Fundamentals of Management

Motivating Employees

基础知识 管理

激励员工

- What would make you rise early to ensure you got to work on time?
- What would make you perform your best once there?

什么会让你早起以确保你必须准时上班吗?

什么会让你表现出最好的一次 there?

趣卡翻译（fanyi.qukaa.com）

Motivation

- Motivation may be defined as the psychological processes that arouse and direct goal-directed behavior.
- Motivation is difficult to understand
  - you can’t actually see it or know it in another person;
  - it must be inferred from one’s behavior.

动机

动机可以定义为心理
激发和指导目标导向行为的过程。

动机难以理解
你实际上无法在另一个人身上看到或知道它；它必须从一个人的行为中推断出来。

趣卡翻译（fanyi.qukaa.com）

趣卡翻译（fanyi.qukaa.com）

A simple model of motivation

People have certain needs that motivate them to perform specific behaviors for which they receive rewards that feed back and satisfy the original need.

e.g., as an hourly worker you desire more money (need), which impels you (motivates you) to work more hours (behavior), which provides you with more money (reward) and informs you (feedback loop) that working more hours will fulfill your need for more money in the future.

一个简单的动机模型

人们有一定的需求，激励他们执行特定的行为，他们会因此获得反馈并满足原始需求的奖励。

例如，作为小时工，你渴望更多的钱（需要），这促使你（激励你）工作更多的时间（行为），它为你提供更多的钱（奖励）并通知你（反馈循环）工作更多的时间会满足您未来对更多钱的需求。

趣卡翻译（fanyi.qukaa.com）

- Rewards (as well as motivation) are of two types:
- Extrinsic rewards—satisfaction in the payoff from others.
  - such as money a person receives from others for performing a particular task.
- Intrinsic rewards—satisfaction in performing the task itself.
  - such as a feeling of accomplishment a person receives from performing the particular task itself.

奖励（以及动机）有两种类型：外在奖励——对来自

其他。

例如一个人从他人那里收到的钱

执行特定任务。

内在奖励——执行任务的满意度

任务本身。

例如一个人获得的成就感

从执行特定任务本身。

趣卡翻译（fanyi.qukaa.com）

- The four perspectives on motivation are
  (1) content
  (2) process
  (3) job design
  (4) reinforcement

关于动机的四种观点是

(1)内容(2)流程(3)工作设计(4)强化

趣卡翻译（fanyi.qukaa.com）

Content Perspectives

- Content perspectives (need-based perspectives) are theories that emphasize the needs that motivate people.
- Needs are defined as physiological or psychological *deficiencies* that arouse behavior.
- Needs can be strong or weak.
- Needs can vary over time and from place to place.

内容观点

内容观点（基于需求
观点）是强调激励人们的需求的理论。

需求被定义为生理或
引起行为的心理缺陷。

需求可强可弱。需求会随着时间和地点的不同而变化

地方。

趣卡翻译（fanyi.qukaa.com）

Content perspectives include four theories:

- Maslow’s hierarchy of needs theory
- McClelland’s acquired needs theory
- Deci and Ryan’s self-determination theory
- Herzberg’s two-factor theory

内容观点包括四种理论：■马斯洛的需求层次理论■麦克莱兰的后天需求理论■德西和瑞安的自我决定理论■赫茨伯格的双因素理论

趣卡翻译（fanyi.qukaa.com）

Hierarchy of Needs Theory

需求层次理论

趣卡翻译（fanyi.qukaa.com）

It proposes that people are motivated by five levels of needs:

1. Physiological need—the most basic human physical need: Need for food, clothing, shelter, comfort, self-preservation.

- Workplace example: these are covered by wages.

2. Safety need: Need for physical safety, emotional security, avoidance of violence.

- Workplace examples: health insurance, job security, work safety rules, pension plans satisfy this need.

3. Love need: Need for love, friendship, affection.

- Workplace examples: office parties, company softball teams, management retreats.

4. Esteem need: Need for self-respect, status, reputation, recognition, self-confidence.

- Workplace examples: bonuses, promotions, awards.

5. Self-actualization need—the highest level need: Need for self-fulfillment: increasing competence, using abilities to the fullest.

- Workplace example: sabbatical leave to further personal growth.

它提出人们受到五个层次需求的驱动：1.生理需求——人类最基本的生理需求：

需要食物，衣服，住所，舒适，自我保护。

- 工作场所示例：这些都包含在工资中。

2.安全需要：对身体安全、情感安全、避免暴力的需要。

- 工作场所示例：健康保险、工作保障、工作安全规则、养老金计划满足了这种需求。

3.爱情需要：爱情、友情、亲情的需要。

- 工作场所示例：办公室聚会、公司垒球队、管理层务虚会。

4.自尊需要：自尊、地位、名誉、认可、自信的需要。

- 工作场所示例：奖金、晋升、奖励。

5.自我实现的需要——最高层次的需要：自我实现的需要：提高能力，充分利用能力。

- 工作场所示例：休假以促进个人成长。

趣卡翻译（tanyi.qukaa.com）

EXAMPLE

Looking for Peak Performance: A Hotel CEO Applies Maslow's Hierarchy to Employees, Customers, & Investors

Chip Conley is CEO and founder of boutique hotel company Joie de Vivre (JDV), whose mission statement is "creating opportunities to celebrate the joy of life." In *Peak: How Great Companies Get Their Mojo from Maslow,* he describes how JDV used Maslow's theory to motivate the business's three key stakeholders—employees, customers, and investors—by tapping into the power of self-actualization to create peak performance.[13]

Motivating Employees. Applying the Maslow pyramid to employees, says Conley, "the basic need that a job satisfies is money. Toward the middle are needs like recognition for a job well done, and at the top are needs like meaning and creative expression."[14]

Thus, housekeepers, who represent half of a hotel's workers, would be gathered in small groups and asked what the hotels would look like if they weren't there each day. Following their answers (unvacuumed carpets, piled-up trash, bathrooms filled with wet towels), they were then asked to come up with alternative names for housekeeping. Some responses: "serenity keepers," "clutter busters," "the peace-of-mind police."

From this exercise, workers developed a sense of how the customer experience would not be the same without them.[15]

And that, says Conley, "gets to a sense of meaning in your work that satisfies that high-level human motivation." Addressing the highest-level need gives employees "a sense that the job helps them become the best people they can be."[16]

Motivating Customers. Many hotels offer clean, safe accommodations. JDV designs each of its 30 hotels to "flatter and vindicate a different category of customers' distinct self-image," says Conley. Thus, in San Francisco, the Hotel Rex's tweedy décor and Jack London touches appeal to urbane literary types. The Vitale's fitness-conscious services and minimalist design target "the kind of bourgeois bohemian who might like *Dwell Magazine.*"[17]

Motivating Investors. Although most investors focus on a "returns-driven relationship" (bottom of the pyramid), some have higher motivations. They are driven not by the deal "but rather [by] an interesting, worthwhile deal," which JDV attempts to provide.[18]

YOUR CALL

To what extent can Chip Conley's ideas be used in larger organizations?

EXAMPLE

Looking for Peak Performance: A Hotel CEO Applies Maslow's Hierarchy to Employees, Customers, & Investors

Chip Conley is CEO and founder of boutique hotel company Joie de Vivre (JDV), whose mission statement is "creating opportunities to celebrate the joy of life." In *Peak: How Great Companies Get Their Mojo from Maslow,* he describes how JDV used Maslow's theory to motivate the business's three key stakeholders—employees, customers, and investors—by tapping into the power of self-actualization to create peak performance.[13]

Motivating Employees. Applying the Maslow pyramid to employees, says Conley, "the basic need that a job satisfies is money. Toward the middle are needs like recognition for a job well done, and at the top are needs like meaning and creative expression."[14]

Thus, housekeepers, who represent half of a hotel's workers, would be gathered in small groups and asked what the hotels would look like if they weren't there each day. Following their answers (unvacuumed carpets, piled-up trash, bathrooms filled with wet towels), they were then asked to come up with alternative names for housekeeping. Some responses: "serenity keepers," "clutter busters," "the peace-of-mind police."

From this exercise, workers developed a sense of how the customer experience would not be the same without them.[15]

And that, says Conley, "gets to a sense of meaning in your work that satisfies that high-level human motivation." Addressing the highest-level need gives employees "a sense that the job helps them become the best people they can be."[16]

Motivating Customers. Many hotels offer clean, safe accommodations. JDV designs each of its 30 hotels to "flatter and vindicate a different category of customers' distinct self-image," says Conley. Thus, in San Francisco, the Hotel Rex's tweedy décor and Jack London touches appeal to urbane literary types. The Vitale's fitness-conscious services and minimalist design target "the kind of bourgeois bohemian who might like *Dwell Magazine.*"[17]

Motivating Investors. Although most investors focus on a "returns-driven relationship" (bottom of the pyramid), some have higher motivations. They are driven not by the deal "but rather [by] an interesting, worthwhile deal," which JDV attempts to provide.[18]

YOUR CALL

To what extent can Chip Conley's ideas be used in larger organizations?

趣卡翻译（fanyi.qukaa.com）

Acquired Needs Theory

Acquired needs theory states that three needs are major motives determining people's behavior in the workplace.

■ Need for achievement—"I need to excel at tasks."

- This is the desire to excel, to do something better or more efficiently, to solve problems, to achieve excellence in challenging tasks.

■ Need for affiliation—"I need close relationships."

- This is the desire for friendly and warm relations with other people.

■ Need for power—"I need to control others."

- This is the desire to be responsible for other people, to influence their behavior or to control them.

后天需要理论

后天需要理论指出，三种需要是决定人们在工作场所行为的主要动机。■成就需要——“我需要擅长完成任务。”这是想要出类拔萃、做得更好或

更有效地解决问题，在具有挑战性的任务中取得卓越成就。

■需要归属感——“我需要亲密的关系。”这是对友好和热情关系的渴望

其他人。

■对权力的需求——“我需要控制他人。”这是对他人负责的愿望，

影响他们的行为或控制他们。

趣卡翻译（fanyi.qukaa.com）

- McClelland identifies two forms of the need for power—personal and institutional.
- The negative kind is personal power, as expressed in the desire to dominate others, and involves manipulating people for one's own gratification.
- The positive kind, characteristic of top managers and leaders, is institutional power, as expressed in the need to solve problems that further organizational goals.

麦克莱兰确定了两种形式的需求

权力——个人的和机构的。

消极的一种是个人权力，如

支配他人的欲望，包括为了自己的满足而操纵他人。

高层管理者的积极性和特征

领导者，是制度权力，表现为解决问题的需要，以促进组织目标。

趣卡翻译（fanyi.qukaa.com）

A “well-balanced” individual: achievement, affiliation, and power are of equal size.

A “control freak” individual: achievement is normal, but affiliation is small and power is large.

A “well-balanced” individual: achievement, affiliation, and power are of equal size.

A “control freak” individual: achievement is normal, but affiliation is small and power is large.

趣卡翻译（fanyi.qukaa.com）

Self-Determination Theory

Self-determination theory assumes that people are driven to try to grow and attain fulfillment, with their behavior and well-being influenced by three innate needs.

1. Competence—“I want to feel a sense of mastery.” People need to feel qualified, knowledgeable, and capable of completing a goal or task and to learn different skills.
2. Autonomy—“I want to feel independent and able to influence my environment.” People need to feel they have freedom and the discretion to determine what they want to do and how they want to do it.
3. Relatedness—“I want to feel connected to other people.” People need to feel a sense of belonging, of attachment to others.

自决理论

自我决定理论假设人们被驱使尝试成长和获得满足，他们的行为和幸福受到三种先天需求的影响。

1.能力——“我想要一种掌控感。”人们需要感到合格、知识渊博、有能力完成目标或任务并学习不同的技能。2.自主性——“我想要感觉独立并能够影响我的环境。”人们需要感到他们有自由和自由裁量权来决定他们想做什么以及他们想怎么做。3.相关性——“我想与他人建立联系。”

人们需要有归属感，对他人的依恋感。

趣卡翻译（fanyi.qukaa.com）

- Self-determination theory focuses primarily on intrinsic motivation and rewards (such as feeling independent) rather than on extrinsic motivation and rewards (such as money or fame).
  - Intrinsic motivation is longer lasting than extrinsic motivation and has a more positive impact on task performance.

自我决定理论主要关注

内在动机和奖励（例如感觉独立）而不是外在动机和奖励（例如金钱或名望）。 内在动机比外在动机更持久

动机，对任务绩效有更积极的影响。

趣卡翻译（fanyi.qukaa.com）

Two-Factor Theory

- Two-factor theory proposed that work satisfaction and dissatisfaction arise from two different factors
- work satisfaction from motivating factors
- work dissatisfaction from hygiene factors

双因素理论

二因素理论提出的工作

满意和不满意产生于两个不同的因素

激励因素对工作的满意度卫生因素对工作的不满

趣卡翻译（fanyi.qukaa.com）

- Hygiene factors are factors associated with job dissatisfaction
  - such as salary, working conditions, interpersonal relationships, and company policy
  - They affect the job context in which people work.
- Motivating factors are factors associated with job satisfaction
  - such as achievement, recognition, responsibility, and advancement
  - They affect the job content or the rewards of work performance.
- The hygiene factors are the lower-level needs, and the motivating factors are the higher-level needs.

卫生因素是与工作相关的因素不满意

如工资、工作条件、人际关系关系和公司政策

它们影响人们工作的工作环境。

激励因素是与工作相关的因素满足

如成就、认可、责任和进步

它们影响工作内容或工作回报表现。

卫生因素是较低层次的需求，而激励因素是更高层次的需求。

趣卡翻译（fanyi.qukaa.com）

Motivating factors:
"What will make my people *satisfied*?"
Achievement
Recognition
The work itself
Responsibility
Advancement & growth

No satisfaction — **Satisfaction**

Neutral area: neither satisfied nor dissatisfied

Dissatisfaction — **No dissatisfaction**

Hygiene factors:
"What will make my people *dissatisfied*?"
Pay & security
Working conditions
Interpersonal relationships
Company policy
Supervisors

Motivating factors:
"What will make my people *satisfied*?"
Achievement
Recognition
The work itself
Responsibility
Advancement & growth

No satisfaction — **Satisfaction**

Neutral area: neither satisfied nor dissatisfied

Dissatisfaction — **No dissatisfaction**

Hygiene factors:
"What will make my people *dissatisfied*?"
Pay & security
Working conditions
Interpersonal relationships
Company policy
Supervisors
趣卡翻译（fanyi.qukaa.com）

A comparison of content perspective theories

内容视角理论的比较

趣卡翻译（fanyi.qukaa.com）

Process Perspectives

- Process perspectives are concerned with the thought processes by which people decide how to act.
  - Equity theory
  - Expectancy theory
  - Goal-setting theory

过程观点

过程观点关注的是
人们决定如何行动的思维过程。

■公平理论■期望理论■目标设定理论

趣卡翻译（fanyi.qukaa.com）

Equity Theory

- Equity theory focuses on employee perceptions as to *how fairly they think they are being treated compared with others*.
- The key elements in equity theory are inputs, outputs, and comparisons.

股权理论

公平理论关注员工

与他人相比，他们认为自己受到的待遇有多公平。

公平理论的关键要素是投入，

输出和比较。

趣卡翻译（fanyi.qukaa.com）

■ Inputs—“What do you think you’re putting into the job?”

- Time, effort, training, experience, intelligence, creativity, seniority, status, and so on.

■ Outputs or rewards—“What do you think you’re getting out of the job?”

- Pay, benefits, praise, recognition, bonuses, promotions, status perquisites, and so on.

■ Comparison—“How do you think your ratio of inputs and rewards compares with those of others?”

- People compare the ratio of their own outcomes to inputs against the ratio of someone else’s outcomes to inputs.
- When employees compare the ratio, they then make a judgment about fairness.
- Either they perceive there is equity, and so are satisfied with the ratio and so they don’t change their behavior.
- Or they perceive there is inequity, and so they feel resentful and act to change the inequity.

■输入——“你认为你在工作中投入了什么？”

- 时间、努力、训练、经验、智力、创造力、资历、地位等等。

■产出或奖励——“你认为你从这份工作中得到了什么？”

- 薪酬、福利、表扬、认可、奖金、晋升、地位特权等等。

■比较——“你觉得你的投入和回报比例与其他人相比如何？”

- 人们将自己的结果与投入的比率与其他人的结果与投入的比率进行比较。
- 当员工比较这个比率时，他们就会对公平性做出判断。
- 要么他们认为存在公平，因此对比率感到满意，因此他们不会改变自己的行为。
- 或者他们认为存在不公平，因此他们感到不满并采取行动改变不公平。

趣卡翻译（fanyi.qukaa.com）

How employees reduce inequity

They will reduce their inputs: They will do less work, take long breaks, call in "sick" on Mondays, leave early on Fridays, and so on.

They will try to change the outputs or rewards they receive: They will lobby the boss for a raise, or they will pilfer company equipment.

They will distort the inequity: They will exaggerate how hard they work so they can complain they're not paid what they're worth.

They will change the object of comparison: They may compare themselves with another person instead of the original one.

They will leave the situation: They will quit, transfer, or shift to another reference group.

员工如何减少不平等

They will reduce their inputs: They will do less work, take long breaks, call in "sick" on Mondays, leave early on Fridays, and so on.

They will try to change the outputs or rewards they receive: They will lobby the boss for a raise, or they will pilfer company equipment.

They will distort the inequity: They will exaggerate how hard they work so they can complain they're not paid what they're worth.

They will change the object of comparison: They may compare themselves with another person instead of the original one.

They will leave the situation: They will quit, transfer, or shift to another reference group.

趣卡翻译（fanyi.qukaa.com）

Expectancy Theory

- expectancy theory suggests that people are motivated by two things: (1) how much they want something and (2) how likely they think they are to get it.
- According to expectancy theory, motivation involves the relationship between your effort, your performance, and the desirability of the outcomes of your performance.
- These relationships are affected by the three elements of expectancy, instrumentality, and valence.

期望理论

期望理论认为人们是

有两个动机：（1）他们有多想要某样东西；（2）他们认为自己得到它的可能性有多大。

根据期望理论，动机包括

你的努力、你的表现和你的表现结果的可取性之间的关系。

这些关系受三个因素的影响

期望、工具和效价的要素。

趣卡翻译（fanyi.qukaa.com）

趣卡翻译（fanyi.qukaa.com）

1. Expectancy—“Will I Be Able to Perform at the Desired Level on a Task?”

- Expectancy is the belief that a particular level of effort will lead to a particular level of performance.
- This is called the effort-to-performance expectancy.
- Example: If you believe that putting in more hours working at Target selling clothes will result in higher sales, then you have high effort-to-performance expectancy.

2. Instrumentality—“What Outcome Will I Receive If I Perform at This Level?”

- Instrumentality is the expectation that successful performance of the task will lead to the outcome desired.
- This is called the performance-to-reward expectancy.
- Example: If you believe that making higher sales will cause Target to give you a bonus, then you have high performance-to-reward expectancy.

1.期望——“我能在任务中达到预期的水平吗？”

期望是相信特定水平的努力将导致
达到特定的性能水平。
这称为努力绩效期望。 示例：如果您认为投入更多时间在

Target卖衣服会导致更高的销售额，那么你有很高的绩效预期。

2.工具性——“如果我在
这水平？”

工具性是对成功表现的期望
的任务将导致预期的结果。
这称为绩效对回报的期望。 示例：如果您认为提高销售额会导致

目标给你奖金，那么你就有很高的绩效期望。

趣卡翻译（fanyi.qukaa.com）

3. Valence—“How Much Do I Want the Outcome?”

- Valence is value, the importance a worker assigns to the possible outcome or reward.
- Example: If you assign a lot of importance or a high value to Target’s prospective bonus or pay raise, then your valence is said to be high.

3.价——“我想要多少结果？”

效价是价值，工人赋予的重要性
可能的结果或奖励。
示例：如果您赋予很多重要性或高价值
到Target的预期奖金或加薪，那么你的价值就被认为是高的。

趣卡翻译（fanyi.qukaa.com）

- For your motivation to be high, you must be high on all three elements—expectancy, instrumentality, and valence.
- If any element is low, you will not be motivated.
  - Your effort-to-performance expectancy might be low, because you doubt making an effort will make a difference (because retail clothing selling has too much competition).
  - Or your performance-to-reward expectancy might be low because you don't think Target is going to give you a bonus for being a star at selling.
  - Or your valence might be low because you don't think the bonus or raise is going to be high enough to justify working evenings and weekends.

- 为了让你的动机高涨，你必须在所有三个要素上都高——期望值、工具性和效价。
- 如果任何元素低，你将不会有动力。
  - 您对绩效的预期可能很低，因为您怀疑努力会有所作为（因为零售服装销售竞争太激烈）。
  - 或者你的绩效对回报的期望可能很低，因为你认为Target不会因为你成为销售明星而给你奖金。
  - 或者你的效价可能很低，因为你认为奖金或加薪不足以证明晚上和周末工作是合理的。

趣卡翻译（fanyi.qukaa.com）

Goal-Setting Theory

- Goal-setting theory suggests that employees can be motivated by goals that are specific and challenging but achievable.
- Goal setting helps motivate you by:
  1. Directing Your Attention
  – toward goal-relevant tasks and away from irrelevant ones.
  2. Regulating the Effort Expended
  – the effort you expend is generally proportional to the goal's difficulty.
  3. It Increases Your Persistence
  – makes obstacles become challenges to be overcome, not reasons to fail.
  4. Fostering Use of Strategies & Action Plans
  – which makes it more likely you will realize success.

目标设定理论

目标设定理论表明，员工可以
受具体和具有挑战性但可以实现的目标的激励。

目标设定有助于通过以下方式激励您：

1.引导你的注意力——关注与目标相关的任务，远离不相关的任务。2.调节付出的努力——你付出的努力通常与目标的成正比

困难。

3.它增加了你的毅力——让障碍变成需要克服的挑战，而不是
失败的原因。

4.促进战略和行动计划的使用——这使您更有可能实现成功。

趣卡翻译（fanyi.qukaa.com）

Job Design Perspectives

- Job design is the division of an organization's work among its employees and the application of motivational theories to jobs to increase satisfaction and performance.
- There are two different approaches,
  - The traditional way is fitting people to jobs;
  - the modern way is fitting jobs to people.

工作设计观点

工作设计是一个组织的分工

在员工之间工作以及将激励理论应用于工作以提高满意度和绩效。

有两种不同的做法，

传统的方式是让人们适应工作；　现代方式是让工作适合人们。

趣卡翻译（fanyi.qukaa.com）

Fitting People to Jobs

- Fitting people to jobs is based on the assumption that *people will gradually adapt to any work situation*.
- One technique is job simplification, the process of reducing the number of tasks a worker performs.

使人适应工作

使人适应工作的基础是
假设人们会逐渐适应任何工作情况。

一种技术是工作简化
减少工人执行的任务数量的过程。

趣卡翻译（fanyi.qukaa.com）

Fitting Jobs to People

- Fitting jobs to people is based on the assumption that *people are underutilized at work and that they want more variety, challenges, and responsibility*.
- Two techniques for this type of job design
- Job enlargement consists of increasing the number of tasks in a job to increase variety and motivation.
- Job enrichment consists of building into a job such motivating factors as responsibility, achievement, recognition, stimulating work, and advancement.

使工作适合人

为人匹配工作是基于假设

人们在工作中没有得到充分利用，他们想要更多的多样性、挑战和责任。

此类工作设计的两种技术工作扩大包括增加数量

工作中的任务，以增加多样性和动力。

丰富的工作包括建立一个工作，例如

激励因素包括责任、成就、认可、激励工作和进步。

趣卡翻译（fanyi.qukaa.com）

The Job Characteristics Model

工作特征模型

The job characteristics model of design is an outgrowth of job enrichment.设计的工作特征模型是工作丰富化的产物。

趣卡翻译（fanyi.qukaa.com）

Five Job Characteristics

- 1. Skill Variety—“How Many Different Skills Does Your Job Require?”
- 2. Task Identity—“How Many Different Tasks Are Required to Complete the Work?”
- 3. Task Significance—“How Many Other People Are Affected by Your Job?”
- 4. Autonomy—“How Much Discretion Does Your Job Give You?”
- 5. Feedback—“How Much Do You Find Out How Well You’re Doing?”

五个工作特征1.技能多样性——“你的工作有多少不同的技能

Require?”

2.任务标识——“需要多少不同的任务才能完成工作？”

3.任务意义——“有多少人受到影响按你的工作？”

4.自主性——“你的工作给了多少自由裁量权You?”

5.反馈——“你知道自己有多好Doing?”

趣卡翻译（fanyi.qukaa.com）

Reinforcement Perspectives

- Reinforcement theory explains behavior change by suggesting that behavior with positive consequences tends to be repeated, whereas behavior with negative consequences tends not to be repeated.
- Reinforcement is anything that causes a given behavior to be repeated or inhibited.
- There are four types of reinforcement: (1) positive reinforcement, (2) negative reinforcement, (3) extinction, and (4) punishment.

强化观点

强化理论通过建议来解释行为改变

具有积极后果的行为往往会重复，而具有消极后果的行为往往不会重复。

强化是任何导致给定行为

重复或抑制。

强化有四种类型：（1）积极的

强化，（2）负强化，（3）灭绝，以及（4）惩罚。

趣卡翻译（fanyi.qukaa.com）

- Positive Reinforcement: the use of positive consequences to strengthen a particular behavior.
- Negative reinforcement: the process of strengthening a behavior by withdrawing something negative.
- Extinction: the weakening of behavior by ignoring it or making sure it is not reinforced.
- Punishment: the process of weakening behavior by presenting something negative or withdrawing something positive.

正强化：使用正强化
强化特定行为的后果。

负强化：过程
通过撤回消极的东西来加强行为。

灭绝：行为的减弱
忽略它或确保它没有得到加强。

惩罚：削弱的过程
通过呈现消极的东西或撤回积极的东西来行为。

趣卡翻译（fanyi.qukaa.com）

What the manager wants
What the employee does
Manager's type of reinforcement
Resulting employee behavior
Improved employee performance "I want you to work faster."
Improved employee performance "Okay, I'm working faster."
Employee performance not improved "I'm working at the pace I always have."
Positive reinforcement Rewards employee improvement: "You get a raise and promotion!"
Negative reinforcement Avoids employee reprimands: "I'm no longer nagging you."
Extinction Withholds employee rewards: "No praise, raises, or promotion."
Punishment Reprimands and disciplines employee: "I'm docking your pay."
Increases chances behavior will be repeated "I'll keep up the faster pace."
Increases chances behavior will be repeated "I'll keep up the faster pace."
Reduces chances behavior will be repeated "I'll have to work faster to receive praises or raises."
Reduces chances behavior will be repeated "Okay, I'll work a bit faster from now on."

趣卡翻译（fanyi.qukaa.com）

Monetary and Nonmonetary Motivation

Popular Incentive Compensation Plans

- Pay for performance, or merit pay, bases pay on one's results.
  - *Piece rate*, in which employees are paid according to how much output they produce.
  - *Sales commission*, in which sales representatives are paid a percentage of the earnings the company made from their sales.
- Bonuses are cash awards given to employees who achieve specific performance objectives.
- Profit sharing is the distribution to employees of a percentage of the company's profits.
- Gainsharing is the distribution of savings or "gains" to groups of employees who reduced costs and increased measurable productivity.
- Stock options means employees are given the right to buy stock at a future date for a discounted price.
- Pay for knowledge, or skill-based pay, ties employee pay to the number of job-relevant skills or academic degrees they earn.

货币和非货币动机

受欢迎的奖励计划

- 绩效薪酬，或绩效薪酬，是基于一个人的成果支付的。
  计件费，其中员工按多少支付
  他们生产的输出。
  销售佣金，其中向销售代表支付一定比例的费用
  公司从销售中获得的收入。
- 奖金是给予实现特定绩效目标的员工的现金奖励。
- 利润分享是将公司利润的一定比例分配给员工。
- 收益分享是将储蓄或“收益”分配给降低成本和提高可衡量生产力的员工群体。
- 股票期权意味着员工有权在未来以折扣价购买股票。
- 知识付费或基于技能的薪酬将员工薪酬与他们获得的与工作相关的技能或学位的数量联系起来。

趣卡翻译（fanyi.qukaa.com）

Nonmonetary motivation:

- The need for work–life balance.
- The need to expand skills.
- The need to matter.

非金钱动机：工作与生活平衡的需要。需要拓展技能。需要很重要。

趣卡翻译（fanyi.qukaa.com）

The Flexible Workplace[81]

PRACTICAL ACTION

At Maynard Webb's investment fund, Webb Investment Network, employees are encouraged to work remotely and set their own schedules, and are assessed by their performance. That's because, says Webb, the author of *Reinventing Work,* traditional 9-to-5 jobs are becoming a thing of the past, and top talent are looking for more options in their lives.[82]

But it's not just the cream of the crop who can benefit. With so many two-paycheck families, single parents, and other diverse kinds of employees in the workforce, many employers now recognize the idea of a *flexible workplace* as a way of recruiting, retaining, and motivating staff. Several studies have found that employees with flexible work arrangements are healthier, happier, more productive, more positive about their work, and less likely to change jobs.[83] Among the types of alternative work schedules available are the following.

Part-Time Work—Less Than 40 hours

Part-time work is any work done on a schedule less than the standard 40-hour workweek. Some part-time workers—so-called temporary workers or contingency workers—actually want to work 40 hours or more, but can't find full-time jobs.[84] Others, however, work part time by choice. Today an organization can hire not only part-time clerical help, for instance, but also part-time programmers, market researchers, lawyers, even part-time top executives.

Flextime—Flexible Working Hours

Flextime, or flexible time, consists of flexible working hours, or any schedule that gives one some choices in working hours. If, for example, an organization's normal working hours are 9 a.m. to 5 p.m., a flextime worker might be allowed to start and finish an hour earlier or an hour later—for instance, to work from 8 a.m. to 4 p.m. The main requirement is that the employee be at work during certain core hours, to be available for meetings, consultations, and so on. By offering flextime hours, organizations can attract and keep employees with special requirements such as the need to take care of children or elderly parents. It also benefits employees who wish to avoid commuting during rush hour. (Unfortunately, one study found that it was *men*—particularly men seeking career advancement opportunities—who are more likely to be granted a flexible schedule.[85])

Compressed Workweek—40 Hours in Four Days

In a compressed workweek, employees perform a full-time job in less than 5 days of standard 8- (or 9-) hour shifts. The most common variation is a 40-hour week performed in 4 days of 10 hours each, which gives employees three (instead of two) consecutive days off. The benefits are that organizations can offer employees more leisure time and reduced wear and tear and expense from commuting. The disadvantages are possible

The Flexible Workplace[81]

PRACTICAL ACTION

At Maynard Webb's investment fund, Webb Investment Network, employees are encouraged to work remotely and set their own schedules, and are assessed by their performance. That's because, says Webb, the author of *Reinventing Work,* traditional 9-to-5 jobs are becoming a thing of the past, and top talent are looking for more options in their lives.[82]

But it's not just the cream of the crop who can benefit. With so many two-paycheck families, single parents, and other diverse kinds of employees in the workforce, many employers now recognize the idea of a *flexible workplace* as a way of recruiting, retaining, and motivating staff. Several studies have found that employees with flexible work arrangements are healthier, happier, more productive, more positive about their work, and less likely to change jobs.[83] Among the types of alternative work schedules available are the following.

Part-Time Work—Less Than 40 hours

Part-time work is any work done on a schedule less than the standard 40-hour workweek. Some part-time workers—so-called temporary workers or contingency workers—actually want to work 40 hours or more, but can't find full-time jobs.[84] Others, however, work part time by choice. Today an organization can hire not only part-time clerical help, for instance, but also part-time programmers, market researchers, lawyers, even part-time top executives.

Flextime—Flexible Working Hours

Flextime, or flexible time, consists of flexible working hours, or any schedule that gives one some choices in working hours. If, for example, an organization's normal working hours are 9 a.m. to 5 p.m., a flextime worker might be allowed to start and finish an hour earlier or an hour later—for instance, to work from 8 a.m. to 4 p.m. The main requirement is that the employee be at work during certain core hours, to be available for meetings, consultations, and so on. By offering flextime hours, organizations can attract and keep employees with special requirements such as the need to take care of children or elderly parents. It also benefits employees who wish to avoid commuting during rush hour. (Unfortunately, one study found that it was *men*—particularly men seeking career advancement opportunities—who are more likely to be granted a flexible schedule.[85])

Compressed Workweek—40 Hours in Four Days

In a compressed workweek, employees perform a full-time job in less than 5 days of standard 8- (or 9-) hour shifts. The most common variation is a 40-hour week performed in 4 days of 10 hours each, which gives employees three (instead of two) consecutive days off. The benefits are that organizations can offer employees more leisure time and reduced wear and tear and expense from commuting. The disadvantages are possible

趣卡翻译（fanyi.qukaa.com）

scheduling problems, unavailability of an employee to coworkers and customers, and fatigue from long workdays.

Job Sharing—Two People Split the Same Job

In job sharing, two people divide one full-time job. Usually, each person works a half day, although there can be other arrangements—working alternate days or alternate weeks, for example. As with a compressed workweek, job sharing provides employees with more personal or leisure time. The disadvantage is that it can result in communication problems with coworkers or customers. (Recently only 18% of employers in one survey allowed two workers to divide responsibilities between them, down from 29% in 2008.[86])

Telecommuting & Other Work-at-Home Schedules

There have always been some employees who have had special full-time or part-time arrangements whereby they are allowed to work at home—an activity known as *telecommuting*—keeping in touch with their employers and coworkers by e-mail and phone. By one estimate, 2.6% of the American workforce are telecommuting.[87] Today two-thirds of employers in one study allow at least some employees to work from home occasionally (up from 50% in 2008), and 38% allow some to do so occasionally (up from 23%).[88]

Working at home with telecommunications between office and home is called telecommuting. The advantages to employers are increased productivity because telecommuters experience less distraction at home and can work flexible hours.[89]

YOUR CALL

For what you're doing right now at this point in your life, which of these possibilities would suit you best, and why? Would it be workable for your employer if all your coworkers did it as well?

scheduling problems, unavailability of an employee to coworkers and customers, and fatigue from long workdays.

Job Sharing—Two People Split the Same Job

In job sharing, two people divide one full-time job. Usually, each person works a half day, although there can be other arrangements—working alternate days or alternate weeks, for example. As with a compressed workweek, job sharing provides employees with more personal or leisure time. The disadvantage is that it can result in communication problems with coworkers or customers. (Recently only 18% of employers in one survey allowed two workers to divide responsibilities between them, down from 29% in 2008.[86])

Telecommuting & Other Work-at-Home Schedules

There have always been some employees who have had special full-time or part-time arrangements whereby they are allowed to work at home—an activity known as *telecommuting*—keeping in touch with their employers and coworkers by e-mail and phone. By one estimate, 2.6% of the American workforce are telecommuting.[87] Today two-thirds of employers in one study allow at least some employees to work from home occasionally (up from 50% in 2008), and 38% allow some to do so occasionally (up from 23%).[88]

Working at home with telecommunications between office and home is called telecommuting. The advantages to employers are increased productivity because telecommuters experience less distraction at home and can work flexible hours.[89]

YOUR CALL

For what you're doing right now at this point in your life, which of these possibilities would suit you best, and why? Would it be workable for your employer if all your coworkers did it as well?

趣卡翻译（fanyi.qukaa.com）

Review case - Caterpillar Puts Employee Pay at Risk, but Is It Done Fairly?

Read the case and complete the following question individually:

1. To what extent is Caterpillar's compensation plan consistent with recommendations derived from need theories? Discuss.
2. To what extent is Caterpillar's pay plan consistent with equity theory? Explain.
3. To what extent is Caterpillar's pay plan consistent with expectancy theory? Explain.
4. What are the key lessons learned from this case? Discuss.

回顾案例Caterpillar将员工薪酬置于风险之中，但做得公平吗？

阅读案例并单独完成以下问题：1.Caterpillar的薪酬计划在多大程度上与从需求理论得出的建议一致？讨论。2.卡特彼勒的薪酬计划在多大程度上符合公平理论？解释。3.卡特彼勒的薪酬计划在多大程度上符合预期理论？解释。4.从这个案例中吸取的主要教训是什么？讨论。

趣卡翻译（fanyi.qukaa.com）