

Exercise walk-through

Motivating employees ■ 2.1

eXercise

You must be able to

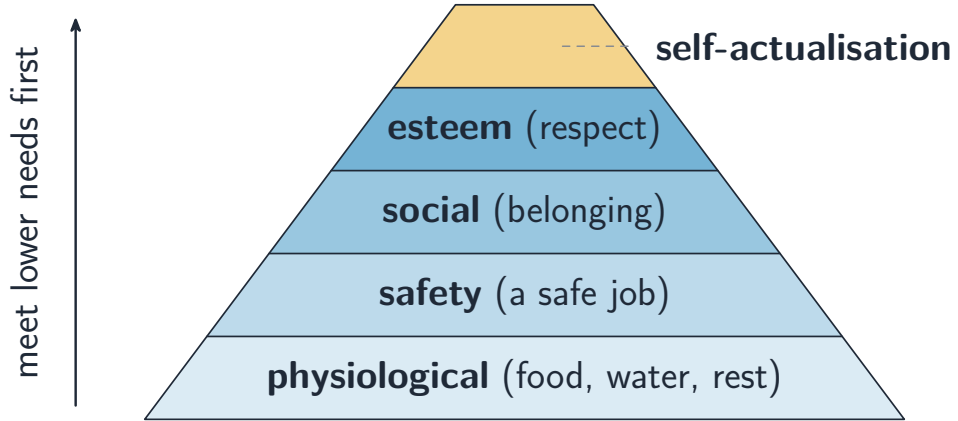
- explain the benefits of a motivated workforce
- outline Taylor, Maslow and Herzberg
- compare financial and non-financial methods of motivation

Method — Motivating workers

- **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).

Method — Motivating workers



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

Practice 2.1 ■ 2 marks

Define the term *motivation*.

Solution 2.1

Worked steps

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

Practice 2.2 ■ 2 marks

Identify two benefits to a business of a well-motivated workforce.

Solution 2.2

Method: Motivating workers

Worked steps

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

Practice 2.3 ■ 2 marks

State the difference between a *financial* and a *non-financial* method of motivation.

Solution 2.3

Worked steps

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).

Exam-style 3.1 ■ 2 marks

Identify two financial methods of motivation.

Solution 3.1

Worked steps

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

Exam-style 3.2 ■ 6 marks

Explain two non-financial methods a business could use to motivate workers.

Solution 3.2

Method: Motivating workers

Worked steps

[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.

Exam-style 3.3 ■ 6 marks

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

Solution 3.3

Method: Motivating workers

Worked steps

[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.