



BUS.HR9 Herzberg's Two-Factor Theory of Motivation

AQA 8132 • Calculators not allowed • about 40 minutes

Total Marks

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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)

- 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)

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

(Total for Question 3 is 2 marks)

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

(Total for Question 4 is 2 marks)

- 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)

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

(Total for Question 7 is 1 mark)

- 8 Give one concrete example of a job enrichment change Oliwia could introduce at GreenLeaf Cafe to increase motivators.

(Total for Question 8 is 1 mark)

- 9** Explain one way the job enrichment example you gave in question 8 could help reduce staff turnover at GreenLeaf Cafe. Use short sentences.

(Total for Question 9 is 3 marks)

- 10** 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 10 is 2 marks)

- 11** 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 11 is 1 mark)

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

(Total for Question 12 is 3 marks)

- 13** 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 13 is 2 marks)

- 14** Oliwia is considering a programme of job enrichment at GreenLeaf Cafe, including rotating roles, giving staff responsibility for ordering supplies and letting senior baristas plan shifts. Evaluate whether this job enrichment programme would motivate staff at GreenLeaf Cafe, using Herzberg's two-factor theory and the figures in this pack.
- 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 14 is 9 marks)

Mark scheme · BUS.HR9 Herzberg's Two-Factor Theory of Motivation

Question 1

- **B1** B cao
- **Answer: B**

Question 2

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

Question 3

- **B1** timely pay or payment on time
- **B1** written employment contract or reasonable working conditions
- **Answer: Examples: timely pay; a written employment contract; reasonable working conditions.**

Question 4

- **B1** recognition
- **B1** responsibility
- **Answer: Recognition and responsibility.**

Question 5

- **B1** 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
- **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

- **B1** 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
- **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

- **B1** a correct definition, e.g. two groups of factors: hygiene factors prevent dissatisfaction and motivators create job satisfaction
- **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 8

- **B1** an example such as giving staff responsibility for creating a weekly specials menu
- **Answer: Give staff responsibility for creating the weekly specials menu.**

Question 9

- **B1** identifies an effect, e.g. increased sense of responsibility or achievement
- **B1** develops how this raises job satisfaction, e.g. staff feel valued and see their ideas used
- **B1** links to outcome, e.g. higher satisfaction reduces the likelihood staff will leave, lowering turnover
- **Answer: If staff help create the weekly specials they gain responsibility and a sense of achievement. This makes them feel more valued and increases job satisfaction. Higher satisfaction reduces the chance they will leave, so turnover should fall.**

Question 10

- **B1** item 1 company policy is a hygiene factor
- **B1** item 2 opportunity for promotion is a motivator
- **Answer: Company policy is a hygiene factor. Opportunity for promotion is a motivator.**

Question 11

- **B1** B cao
- **Answer: B**

Question 12

- **B1** 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
- **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.**

Question 13

- **B1** 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
- **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 14

- **Level 1** (1-3): Makes simple or brief statements about job enrichment or Herzberg, with little application to GreenLeaf Cafe and no clear judgement.
- **Level 2** (4-6): 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.
- **Level 3** (7-9): 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.
- **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.