



BUS.HR5 Motivation: financial and non-financial methods

AQA 8132 · Calculator allowed · about 65 minutes

Total Marks

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Name: _____ Date: ____ / ____ / ____

Answer ALL questions in the spaces provided. Show your working for any calculation: method marks are available even if your final answer is wrong. Hazelmere Bakery, used throughout this pack, is a fictional business.

- 1** In Maslow's hierarchy of needs, which one of the following is the FIRST/lowest level of need that Maslow proposed a person must satisfy?

- ☐ A) Self-actualisation needs
- ☐ B) Esteem needs
- ☐ C) Physiological needs, e.g. food, water and pay to afford them
- ☐ D) Social/belonging needs

(Total for Question 1 is 1 mark)

- 2** According to Herzberg's two-factor theory, which one of the following is a 'hygiene factor' rather than a 'motivator'?

- ☐ A) A sense of personal achievement
- ☐ B) Being given greater responsibility
- ☐ C) Basic pay and safe working conditions
- ☐ D) Recognition for good work

(Total for Question 2 is 1 mark)

- 3** State Maslow's five levels of need, in order from lowest to highest, as Maslow proposed them.

(Total for Question 3 is 2 marks)

- 4 Explain the difference between Herzberg's 'hygiene factors' and 'motivators', as Herzberg proposed them.

(Total for Question 4 is 3 marks)

- 5 Explain Taylor's view of what motivates workers at work, and outline one criticism of this view.

(Total for Question 5 is 3 marks)

- 6 Hazelmere Bakery pays its production staff either a time rate of 11.50 pounds an hour for a 35-hour week, or a piece rate of 0.50 pounds per loaf produced. One fast worker bakes 850 loaves in a week.

(a) Calculate this worker's weekly pay under the time rate. (1)

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(b) Calculate this worker's weekly pay under the piece rate, based on 850 loaves. (2)

.....

(c) Using your answers to parts a and b, calculate how much more this worker earns under the piece rate than the time rate. (1)

.....

(Total for Question 6 is 4 marks)

7 A slower worker on the same piece rate (0.50 pounds per loaf) bakes only 700 loaves in a week.

(a) Calculate this worker's weekly pay under the piece rate. (2)

(b) Using your answer to part a and question 6a, calculate how much less this worker earns under the piece rate than they would under the time rate. (1)

(Total for Question 7 is 3 marks)

8 Explain one advantage to Hazelmere Bakery of piece-rate pay, linking your answer to Taylor's view of motivation (question 5).

(Total for Question 8 is 3 marks)

9 Explain one risk of piece-rate pay to a worker like the one in question 7, who produces fewer loaves than average.

(Total for Question 9 is 3 marks)

10 Hazelmere Bakery also offers a sales assistant a performance-related bonus of 3% of any monthly sales above a personal target of 2,000 pounds. This month the assistant sold 2,800 pounds.

(a) Calculate the sales made above the 2,000 pound target. (1)

(b) Using your answer to part a, calculate the assistant's bonus. (2)

(Total for Question 10 is 3 marks)

11 Hazelmere Bakery makes 60,000 pounds of profit in a year and allocates 5% of it to a staff profit-sharing pool, shared equally among its 15 staff.

(a) Calculate the size of the profit-sharing pool.

(2)

(b) Using your answer to part a, calculate how much each of the 15 staff receives.

(1)

(Total for Question 11 is 3 marks)

12 Explain one non-financial method, other than pay, Hazelmere Bakery could use to motivate its staff, linking your answer to one of Herzberg's motivators (question 4).

(Total for Question 12 is 3 marks)

13 State two limitations of using Maslow's or Herzberg's theory to guide how Hazelmere Bakery motivates its real staff.

(Total for Question 13 is 2 marks)

14 Explain why relying only on financial methods, as Taylor suggested, might not motivate every member of staff at Hazelmere Bakery.

(Total for Question 14 is 3 marks)

- 15** Piece-rate pay rewards Hazelmere Bakery's fastest worker with an extra 22.50 pounds a week (question 6c), matching Taylor's view that money motivates harder work, but leaves a slower worker 52.50 pounds worse off than the time rate (question 7b), and questions 4, 12 and 14 show Herzberg and Maslow's theories suggest pay is not the only thing that motivates staff. Recommend whether Hazelmere Bakery should extend piece-rate pay to more of its production staff. Justify your answer using the figures and points made earlier in this pack.

(Total for Question 15 is 9 marks)

Mark scheme · BUS.HR5 Motivation: financial and non-financial methods

Question 1

- **B1** C cao
- **Answer: C**

Question 2

- **B1** C cao
- **Answer: C**

Question 3

- **B1** the bottom three levels named in order: physiological, safety, social/belonging (or love/belonging)
- **B1** the top two levels named in order: esteem, self-actualisation
- **Answer: Physiological, safety, social/belonging, esteem, self-actualisation.**

Question 4

- **B1** identifies that hygiene factors, e.g. pay, working conditions, company policy, can cause dissatisfaction if they are poor, but do not themselves create motivation
- **B1** identifies that motivators, e.g. achievement, recognition, responsibility, the work itself, are what Herzberg argued actually motivate staff and create job satisfaction
- **B1** draws a clear contrast between the two, e.g. improving hygiene factors alone removes dissatisfaction but will not, on its own, motivate staff to work harder
- **Answer: Hygiene factors, such as pay and working conditions, can cause dissatisfaction if poor but do not themselves motivate, whereas motivators, such as achievement, recognition and responsibility, are what Herzberg argued actually create job satisfaction; improving hygiene factors alone removes dissatisfaction but will not motivate staff to work harder.**

Question 5

- **B1** identifies Taylor's view, e.g. Taylor believed workers are motivated mainly, or only, by money/financial reward
- **B1** develops the point, e.g. Taylor's scientific management broke jobs into simple, repetitive tasks and paid workers piece rate for the amount they produced
- **B1** outlines a criticism, e.g. later theorists such as Herzberg and Maslow argued this ignores workers' social and psychological needs, and Taylor's view is now considered too narrow, not a proven fact
- **Answer: Taylor believed workers are motivated mainly by money, so his scientific management broke jobs into simple, repetitive tasks and paid workers piece rate for output; later theorists such as Herzberg and Maslow criticised this as ignoring workers' social and psychological needs, and it is now seen as too narrow rather than a proven fact.**

Question 6

- (a) **B1** 402.50 pounds cao
- (a) **Answer: 402.50 pounds.**
- (b) **M1** 850×0.50 seen
- (b) **A1** 425 pounds cao
- (b) **Answer: 425 pounds.**
- (c) **B1** 22.50 pounds cao (ft from parts a and b)
- (c) **Answer: 22.50 pounds.**

Question 7

- (a) **M1** 700×0.50 seen
- (a) **A1** 350 pounds cao
- (a) **Answer: 350 pounds.**
- (b) **B1** 52.50 pounds cao (ft from part a and question 6a)
- (b) **Answer: 52.50 pounds.**

Question 8

- **B1** identifies the advantage, e.g. piece rate pays workers directly for output, matching Taylor's belief that money motivates harder work
- **B1** develops the point, e.g. faster workers, like the one in question 6, are rewarded with higher pay for producing more
- **B1** links clearly to an outcome, e.g. this can increase total output/productivity for Hazelmere without raising the basic time rate for everyone
- **Answer: Piece rate pays workers directly for output, matching Taylor's belief that money motivates harder work; faster workers like the one in question 6 earn more for producing more, which can raise Hazelmere's total output without raising the basic time rate for everyone.**

Question 9

- **B1** identifies the risk, e.g. this worker's pay depends entirely on how many loaves they produce
- **B1** develops the point, e.g. a slower or less experienced worker, or one who is unwell or has an off day, earns significantly less, shown by the 52.50 pound shortfall in question 7b
- **B1** links clearly to an outcome, e.g. this makes piece-rate income unpredictable and could demotivate or financially disadvantage workers who are not among the fastest
- **Answer: This worker's pay depends entirely on output, so a slower or less experienced worker earns significantly less, shown by the 52.50 pound shortfall in question 7b, making piece-rate income unpredictable and potentially demotivating for workers who are not among the fastest.**

Question 10

- (a) **B1** 800 pounds cao
- (a) **Answer: 800 pounds.**
- (b) **M1** 800×0.03 seen (ft from part a)
- (b) **A1** 24 pounds cao
- (b) **Answer: 24 pounds.**

Question 11

- (a) **M1** $60,000 \times 0.05$ seen
- (a) **A1** 3,000 pounds cao
- (a) **Answer: 3,000 pounds.**
- (b) **B1** 200 pounds cao (ft from part a)
- (b) **Answer: 200 pounds.**

Question 12

- **B1** identifies a non-financial method, e.g. giving an experienced baker greater responsibility, such as training new staff or planning the day's production
- **B1** links it to a Herzberg motivator, e.g. this matches Herzberg's 'responsibility' motivator, which he argued genuinely increases job satisfaction, unlike a hygiene factor such as pay
- **B1** links clearly to an outcome, e.g. this can increase engagement and reduce staff turnover without any extra pay cost
- **Answer: Giving an experienced baker greater responsibility, such as training new staff, matches Herzberg's 'responsibility' motivator, which he argued genuinely increases job satisfaction unlike a hygiene factor such as pay, and can increase engagement and reduce staff turnover at no extra pay cost.**

Question 13

- **B1** one acceptable limitation, e.g. the theories are difficult to test scientifically and are not universally proven to apply to every workplace
- **B1** a second acceptable limitation, e.g. different individual staff members may be motivated by different things, so no single theory fits everyone
- **Answer: Any two, e.g. the theories are difficult to test scientifically and are not universally proven; individual staff may be motivated by different things, so no single theory fits everyone.**

Question 14

- **B1** identifies the point, e.g. Maslow and Herzberg both argue that needs beyond pay, such as belonging, esteem or responsibility, also affect motivation
- **B1** develops the point, e.g. a staff member whose basic pay needs are already met (Maslow's lower levels) may be motivated more by recognition or responsibility (Herzberg's motivators) than by extra money
- **B1** links clearly to an outcome, e.g. an approach based only on financial reward, as Taylor proposed, may fail to motivate this member of staff, even if it works well for others, such as the fast worker in question 6
- **Answer: Maslow and Herzberg both argue that needs beyond pay, such as belonging, esteem or responsibility, also affect motivation, so a staff member whose basic pay needs are already met may be motivated more by recognition or responsibility than by extra money, meaning a purely financial approach, as Taylor proposed, may not motivate everyone equally.**

Question 15

- **Level 1** (1-3): Makes simple, undeveloped comments about extending piece-rate pay, with little or no use of the pack's figures or theories, and no clear recommendation.
- **Level 2** (4-6): Gives a developed argument for or against extending piece-rate pay, using some of the pack's figures or theories, but does not fully weigh both sides or reach a clearly justified recommendation.
- **Level 3** (7-9): Weighs the evidence for and against extending piece-rate pay, using the pay-comparison figures and Taylor/Herzberg/Maslow's theories from this pack, and reaches a justified recommendation supported by that analysis.
- **Indicative content:**
 - For extending piece rate: it rewards Hazelmere's fastest worker with 22.50 pounds a week more than the time rate (question 6c), supporting Taylor's view that financial reward motivates workers to produce more, which could raise the bakery's overall output.
 - For extending piece rate: it directly links pay to output, which is simple for Hazelmere to administer and clearly rewards effort, unlike a flat time rate that pays the same regardless of how many loaves are baked.
 - Against extending piece rate: question 7b shows a slower worker earns 52.50 pounds less than under the time rate, and questions 4 and 14 argue, via Herzberg and Maslow, that pay is not the only, or even the main, motivator for every member of staff.
 - Against extending piece rate: unpredictable or reduced income for slower workers (question 9) could increase staff turnover among exactly the staff Hazelmere can least afford to lose, and non-financial methods (question 12) could motivate some staff more effectively at no extra cost.
 - Judgement: given that piece rate clearly benefits faster workers but risks demotivating and financially penalising slower ones, and that Herzberg and Maslow's contested but influential theories suggest non-financial factors also matter, a reasonable recommendation is that Hazelmere Bakery should offer piece rate only as an optional alternative to the time rate, alongside non-financial motivators such as recognition and responsibility (question 12), rather than extending it to all production staff.