Solutions

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

Each answer shows the steps, then the **result**.

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