IGCSE BUSINESS STUDIES • EXERCISE SHEET

2.1 Motivating employees

Name: ____________ Class: ________ Date: __________ **Total: 20 marks**

KEY WORDS employees 员工 • motivation 激励 • job rotation 工作轮换 • wage 工资 • job enrichment 工作丰富化

Objective

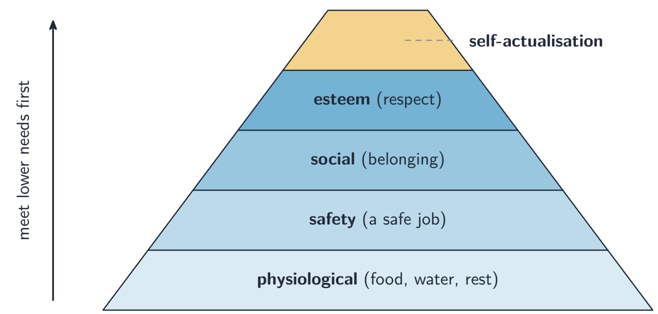
Build the skills to answer exam questions on **motivating employees** 激励员工 — why motivation matters, the theories (**Taylor, Maslow, Herzberg** 泰勒、马斯洛、赫茨伯格), and **financial and non-financial** 经济与非经济 methods of motivation.

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 Worked examples

■ **Motivating workers**



Motivated workers are more productive and leave less often

- **Benefits:** higher **productivity** 生产率, lower **absenteeism** 缺勤, lower **labour turnover** 员工流动率.
- **Taylor:** pay motivates (piece rate). **Maslow:** a **hierarchy of needs** 需求层次. **Herzberg: hygiene factors** 保健因素 vs **motivators** 激励因素.
- **Financial:** wage, **piece rate** 计件工资, **commission** 佣金, **bonus** 奖金. **Non-financial: job enrichment** 工作丰富化, **job rotation** 工作轮换, 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.

2.1 the drive or willingness that makes a person want to work hard (2 for a clear definition; 1 for a partial idea).

2.2 any two of: higher productivity; lower absenteeism; lower labour turnover (1 + 1).

2.3 a financial method rewards workers with money (wage, bonus); a non-financial method motivates without extra money (job enrichment, teamwork) (2 for a clear difference; 1 for a partial idea).

3.1 any two of: wage; time rate; piece rate; salary; commission; bonus; profit sharing; fringe benefits (1 + 1).

3.2 *[6]* For **each** of two methods: K 1 + An up to 2 — e.g. *job enrichment*: more challenging tasks → workers feel valued and achieve more → higher motivation. *Teamworking*: workers support each other → they feel part of a group → lower absence. Maximum 3 each.

3.3 *[6]* Both sides + judgement. **For pay:** it meets basic and safety needs (Maslow) and works well for low-paid or piece-rate work (Taylor). **Against:** Herzberg says pay only prevents unhappiness — recognition, responsibility and interesting work motivate more, and pay rises cost the firm. **Judgement (Ev):** 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.