

Question 14: Exam practice question

Why women are happier in their work than men

- 1 Explain what you understand by the terms:
- a motivation (2)
- The intrinsic and extrinsic factors that stimulate people to take actions that lead to achieving a goal. Intrinsic motivation comes from the satisfaction derived from working on and completing a task. Extrinsic motivation comes from external rewards associated with working on a task, e.g. pay and other benefits.
- b responsibility. (2)
- This is the accountability for successful completion of a task/project or achievement of a goal/objective. It is accompanied by the authority (power) to make decisions but carries the ultimate blame if things go wrong.

Apply **Resources table 3a** mark band descriptors.

- 2 Identify **two** factors that seem to influence job satisfaction and explain them in terms of Maslow's hierarchy of needs. (6)
- Define and explain (possibly draw) Maslow's hierarchy of needs, identifying levels:
- self-actualisation
 - esteem needs
 - social needs
 - safety needs
 - physical needs

Factors influencing job satisfaction:

- sense of achievement (self-actualisation)
- opportunity to develop new skills (self-actualisation)
- recognition of work well done, e.g. status, responsibility, reward (esteem)
- working in teams/groups with good communication, making workers feel involved (social needs)
- contract of employment with job stability (safety)
- income from employment (physical needs and esteem)
- any other relevant point linked to Maslow's hierarchy

SL: apply **Resources table 1** mark band descriptors.

HL: apply **Resources table 2** mark band descriptors.

A conclusion is **not** required.

- 3 Explain in terms of the features of job enrichment why it might be easier for small firms to motivate staff than big businesses. (6)

Define job enrichment: this aims to use the full capabilities of workers by giving them the opportunity to do more challenging and fulfilling work.

It may be easier for small firms to motivate because:

- wider responsibilities may be given – there are fewer employees to perform tasks
- each employee may have to fulfil several functions
- the full capabilities of each employee may be more personally and individually recognised and used.

Answers relating to greater camaraderie and security do not answer the specific question asked.

SL: apply **Resources table 1** mark band descriptors.

HL: apply **Resources table 2** mark band descriptors.

A conclusion is **not** required.

- 4 Discuss the extent to which it might be possible for large firms to use Herzberg's motivators to improve the level of worker motivation. (9)

Define Herzberg's motivators: these are factors that result in job satisfaction. They include five main factors:

- achievement
- recognition for achievement
- the work itself
- responsibility
- advancement.

Arguments for:

- Achievement is possible as long as the job uses all of the employee's capabilities fully.
- Achievement may be recognised by both financial and non-financial means. Financial motivators may include salary or wage increases and bonuses. Non-financial motivators may include job enrichment, job enlargement, team working and empowerment.
- Interest in the work itself can be a significant motivator, e.g. large firms may offer more scope in technical, scientific or specialist work.
- Responsibility can be a motivator even if it does not lead to advancement, e.g. caring, medical, pharmaceutical professions, jobs involving safety/security of others.
- There may be more opportunity for advancement in larger firms through growth (organic or external), staff turnover and the fact that large firms usually have many levels of hierarchy through which an employee can move.

Arguments against:

- Achievement may be limited within the job description. Bigger firms have less flexibility.
- Recognition for achievement may be limited as in big firms the recognition process may be highly bureaucratic and slow.
- The work itself may be below the aptitude of the worker, e.g. graduates.
- Responsibility may be limited to the job description, with little flexibility.
- Advancement may be slow to come and there may be a lot of competition for higher positions.

Apply **Resources table 2** mark band descriptors, applying 9 marks for the highest mark band.

A justified conclusion is required.