2.2 Motivation

Name: ____________ Class: ________ Date: __________ **Total: 29 marks**

Objective

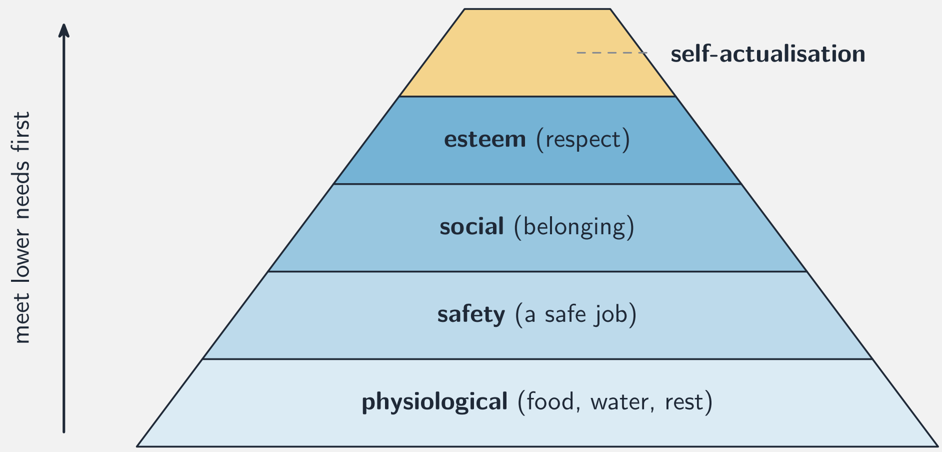
Build the skills to answer exam questions on **motivation** 激励—the main **theories** 理论 (Taylor, Mayo, Maslow, Herzberg) and the **financial** 经济激励 and **non-financial** 非经济激励 ways to motivate staff.

You must be able to:

- explain why motivation matters to a business
- outline Taylor, Maslow and Herzberg and apply them
- analyse and evaluate financial versus non-financial motivators

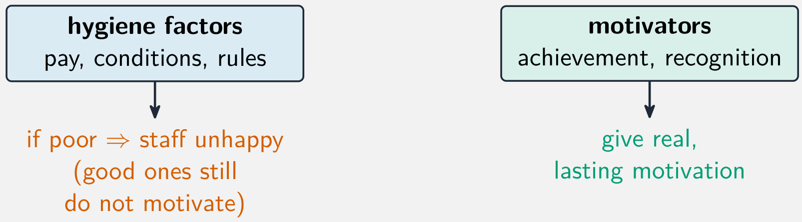
1 Worked examples

Theories and methods



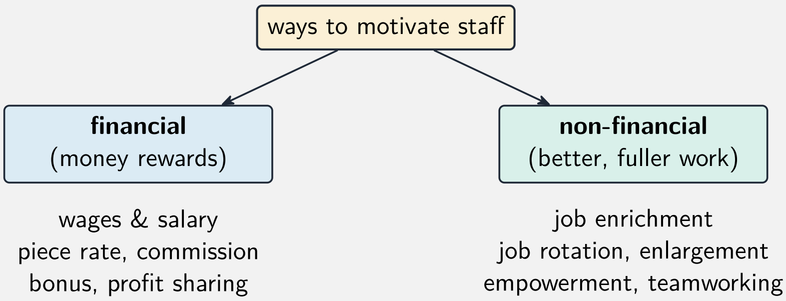
Maslow: lower needs (pay, safety) are met before higher needs (esteem, self-actualisation)

- **Taylor:** money motivates → pay per unit (**piece rate**). **Mayo:** attention and teamwork motivate.
- **Herzberg: hygiene factors** (pay, conditions) only *stop unhappiness*; **motivators** (achievement, recognition) give real motivation.



Herzberg's two factors: hygiene (pay, conditions) vs motivators (achievement, responsibility)

- **Financial:** wages, piece rate, commission, bonus, profit-sharing. **Non-financial:** job enrichment, rotation, empowerment, teamworking.



Financial motivators (wages, bonus) vs non-financial (job enrichment, teamworking)

Answer shapes: an **Evaluate** [12] on motivation should compare financial **and** non-financial methods, then judge *for this firm and its workers.*

2 Practice

2.1 Define the term *motivation*. [2]

2.2 State two **financial** motivators. [2]

2.3 State what Herzberg meant by a *hygiene factor*. [2]

3 Exam-style questions

3.1 Explain one benefit to a business of having a well-motivated workforce. [3]

3.2 Analyse two non-financial methods a business could use to motivate its staff. [8]

3.3 'Higher pay is the best way to motivate workers.' Evaluate this view. [12]

4 Go further

You are now ready for the real exam questions on this subtopic. Open the **2.2 Motivation** past-paper sheet in the Library, or try these in **Practice mode**:

- 9609/13 N25 —Q2 (motivation)
- 9609/22 N25 —Q1 (motivation, applied)
- 9609/11 J25 —Q1 (motivation theory)

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

2.1 the desire or willingness of a person to work hard and do a good job (2 for a clear definition; 1 for a partial idea).

2.2 any two of: wages; salary; piece rate; commission; bonus; profit-sharing; performance-related pay; fringe benefits (1 + 1).

2.3 a factor such as pay, working conditions or rules that causes unhappiness if it is poor, but does not truly motivate even when it is good (2 for a clear idea; 1 for a partial idea).

3.1 *[3]* **AO1** 1 —name a benefit (higher productivity; better quality; lower absence; lower labour turnover). **AO2** up to 2 —develop it, e.g. motivated staff stay longer → less spent on recruiting and training → lower costs (2 developed / 1 limited).

3.2 *[8]* For **each** of two methods: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains —*job enrichment*: more challenging tasks → workers feel trusted and achieve more → higher motivation and quality. *Teamworking*: staff share goals and support each other → social needs met → lower absence. Maximum 4 per method, 8 total.

3.3 *[12]* **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **For** pay: it meets basic and safety needs (Maslow), works well for low-paid or piece-rate work (Taylor), and is simple. **Against**: Herzberg says pay only stops unhappiness; once needs are met, recognition, responsibility and interesting work matter more, and pay rises raise costs. Judgement: pay matters most when wages are low, but the best motivation usually mixes financial and non-financial methods —it depends on the workers and the job.