

2.1 Motivating employees

Name: _____ Class: _____ Date: _____

Total: 20 marks

KEY WORDS employees • motivation • job rotation • wage
• job enrichment

Objective

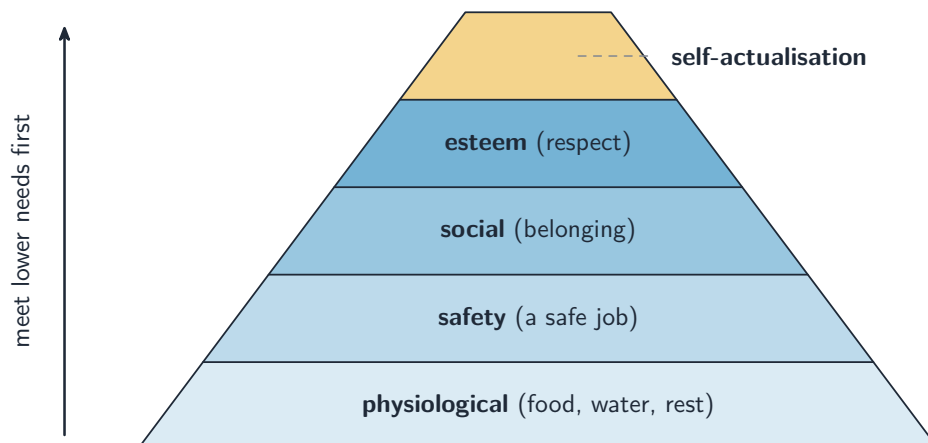
Build the skills to answer exam questions on **motivating employees** – why motivation matters, the theories (**Taylor**, **Maslow**, **Herzberg**), and **financial and non-financial** methods of motivation.

You must be able to:

- explain the benefits of a motivated workforce
- outline Taylor, Maslow and Herzberg
- compare financial and non-financial methods of motivation

1 Key knowledge and worked examples

■ Motivating workers



Motivated workers are more productive and leave less often

- **Benefits:** higher **productivity**, lower **absenteeism**, lower **labour turnover**.
- **Taylor:** pay motivates (piece rate). **Maslow:** a **hierarchy of needs**.
Herzberg: **hygiene factors** vs **motivators**.

- **Financial:** wage, piece rate, commission, bonus. **Non-financial:** job enrichment, job rotation, teamworking, promotion.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

2 Practice

2.1 Define the term *motivation*. [2]

2.2 Identify two benefits to a business of a well-motivated workforce. [2]

2.3 State the difference between a *financial* and a *non-financial* method of motivation. [2]

3 Exam-style questions

3.1 Identify two financial methods of motivation. [2]

3.2 Explain two non-financial methods a business could use to motivate workers. [6]

3.3 Do you think paying workers more is the best way to motivate them? Justify your answer. [6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

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

2.1

- **motivation** is the drive that makes a person **want to work hard** (K)

2.2

- any **two** of: higher **productivity** / lower **absenteeism** / lower **labour turnover** (K, K)

2.3

- **financial**: money (wage, bonus) (K)
- **non-financial**: no extra money (job enrichment, teamwork) (K)

3.1

- any **two** of: wage / time rate / piece rate / salary / commission / bonus / profit sharing / fringe benefits (K, K)

3.2

- for **each** of two methods: K + An, max 3 each
- e.g. **job enrichment**: more challenging tasks → workers feel valued → higher motivation
- e.g. **teamworking**: support each other → feel part of a group → lower absence

3.3

- **for pay**: meets basic needs (Maslow); works for low-paid or piece-rate work (Taylor)
- **against**: Herzberg – pay only prevents unhappiness; recognition and interesting work motivate more
- **judgement (Ev)**: pay matters most when wages are low; the best mix is financial and non-financial