4.9 Herzberg's Two-Factor Theory of Motivation: 10-minute Pack

AQA 8132 · Calculators not allowed · about 10 minutes

Total Marks

Name: _____ Date: ____ / ____ / _____

Answer ALL questions in the spaces provided. Use full sentences for questions worth 3 marks or more. Show any brief working where needed. GreenLeaf Cafe is a fictional business used throughout this pack.

1 Which one of the following is NOT usually classed as a hygiene factor in Herzberg's two-factor theory, in the GreenLeaf Cafe context?

- ☐ A) Job security
- ☐ B) The work itself
- ☐ C) Pay
- ☐ D) Working conditions

(Total for Question 1 is 1 mark)

2 Define, in one sentence, Herzberg's two-factor theory as it applies to motivation in the workplace.

(Total for Question 2 is 1 mark)

3 For each of the two items below, state whether it is a hygiene factor or a motivator in Herzberg's theory: item 1 'company policy', item 2 'opportunity for promotion'. Use the GreenLeaf Cafe context where policies are clear but promotion is rare.

(Total for Question 3 is 2 marks)

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4 Suggest one practical change Oliwia could make at GreenLeaf Cafe to increase motivators, other than job enrichment, and state why it would help. Keep the answer brief.

(Total for Question 4 is 2 marks)

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5 Explain one limitation of applying Herzberg's two-factor theory at GreenLeaf Cafe, for example when staff have different personal priorities.

(Total for Question 5 is 3 marks)

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Mark scheme · 4.9 Herzberg's Two-Factor Theory of Motivation: 10-minute Pack

Question 1

B cao **B1**

Answer: B

Question 2

a correct definition, e.g. two groups of factors: hygiene factors prevent dissatisfaction and motivators create job satisfaction **B1**

Answer: Two-factor theory states that hygiene factors prevent employee dissatisfaction but do not motivate, while motivators produce genuine job satisfaction and increased motivation.

Question 3

item 1 company policy is a hygiene factor **B1**

item 2 opportunity for promotion is a motivator **B1**

Answer: Company policy is a hygiene factor. Opportunity for promotion is a motivator.

Question 4

suggests a change, e.g. introducing employee of the month awards or public praise **B1**

explains why, e.g. gives recognition and a sense of achievement **B1**

Answer: Introduce a regular employee recognition scheme such as an employee of the month award, because public praise gives staff recognition and a sense of achievement, increasing job satisfaction.

Question 5

identifies a limitation, e.g. not all employees view factors the same way **B1**

develops with GreenLeaf example, e.g. some staff may value pay or flexible hours more than recognition **B1**

links to consequence, e.g. a single policy based on Herzberg may fail to motivate everyone and turnover may not fall as expected **B1**

Answer: One limitation is that employees differ in what they value. At GreenLeaf some staff might care most about pay or flexible hours rather than recognition, so measures based only on Herzberg could miss what motivates some workers. As a result a single Herzberg-based change might not reduce turnover for all staff.

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