

基础知识 管理

激励员工



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?

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。

Personal factors

- Personality
- Ability
- Core self-evaluations
- Emotions
- Attitudes
- Needs



Contextual factors

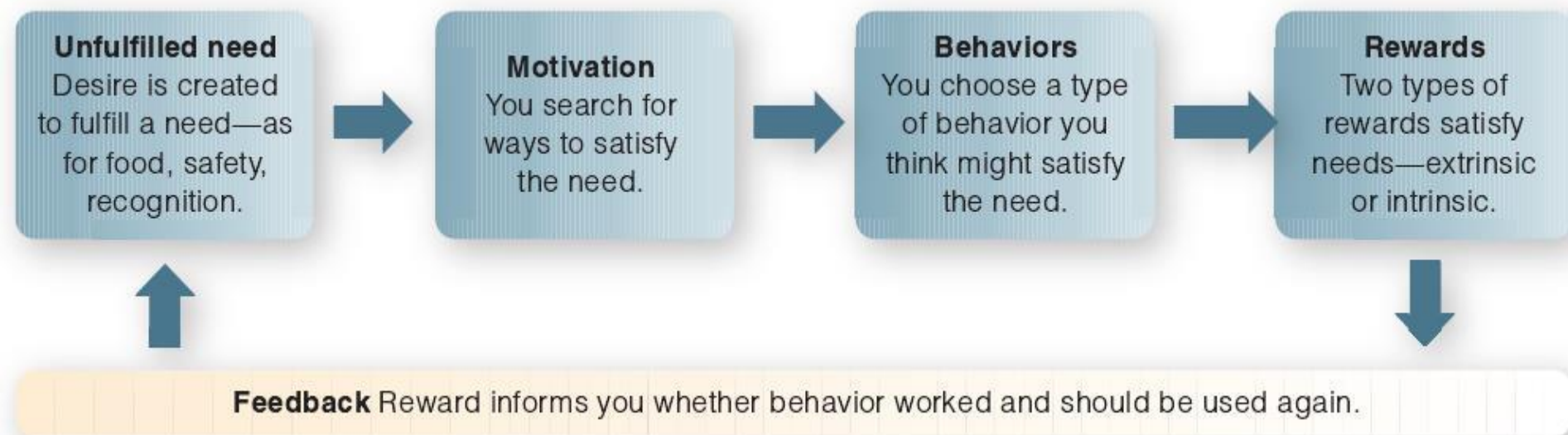
- Organizational culture
- Cross-cultural values
- Physical environment
- Rewards and reinforcement
- Group norms
- Communication technology
- Leader behavior
- Organizational design



Motivation & employee engagement

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。

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。

关于动机的四种观点是

(1)内容(2)流程(3)
)工作设计(4)强
化

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

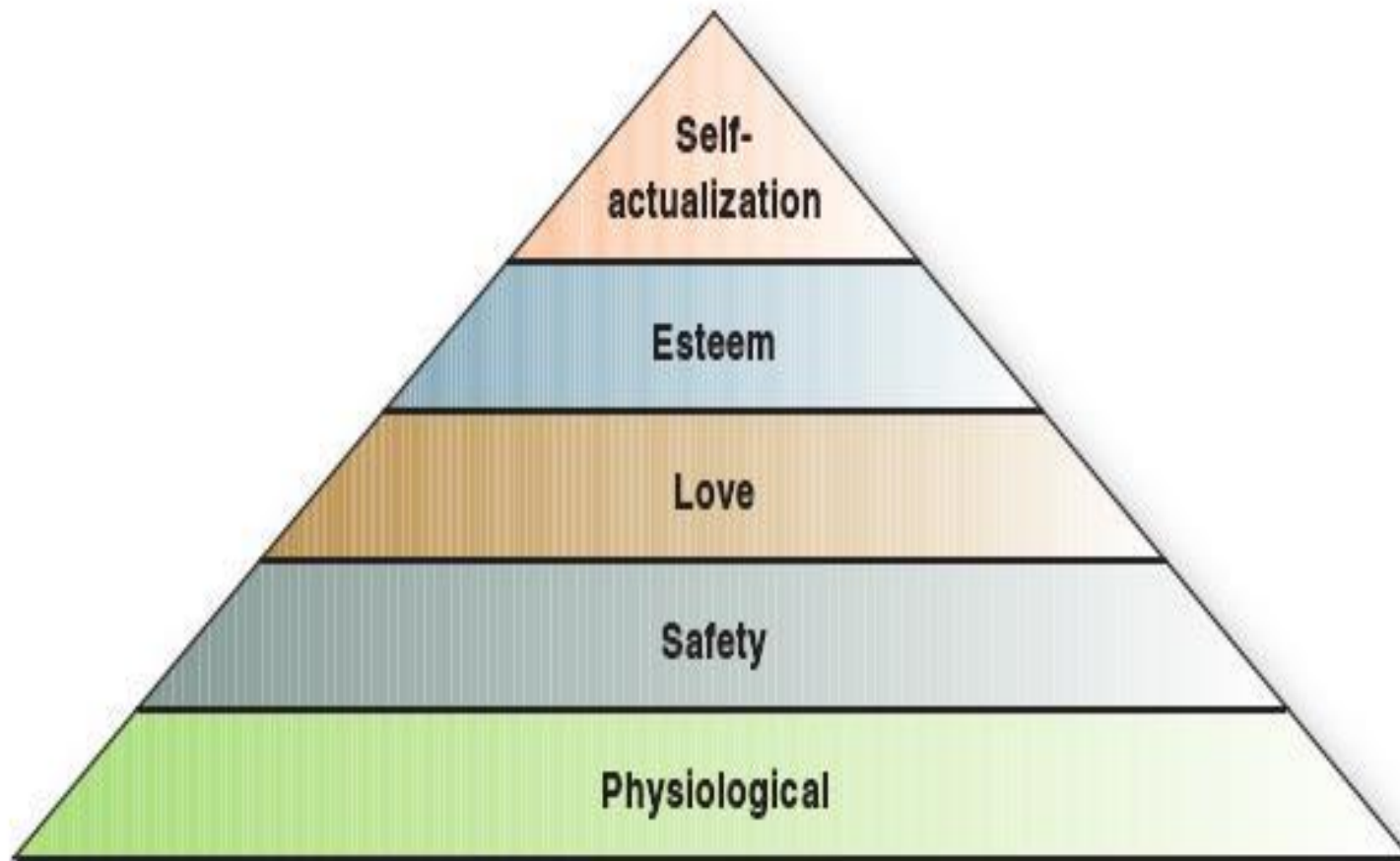
引起行为的心理缺陷。

需求可强可弱。需求会随着时间和地点的不同而变化

地方。

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

需求层次理论



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。

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?

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。”这是对他负责的愿望，

影响他们的行为或控制他们。

麦克莱兰确定了两种形式的需求

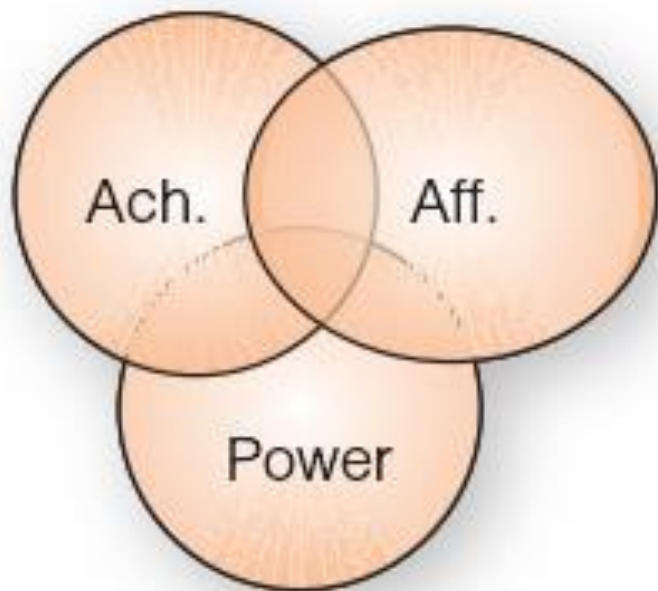
权力——个人的和机构的。

消极的一种是个人权力，如

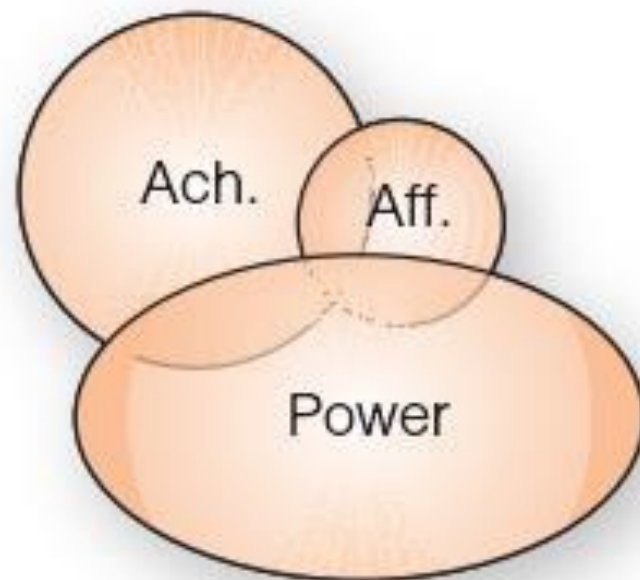
支配他人的欲望，包括为了自己的满足而操纵他人。

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。



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.

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。

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。

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

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。

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

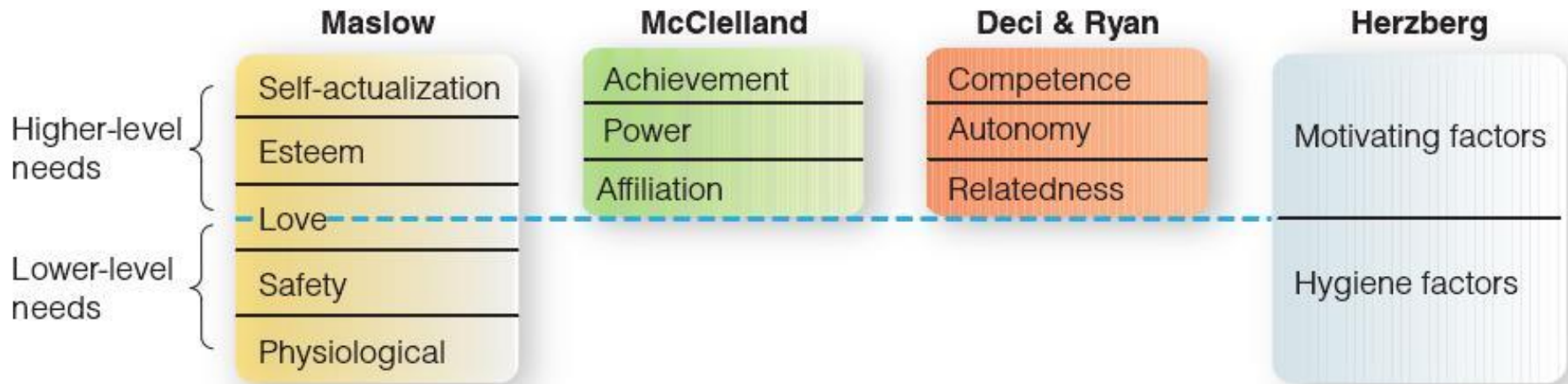
Working conditions

Interpersonal relationships

Company policy

Supervisors

内容视角理论的比较



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

股权理论

公平理论关注员工

与他人相比，他们认为自己所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。

■ 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。

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.

期望理论

期望理论认为人们是

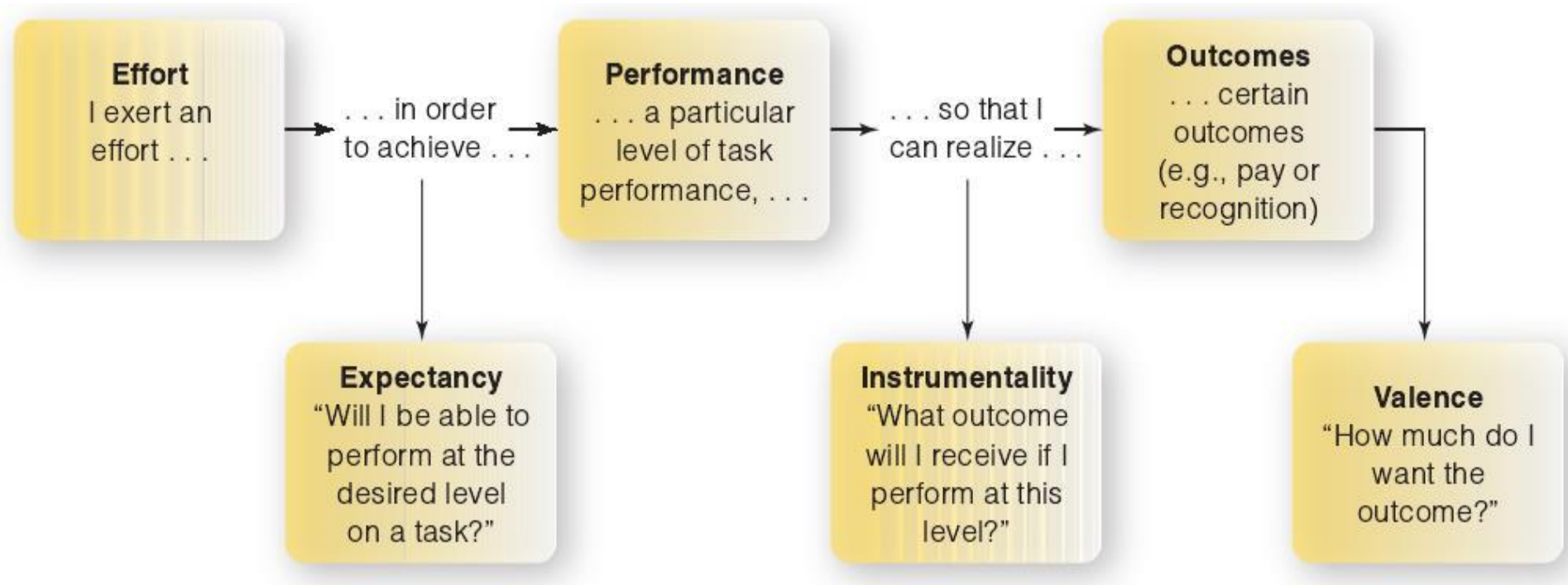
有两个动机：（1）他们有多想要某样东西；（2）他们认为自己得到它的可能性有多大。

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。



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。

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。

- 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。

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。

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。

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。

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

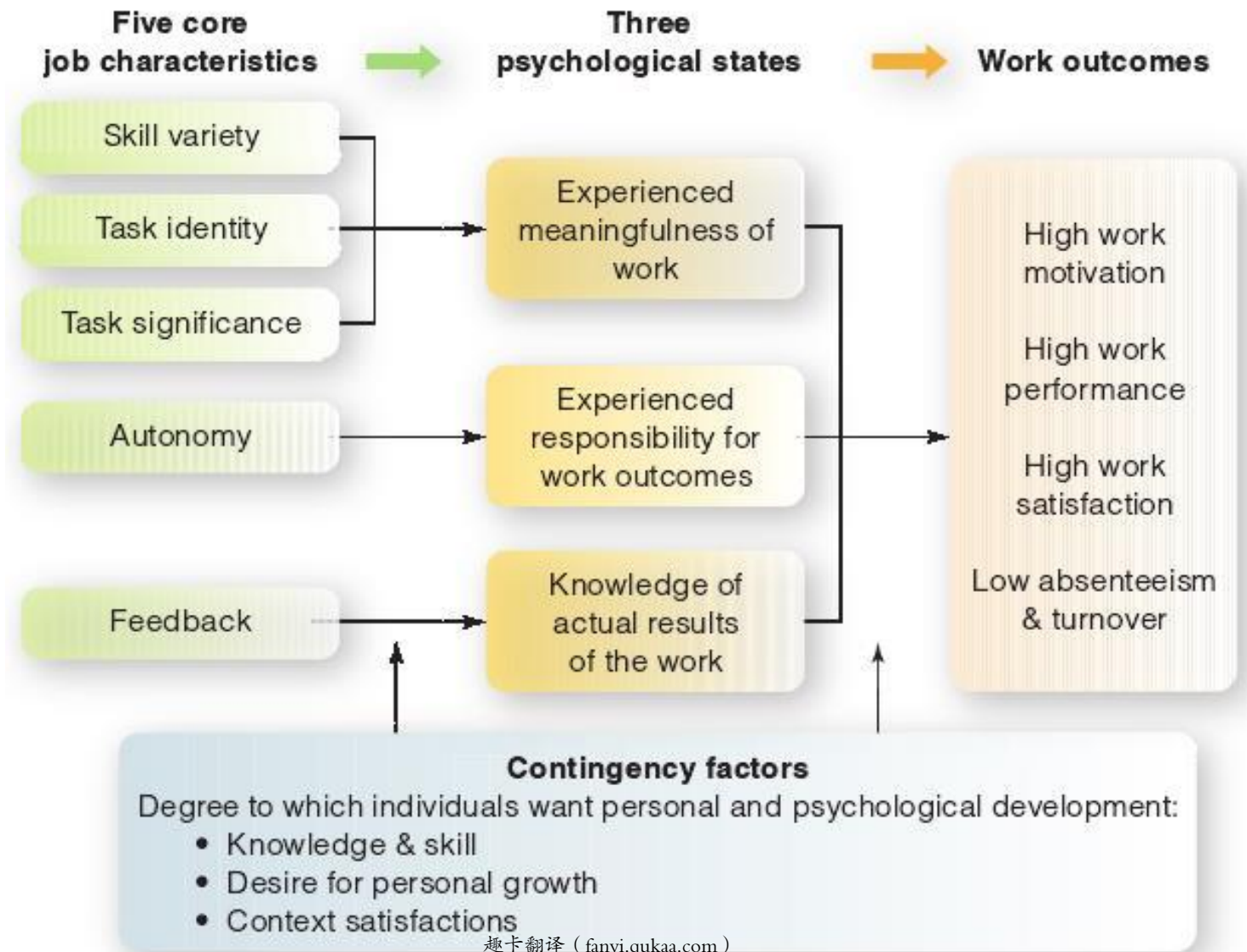
工作中的任务，以增加多样性和动力。

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。

工作特征模型

设计的工作特征模型是工作丰富化的产物。



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?”

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

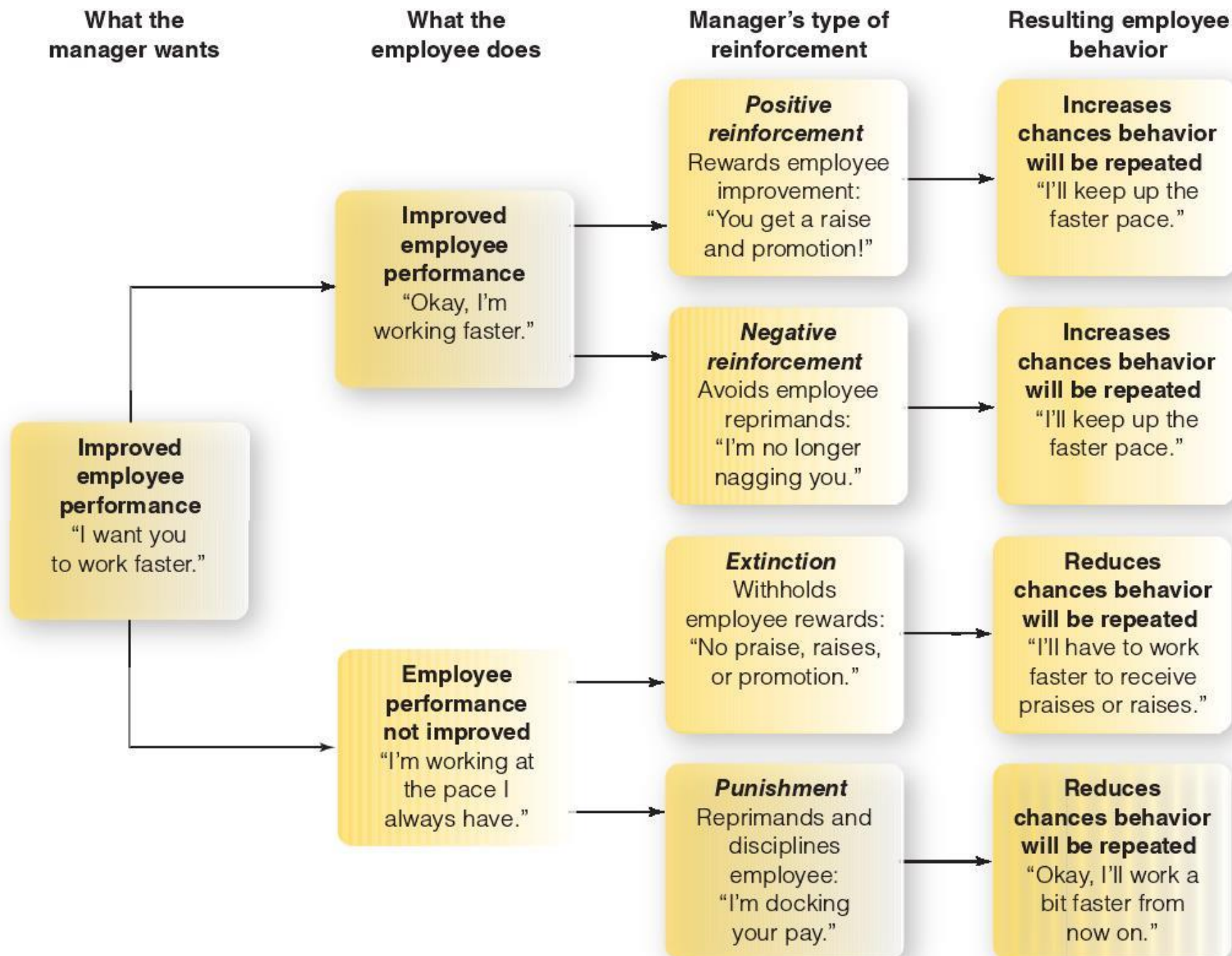
强化，（2）负强化，（3）灭绝，以及（4）惩罚。

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。



货币和非货币动机

受欢迎的奖励计划

- 绩效薪酬，或绩效工资，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。

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。

The Flexible Workplace⁸¹

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

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?

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。