Motivating Employees under Adverse Conditions

THE CHALLENGE

It is a great deal easier to motivate employees in a growing organisation than a declining one. When organisations are expanding and adding personnel, promotional opportunities, pay rises, and the excitement of being associated with a dynamic organisation create feelings of optimism. Management is able to use the growth to entice and encourage employees. When an organisation is shrinking, the best and most mobile workers are prone to leave voluntarily. Unfortunately, they are the ones the organisation can least afford to lose - those with the highest skills and experience. The minor employees remain because their job options are limited.

Morale also suffers during decline. People fear they may be the next to be made redundant. Productivity often suffers, as employees spend their time sharing rumours and providing one another with moral support rather than focusing on their jobs. For those whose jobs are secure, pay increases are rarely possible. Pay cuts, unheard of during times of growth, may even be imposed. The challenge to management is how to motivate employees under such retrenchment conditions. The ways of meeting this challenge can be broadly divided into six Key Points, which are outlined below.

KEY POINT ONE

There is an abundance of evidence to support the motivational benefits that result from carefully matching people to jobs. For example, if the job is running a small business or an autonomous unit within a larger business, high achievers should be sought. However, if the ob to be filled is a managerial post in a large bureaucratic organisation, a candidate who las a high need for power and a low need for affiliation should be selected. Accordingly, iigh achievers should not be put into jobs that are inconsistent with their needs. High achievers will do best when the job provides moderately challenging goals and where there is independence and feedback. However, it should be remembered that not everybody is motivated by jobs that are high in independence, variety and responsibility.

KEY POINT TWO

The literature on goal-setting theory suggests that managers should ensure that all employees have specific goals and receive comments on how well they are doing in those goals. For those with high achievement needs, typically a minority in any organisation, the existence of external goals is less important because high achievers are already internally motivated. The next factor to be determined is whether the goals should be assigned by a manager or collectively set in conjunction with the employees. The answer to that depends on perceptions of goal acceptance and the organisation's culture. If resistance to goals is expected, the use of participation in goal-setting should increase acceptance. If participation is inconsistent with the culture, however, goals should be assigned. If participation and the culture are incongruous, employees are likely to perceive the participation process as manipulative and be negatively affected by it.

KEY POINT THREE

Regardless of whether goals are achievable or well within management's perceptions of the employee's ability, if employees see them as unachievable they will reduce their effort. Managers must be sure, therefore, that employees feel confident that their efforts can lead to performance goals. For managers, this means that employees must have the capability of doing the job and must regard the appraisal process as valid.

KEY POINT FOUR

Since employees have different needs, what acts as a reinforcement for one may not for another. Managers could use their knowledge of each employee to personalise the rewards over which they have control. Some of the more obvious rewards that managers allocate include pay, promotions, autonomy, job scope and depth, and the opportunity to participate in goal-setting and decision-making.

KEY POINT FIVE

Managers need to make rewards contingent on performance. To reward factors other than performance will only reinforce those other factors. Key rewards such as pay increases and promotions or advancements should be allocated for the attainment of the employee's specific goals. Consistent with maximising the impact of rewards, managers should look for ways to increase their visibility. Eliminating the secrecy surrounding pay oy openly communicating everyone's remuneration, publicising performance bonuses and allocating annual salary increases in a lump sum rather than spreading them out over an entire year are examples of actions that will make rewards more visible and potentially more motivating.

KEY POINT SIX

The way rewards are distributed should be transparent so that employees perceive that rewards or outcomes are equitable and equal to the inputs given. On a simplistic level, experience, abilities, effort and other obvious inputs should explain differences in pay, responsibility and other obvious outcomes. The problem, however, is complicated by the existence of dozens of inputs and outcomes and by the fact that employee groups place different degrees of importance on them. For instance, a study comparing clerical and production workers identified nearly twenty inputs and outcomes, me clerical workers considered factors such as quality of work performed and job knowledge near the top of their list, but these were at the bottom of the production workers' list. Similarly, production workers thought that the most important inputs were intelligence and personal involvement with task accomplishment, two factors that were quite low in the importance ratings of the clerks. There were also important, though less dramatic, differences on the outcome side. For example, production workers rated advancement very highly, whereas clerical workers rated advancement in the lower third of their list. Such findings suggest that one person's equity is another's inequity, so an ideal should probably weigh different inputs and outcomes according to employee group.

Questions 1-5

Reading Passage 2 contains six Key Points.

*Choose the correct heading for Key Points **TWO** to **SIX** from the list of headings below.*

*Write the correct number, **i-viii**, in boxes **1-5** on your answer sheet.*

List of Headings

i Ensure the reward system is fair

ii Match rewards to individuals

iii Ensure targets are realistic

iv Link rewards to achievement

v Encourage managers to take more responsibility

vi Recognise changes in employees' performance over time

vii Establish targets and give feedback

viii Ensure employees arc suited to their jobs

Example	*Answer*

Key Point One	***viii***

1 Key Point Two

2 Key Point Three

3 Key Point Four

4 Key Point Five

5 Key Point Six

Questions 6-11

Do the following statements agree with the views of the writer in Reading Passage 2?

In boxes ***6-11*** *on your answer sheet, write*

YES *if the statement agrees with the views of the writer*

NO *if the statement contradicts the views of the writer*

NOT GIVEN *if it is impossible to say what the writer thinks about this*

6 A shrinking organisation tends to lose its less skilled employees rather than its more skilled employees.

7 It is easier to manage a small business than a large business.

8 High achievers arc well suited to team work.

9 Some employees can feel manipulated when asked to participate in goal-setting.

10 The staff appraisal process should be designed by employees.

11 Employees' earnings should be disclosed to everyone within the organisation.

uestions 12-14

Look at the following groups of workers (Questions ***12-14****) and the list of descriptions below.*

Match each group with the correct description, ***A-E****.*

*Write the correct letter, **A-E**, in boxes **12-14** on your answer sheet.*

List of Descriptions

A They judge promotion to be important.

B They have less need of external goals.

C They think that the quality of their work is important. D They resist goals which arc imposed.

E They have limited job options.

12 high achievers

13 clerical workers

14 production workers

Doctoring sales

Pharmaceuticals is one of the most profitable industries in North America. But do the drugs industry's sales and marketing strategies go too far?

A

A few months ago Kim Schaefer, sales representative of a major global pharmaceutical company, walked into a medical center in New York to bring information and free samples of her company's latest products. That day she was lucky - a doctor was available to see her. 'The last rep offered me a trip to Florida. What do you have?' the physician asked. He was only half joking.

B

What was on offer that day was a pair of tickets for a New York musical. But on any given day, what Schaefer can offer is typical for today's drugs rep - a car trunk full of promotional gifts and gadgets, a budget that could buy lunches and dinners for a small country, hundreds of free drug samples and the freedom to give a physician $200 to prescribe her new product to the next six patients who fit the drug's profile. And she also has a few $ 1,000 honoraria to offer in exchange for doctors' attendance at her company's next educational lecture.

C

Selling pharmaceuticals is a daily exercise in ethical judgement. Salespeople like Schaefer walk the line between the common practice of buying a prospect's time with a free meal, and bribing doctors to prescribe their drugs. They work in an industry highly criticized for its sales and marketing practices, but find themselves in the middle of the age-old chIcken-or-egg question - businesses won’t use strategies that don't work, so are doctors to blame for the escalating extravagance of pharmaceutical marketing? Or is It the industry’s responsibility to decide the boundaries?

D

The explosion in the sheer number of salespeople in the field - and the amount of funding used to promote their causes - forces close examination of the pressures, Influences and relationships between drug reps and doctors. Salespeople provide much-needed information and education to physicians. In many cases the glossy brochures, article reprints and prescriptions they deliver are primary sources of drug education for healthcare givers. With the huge investment the industry has placed in face-to-face selling, salespeople have essentially become specialists In one drug or group of drugs - a tremendous advantage In getting the attention of busy doctors in need of quick information.

E

But the sales push rarely stops in the office. The flashy brochures and pamphlets left by the sales reps are often followed up with meals at expensive restaurants, meetings in warm and sunny places, and an inundation of promotional gadgets. Rarely do patients watch a doctor write with a pen that Isn’t emblazoned with a drug’s name, or see a nurse use a tablet not bearing a pharmaceutical company’s logo. Millions of dollars are spent by pharmaceutical companies on promotional products like coffee mugs, shirts, umbrellas, and golf balls. Money well spent? It’s hard to tell. ‘I’ve been the recipient of golf balls from one company and I use them, but it doesn’t make me prescribe their medicine,’ says one doctor. 'I tend to think I'm not influenced by what they give me.’

F

Free samples of new and expensive drugs might be the single most effective way of getting doctors and patients to become loyal to a product. Salespeople hand out hundreds of dollars’ worth of samples each week - $7.2 billion worth of them In one year. Though few comprehensive studies have been conducted, one by the University of Washington Investigated how drug sample availability affected what physicians prescribe. A total of 131 doctors self-reported their prescribing patterns - the conclusion was that the availability of samples led them to dispense and prescribe drugs that differed from their preferred drug choice.

G

The bottom line Is that pharmaceutical companies as a whole Invest more In marketing than they do in research and development. And patients are the ones who pay - in the form of sky-rocketing prescription prices - for every pen that’s handed out, every free theatre ticket, and every steak dinner eaten. In the end the fact remains that pharmaceutical companies have every right to make a profit and will continue to find new ways to increase sales. But as the medical world continues to grapple with what's acceptable and what's not, It is clear that companies must continue to be heavily scrutinized for their sales and marketing strategies.

Questions 1-7

*Reading Passage 1 has seven paragraphs, **A-G**.*

Choose the correct heading for each paragraph from the list of headings below.

*Write the correct number, **i-x**, in boxes 1-7 on your answer sheet.*

List of Headings

i Not all doctors are persuaded

ii Choosing the best offers

iii Who is responsible for the increase in promotions?

iv Fighting the drug companies

v An example of what doctors expect from drug companies

vi Gifts include financial incentives

vii Research shows that promotion works

viii The high costs of research

ix The positive side of drugs promotion

x Who really pays for doctors' free gifts?

1 Paragraph A

2 Paragraph B

3 Paragraph C

4 Paragraph D

5 Paragraph E

6 Paragraph F

7 Paragraph G

Questions 8-13

Do the following statements agree with the views of the writer in Reading Passage I?

*In boxes **8-13** on your answer sheet, write*

YES *if the statement agrees with the views of the writer*

NO *if the statement contradicts the views of the writer*

NOT GIVEN *if it is impossible to say what the writer thinks about this*

8 Sales representatives like Kim Schaefer work to a very limited budget.

9 Kim Schaefer's marketing technique may be open to criticism on moral grounds.

10 The information provided by drug companies is of little use to doctors.

11 Evidence of drug promotion is clearly visible in the healthcare environment.

12 The drug companies may give free drug samples to patients without doctors' prescriptions.

13 It is legitimate for drug companies to make money.

Air traffic control in the USA

A

An accident that occurred in the skies over the Grand Canyon in 1956 resulted in the establishment of the Federal Aviation Administration (FAA) to regulate and oversee the operation of aircraft in the skies over the United States, which were becoming quite congested. The resulting structure of air traffic control has greatly increased the safety of flight in the United States, and similar air traffic control procedures are also in place over much of the rest of the world.

B

Rudimentary air traffic control (ATC) existed well before the Grand Canyon disaster. As early as the 1920s, the earliest air traffic controllers manually guided aircraft in the vicinity of the airports, using lights and flags, while beacons and flashing lights were placed along cross-country routes to establish the earliest airways. However, this purely visual system was useless in bad weather, and, by the 1930s, radio communication was coming into use for ATC. The first region to have something approximating today's ATC was New York City, with other major metropolitan areas following soon after.

C

In the 1940s, ATC centres could and did take advantage of the newly developed radar and improved radio communication brought about by the Second World War, but the system remained rudimentary. It was only after the creation of the FAA that full-scale regulation of America's airspace took place, and this was fortuitous, for the advent of the jet engine suddenly resulted in a large number of very fast planes, reducing pilots' margin of error and practically demanding some set of rules to keep everyone well separated and operating safely in the air.

D

Many people think that ATC consists of a row of controllers sitting in front of their radar screens at the nation's airports, telling arriving and departing traffic what to do. This is a very incomplete part of the picture. The FAA realised that the airspace over the United States would at any time have many different kinds of planes, flying for many different purposes, in a variety of weather conditions, and the same kind of structure was needed to accommodate all of them.

E

To meet this challenge, the following elements were put into effect. First, ATC extends over virtually the entire United States. In general, from 365m above the ground and higher, the entire country is blanketed by controlled airspace. In certain areas, mainly near airports, controlled airspace extends down to 215m above the ground, and, in the immediate vicinity of an airport, all the way down to the surface. Controlled airspace is that airspace in which FAA regulations apply. Elsewhere, in uncontrolled airspace, pilots are bound by fewer regulations. In this way, the recreational pilot who simply wishes to go flying for a while without all the restrictions imposed by the FAA has only to stay in uncontrolled airspace, below 365m, while the pilot who does want the protection afforded by ATC can easily enter the controlled airspace.

F

The FAA then recognised two types of operating environments. In good meteorological conditions, flying would be permitted under Visual Flight Rules (VFR), which suggests a strong reliance on visual cues to maintain an acceptable level of safety. Poor visibility necessitated a set of Instrumental Flight Rules (IFR), under which the pilot relied on altitude and navigational information provided by the plane's instrument panel to fly safely. On a clear day, a pilot in controlled airspace can choose a VFR or IFR flight plan, and the FAA regulations were devised in a way which accommodates both VFR and IFR operations in the same airspace. However, a pilot can only choose to fly IFR if they possess an instrument rating which is above and beyond the basic pilot's license that must also be held.

G

Controlled airspace is divided into several different types, designated by letters of the alphabet. Uncontrolled airspace is designated Class F, while controlled airspace below 5,490m above sea level and not in the vicinity of an airport is Class E. All airspace above 5,490m is designated Class A. The reason for the division of Class E and Class A airspace stems from the type of planes operating in them. Generally, Class E airspace is where one finds general aviation aircraft (few of which can climb above 5,490m anyway), and commercial turboprop aircraft. Above 5,490m is the realm of the heavy jets, since jet engines operate more efficiently at higher altitudes. The difference between Class E and A airspace is that in Class A, all operations are IFR, and pilots must be instrument-rated, that is, skilled and licensed in aircraft instrumentation. This is because ATC control of the entire space is essential. Three other types of airspace, Classes D, C and B, govern the vicinity of airports. These correspond roughly to small municipal, medium-sized metropolitan and major metropolitan airports respectively, and encompass an increasingly rigorous set of regulations. For example, all a VFR pilot has to do to enter Class C airspace is establish two-way radio contact with ATC. No explicit permission from ATC to enter is needed, although the pilot must continue to obey all regulations governing VFR flight. To enter Class B airspace, such as on approach to a major metropolitan airport, an explicit ATC clearance is required. The private pilot who cruises without permission into this airspace risks losing their license

Questions 1-6

*Reading Passage has seven paragraphs, **A-G**.*

*Choose the correct heading for paragraphs **A** and **C-G** from the list below.*

*Write the correct number, **i-x**, in boxes **1-6** on your answer sheet.*

1 Paragraph A

Example	*Answer*
Paragraph B	***x***

2 Paragraph C

3 Paragraph D

4 Paragraph E

5 Paragraph F

6 Paragraph G

List of Headings

i Disobeying FAA regulations

ii Aviation disaster prompts action

iii Two coincidental developments

iv Setting altitude zones

v An oversimplified view

vi Controlling pilots' licences

vii Defining airspace categories

viii Setting rules to weather conditions

ix Taking off safely

x First steps towards ATC

Questions 7-13

Do the following statements agree with the information given in Reading Passage?

*In boxes **7-13** on your answer sheet, write*

TRUE *if the statement agrees with the information*

FALSE *if the statement contradicts the information*

NOT GIVEN *if there is no information on this*

7 The FAA was created as a result of the introduction of the jet engine.

8 Air Traffic Control started after the Grand Canyon crash in 1956.

9 Beacons and flashing lights are still used by ATC today.

10 Some improvements were made in radio communication during World War II.

11 Class F airspace is airspace which is below 365m and not near airports.

12 All aircraft in Class E airspace must use IFR.

13 A pilot entering Class C airspace is flying over an average-sized city.

The Development of Museums

A

The conviction that historical relics provide infallible testimony about the past is rooted in the nineteenth and early twentieth centuries, when science was regarded as objective and value free. As one writer observes: 'Although it is now evident that artefacts are as easily altered as chronicles, public faith in their veracity endures: a tangible relic seems ipso facto real.' Such conviction was, until recently, reflected in museum displays. Museums used to look - and some still do - much like storage rooms of objects packed together in showcases: good for scholars who wanted to study the subtle differences in design, but not for the ordinary visitor, to whom it all looked alike. Similarly, the information accompanying the objects often made little sense to the lay visitor. The content and format of explanations dated back to a time when the museum was the exclusive domain of the scientific researcher.

B

Recently, however, attitudes towards history and the way it should be presented have altered. The key word in heritage display is now 'experience', the more exciting the better and, if possible, involving all the senses. Good examples of this approach in the UK are the Jorvik Centre in York; the National Museum of Photography, Film and Television in Bradford; and the Imperial War Museum in London. In the US the trend emerged much earlier: Williamsburg has been a prototype for many heritage developments in other parts of the world. No one can predict where the process will end. On so-called heritage sites the re-enactment of historical events is increasingly popular, and computers will soon provide virtual reality experiences, which will present visitors with a vivid image of the period of their choice, in which they themselves can act as if part of the historical environment. Such developments have been criticised as an intolerable vulgarisation, but the success of many historical theme parks and similar locations suggests that the majority of the public does not share this opinion.

C

In a related development, the sharp distinction between museum and heritage sites on the one hand, and theme parks on the other, is gradually evaporating. They already borrow ideas and concepts from one another. For example, museums have adopted story lines for exhibitions, sites have accepted 'theming'as a relevant tool, and theme parks are moving towards more authenticity and research-based presentations. In zoos, animals are no longer kept in cages, but in great spaces, either in the open air or in enormous greenhouses, such as the jungle and desert environments in Burgers'Zoo in Holland. This particular trend is regarded as one of the major developments in the presentation of natural history in the twentieth century.

D

Theme parks are undergoing other changes, too, as they try to present more serious social and cultural issues, and move away from fantasy. This development is a response to market forces and, although museums and heritage sites have a special, rather distinct, role to fulfil, they are also operating in a very competitive environment, where visitors make choices on how and where to spend their free time. Heritage and museum experts do not have to invent stories and recreate historical environments to attract their visitors: their assets are already in place. However, exhibits must be both based on artefacts and facts as we know them, and attractively presented. Those who are professionally engaged in the art of interpreting history are thus in a difficult position, as they must steer a narrow course between the demands of 'evidence' and 'attractiveness', especially given the increasing need in the heritage industry for income-generating activities.

E

It could be claimed that in order to make everything in heritage more 'real', historical accuracy must be increasingly altered. For example, Pithecanthropus erectus is depicted in an Indonesian museum with Malay facial features, because this corresponds to public perceptions. Similarly, in the Museum of Natural History in Washington, Neanderthal man is shown making a dominant gesture to his wife. Such presentations tell us more about contemporary perceptions of the world than about our ancestors. There is one compensation, however, for the professionals who make these interpretations: if they did not provide the interpretation, visitors would do it for themselves, based on their own ideas, misconceptions and prejudices. And no matter how exciting the result, it would contain a lot more bias than the presentations provided by experts.

F

Human bias is inevitable, but another source of bias in the representation of history has to do with the transitory nature of the materials themselves. The simple fact is that not everything from history survives the historical process. Castles, palaces and cathedrals have a longer lifespan than the dwellings of ordinary people. The same applies to the furnishings and other contents of the premises. In a town like Leyden in Holland, which in the seventeenth century was occupied by approximately the same number of inhabitants as today, people lived within the walled town, an area more than five times smaller than modern Leyden. In most of the houses several families lived together in circumstances beyond our imagination. Yet in museums, fine period rooms give only an image of the lifestyle of the upper class of that era. No wonder that people who stroll around exhibitions are filled with nostalgia; the evidence in museums indicates that life was so much better in the past. This notion is induced by the bias in its representation in museums and heritage centres.

Questions 1-4

*Reading Passage has six paragraphs, **A-F**.*

*Choose the correct heading for paragraphs **B-E** from the list of headings below.*

*Write the correct number, **i-vii**, in boxes **1-4** on your answer sheet.*

Example	*Answer*
Paragraph A	*v*

List of Headings

i Commercial pressures on people in charge

ii Mixed views on current changes to museums

1 Paragraph B

2 Paragraph C

3 Paragraph D

4 Paragraph E

iii Interpreting the facts to meet visitor expectations

iv The international dimension

v Collections of factual evidence

vi Fewer differences between public attractions

vii Current reviews and suggestions

Questions 5-10

Choose the correct letter, ***A, B, C or D.***

Write the correct letter in boxes ***5-10*** *on your answer sheet.*

5 Compared with today's museums, those of the past

A did not present history in a detailed way.

B were not primarily intended for the public.

C were more clearly organised.

D preserved items with greater care.

6 According to the writer, current trends in the heritage industry

A emphasise personal involvement.

B have their origins in York and London.

C rely on computer images.

D reflect minority tastes.

7 The writer says that museums, heritage sites and theme parks

A often work in close partnership.

B try to preserve separate identities.

C have similar exhibits.

D are less easy to distinguish than before.

8 The writer says that in preparing exhibits for museums, experts

A should pursue a single objective.

B have to do a certain amount of language translation.

C should be free from commercial constraints.

D have to balance conflicting priorities.

9 In paragraph E, the writer suggests that some museum exhibits

A fail to match visitor expectations.

B are based on the false assumptions of professionals.

C reveal more about present beliefs than about the past.

D allow visitors to make more use of their imagination.

10 The passage ends by noting that our view of history is biased because

A we fail to use our imagination.

B only very durable objects remain from the past.

C we tend to ignore things that displease us.

D museum exhibits focus too much on the local area.

Questions 11-14

Do the following statements agree with the information given in Reading Passage?

*In boxes **11-14** on your answer sheet, write*

TRUE *if the statement agrees with the information*

FALSE *if the statement contradicts the information*

NOT GIVEN *if there is no information on this*

11 Consumers prefer theme parks which avoid serious issues.

12 More people visit museums than theme parks.

13 The boundaries of Leyden have changed little since the seventeenth century.

14 Museums can give a false impression of how life used to be.

Answers:

Passage-1:

Solution for: Motivating Employees under Adverse Conditions

Answer Table

1. vii	**8.** NO
2. iii	**9.** YES
3. ii	**10.** NOT GIVEN
4. iv	**11.** YES
5. i	**12.** B
6. NO	**13.** C
7. NOT GIVEN	**14.** A

Solution for: Doctoring sales

Answer Table

1. v	**8.** NO
2. vi	**9.** YES
3. iii	**10.** NO
4. ix	**11.** YES
5. i	**12.** NOT GIVEN
6. vii	**13.** YES
7. x	

Solution for: Air traffic control in the USA

Answer Table

1. ii	**8.** FALSE
2. iii	**9.** NOT GIVEN
3. v	**10.** TRUE
4. iv	**11.** TRUE
5. viii	**12.** FALSE
6. vii	**13.** TRUE
7. FALSE	

Solution for: The Development of Museums

Answer Table

1. ii	**8.** D
2. vi	**9.** C
3. i	**10.** B
4. iii	**11.** FALSE
5. B	**12.** NOT GIVEN
6. A	**13.** FALSE
7. D	**14.** TRUE