond • Decisions are poorer • Business is less efficient • Employees become de-motivated • Employees more stressed • Some employees may leave. • Empowerment may not work/may not last

1(b)	AO2 Application 2 marks for developed APP of the disadvantage given 1 mark for limited APP of the disadvantage given • Employees may not be capable of taking more control of their work – might lead to de-motivated employees. • Empowerment may mean decisions are made by less experienced and less expert personnel – increasing the number of mistakes made and increasing risk. • May lead to decreased efficiency – autonomous employees may work independently and decide to work more slowly and/or work at the pace of the slowest – less collaboration and teamwork. • Relationships between managers and employees become blurred – boundaries of authority broken in a flatter, more streamlined structure – managers may lose control. • Employees stress increases, morale decreases in a preference for alternative forms of motivation. • Empowered employees become more attractive to competitors (risk of staff poaching). • May not work as some employees are only motivated by financial benefits e.g. bonus Accept all valid responses.
------	---

1(a)	Define the term <i>motivation</i>. Indicative content AO1 Knowledge and understanding Clear understanding A clear definition that merits 2 marks should include reference to two out of the following three 1-mark responses (an acceptable definition will NOT use the word ‘motivate’) - The factors-such as stimulate, encourage, interest, leading to the desire of employees (1) providing a willingness to work, to work harder, to perform well, to achieve something, a goal/task or objective, become more efficient, more satisfied (1) with incentives such as money, promotion, job enrichment/rotation (1) Partial understanding - Why employees work hard (1) Accept all valid responses.
1(b)	Explain <u>one</u> benefit for a business of motivated employees. There are 3 marks for this question: 1 mark for K 2 marks for APP Indicative content Responses may include: AO1 Knowledge and understanding 1 mark K for identifying one BENEFIT for a business of motivated employees - Lower absenteeism - Better workplace culture - Employees work harder - Lower labour turnover - Employees more productive - Business objectives more likely to be achieved - Better customer service - Greater creativity/innovation (motivated employees more likely to challenge, explore more creative options and collaborate with colleagues) - Improved work relationships- more likely to accept change and less likely to take industrial action - Positive business reputation- motivated employees more likely to speak highly of the business - Higher sales- more profit

1(b)	AO2 Application 2 marks for developed APP of the benefit given 1 mark for limited APP of the benefit given - Disruption caused by absent employees is reduced - Positive work environment - Recruitment and training costs for the business are reduced - Better quality products or services due to more care being taken – a good standard of work – happier customers - Employees will match their personal objectives with those of the business. - Improved customer satisfaction leading to increase in repeat customers – less complaints – better reviews Accept all valid responses.
------	---