



FRED LUTHANS
JONATHAN P. DOH

Organizational Behavior and
Human Resource Management

组织行为与 人力资源管理

第9版

Ninth Edition

[美] 弗雷德·卢森斯 乔纳森·多 著



中国工信出版集团



人民邮电出版社
POSTS & TELECOM PRESS

组织行为与人力资源管理

第9版

双语教学版

[美] 弗雷德·卢森斯 著
乔纳森·多

人民邮电出版社

北 京

图书在版编目 (CIP) 数据

组织行为与人力资源管理: 第9版: 双语教学版 / (美) 卢森斯, (美) 多著.
—北京: 人民邮电出版社, 2015.12

ISBN 978-7-115-40972-0

I. ①组… II. ①卢… ②多… III. ①组织行为学—双语教学—高等学校—教材
②人力资源管理—双语教学—高等学校—教材 IV. ① C936 ② F241

中国版本图书馆 CIP 数据核字 (2015) 第 267485 号

Fred Luthans, Jonathan P. Doh

International Management: Culture, Strategy, and Behavior, 9th Edition

ISBN 0-07-786244-9

Copyright © 2015 by McGraw-Hill Education.

All Rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including without limitation photocopying, recording, taping, or any database, information or retrieval system, without the prior written permission of the publisher.

This authorized bilingual adaptation edition is jointly published by McGraw-Hill Education and Posts & Telecom Press. This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SAR and Taiwan province.

Copyright © 2016 by McGraw-Hill Education and Posts & Telecom Press.

版权所有。未经出版人事先书面许可, 对本出版物的任何部分不得以任何方式或途径复制或传播, 包括但不限于复印、录制、录音, 或通过任何数据库、信息或检索的系统。

本授权双语版由麦格劳-希尔(亚洲)教育出版公司和人民邮电出版社合作出版。此版本经授权仅限在中华人民共和国境内(不包括香港特别行政区、澳门特别行政区和台湾省)销售。

版权 © 2016 由麦格劳-希尔(亚洲)教育出版公司与人民邮电出版社所有。

本书封底贴有 McGraw-Hill Education 公司和人民邮电出版社防伪标签, 无标签者不得销售。

北京市版权局著作权合同登记号: 01-2007-4967

组织行为与人力资源管理 (第9版, 双语教学版)

- ◆ 著 [美] 弗雷德·卢森斯 乔纳森·多
策 划 刘 力 陆 瑜
责任编辑 徐向娟
装帧设计 陶建胜
- ◆ 人民邮电出版社出版发行 北京市丰台区成寿寺路 11 号
邮编 100164 电子邮件 315@ptpress.com.cn
网址 <http://www.ptpress.com.cn>
电话(编辑部) 010-84937150 (市场部) 010-84937152
三河市少明印务有限公司印刷
新华书店经销
- ◆ 开本: 850 × 1092 1/16
印张: 11.25
字数: 250 千字 2016 年 1 月第 1 版 2016 年 1 月第 1 次印刷
著作权合同登记号 图字: 01-2007-4967
ISBN 978-7-115-40972-0

定价: 38.00 元

本书如有印装质量问题, 请与本社联系 电话: (010) 84937153

Organizational Behavior and Human Resource Management

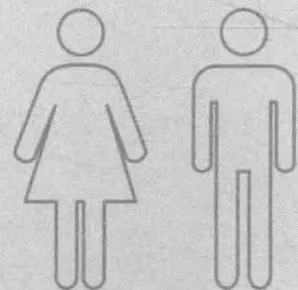
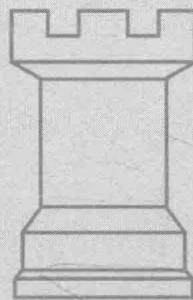
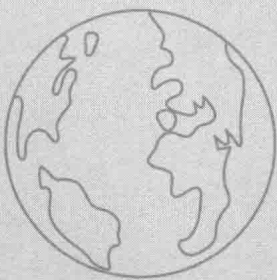
Ninth Edition

Fred Luthans

University of Nebraska–Lincoln

Jonathan P. Doh

Villanova University



内 容 提 要

本书选自弗雷德·卢森斯的*International Management: Culture, Strategy, and Behavior* 2015年的第9版。作者在跨文化的背景下论述组织的激励、领导行为以及人力资源管理。

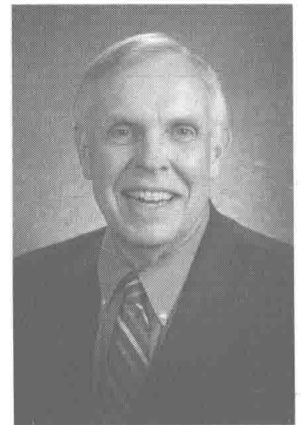
全书共分三章：跨文化激励；跨文化领导；跨文化人力资源筛选和人力资源发展。本书案例丰富，实践性强，所有标题加上中文注释后又增加了可读性。

本书适合作为工商管理、商务英语等专业的“组织行为与人力资源管理”双语课程教材，也适合于企业管理者、人力资源管理者以及工商管理专业的学生，同时对想要开拓国际商务的专业人士也有参考价值。

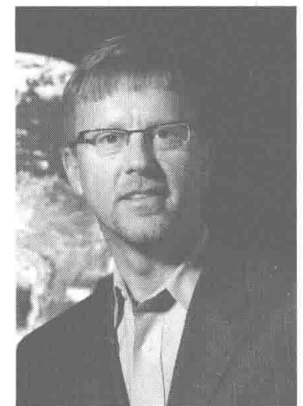
About the Authors

作者简介

FRED LUTHANS is University and the George Holmes Distinguished Professor of Management at the University of Nebraska–Lincoln. He is also Chair of the Master Research Council for HUMANeX, Inc. He received his BA, MBA, and PhD from the University of Iowa, where he received the Distinguished Alumni Award in 2002. While serving as an officer in the U.S. Army from 1965–1967, he taught leadership at the U.S. Military Academy at West Point. He has been a visiting scholar at a number of colleges and universities and has lectured in most European and Pacific Rim countries. He has taught international management as a visiting faculty member at the universities of Bangkok, Hawaii, Henley in England, Norwegian Management School, Monash in Australia, Macau (SAR), Chemnitz in the former East Germany, and Tirana in Albania. A past president of the Academy of Management, in 1997 he received the Academy's Distinguished Educator Award. In 2000 he became an inaugural member of the Academy's Hall of Fame for being one of the "Top Five" all-time published authors in the prestigious Academy journals. Currently, he is co-editor-in-chief of the *Journal of World Business*, editor of *Organizational Dynamics*, co-editor of *Journal of Leadership and Organization Studies*, and the author of numerous books. His book *Organizational Behavior* (Irwin/McGraw-Hill) is now in its 12th edition and the groundbreaking book *Psychological Capital* (Oxford University Press) with Carolyn Youssef and Bruce Avolio will be out in its second edition in 2014. He is one of very few management scholars who is a Fellow of the Academy of Management, the Decision Sciences Institute, and the Pan Pacific Business Association, and he has been a member of the Executive Committee for the Pan Pacific Conference since its beginning 30 years ago. This committee helps to organize the annual meeting held in Pacific Rim countries. He has been involved with some of the first empirical studies on motivation and behavioral management techniques and the analysis of managerial activities in Russia; these articles have been published in the *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of World Business*, and *European Management Journal*. Since the very beginning of the transition to market economies after the evolution of communism in Eastern Europe, he has been actively involved in management education programs sponsored by the U.S. Agency for International Development in Albania and Macedonia, and in U.S. Information Agency programs involving the Central Asian countries of Kazakhstan, Kyrgyzstan, and Tajikistan. For example, Professor Luthans' recent international research involves his construct of positive psychological capital (PsyCap). He and colleagues have published their research demonstrating the impact of Chinese workers' PsyCap on their performance in the *International Journal of Human Resource Management* and *Management and Organization Review*. He is applying his positive approach to positive organizational behavior (POB), PsyCap, and authentic leadership to effective global management and has recently been the keynote at programs in China (several times), Malaysia, Korea, Indonesia, England, Norway, Finland, South Africa, and soon Italy.



JONATHAN P. DOH is the Herbert G. Rammrath Chair in International Business, founding Director of the Center for Global Leadership, and Professor of Management at the Villanova School of Business. Jonathan teaches, does research, and serves as an executive instructor and consultant in the areas of international strategy and corporate responsibility and serves as an occasional executive educator for the Aresty Institute of Executive Education at the Wharton Business School. Previously, he was on the faculty of American and Georgetown Universities and a senior trade official with the U.S. government. Jonathan is author or co-author of more than 75 refereed articles published in the top international



business and management journals, 30 chapters in scholarly edited volumes, and more than 75 conference papers. Recent articles have appeared in journals such as *Academy of Management Review*, *California Management Review*, *Journal of International Business Studies*, *Journal of World Business*, *Organization Science*, *Sloan Management Review*, and *Strategic Management Journal*. He is co-editor and contributing author of *Globalization and NGOs* (Praeger, 2003) and *Handbook on Responsible Leadership and Governance in Global Business* (Elgar, 2005) and co-author of the previous edition of *International Management: Culture, Strategy, and Behavior* (8th ed., McGraw-Hill/Irwin, 2012), the best-selling international management text. His current research focus is on strategy for emerging markets, global corporate responsibility, and offshore outsourcing of services. His most recent scholarly books are *Multinationals and Development* (with Alan Rugman, Yale University Press, 2008), *NGOs and Corporations: Conflict and Collaboration* (with Michael Yaziji, Cambridge University Press, 2009) and *Aligning for Advantage: Competitive Strategy for the Social and Political Arenas* (with Tom Lawton and Tazeeb Rajwani, Oxford University Press, 2014). He is co-Editor-in-Chief of *MRN International Environment of Global Business* (SSRN Journal), Senior Editor of *Journal of World Business*, Associate Editor of *Business & Society*, and Consulting Editor of *Long Range Planning*. Beginning in January of 2015 he will assume the position of Editor-in-Chief of *Journal of World Business*. Jonathan has also developed more than a dozen original cases and simulations published in books, journals, and case databases and used at many leading global universities. He has been a consultant or executive instructor for ABB, Anglo American, Bodycote, Bosch, China Minsheng Bank, Hana Financial, HSBC, Ingersoll Rand, Medtronic, Shanghai Municipal Government, Siam Cement, the World Economic Forum, and Deloitte Touche, where he served as senior external adviser to the Global Energy Resource Group. Jonathan is part of the Executive Committee of the Academy of Management Organizations and Natural Environment Division with increasing responsibilities culminating in the chair of the division in 2016. He was ranked among the top 15 most prolific international business scholars in the world for the period 2001–2009 (Lahiri and Kumar, 2012). He holds a PhD in strategic and international management from George Washington University.

Contents

目 录

1 Motivation Across Cultures

The World of *International Management*: Motivating Employees in a Multicultural Context: Insights from the Emerging Markets

The Nature of Motivation

The Universalist Assumption

The Assumption of Content and Process

The Hierarchy-of-Needs Theory

The Maslow Theory

International Findings on Maslow's Theory

The Two-Factor Theory of Motivation

The Herzberg Theory

International Findings on Herzberg's Theory

Achievement Motivation Theory

The Background of Achievement Motivation Theory

International Findings on Achievement Motivation Theory

Select Process Theories

Equity Theory

Goal-Setting Theory

Expectancy Theory

Motivation Applied: Job Design, Work Centrality, and Rewards

Job Design

Sociotechnical Job Designs

Work Centrality

Incentives and Culture

The World of *International Management*—Revisited

Summary of Key Points

Key Terms

Review and Discussion Questions

Internet Exercise: Motivating Potential Employees

In the International Spotlight: Indonesia

2 跨文化激励

国际化管理的世界：在多元文化环境

2 激励员工（来自新兴市场的启示）

4 激励的性质

5 普遍主义者假设

6 内容和过程假设

7 需要层次理论

7 马斯洛理论

7 有关马斯洛理论的国际研究结果

11 激励的双因素理论

11 赫茨伯格理论

13 有关赫茨伯格理论的国际研究结果

17 成就激励理论

17 成就激励理论的背景

18 有关成就激励理论的国际研究结果

19 选择过程理论

19 公平理论

21 目标设定理论

21 期望理论

22 激励的应用：工作设计、工作重心和奖励

22 工作设计

23 社会技术的工作设计

24 工作重心

28 激励与文化

30 再看国际化管理的世界

30

32

32

32

33

2 Leadership Across Cultures

The World of *International Management*: Global Leadership Development: An Emerging Need

Foundation for Leadership

The Manager-Leader Paradigm

Philosophical Background: Theories X, Y, and Z

Leadership Behaviors and Styles

The Managerial Grid Performance: A Japanese Perspective

Leadership in the International Context

Attitudes of European Managers toward Leadership Practices

Japanese Leadership Approaches

Differences between Japanese and U.S. Leadership Styles

Leadership in China

Leadership in the Middle East

Leadership Approaches in India

Leadership Approaches in Latin America

Recent Findings and Insights about Leadership

Transformational, Transactional, and Charismatic Leadership

Qualities for Successful Leaders

Culture Clusters and Leader Effectiveness

Leader Behavior, Leader Effectiveness, and Leading Teams

Cross-Cultural Leadership: Insights from the GLOBE Study

Positive Organizational Scholarship and Leadership

Authentic Leadership

Ethical, Responsible, and Servant Leadership

Entrepreneurial Leadership and Mindset

The World of *International Management*—Revisited

Summary of Key Points

Key Terms

Review and Discussion Questions

Internet Exercise: Taking a Closer Look

In the International Spotlight: Germany

3 Human Resource Selection and Development Across Cultures

The World of *International Management*: The Challenge of Talent Retention in India

The Importance of International Human Resources

34 跨文化领导

国际化管理的世界：全球领导力的发展（新兴需求）

36 领导的基础

36 管理者-领导者范式

38 哲学背景：理论X、理论Y和理论Z

41 领导行为和领导方式

42 日本人的管理方格绩效

45 国际背景下的领导力

45 欧洲管理者对领导实践的态度

47 日本人的领导方法

48 日本人和美国人的领导风格差异

50 中国的领导者

51 中东的领导者

51 印度的领导方法

52 拉丁美洲的领导方法

53 有关领导力的近期研究成果和启示

53 变革型领导、交易型领导和魅力型领导

55 成功的领导者具有的特质

57 文化聚落和领导效率

58 领导行为、领导效率和领导团队

58 跨文化领导：来自GLOBE研究的启示

62 正向组织学和领导

62 真正的领导者

65 道德型领导、责任型领导和仆人式领导

66 创业型领导和心态

67 再看国际化管理的世界

67

68

69

69

70

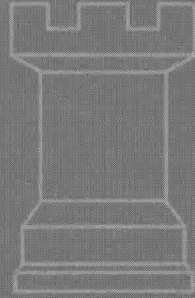
72 跨文化人力资源筛选和人力资源发展

72 国际化管理的世界：在印度留住人才的挑战

75 跨国人力资源的重要性

<i>Getting the Employee Perspective</i>	75	站在员工的角度
<i>Employees as Critical Resources</i>	76	雇员是被选择资源
<i>Investing in International Assignments</i>	76	跨国委派的投入
<i>Economic Pressures</i>	76	经济压力
Sources of Human Resources	78	人力资源的来源
<i>Home-Country Nationals</i>	78	母国公民
<i>Host-Country Nationals</i>	78	所在国公民
<i>Third-Country Nationals</i>	79	第三国公民
<i>Subcontracting and Outsourcing</i>	80	转包和外包
Selection Criteria for International Assignments	83	跨国委派的筛选标准
<i>General Criteria</i>	83	一般标准
<i>Adaptability to Cultural Change</i>	84	文化变革的适应性
<i>Physical and Emotional Health</i>	85	身心健康
<i>Age, Experience, and Education</i>	85	年龄、经验和受教育程度
<i>Language Training</i>	86	语言培训
<i>Motivation for a Foreign Assignment</i>	86	外派的激励
<i>Spouses and Dependents or Work-Family Issues</i>	86	配偶和家属, 或者工作-家庭问题
<i>Leadership Ability</i>	87	领导能力
<i>Other Considerations</i>	87	其他考虑
Economic Pressures and Trends in Expat Assignments	89	经济压力和外派趋势
International Human Resource Selection Procedures	90	跨国人力资源筛选程序
<i>Testing and Interviewing Procedures</i>	90	测试和面试程序
<i>The Adjustment Process</i>	90	调整程序
Compensation	92	薪酬
<i>Common Elements of Compensation Packages</i>	93	薪酬包的基本要素
<i>Tailoring the Package</i>	95	定制包
Individual and Host-Country Viewpoints	96	个人观点和所在国的观点
<i>Candidate Motivations</i>	96	候选人激励
<i>Host-Country Desires</i>	97	所在国的要求
Repatriation of Expatriates	98	外派人员调回本国
<i>Reasons for Returning</i>	98	回国的原因
<i>Readjustment Problems</i>	98	再调整问题
<i>Transition Strategies</i>	99	转换战略
Training in International Management	100	国际化管理培训
<i>The Impact of Overall Management Philosophy on Training</i>	102	总的管理理念对培训的影响
<i>The Impact of Different Learning Styles on Training and Development</i>	103	不同的学习方式对培训 and 发展的影响
<i>Reasons for Training</i>	104	培训的原因
Types of Training Programs	106	培训计划的类型
<i>Standardized vs. Tailor-Made</i>	106	标准化和定制化
Cultural Assimilators	109	文化吸收者

<i>Positive Organizational Behavior</i>	110	积极的组织行为
Future Trends	111	未来的趋势
The World of International Management—Revisited	111	再看国际化管理的世界
Summary of Key Points	113	
Key Terms	114	
Review and Discussion Questions	114	
Internet Exercise: Going International with Coke	115	
In the International Spotlight: Russia	116	
Brief Integrative Case 1.1: IKEA's Global Renovations	117	
In-Depth Integrative Case 1.1: HSBC in China	124	
In-Depth Integrative Case 1.2: Chiquita's Global Turnaround	140	
Endnotes	148	注释
Glossary	160	术语表



Organizational Behavior and Human Resource Management



Chapter 1

跨文化激励

MOTIVATION ACROSS CULTURES

Motivation is closely related to the performance of human resources in modern organizations. Although the motivation process may be similar across cultures, there are clear differences in motivation that are culturally based. What motivates employees in the United States may be only moderately effective in Japan, France, or Nigeria. Therefore, although motivation in the workplace is related to stimulating and encouraging employee performance in many situations and environments, an international context requires country-by-country, or at least regional, examination of differences in motivation and its sources.

This chapter examines motivation as a psychological process and explores how motivation can be used to understand and improve employee performance. It also identifies and describes internationally researched work-motivation theories and discusses their relevance for international human resource management. The specific objectives of this chapter are:

1. **DEFINE** *motivation*, and explain it as a psychological process.
2. **EXAMINE** the hierarchy-of-needs, two-factor, and achievement motivation theories, and assess their value to international human resource management.
3. **DISCUSS** how an understanding of employee satisfaction can be useful in human resource management throughout the world.
4. **EXAMINE** the value of process theories in motivating employees worldwide.
5. **UNDERSTAND** the importance of job design, work centrality, and rewards in motivating employees in an international context.

国际化管理的世界

The World of *International Management*

在多元文化环境激励员工：来自新兴市场的启示

Motivating Employees in a Multicultural Context: Insights from Emerging Markets

According to Patricia Odell of *PROMO* magazine, "As U.S. companies continue to expand globally, currently employing more than 60 million overseas workers, motivating and rewarding these diverse workforces is a significant challenge to organizations." Bob Nelson, Ph.D., author of *1001 Ways to Reward Employees*, told *PROMO* magazine, "One size doesn't fit all when it comes to employee motivation—rewards that motivate best are those that are most valued by the person you are trying to thank."¹

According to *BusinessWeek*, numerous well-known firms have enlisted the help of Globoforce, an Irish company, to design their corporate recognition programs. Globoforce's program lets employees choose a reward they want, such as tickets to a concert or a \$50 gift card to their favorite store. In this way, Globoforce tailors rewards to specific employee preferences.²

These employee preferences are often correlated with culture. To illustrate this, Bob Nelson provides an example of a certain Indonesian company. If this company has a good year, employees receive extra pay at year end. The amount of pay an employee receives is "not a function of individual performance, but rather of one's loyalty to the organization as measured by the number of years one had worked with the company, plus the size of one's family." The company demonstrates an Indonesian cultural value: the employee is loyal to the employer and the employer takes care of the employee's family.³

Furthermore, managers must be aware that a reward in one culture may be viewed differently in another culture. Bob Nelson shares a story of how a pharmaceutical company decided to give customized watches bearing the company logo to all 44,000 employees around the world. When Nelson told this story to the employees of a

different company, they remarked that such a gift would never work in their culture. Timepieces are associated with death in China.⁴

So, as a manager, how does one motivate employees? There are general management principles that can be applied to most cultural settings. But also, there are specific considerations for each individual culture. Next, we mention some general concepts that have proved useful and then discuss motivating Chinese employees in particular.

激励员工：一般原则

Motivating Employees: General Principles

In its guide on how to motivate employees, *The Wall Street Journal* outlines several findings on the subject:

- The goal of management . . . [is] not simply to direct and control employees seeking to shun work, but rather to create conditions that make people want to offer maximum effort.
- Having employees harness self-direction and self-control in pursuit of common objectives . . . was far preferable to imposing a system of controls designed to force people to meet objectives they didn't understand or share.
- Rewarding people for achievement was a far more effective way to reinforce shared commitment than punishing them for failure.
- Giving people responsibility caused them to rise to the challenge.
- Unleashing their imagination, ingenuity, and creativity resulted in their contributions to the organization being multiplied many times over.⁵

In addition, Bob Nelson notes that today employees "expect work to be an integrated part of their lives—not their entire lives." Thus, managers can likely increase employee motivation by offering more flexible working hours. With technology, it has become much easier for employees to work from home. Nelson also emphasizes that discussing career options in the organization and providing learning and development opportunities often motivates employees.⁶

Frequently, managers focus on extrinsic rewards, such as pay, to motivate employees, while ignoring intrinsic rewards. Kenneth Thomas told *BusinessWeek*, "Research shows that managers underestimate the importance of intrinsic rewards." *BusinessWeek* describes intrinsic

rewards as "the psychological lift that employees get from doing work that matters to them."⁷

In a collectivistic culture, such as China, an intrinsic reward may be the satisfaction of helping the group complete a project.

在中国的员工激励

Motivating Employees in China

Watson Wyatt conducted a WorkChina™ employee opinion survey of 10,000 employees from 67 companies in China. The WorkChina™ survey found that compensation had a limited role in motivating Chinese employees. Jim Leininger of Watson Wyatt Beijing wrote:

Increasing employee satisfaction by raising salaries may result in short-term retention, but employees who stay in your organization because of high salaries may also leave for higher salaries. Thus, compensation is sometimes called a "hygiene issue." It is something that is not noticed until it is missing. A non-competitive compensation system is easily "noticed" by employees and can lead to turnover. However, having high salary levels does not necessarily lead to highly committed employees or lower turnover. Other things become the distinguishing factors once average compensation levels are satisfied.⁸

The following factors were found to be strong drivers of employee commitment:

- *Management effectiveness.* Employees are motivated when their managers have sound decision-making ability, successfully engage their employees, and value their employees.
- *Positive work environment.* To be productive, employees need a healthy, safe workplace with access to information needed to do their jobs.
- *Objective performance management system.* Watson Wyatt's 2003 compensation survey demonstrated that, for the typical employee, at least one month's salary will be tied to a performance measure—either for the employee personally or for the company itself. Managers must ensure that the performance management system is objective, fair, and clearly communicated to employees.
- *Clear communication.* Managers can increase commitment by making sure employees understand their company's goals, their own job, and the link between their job and the customer.⁹

In contrast, Fisher and Yuan's case study of Chinese employees of a major hotel in Shanghai found that good wages and good working conditions were the most important motivating factors. They discovered that employees' intrinsic needs for interesting work, personal growth, and involvement tended to be lower, especially among older Chinese workers, as compared with employees in Western cultures. According to Fisher and Yuan, managers of MNCs with ventures in China should take note that Chinese employees appreciate wage raises, increased housing subsidies, and employee share ownership. Chinese employees are also grateful when a manager is loyal to them. This loyalty can be demonstrated through renewing employment contracts and showing concern for employees' families.¹⁰

全球职场的员工激励

Motivating Employees in the Global Workplace

In her article "Motivating Employees from Other Cultures," Sondra Thiederman offers tips to adapt one's management style to fit a multicultural context. First,

she underscores the importance of interpreting situations accurately. For instance, many managers "misinterpret the speaking of a foreign language in the workplace as a sign of laziness, rudeness, and disrespect." In reality, "using another language is an effort to communicate a job-related message accurately, a sign of extreme stress or fatigue, or an effort to speed up the communication process."¹¹

Second, Thiederman notes that managers need to explain their expectations to employees in such a way that they can be understood by someone not raised in American culture. For example, many cultures view complaining to superiors as a sign of disloyalty. For an American manager, however, complaints provide an opportunity to identify problems. Managers need to explain to their workforce that good employees can bring up problems to managers. Third, managers can motivate employees by offering positive reinforcement. Kind words can go a long way in affirming the value of people of any culture.¹²

Clearly, motivation is a matter of critical importance to international managers in organizations around the world that is much discussed and debated, as are the similarities and differences among cultures as touching on what are perceived to be effective incentives and rewards. While there are some common elements in effective motivation across cultures, the role of pay (versus other forms of incentives) varies somewhat. Moreover, the form and structure of financial rewards are distinct in different cultures. For instance, the Indonesian example in the World of International Management above demonstrates how a U.S. approach to end-of-year bonuses, which would typically be based on individual merit and accomplishments, might be poorly received in Indonesia, where the collectivist culture would encourage a bonus based on tenure and family size.

The role of intrinsic rewards—the psychological rewards that employees get from doing work that matters to them—is important around the world; however, what is meaningful and rewarding may vary from culture to culture. As MNCs shift from simply finding inexpensive employment bases to discovering new ways to enhance employee satisfaction, important questions begin to surface. Why does a relationship with an employee's family make a difference? What truly motivates workers in different cultures? What do they consider important with regard to their perception of satisfaction? Employees typically seek more than just fair compensation. They want to believe that they are making a difference in some way. Effectively motivating across cultures can create competitive advantages that are difficult for competitors to match. In this chapter we provide some of the background discussion about motivation, explore research in the area of motivation, and discuss the implications of our knowledge about motivating employees across cultures.

激励的性质

■ The Nature of Motivation

Motivation is a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives. A person with an unsatisfied need will undertake goal-directed behavior to satisfy the need. Figure 1-1 shows the motivation process. The three basic elements in this process are needs, drives, and goal attainment. The determinants of motivation could be **intrinsic**, by which an individual experiences fulfillment through carrying out an activity itself and helping others, or **extrinsic**, in the

motivation

A psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives.

intrinsic

A determinant of motivation by which an individual experiences fulfillment through carrying out an activity itself and helping others.

extrinsic

A determinant of motivation by which the external environment and result of the activity in the form of competition and compensation or incentive plans are of great importance.