



中英对照

# MANAGING AND EMPLOYING People

## 员工聘用与管理

作为主管或者公司经理人，  
你知道如何准确回答下列问题吗？

什么样的招聘最有效？

什么样的薪酬结构最合理？

怎样让员工迅速融入新公司？

怎样合理确定新到员工的工资标准？

怎样正确的处理员工之间、员工与管理者之间的冲突？

当你想要对公司进行整顿裁员时，怎样才能做到最好？

.....

阅读本书，你将会得到明晰的答案！

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### Managing and Employing People

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### 员工聘用与管理

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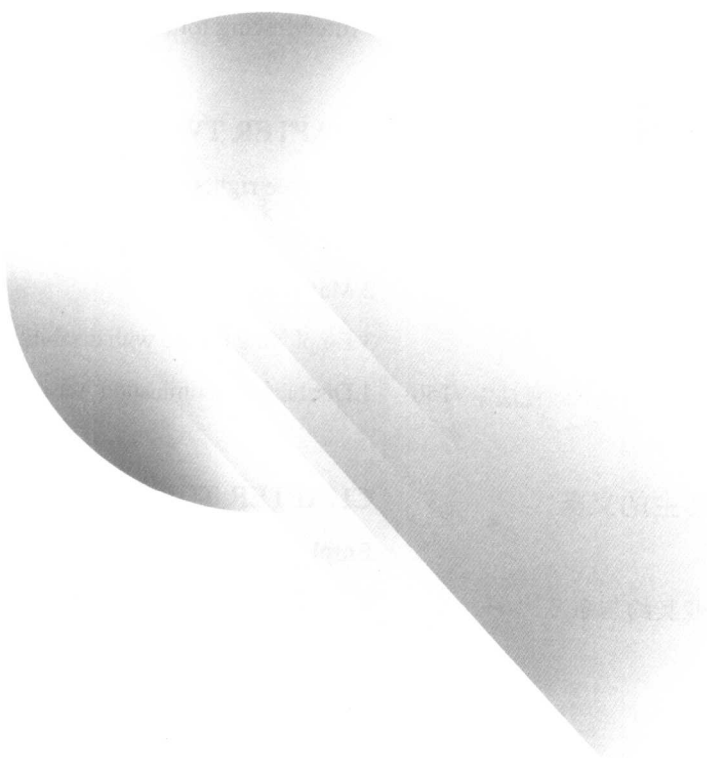
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中英对照

**MANAGING  
AND EMPLOYING People**

**员工聘用与管理**

■ 大卫·厄温 / 著 熊金才 / 译  
汕头大学出版社



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# 引言

## 人的重要性

企业依赖于经营者。

在人际关系与人员管理上的努力会得到不断的回报。

问题可能会出现于众多领域，任何企业的效率都会因此而降低。这些问题包括：

- 失败的员工招募与选择——选到的员工缺乏必要的知识、个性或技巧。
- 混乱的组织结构与治理——员工组织的方式既浪费资源，又缺乏效率。
- 控制力度不够——由于错误的信息而做出不明智的决定（也许是因为控制权在不适合的人手中）。
- 培训效果不佳——员工并未学到能够大大提高他们工作表现的技巧。
- 激励不够——员工对企业漠不关心，不愿意花费过多的心力去促进共同目标的达成。
- 创造力差——促进企业发展的好主意未能付诸实践，企业因而停滞不前。
- 失败的团队合作——员工不在一起工作，或发现障碍太多而无法合作。
- 滞后的计划管理——没能为填补未来重要的工作空缺做好准备。
- 没有明确的目标——做事情的理由不是含糊不明就是解释不清。
- 缺乏公平的回报——员工们得不到满意的回报。
- 不现实的期望——对员工期望过高。
- 不周密的员工计划——员工人数不是太多就是太少，或是所请员工的技术、能力不符合要求。

# Introduction

## The importance of people

A business depends on the people running it.

Effort spent on human relations and people management will be repaid many times over.

There are a number of areas where problems may occur. These will reduce the efficiency of any business. They include:

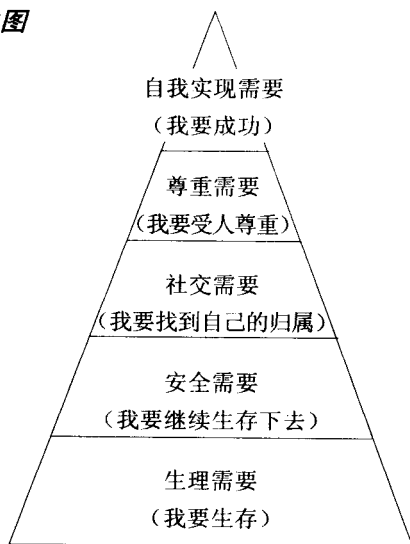
- Poor recruitment and selection — staff lack the knowledge, or skills personality,necessary for the business.
- Confused organisational structure — the way in which staff are organised is wasteful and inefficient.
- Inadequate control — poor decisions are made because of faulty information(possibly in the hands of inappropriate people).
- Poor training — staff have not been taught skills which could significantly improve their job performance.
- Low motivation — staff are not concerned about the business and will not spend much effort to further common goals.
- Low creativity — good ideas for improvement are not being put to use, so stagnation occurs.
- Poor teamwork — staff do not work together,or find that there are too many obstacles to working together.
- Lack of succession planning and management development — sufficient preparation for important future job vacancies is not being undertaken.
- Unclear aims—the reasons for doing things are either muddy or badly explained.
- Unfair rewards — staff are not rewarded to their satisfaction.

## 一、马斯洛的需要层次理论

亚布拉罕·马斯洛(Abraham Maslow)于 1954 年进一步阐述了他的需要层次理论。该理论是人类需求理论中最具影响力的一个。他从这样一个观点入手：人类有多种需要；在这些需要中，有一些要比其它的更为重要。例如，他注意到，对于饥饿的人来说，食物是极为重要的，然则对于那些粮食充足的人来说，他们就有着各种各样的需求。马斯洛的理论对管理者和社会科学家产生了巨大的影响。

马斯洛把人类的多种需要划分为五个基本类别，并把这五个类别从高到低排列成五个层次。他还认为，在高层次的需要出现之前，低层次需要至少要得到部分满足。满足低层次需要的策略会一直主宰着人们的行为，直到目标达成，高层次需要才会被激活。

**马斯洛的需要层次图**





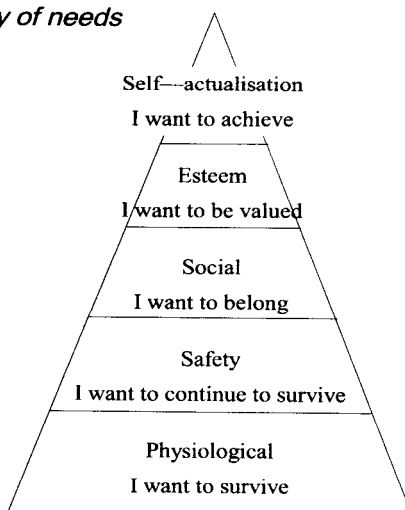
- Unrealistic expectations — you expect too much of your workforce.
- Poor staff planning — having the wrong number of people, either too high or too low, or having people with inappropriate skills and abilities.

## Maslow's hierarchy of needs

Abraham Maslow (1954) developed one of the most influential theories of human needs. He started from the point that humans have a variety of needs some of which are more fundamental than others. He noted, for instance, that the need for food was paramount to the hungry but that people who had sufficient food had different needs. Maslow's ideas have had an enormous impact on the thinking of managers and social scientists.

Maslow grouped his needs into five basic categories and arranged them in a hierarchy from higher to lower. In Maslow's view lower needs had to be satisfied at least in part before higher needs could be addressed. Strategies to satisfy lower needs dominate behaviour until they are satisfied when strategies to satisfy higher needs take over.

### *Maslow's hierarchy of needs*



如果我们接受这些观点，就意味着我们同意雇员与经理的行为会随着需要的满足过程而变化，也意味着工资、津贴等为激励员工而设计出来的方法必须随着人们满足需要方式的改变而不断进行调整。

在组织管理方面，马斯洛的理论又意味着我们必须不断改进管理员工的方法。我们当然可以提供足够的报酬满足员工的低层次需要，但随后我们或许就必须通过职业保险、团队合作、工作设计与职权下放、员工训练与发展等途径去分别满足员工的安全需要、社交需要、尊重需要和自我实现需要。

## 二、实践马斯洛的理论

弗雷德里克·赫茨伯格（Frederik Herzberg）尝试着将马斯洛的理论付诸实践。他进行了大量的调查，设计了“什么时候你对工作特别满意”、“什么时候你对工作特别不满意”等问题，以此征询员工们的意见。

调查结果显示，使员工们感到非常满意的因素主要是工作富有成就感、工作成绩得到认可、工作所赋予的责任及发展和学习机会等。而不满意的因素则是关于公司政策、行政管理、监督和工作条件等方面的问题。

赫茨伯格称那些令员工非常满意的工作因素“激励因素”，而将那些令员工不满意的因素称为“保健因素”。保健因素即使改善了，也不能激发员工的积极性，但如果它们降低到某一水平以下，就会导致士气低落或引起不满。赫茨伯格有效地将马斯洛的需要层次划分为二：生理、安全和归属需要相当于保健因素，受人尊重和自我满足的需要则相当于激励因素。

If we accept these ideas it means that an employee's and a manager's behaviour will vary in accordance with the satisfaction of need. It means also that systems designed to motivate — pay, benefits etc must adapt because of the change in the way in which people meet their needs.

In organisational terms, Maslow's theory means that we must constantly upgrade the way in which we manage staff. Pay may be enough to help them satisfy their lower level needs but we may then need to introduce job security to offer safety needs, team working to offer belonging needs, job redesign and authority to offer needs for esteem and training and development to offer needs for self actualisation.

## **Putting Maslow to work**

Frederick Herzberg tried to put Maslow's theories into action. He carried out a number of surveys in which he asked employees to talk about the times when they felt best and worst about their jobs.

The dominant theories in 'good feelings' stories were achievement, recognition for performance, responsibility, advancement and learning. The 'bad feelings' stories were about things such as company policy, administration, supervision and working conditions.

Herzberg called those aspects of work that produced job satisfaction motivators and those that produced job dissatisfaction hygiene factors. Hygiene factors do not motivate if they are improved, but if they fall below a certain level, they become a source of demotivation or dissatisfaction. In effect, Herzberg took Maslow's hierarchy and divided it in two, regarding physiological, safety and belonging needs as hygiene factors and self esteem and self actualisation needs as motivators.

赫茨伯格的保健因素涉及的是工作环境，而激励因素却是关于工作本身。他认为所有用于激励员工的方法——更高的薪酬、更好的福利、培训等等，都是另一种形式的他所称的“踢他”（KITA）之道，即主张世界上最可靠有效的完成任务的方法就是在人们背后踹一脚。赫茨伯格认为，“踢他”之道并无法激励员工——这种方法或许能使员工活跃起来，但并不一定能朝着正确的方向，而且之后又会很快需要另一“踢”来推动他们。

赫茨伯格认为，进行工作设计，实现工作丰富化对于激励是十分重要的。他把工作丰富化视为“纵向工作负荷”的过程，而扩大员工的自主权、工作范围，给予他们更多富有挑战性的工作任务，及时对他们的工作表现做出反馈，则是这一过程所不可或缺的。

### 三、X、Y 理论

道格拉斯·麦格雷戈(Douglas McGregor)接受了马斯洛关于激励的理论，并加入了另一个因素。他认为管理人员的观点会决定他们的工作态度。

六十年代，麦格雷戈撰文提出，多数管理人员同意他所称的 X 理论的观点。该理论显示管理人员有必要指挥、控制下属，并做出了以下假设：

- 一般人都是好逸恶劳的，对工作有一种天生的厌恶，会尽可能地逃避工作，而且胸无大志。
- 由于人类厌恶工作的特性，因此对大多数人来说，必须进行强迫、监督、指挥、并通过惩罚以儆效尤，才能使他们付出足够的努力去完成组织设定的目标。

Herzberg's hygiene factors dealt with the environment in which the work was carried out whilst the motivators concerned the work itself. He argued that all the methods used to motivate staff — better pay, better benefits, training etc were variants of what he called the KITA approach to motivation — the belief that the surest and quickest way to get something done was to kick them in the backside. In Herzberg's view KITA approaches do not motivate — they may get the person to move but not necessarily in the right direction and they will soon need another kick to get them to move again.

Herzberg argued that the idea of job design and enrichment was central to motivation. He saw job enrichment as being the process of 'vertical job loading'. This is done by adding to the job factors which gave employees more autonomy, more freedom, more challenges and more feedback about their performance.

## **X and Y**

Douglas McGregor took Maslow's theory of motivation and added another dimension. McGregor felt that the perspective of the manager would determine their response to work.

McGregor writing in the 1960s suggested that most managers subscribe to what he called Theory X, which suggested that managers need to direct and control subordinates assuming:

- The average human being is pensive and lazy, has an inherent dislike of work, will avoid it if possible and has little ambition.
- Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort towards the achievement of organisational objectives.

- 一般人更倾向于被领导，不愿承担责任，将安全放在首位。

X 理论中存在的差异范围很广，既主张管理人员应强迫、威胁、监督和惩罚员工，又认为能通过令人信服的方式使员工适应工作和组织的要求。这或许会产生一种表面和谐并最终导致麻木与冷漠，以及往往会创造自我实现的预言——制造出一批贡献越来越少却期望获取更多的员工，甚至可能走向极端，导致低生产率、员工的敌意与蓄意破坏。

麦格雷戈认为，行为科学所提供的证据虽不确凿，却隐隐约约地说明了一种新理论——Y 理论存在的必要。Y 理论的关键命题是“管理的基本任务在于创造这样一个工作环境，即使职工在为实现组织的目标做出努力的同时，也能最好地达到自己的目标。Y 理论假设：

- 工作中体力和脑力的消耗就像游戏和休息一样自然。
- 外部的控制和惩罚，并不是促使人们为实现组织的目标而努力的唯一方法。人们在完成负责的目标的过程中会进行自我指导和自我控制。
- 员工是否致力于组织目标的完成取决于同工作成绩挂钩的奖赏。
- 一般人在适当条件下，不仅学会了接受职责，而且还学会了寻求职责。
- 大多数人，而不是少数人，在解决组织的困难问题时，都能发挥高度的想象力、聪明才智和创造力。
- 在现代工业生活中，一般人的智慧潜能只是部分地得到了发挥。

- The average human being prefers to be directed, wishes to avoid responsibility and wants security above all.

There was a wide variation in Theory X assumptions ranging from the belief that managers need to coerce, threaten, control and punish staff to the thought that a persuasive style will help everyone to get along. This might produce a superficial harmony which in the long run causes apathy and employees who expect more and more while giving less and less or, at the extreme, leads to low productivity, antagonism and sabotage. Theory X tends to create self fulfilling prophecies.

McGregor argued that evidence from the behavioural sciences, though inconclusive, seemed to indicate the need for a new theory — Theory Y, in which the key proposition is that ‘the essential task of management is to arrange organisational conditions so that people can achieve their own goals best by directing their efforts towards organisational rewards: Theory Y assumes:

- The expenditure of physical and mental effort in work is as natural as play or rest.
- External control and the threat of punishment are not the only means of bringing about effort toward organizational objectives. People will exercise self—direction and self—control in the service of objectives to which they are committed.
- Commitment to objectives is a function of the rewards associated with their achievement.
- The average human being learns under proper conditions not only to accept but also to seek responsibility.
- The capacity to exercise a high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population.

管理工作就是要确保组织的利益与员工的利益相一致。

#### 四、作为激励因素的工作报酬

提供人们所需的东西，满足人们的某些需要，其中一个重要因素就是工作报酬或奖赏。如果你雇佣某些人一年 25000 英镑，你就是给了他们一个强有力的工具，使他们处于能满足个人某些需要的状况。工作报酬使他们有能力购买食物、饮料、住所，甚至能满足他们某些社交和心理上的需要。

然而，为了追求你所期望得到的那种行为而将金钱当成唯一乃至最好的激励因素是危险的。同样，当你雇佣他人，使他们得以满足需要的时候，一件重要的事便是确保你是在激励合理的行为。

关于工作报酬，首先正如人们所普遍认可的那句格言所说的：一日诚实的劳动换得一日公平的报酬。通常，工作报酬最多也只被认为是一个短期的激励因素，但如果它下降到某一可接受的水平以下，就一定会导致不满。

你需要确保你正付出足够的报酬，以便为工作找到合适的员工。报酬不仅仅对激励起作用，它还会影响到新员工的招募。高质量的员工总是供不应求的；他们清楚自己的价值，期望得到相应的酬劳。任何奖赏的制度都必须是能吸引人才，经得起竞争的。

尽管你需要清楚自己所选择的衡量员工表现的标准，但通过工作报酬来反映员工表现也是有必要的。而没能做到这一点就会导致士气受挫，使你所欣赏的员工表现下降。



- Under the conditions of modern industrial life the intellectual potential of the average person is only partially utilised.

It is the job of management to ensure that the interests of the organisation and the interests of the staff coincide.

## **Pay as a motivator**

One of the major elements in giving people the things that they can use to meet some of their needs is pay or reward. Clearly, if you pay someone £25,000 a year, you are giving them a powerful tool in reaching a state where some of their needs are met. Pay will enable them to buy food, drink, shelter, even perhaps some social and psychological needs.

It is dangerous, however, to see money as being the sole or even the best motivator for the type of behaviour that you seek. It also is important to ensure that when you pay to help satisfy someone else's needs that you are motivating the right sort of behaviours.

The first of these is the generally accepted maxim of a fair day's pay for a fair day's work. Pay is usually regarded, at best, as only a short term motivator; but it certainly becomes a source of dissatisfaction if it falls below an acceptable level.

You need to ensure that you are paying enough to get the right sort of person for the job. Pay doesn't only impact on motivation, it also effects recruitment. High calibre staff are invariably in short supply. They will know how much they are worth and will expect corresponding rewards. Any reward system will need to be attractive and competitive.

Pay also needs to reflect performance, though you need to be clear about your chosen performance measures. Failure to do so will result in demotivation and a decline in the performance which you value.