

1 (2017)

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Marks	0	1	2	Average
%	24	34	43	1.2

The following is an example of a high-scoring response.

*Aaron could implement performance related pay. This is where employees receive a financial reward based on meeting or exceeding performance expectations. By offering monetary rewards to employees who achieve expectations in their work, such as fully cleaning all cars, this will motivate the employees to work hard at their job and perform highly in order to receive the financial incentive such as a bonus which benefits them.*

2 (2017)

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Marks	0	1	2	3	4	Average
%	23	24	27	20	7	1.7

The following is an example of a high-scoring response.

*The goal setting theory is a theory that describes how goals that are clear, specific, challenging and where employees are committed and receive feedback provide high levels of motivation. This would be beneficial in providing motivation as Aaron could use it to set clear and challenging goals such as cleaning a certain number of cars each day. Aaron could work with employees to develop these goals to ensure his employees are committed to them and therefore motivated to achieve them. By providing ongoing feedback based on these goals, Aaron can recognise the efforts of his employees and keep them on track toward meeting their goals. Aaron would need to ensure that the goals are both relevant and achievable or else they may be ineffective in motivating staff. Hence this theory would be appropriate as it would allow for long term commitment and motivation in Aaron's staff with each goal driving them to work hard.*

3 (2016)

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Marks	0	1	2	Average
%	27	51	22	1

The following is an example of a high-scoring response.

*One difference between Maslow's and Locke's theories is that Maslow states that different employees will require different motivating factors in order to be motivated, whereas Locke states that all employees will be motivated by the setting of goals.*

*Another difference is that Maslow ranks the elements of his theory (the level of needs) in a hierarchy based on their importance, whereas Locke does not rank the elements of his theory in order. Equal weight is placed on goal difficulty, goal specificity and feedback.*

4 (2016)

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Marks	0	1	2	3	4	Average
%	34	23	26	10	9	1.4

The following is an example of a high-scoring response.

*Maslow's motivation theory is one where employees needs are ranked in a hierarchy based on their importance with the most basic needs situated at the bottom of the hierarchy (physiological and safety needs) progressing to higher order needs at the top (social, esteem and self-actualisation needs). Maslow states that once a particular need is met it no longer motivates and the employee moves up the hierarchy. Lower order needs must be met before an employee can be motivated by higher order needs.*

*Due to the email released by Win It Now, placing employees working hours and conditions as non-negotiable, employees are likely to feel undervalued. Therefore management could implement the strategy to adopt a participative decision-making style to recognise employee input. This would make staff feel valued by management for their contribution to those conditions of employment. As such, this will lead to a more positive corporate culture and will satisfy the esteem level of Maslow's hierarchy.*

*Management should also adopt the strategy of implementing rituals such as Friday night drinks. These will help to create a more positive relationship between management and staff and will thus satisfy the social needs of Maslow's hierarchy. A more positive relationship will allow, hopefully, a chance to open up the opportunity for working hours, remuneration and working conditions to be discussed with staff. If this was to occur, a more positive corporate culture would eventuate.*

5 (2014)

Marks	0	1	2	3	4	Average
%	20	21	26	21	12	<b>1.9</b>

The following is an example of a high-scoring response.

*Maslow's motivation theory is based on a hierarchy of five needs that include lower level extrinsic needs such as physiological and safety and security needs, as well as higher level intrinsic needs such as social, esteem and self-actualisation needs. Maslow emphasised that all employees have needs and will be motivated to achieve those needs. Once a need has been met, it is no longer a motivator and the employee continues to move up the hierarchy in the order of importance. It is in Welham Consulting giving high salaries to employees that only the first level on the hierarchy, physiological needs, have been satisfied. Maslow's higher level needs such as esteem and self-actualisation needs do not state high pay as a motivating factor, but rather Welham should implement development opportunities and increased responsibility in order to motivate employees through satisfying their higher level needs on the hierarchy.*

6 (2012)

Marks	0	1	2	3	4	Average
%	24	14	24	21	16	<b>1.9</b>

Locke's theory of motivation is a goal-setting motivational theory that has two key elements: goals should be difficult (challenging but not overwhelming) and specific (clear and explicit). He stated that if goals were specific and challenging, this would motivate staff to complete them.

The following is an example of a high-scoring answer.

*Locke's goal setting theory is the belief that clear, specific, challenging (but not overwhelming) goals will motivate employees. It focuses on the process of setting and attaining goals as well as receiving feedback regarding achievements. It includes two aspects; goal difficulty (to a certain extent as goal difficulty increases, motivation will increase) and goal specificity (clear, explicit goals will motivate employees). Ms Glass can use this as a form of performance appraisal, set goals in conjunction with employees on the Glass Transport changes which according to Locke would lead to increased effort, persistence, and task focus. Ms Glass can then review the goals and provide feedback to employees, allowing them to develop a sense of purpose, motivation and thus improved performance as a result. Locke's theory would also allow Ms Glass to add clarity and altering the level of difficulty to goals so the Glass Transport expansion can be successfully achieved and employees will be motivated to achieve their goals as part of the expansion.*

7 (2010)

Marks	0	1	2	3	4	Average
%	29	11	20	23	17	<b>1.9</b>

Goal-setting theory affects a person's performance. Two important factors are goal difficulty (challenge increases motivation) and goal specificity (clear and explicit). Locke's theory states that if an individual participates in selecting their own goals, they will have a higher commitment to achieving them.

The following is an example of a high-scoring response.

*Locke's theory of motivation is based on the argument that motivation is derived from the setting of clear, specific, challenging (yet not too overwhelming) goals collaboratively, alongside positive and appropriate feedback in regard to the achievement of the goal. Locke strongly proposed the idea that the goal, especially if it is set by the employee him/herself with the manager will act as a driving force that guides and directs employees, providing them with a clear and motivated sense of direction. Most importantly, the positive feedback from managers will allow the employees to feel valued by the organisation and a high sense of achievement or accomplishment which motivates them to improve their job performance standards for a sustained period of time. Locke's goal setting theory will be very effective in motivating the remaining three graduates. Firstly, the agency could encourage the graduates to set a clear, specific and challenging goal such as servicing 20 customers a day. By setting this goal, the graduates would be motivated towards increasing better communication skills and efficiency with computers in the agency. If this goal is effectively accomplished, the positive feedback from the manager will effectively improve their job satisfaction due to increased performance standards.*

8 (2017)

Marks	0	1	2	3	4	Average
%	9	14	30	30	16	2.3

The following is an example of a high-scoring response.

*Car Bright should use on-the-job training. This is where employees improve their skills and knowledge while at the workplace, often while performing their actual job. Using on-the-job training will allow for Aaron's employees to improve their car cleaning services more effectively as they are able to learn with the actual equipment that they need to use. Furthermore this will likely be more cost effective for Aaron to implement rather than sending employees elsewhere for training. On-the-job training will result in highly skilled employees at Car Bright in this manner. However, this form of training can result in poor habits from trainers within the workplace being passed down to employees as it often relies on employees to teach other employees. Furthermore, there may be workplace interruptions which interfere with the learning of Car Bright's employees at the workplace.*

9 (2015)

Marks	0	1	2	Average
%	40	24	36	1

This question required students to outline one form of training and link it to ensuring that employees have the required skills. It was not necessary to refer to S&J Solar Panels in the response, but many students did so and this was also acceptable.

High-scoring students were able to clearly outline a form of training (for example, on-the-job training where an experienced staff member demonstrates the required skills and teaches other employees how to replicate them), then state how the training form could ensure that employees have the required skills.

The following is an example of a high-scoring response.

*Off-the-job training involves attending seminars, workshops or demonstrations to improve the skills of an employee so that they can perform their job as effectively and efficiently as possible. An external source of information and variety in the way the employee is trained encourages the information to stick with them so that they feel more adaptable and capable when performing tasks.*

