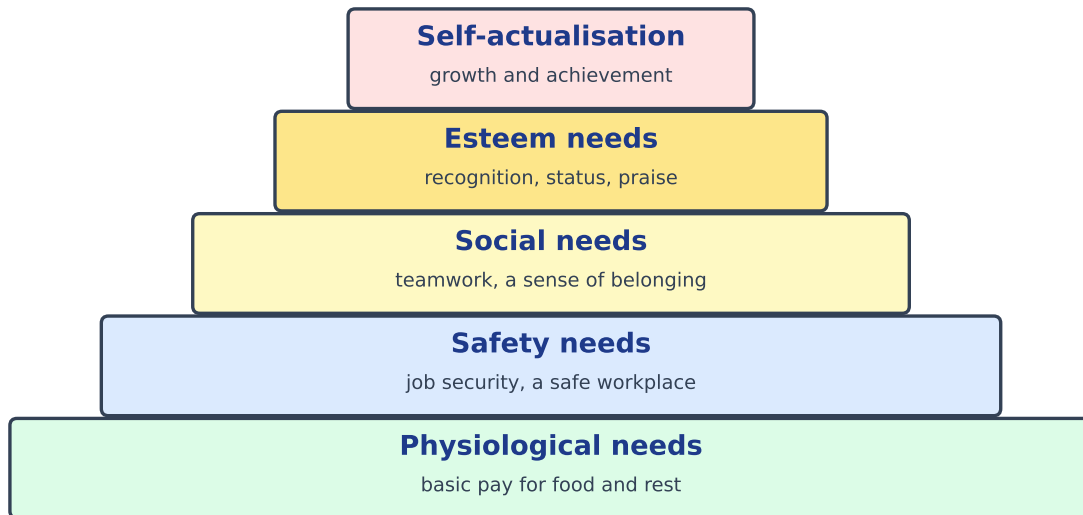


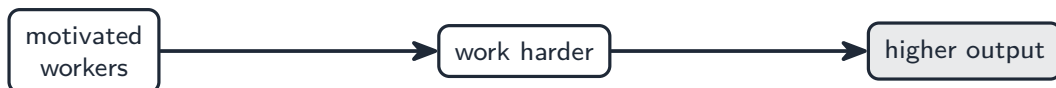
People in business

IGCSE Business Studies

Why motivation matters



Maslow's hierarchy of needs, with workplace examples at each level.



Motivated workers work harder, raising output

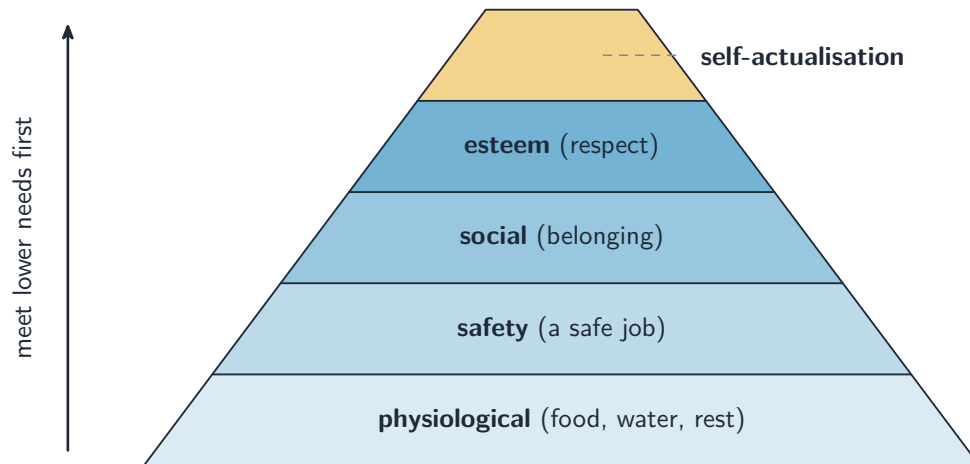
Motivation 激励 is the drive that makes people want to work hard. A well-motivated **workforce** 员工队伍—all the **employees** 员工 in a business—brings real benefits:

- higher **productivity** 生产率—each worker produces more,
- lower **absenteeism** 缺勤—fewer workers stay away from work,
- lower **labour turnover** 员工流动率—fewer workers leave, so the business spends less time and money hiring and training new staff.

Motivation theories

Three thinkers explain what makes workers work hard.

Thinker	Main idea
Taylor	Workers are mainly motivated by pay. Pay them more for more work (piece rate) and they work harder.
Maslow	People have a hierarchy of needs 需求层次: five levels, from basic pay and safety up to respect and reaching your full potential. You must meet the lower needs before the higher ones can motivate.
Herzberg	Two groups of factors. Hygiene factors 保健因素 (pay, conditions, rules) do not motivate, but poor ones cause unhappiness. Motivators 激励因素 (achievement and responsibility) truly drive people to work harder.



Maslow's hierarchy: people meet lower needs before higher ones

Financial methods of motivation

These reward workers with money.

Method	What it means
wage 工资	regular pay, often by the hour or week
time rate 计时工资	pay for each hour worked
piece rate 计件工资	pay for each item made
salary 薪金	a fixed yearly amount, paid monthly
commission 佣金	pay based on how much you sell
bonus 奖金	an extra payment for good work
profit sharing 利润分享	workers get a share of the company's profit
fringe benefits 额外福利	extras like a company car, free meals or health care

Worked example. A factory pays a piece rate of £3 per item. Anya makes 210 items in a week. Ben is on a time rate of £12 per hour for a 40-hour week. Who earns more, and what risk does the piece rate carry? Anya earns $210 \times £3 = \text{£}630$. Ben earns $40 \times £12 = \text{£}480$, so Anya earns £150 more. But paying for each item made tempts workers to rush, so **quality** may fall and more items are rejected - which is why a piece rate usually has to be paired with quality checks. Show the calculation, then judge it: a question that asks who earns more **and** for an evaluation gives marks for the number and for the drawback.

Non-financial methods of motivation

These motivate without extra money.

- **job rotation** 工作轮换—workers switch between different tasks, so work is less boring.
- **job enlargement** 工作扩大化—adding more tasks at the same level.
- **job enrichment** 工作丰富化—giving more challenging tasks and more responsibility.
- **autonomy** 自主权—letting workers make some of their own decisions.

- **teamworking** 团队合作—working in small groups.
- **training** 培训 and chances for **promotion** 晋升—helping workers improve and move up.

Organisation and management



Managers organise and lead the workforce so the business meets its objectives.

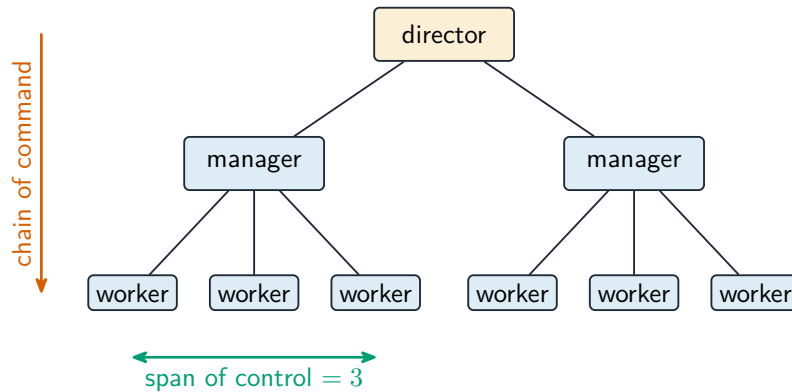
Image: Foreign and Commonwealth Office, OGL v1.0 (commons.wikimedia.org)

Organisational charts

An **organisational chart** 组织结构图 is a diagram that shows how a business is organised—who reports to whom. It shows several ideas:

- **hierarchy** 层级—the levels of staff, from the top down.
- **chain of command** 指挥链—the line along which orders pass down from managers to workers.
- **span of control** 管理幅度—the number of **subordinates** 下属 (people directly below) that one manager controls.
- **delaying** 扁平化—removing one or more levels to cut costs and speed up messages.

A long chain of command (a "tall" structure) slows messages down. A wide span of control gives one manager many people to watch.



An organisation chart shows the chain of command and each manager's span of control

Functions of management

The five main jobs (functions) of **management** 管理 are:

- **planning** 计划—setting aims and deciding how to reach them,
- **organising** 组织—arranging people and resources,
- **coordinating** 协调—making different parts work together,
- **commanding** 指挥—giving instructions and guiding staff,
- **controlling** 控制—checking that targets are met.

Leadership styles

A **leadership style** 领导风格 is the way a manager leads people.

Style	How it works	Best when
autocratic 专制型	the leader decides alone and gives orders	a crisis, or with new and untrained staff
democratic 民主型	the leader asks staff for ideas before deciding	staff are skilled and want a say
laissez-faire 放任型	the leader sets goals, then lets staff work freely	creative, expert teams

Trade unions

A **trade union** 工会 is a group of workers who join together to protect their shared interests. A union can bargain for better pay and conditions, support a worker in a dispute, and push for safer work.

Recruitment, selection and training



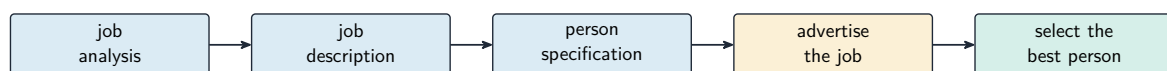
A business must recruit, train and motivate enough people with the right skills.

Image: Alan D Cirker, CC BY 3.0 (commons.wikimedia.org)

The recruitment process

Recruitment 招聘 is finding and attracting people to apply for a job. **Selection** 选拔 is choosing the best person from those who apply. The process starts with three documents:

- **job analysis** 工作分析—studying what the job involves,
- **job description** 工作描述—a list of the duties and tasks of the job,
- **person specification** 人员规格—the skills, qualities and qualifications the right person needs.



The steps of recruitment and selection, from analysing the job to choosing the best person

Internal and external recruitment

- **Internal recruitment** 内部招聘 fills the job with someone already in the business. It is cheaper and quicker, and the person is already known, but it brings in no new ideas.
- **External recruitment** 外部招聘 fills the job from outside. It brings new ideas and skills, but it costs more and takes longer.

Common selection methods include the **application form** 申请表, the **CV** 简历 (a short summary of a person's education and work history), the **interview** 面试, and skills **tests** 测试.

Training

Training improves workers' skills. There are three main types.

- **induction training** 入职培训—given to new workers, to learn about the business and their role.
- **on-the-job training** 在职培训—learning while doing the job, beside an experienced worker.
- **off-the-job training** 脱产培训—learning away from the workplace, for example at a college.

Type	Benefits	Limitations
on-the-job	cheap; uses real tasks	the trainer stops their own work; bad habits can pass on
off-the-job	expert teaching; no work distractions	costs more; the skills may not fit the exact job

Reducing the workforce

Sometimes a business must cut staff numbers.

- **Redundancy** 裁员—the job is no longer needed, for example because a machine now does it. It is not the worker's fault.
- **Dismissal** 解雇—the worker is removed for a good reason, such as breaking rules or poor work.

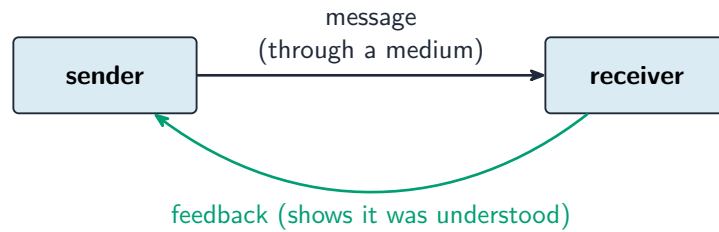
Most countries have **employment laws** 劳动法 that protect workers. They cover a fair **contract of employment** 雇佣合同, safe conditions, fair pay, and protection from being sacked unfairly.

Communication

Why communication matters

Good **communication** 沟通 means information is sent, received and understood correctly. It helps workers know what to do, cuts mistakes, and makes people feel valued.

The communication process has five parts: a **sender** 发送者, a **message** 信息, a **medium** 媒介 (the way it is sent), a **receiver** 接收者, and **feedback** 反馈 (the receiver's reply, which shows the message was understood).



The message flows from sender to receiver, and feedback confirms it was understood

Types of communication

- **One-way communication** 单向沟通—information flows in one direction only, with no reply (for example, a public notice).
- **Two-way communication** 双向沟通—the receiver can reply and give feedback. It is usually better, because it checks understanding.
- **Internal communication** 内部沟通—between people inside the business.
- **External communication** 外部沟通—between the business and outside people, like **customers** 顾客 or **suppliers** 供应商.

Barriers to communication

A **communication barrier** 沟通障碍 is anything that stops a message getting through clearly. Common barriers include:

- a message that is too long or unclear,
- a poor medium, such as a weak phone line,
- language differences between sender and receiver,
- a receiver who is not paying attention.

To reduce barriers: keep messages short and clear, choose the right medium, and ask for feedback to check the message was understood.

Exam tips

- Link motivation to its benefits: higher **productivity**, lower **absenteeism**, and lower **labour turnover**.
- Match each theory: **Taylor** (pay / piece rate), **Maslow** (a hierarchy of needs—lower needs before higher), **Herzberg** (hygiene factors stop unhappiness; motivators drive real effort).
- Separate **financial** methods (wage, piece rate, salary, commission, bonus) from **non-financial** ones (job rotation, job enlargement, job enrichment, autonomy).
- On an organisation chart, know the **chain of command** (the line orders travel down) and the **span of control** (how many people report to one manager).
- Distinguish **redundancy** (the job is no longer needed—not the worker's fault) from **dismissal** (the worker is removed for a reason such as breaking rules).