4.9 Herzberg's Two-Factor Theory of Motivation: 30-minute Pack

Total Marks

AQA 8132 · Calculators not allowed · about 30 minutes

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 GreenLeaf Cafe is a small cafe in Bristol with 18 staff. Manager Oliwia notices a 25% annual staff turnover and low morale. The cafe pays all staff on time, provides a written contract and reasonable working conditions, but staff say they feel unrecognised and have little responsibility. Using this scenario, which one of the following is an example of a hygiene factor?

- ☐ A) Staff recognition by the manager
- ☐ B) Written employment contracts
- ☐ C) Giving staff more responsibility
- ☐ D) Achievement from meeting sales targets

(Total for Question 1 is 1 mark)

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2 Using the same GreenLeaf Cafe scenario, which one of the following would be classed as a motivator in Herzberg's theory?

- ☐ A) Regular and timely pay
- ☐ B) Good staff toilets and break area
- ☐ C) More responsibility for shift planning
- ☐ D) Clear company policy documents

(Total for Question 2 is 1 mark)

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3 Identify two motivators from Herzberg's list that are currently lacking at GreenLeaf Cafe and could increase job satisfaction.

(Total for Question 3 is 2 marks)

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4 Identify two hygiene factors mentioned in the GreenLeaf Cafe scenario that help to prevent staff dissatisfaction.

(Total for Question 4 is 2 marks)

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5 Explain why pay is treated as a hygiene factor in Herzberg's two-factor theory, using the GreenLeaf Cafe context where pay is on time but morale is low.

(Total for Question 5 is 4 marks)

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6 Explain why recognition is classed as a motivator in Herzberg's theory, and how lack of recognition could affect GreenLeaf Cafe staff motivation.

(Total for Question 6 is 4 marks)

7 Evaluate whether this job enrichment programme would motivate staff at GreenLeaf Cafe, using Herzberg's two-factor theory and the scenario figures such as 18 staff and 25% turnover.

(Total for Question 7 is 9 marks)

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Mark scheme · 4.9 Herzberg's Two-Factor Theory of Motivation: 30-minute Pack

Question 1

B cao **B1**

Answer: B

Question 2

C cao **B1**

Answer: C

Question 3

recognition **B1**

responsibility **B1**

Answer: Recognition and responsibility.

Question 4

timely pay or payment on time **B1**

written employment contract or reasonable working conditions **B1**

Answer: Examples: timely pay; a written employment contract; reasonable working conditions.

Question 5

identifies that pay prevents dissatisfaction but does not create lasting satisfaction **B1**

applies to GreenLeaf: staff are paid on time so pay is not causing current dissatisfaction **B1**

develops: however, improving pay alone would not necessarily increase long-term motivation or morale **B1**

links to outcome: explains that other factors such as recognition and responsibility are needed to raise job satisfaction at GreenLeaf **B1**

Answer: Pay is a hygiene factor because it prevents staff becoming dissatisfied but does not on its own create strong motivation. At GreenLeaf staff are paid on time, so pay is not the cause of low morale. Improving pay further might stop complaints but would not necessarily increase long term job satisfaction; GreenLeaf also needs motivators such as recognition and responsibility to raise morale.

Question 6

identifies recognition as a motivator that creates job satisfaction **B1**

applies to GreenLeaf: staff report feeling unrecognised **B1**

develops: recognition leads to a sense of achievement and value, increasing commitment and effort **B1**

links to outcome: lack of recognition can lower morale and contribute to higher turnover at GreenLeaf **B1**

Answer: Recognition is a motivator because it gives workers a sense of achievement and value, which increases job satisfaction. At GreenLeaf staff say they feel unrecognised, so introducing recognition would likely increase commitment and effort. Without recognition morale stays low and staff are more likely to leave, explaining part of GreenLeaf's high turnover.

Question 7

Level 1 Makes simple or brief statements about job enrichment or Herzberg, with little application to GreenLeaf Cafe and no clear judgement. **1-3**

Level 2 Provides a developed argument applying Herzberg to GreenLeaf Cafe, explaining how enrichment could increase motivators and so improve satisfaction, but with limited evaluation of drawbacks or alternatives. **4-6**

Level 3 Weighs arguments for and against job enrichment in the GreenLeaf context, uses the scenario figures (18 staff, 25% turnover) to support analysis, considers limitations and practical issues, and reaches a justified conclusion about likely impact on motivation. **7-9**

Indicative content:

- For job enrichment: it directly increases motivators from Herzberg's list, such as responsibility and the work itself, which should raise job satisfaction and reduce the 25% turnover among 18 staff by making work more meaningful.
- Application: with 18 staff, small changes such as rotating roles and giving ordering responsibility are practicable and could lead to visible improvements in morale and commitment.
- Against job enrichment: some hygiene factors must be secure first; GreenLeaf already has pay, contracts and reasonable conditions, but if any hygiene factor is weak further enrichment will not help. Also some staff may prefer clear tasks and stable routines, so enrichment could cause stress or resistance.
- Practical limits: training time, increased managerial time to support new responsibilities, and possible short-term disruption might reduce the programme's immediate benefits and could be costly for a small cafe.
- Judgement: if hygiene factors remain satisfactory at GreenLeaf, job enrichment is likely to increase motivation for many employees and help reduce turnover, but its success depends on careful implementation, staff consultation and support for those who prefer routine roles.

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