



O.C. Ferrell
Geoffrey Hirt
Linda Ferrell

Human Resource Management

人力资源管理

第10版

Tenth Edition

[美] O.C.费雷尔 杰弗里·赫特 琳达·费雷尔 著



中国工信出版集团



人民邮电出版社
POSTS & TELECOM PRESS

人力资源管理

第 10 版

双语教学版

O.C. 费雷尔

[美] 杰弗里·赫特 著

琳达·费雷尔

人民邮电出版社

北 京

图书在版编目 (CIP) 数据

人力资源管理:第10版:双语教学版:汉、英/(美)O.C.费雷尔等著.

--北京:人民邮电出版社,2018.3

商务英语/工商管理双语教学教材系列

ISBN 978-7-115-47599-2

I. ①人… II. ①O… III. ①人力资源管理-双语教学-教材-汉、英 IV. ①F243

中国版本图书馆 CIP 数据核字 (2018) 第 004635

O.C. Ferrell, Geoffrey A. Hirt, Linda Ferrell

Human Resource Management, 10th Edition

ISBN 978-1-259-17939-6

Copyright © 2016 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 SAR, Macao SAR and Taiwan province.

Copyright © 2017 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、信息或可检索的系统。

本授权双语改编版由麦格劳-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 ©2017 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:01-2017-8599

人力资源管理(第10版,双语教学版)

- ◆ 著 [美] O.C. 费雷尔 杰弗里·赫特 琳达·费雷尔
- 策 划 刘 力 陆 瑜
- 责任编辑 王润秋
- 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: 7.25

字数: 174 千字

2018 年 3 月第 1 版

2018 年 3 月第 1 次印刷

定价: 38.00 元

本书如有印装质量问题,请与本社联系 电话:(010) 84937150

Human Resource Management

Tenth Edition

O.C. Ferrell

University of New Mexico

Geoffrey A. Hirt

DePaul University

Linda Ferrell

University of New Mexico

内容提要

《人力资源管理》(第10版, 双语教学版) 摘编自 *Business: A Changing World* (10e) 一书, 该书是美国同类书市场领导品牌。第一作者 O.C. 费雷尔教授, 曾担任美国营销协会学术委员会主席, 其研究领域包括全球商业、市场营销和商业伦理。本书主要讲述在当今商业世界的快速变化中如何打造人力资源优势, 具体内容包括组织、团队和沟通, 员工激励, 人力资源管理和个人职业生涯规划。本书保留了原版书中全部的英文及其教材要素, 编者对目录以及部分专业词汇进行了翻译。书中还引用了一些新鲜有趣的商业案例、习题, 语言简练, 通俗易懂。

本书可作为高等院校财经类及商务英语专业的双语课适用教材, 也适用于 MBA 学员、企业管理者以及对该领域感兴趣的普通读者。

Authors 作者简介

O.C. FERRELL



O.C. Ferrell is University Distinguished Professor of Marketing and Bill Daniels Professor of Business Ethics in the Anderson School of Management at the University of New Mexico. He served as

the Bill Daniels Distinguished Professor of Business Ethics at the University of Wyoming and the Chair of the Department of Marketing at Colorado State University. He also has held faculty positions at the University of Memphis, University of Tampa, Texas A&M University, Illinois State University, and Southern Illinois University, as well as visiting positions at Queen's University (Ontario, Canada), University of Michigan (Ann Arbor), University of Wisconsin (Madison), and University of Hannover (Germany). He has served as a faculty member for the Master's Degree Program in Marketing at Thammasat University (Bangkok, Thailand). Dr. Ferrell received his B.A. and M.B.A. from Florida State University and his Ph.D. from Louisiana State University. His teaching and research interests include business ethics, global business, and marketing.

Dr. Ferrell is widely recognized as a leading teacher and scholar in business. He has published more than 100 articles in leading journals. He has co-authored more than 20 books. In addition to *Business: A Changing World*, he has two other textbooks, *Marketing and Business Ethics: Ethical Decision Making and Cases*, that are market leaders in their respective areas. He also has co-authored other textbooks for marketing, management, business and society, and other business courses, as well as a trade book on business ethics. He chaired the American Marketing Association (AMA) ethics committee that developed its current code of ethics. He is past president of the Academic Council for the AMA. Currently he is Vice President of Publications for

the Academy of Marketing Science and is a Distinguished Fellow with AMS and is the AMS, Cutco-Vector Distinguished Marketing Educator.

Dr. Ferrell's major focus is teaching and developing teaching resources for students and faculty to better understand the increasing complex global business environment. He has taught the introduction to business course using this textbook. This gives him the opportunity to develop, improve, and test the book and ancillary materials on a firsthand basis. He has traveled extensively to work with students and understands the needs of instructors of introductory business courses. He lives in Albuquerque, New Mexico, and enjoys skiing, golf, and international travel.

GEOFFREY A. HIRT



Geoffrey A. Hirt of DePaul University previously taught at Texas Christian University and Illinois State University where he was Chairman of the Department of Finance and Law. At DePaul, he was Chair-

man of the Finance Department from 1987 to 1997 and held the title of Mesirow Financial Fellow. He developed the MBA program in Hong Kong and served as Director of International Initiatives for the College of Business, supervising overseas programs in Hong Kong, Prague, and Manama and was awarded the Spirit of St. Vincent DePaul award for his contributions to the university. Dr. Hirt directed the Chartered Financial Analysts (CFA) study program for the Investment Analysts Society of Chicago from 1987 to 2003. He has been a visiting professor at the University of Urbino in Italy, where he still maintains a relationship with the economics department. He received his Ph.D. in Finance from the University of Illinois at Champaign-Urbana, his M.B.A. at Miami University of Ohio, and his B.A. from Ohio Wesleyan University.

Dr. Hirt is currently on the Dean's Advisory Board and Executive Committee of DePaul's School of Music and is on the Board of the James Tyree Foundation. The Tyree Foundation funds innovative education programs in Chicago, and Dr. Hirt also serves on the Grant Committee. Dr. Hirt is past president and a current member of the Midwest Finance Association, a former editor of the *Journal of Financial Education*, and also a member of the Financial Management Association. He belongs to the Pacific Pension Institute, an organization of public pension funds, private equity firms, and international organizations such as the Asian Development Bank, the IMF, and the European Bank for Reconstruction and Development.

Dr. Hirt is widely known for his textbook *Foundations of Financial Management* published by McGraw-Hill/Irwin. This book in its fifteenth edition has been used in more than 31 countries and translated into more than 14 different languages. Additionally, Dr. Hirt is well known for his textbook, *Fundamentals of Investment Management*, also published by McGraw-Hill/Irwin and now in its tenth edition. Dr. Hirt enjoys golf, swimming, music, and traveling with his wife, who is a pianist and opera coach.

LINDA FERRELL



Dr. Linda Ferrell is Professor of Marketing and Bill Daniels Professor of Business Ethics in the Anderson School of Management at the University of New Mexico. She completed her Ph.D. in Business Admin-

istration, with a concentration in management, at the University of Memphis. She has taught at the University of Tampa, Colorado State University,

University of Northern Colorado, University of Memphis, and the University of Wyoming. She also team teaches a class at Thammasat University in Bangkok, Thailand, as well as an online Business Ethics Certificate course through the University of New Mexico.

Her work experience as an account executive for McDonald's and Pizza Hut's advertising agencies supports her teaching of advertising, marketing management, marketing ethics, and marketing principles. She has published in the *Journal of Public Policy & Marketing*, *Journal of Business Research*, *Journal of the Academy of Marketing Science*, *Journal of Business Ethics*, *AMS Review*, *Journal of Academic Ethics*, *Journal of Marketing Education*, *Marketing Education Review*, *Journal of Teaching Business Ethics*, and *Case Research Journal*, and is co-author of *Business Ethics: Ethical Decision Making and Cases* (10th edition) and *Business and Society* (5th edition). She co-leads the Daniels Fund business ethics initiative at the University of New Mexico.

Dr. Ferrell is the President of the Academy of Marketing Science and a past president for the Marketing Management Association. She is a member of the college advisory board for Cutco Vector. She is on the NASBA Center for the Public Trust Board of Directors, University of Central Florida-Nicholson School of Communication Board of Visitors, University of Tampa-Sykes College of Business, Board of Fellows, and the Direct Selling Education Foundation Board and Executive Committee. She frequently speaks to organizations on "Teaching Business Ethics," including the Direct Selling Education Foundation's training programs, Ethics & Compliance Officer Association, NASBA Center for the Public Trust Ethical Leadership Conference, as well as others. She has served as an expert witness in cases related to advertising, business ethics, and consumer protection.

Contents

目录

CHAPTER 1

Motivating the Workforce

Enter the World of Business

Mars Incorporated: Where Employees Love to Work

Introduction

Nature of Human Relations

Historical Perspectives on Employee Motivation

Classical Theory of Motivation

The Hawthorne Studies

Theories of Employee Motivation

Maslow's Hierarchy of Needs

Herzberg's Two-Factor Theory

McGregor's Theory X and Theory Y

Theory Z

Equity Theory

Expectancy Theory

Strategies for Motivating Employees

Behavior Modification

Job Design

Importance of Motivational Strategies

So You Think You May Be Good at Motivating a Workforce

Review Your Understanding

Revisit the World of Business

Learn the Terms

Check Your Progress

Get Involved

Build Your Skills: Motivating

Solve the Dilemma: Motivating to Win

Build Your Business Plan: Motivating the Workforce

See for Yourself Videocase: The Container Store's Secret to

Success: Employee Satisfaction

Team Exercise

第1章

2 员工激励

进入商业世界

3 美国玛氏公司：一个员工热爱工作的地方

4 引言

4 人际关系的本质

7 关于员工激励的历史观点

7 古典激励理论

7 霍桑实验

9 员工激励理论

9 马斯洛需要层级理论

11 赫兹伯格的双因素激励理论

12 麦格雷戈的 X 理论和 Y 理论

13 Z 理论

14 公平理论

15 期望理论

16 员工激励策略

16 行为塑造

16 工作设计

20 激励策略的重要性

21

22

22

22

23

23

23

24

24

24

25

CHAPTER 2**Organization, Teamwork, and Communication**

Enter the World of Business

CarMax Uses Decentralized Structure to Support Teamwork 27

Introduction 28

Organizational Culture 28

Developing Organizational Structure 30

Assigning Tasks 31

Specialization 31

Departmentalization 32

Assigning Responsibility 35

Delegation of Authority 36

Degree of Centralization 36

Span of Management 38

Organizational Layers 38

Forms of Organizational Structure 39

Line Structure 39

Line-and-Staff Structure 40

Multidivisional Structure 40

Matrix Structure 41

The Role of Groups and Teams in Organizations 42

Committees 43

Task Forces 43

Teams 44

Communicating in Organizations 45

Formal Communication 46

Informal Communication Channels 47

Monitoring Communications 47

Improving Communication Effectiveness 48

So You Want a Job in Managing Organizational

Culture, Teamwork, and Communication 49

Review Your Understanding 49*Revisit the World of Business* 50*Learn the Terms* 50*Check Your Progress* 50*Get Involved* 51*Build Your Skills: Teamwork* 51*Solve the Dilemma: Quest Star in Transition* 52*Build Your Business Plan: Organization, Teamwork, and**Communication* 52*See for Yourself Videocase: Zappos Creates Organizational**Structure and Culture with Teams* 53*Team Exercise* 53**第 2 章****组织、团队和沟通**

进入商业世界

车美仕采用分权式组织结构加强团队合作

引言

组织文化

制定组织结构

任务的分配

专业化

部门化

责任的分配

授权

集权程度

管理幅度

组织层级

组织结构的形式

直线式结构

直线参谋式结构

多事业部制结构

矩阵式结构

小组与团队在组织中的角色

委员会

特别工作组

团队

组织中的沟通

正式沟通

非正式沟通渠道

对沟通的监控

提高沟通效率

CHAPTER 3**Managing Human Resources**

Enter the World of Business

The Recruitment Process of Cirque du Soleil

Introduction

The Nature of Human Resources Management

Planning for Human Resources Needs

Recruiting and Selecting New Employees

Recruiting

Selection

Legal Issues in Recruiting and Selecting

Developing the Workforce

Training and Development

Assessing Performance

Turnover

Compensating the Workforce

Financial Compensation

Benefits

Managing Unionized Employees

Collective Bargaining

Resolving Disputes

The Importance of Workforce Diversity

The Characteristics of Diversity

Why Is Diversity Important?

The Benefits of Workforce Diversity

Affirmative Action

Trends in Management of the Workforce

So You Want to Work in Human Resources

*Review Your Understanding**Revisit the World of Business**Learn the Terms**Check Your Progress**Get Involved**Build Your Skills: Appreciating and Valuing Diversity**Solve the Dilemma: Morale among the Survivors**Build Your Business Plan: Managing Human Resources**See for Yourself Videocase: The Importance of Hollywood Labor Unions**Team Exercise*

Appendix

*Personal Career Plan***Notes****Glossary****Photo Credits****第3章****54 人力资源管理**

进入商业世界

55 太阳马戏团的招聘流程

56 引言

56 人力资源管理的本质

56 人力资源需求规划

57 招聘和甄选新员工

57 招聘

59 甄选

62 招聘和甄选中的法律问题

64 员工培养

64 员工培训与发展

65 绩效评估

67 人员流动

68 员工薪酬

69 经济报酬

71 福利

73 工会雇员管理

75 集体谈判

76 解决纠纷

77 员工多元化的重要性

77 多元化的特征

78 多元化为什么重要

80 员工多元化的好处

80 平权行动

81 员工管理的发展趋势

83

83

84

84

85

85

85

87

87

88

88

附录

89 个人职业规划

95 注释

99 术语表

103 图片版权

Human Resource Management

Motivating the Workforce

员工激励

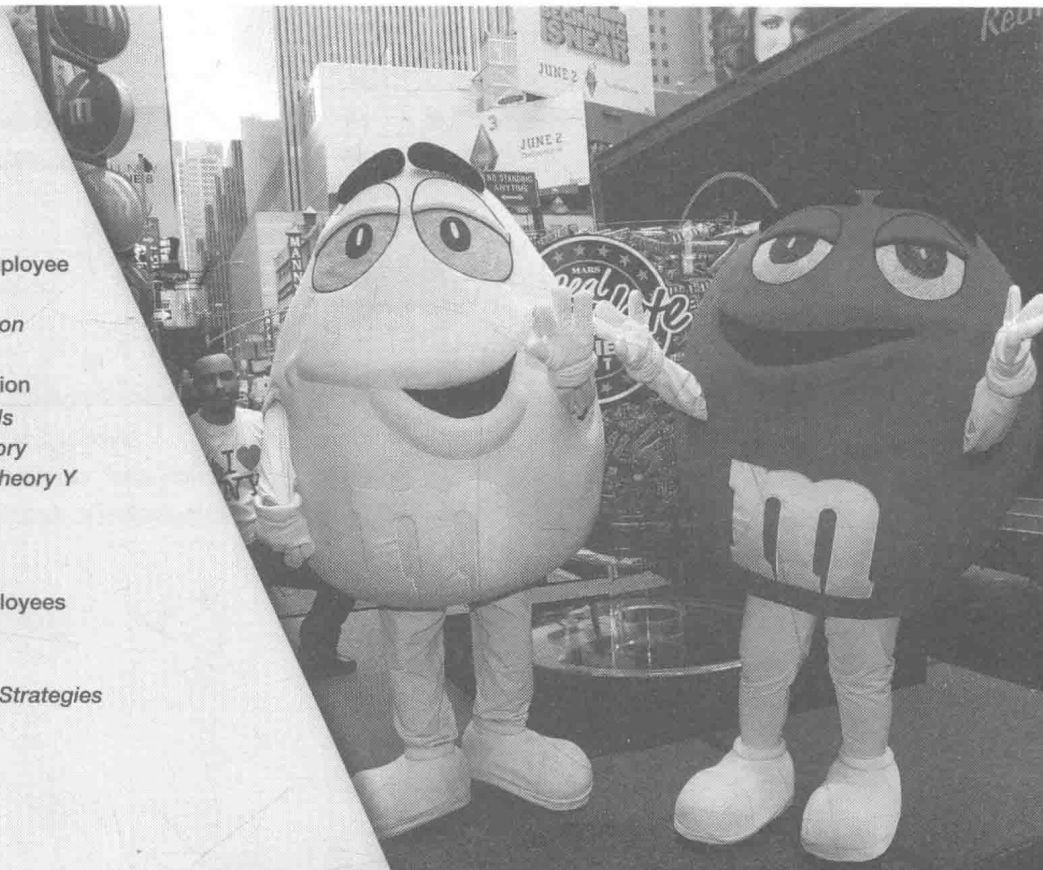
Learning Objectives

After reading this chapter, you will be able to:

- LO 1-1** Define human relations, and determine why its study is important.
- LO 1-2** Summarize early studies that laid the groundwork for understanding employee motivation.
- LO 1-3** Compare and contrast the human-relations theories of Abraham Maslow and Frederick Herzberg.
- LO 1-4** Investigate various theories of motivation, including theories X, Y, and Z; equity theory; and expectancy theory.
- LO 1-5** Describe some of the strategies that managers use to motivate employees.
- LO 1-6** Critique a business's program for motivating its sales force.

Chapter Outline

- Introduction
- Nature of Human Relations
- Historical Perspectives on Employee Motivation
 - Classical Theory of Motivation*
 - The Hawthorne Studies*
- Theories of Employee Motivation
 - Maslow's Hierarchy of Needs*
 - Herzberg's Two-Factor Theory*
 - McGregor's Theory X and Theory Y*
 - Theory Z*
 - Equity Theory*
 - Expectancy Theory*
- Strategies for Motivating Employees
 - Behavior Modification*
 - Job Design*
 - Importance of Motivational Strategies*



进入商业世界

Enter the World of Business

美国玛氏公司：一个员工热爱工作的地方

Mars, Incorporated: Where Employees Love to Work

The 70,000 employees working at Mars Inc. look forward to going to work in the morning. Mars is the third largest private company in the United States that is 100 percent family owned. The company specializes in six brand areas: chocolate, pet care, Wrigley, food, drinks, and symbioscience. While the company is known for products such as Pedigree pet care, M&Ms, and Wrigley gum, it has also become known for its motivational corporate culture. Mars has consistently made the list of *Fortune's* "Best Companies to Work for."

Mars aims to provide a positive work environment that motivates employees to strive for excellence and provide exceptional products for consumers everywhere. To do this, Mars has stayed a private company and has no plans to go public. This keeps the company from having to answer to stockholders regarding every decision and motivates employees to develop and test new ideas. Employees fondly dub themselves "Martians" and abide by the company's Five Principles of Mars embedded on the walls of the company's offices. These principles are quality, responsibility, mutuality, efficiency, and freedom.

Employee perks at Mars are various. Employees have access to vending machines that dispense free candy, the ability to grow within the company, and the opportunity to receive bonuses from 10 to 100 percent of their salaries. Employees of the company's pet care division are encouraged to bring their dogs to work. Monitors display sales and financial updates of the company, which motivate employees to strive for success. The company has been known to employ generations of families within the firm. As a result of its motivational environment, the company boasts a low 5 percent turnover rate.¹

引言 Introduction

Because employees do the actual work of the business and influence whether the firm achieves its objectives, most top managers agree that employees are an organization's most valuable resource. To achieve organizational objectives, employees must have the motivation, ability (appropriate knowledge and skills), and tools (proper training and equipment) to perform their jobs. Chapter 3 covers topics related to managing human resources, such as those listed earlier. This chapter focuses on how to motivate employees.

We examine employees' needs and motivation, managers' views of workers, and several strategies for motivating employees. Managers who understand the needs of their employees can help them reach higher levels of productivity and thus contribute to the achievement of organizational goals.

人际关系的本质 Nature of Human Relations

What motivates employees to perform on the job is the focus of **human relations**, the study of the behavior of individuals and groups in organizational settings. In business, human relations involves motivating employees to achieve organizational objectives efficiently and effectively. The field of human relations has become increasingly important over the years as businesses strive to understand how to boost workplace morale, maximize employees' productivity and creativity, and motivate their ever more diverse employees to be more effective.

Motivation is an inner drive that directs a person's behavior toward goals. A goal is the satisfaction of some need, and a need is the difference between a desired state and an actual state. Both needs and goals can be motivating. Motivation explains why people behave as they do; similarly, a lack of motivation explains, at times, why people avoid doing what they should do. Motivating employees to do the wrong things or for the wrong reasons can be problematic, however. Encouraging employees to take excessive risks through high compensation, for example, led to the downfall of AIG and most major U.S. banks. Also, encouraging employees to lie to customers or to create

false documentation is unethical and could even have legal ramifications. A person who recognizes or feels a need is motivated to take action to satisfy the need and achieve a goal (Figure 1.1). Consider a person who takes a job as a salesperson. If his or her performance is far below other salespeople's, he or she will likely recognize a need to increase sales. To satisfy that need and achieve success, the person may try to acquire new insights from successful salespeople or obtain additional training to improve sales skills. In addition, a sales manager might try different means to motivate the salesperson to work harder and to improve his or her skills. Human relations is concerned with the needs of employees, their goals and how they try to achieve them, and the impact of those needs and goals on job performance.

Effectively motivating employees helps keep them engaged in their work. Engagement involves emotional involvement and commitment. Being engaged

LO 1-1

人际关系
human relations
the study of the behavior of
individuals and groups in
organizational settings

激励
motivation
an inner drive that directs
a person's behavior toward
goals



Many companies offer onsite day care as a benefit for employees who have children. Company benefits such as these tend to increase employee satisfaction and motivation.

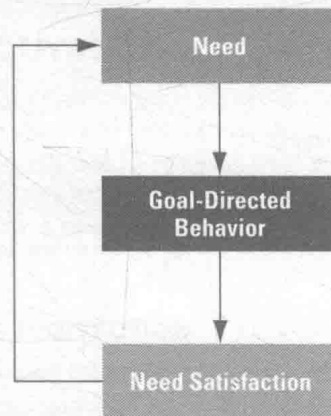


FIGURE 1.1
The Motivation Process

results in carrying out the expectations and obligations of employment. Many employees are actively engaged in their jobs, while others are not. Some employees do the minimum amount of work required to get by, and some employees are completely disengaged. Motivating employees to stay engaged is a key responsibility of management. For example, to test if his onsite production managers were fully engaged in their jobs, former Van Halen frontman David Lee Roth placed a line in the band's rider asking for a bowl of M&Ms with the brown ones removed. It was a means for the band to test local stage production crews' attention to detail. Because their shows were highly technical, David Lee Roth would demand a complete recheck of everything if he found brown M&Ms in the bowl.²

One prominent aspect of human relations is **morale**—an employee's attitude toward his or her job, employer, and colleagues. High morale contributes to high levels of productivity, high returns to stakeholders, and employee loyalty. Conversely, low morale may cause high rates of absenteeism and turnover (when employees quit or are fired and must be replaced by new employees). Google recognizes the value of happy, committed employees and strives to engage in practices that will minimize turnover. Employees have access to onsite medical care, travel and emergency insurance, educational reimbursements, and many more incentives that keep employees' morale in good condition.³

Employees are motivated by their perceptions of extrinsic and intrinsic rewards. An **intrinsic reward** is the personal satisfaction and enjoyment that you feel from attaining a goal. For example, in this class you may feel personal enjoyment in learning how business works and aspire to have a career in business or to operate your own business one day. **Extrinsic rewards** are benefits and/or recognition that you receive from someone else. In this class, your grade is extrinsic recognition of your efforts and success in the class. In business, praise and recognition, pay increases, and bonuses are extrinsic rewards. If you believe that your job provides an opportunity to contribute to society or the environment, then that aspect would represent an intrinsic reward. Both intrinsic and extrinsic rewards contribute to motivation that stimulates employees to do their best in contributing to business goals.



Even small symbols of recognition, such as an "Employee of the Month" parking space, can serve as strong motivators for employees.

士气

morale

an employee's attitude toward his or her job, employer, and colleagues

内在奖励
intrinsic rewards

the personal satisfaction and enjoyment felt after attaining a goal

外在奖励

extrinsic rewards

benefits and/or recognition received from someone else

TABLE 1.1
How to Retain Good Employees

1. Challenge your employees.
2. Provide adequate incentives.
3. Don't micromanage.
4. Create a work-friendly environment.
5. Provide opportunities for employee growth.

Source: Adapted from Geoff Williams, "Retaining Employees: 5 Things You Need to Know," The Huffington Post, February 2, 2012.

Respect, involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational culture are all morale boosters. Table 1.1 lists some ways to retain good employees. Costco Wholesale, the second

DID YOU KNOW? Absenteeism can cost a company as much as 36 percent of payroll.⁴

largest retailer in America, knows how to retain happy employees. The company pays an average annual rate of \$20.89 per hour plus overtime, gives five weeks of vacation per year, and matches 401(k) contributions; in addition, almost 90 percent of employees are covered by company-sponsored health insurance. The retail industry is peppered with unhappy employees and dwindling profits, but Costco's efforts result in happy workers. The company was even able to give raises when the economic recession hit. In addition, the company has not experienced any major labor disputes in its more than 30 years of existence.⁵ Many companies offer a diverse array of benefits designed to improve the quality of employees' lives and increase their morale and satisfaction. Some of the "best companies to work for" offer onsite day care, concierge services (e.g., dry cleaning, shoe repair, prescription renewal), domestic partner benefits to same-sex couples, and fully paid sabbaticals. Table 1.2 offers suggestions as to how leaders can motivate employees on a daily basis.

TABLE 1.2
How to Motivate Employees

1. Interact with employees in a friendly and open manner.
2. Equitably dispense rewards and other incentives.
3. Create a culture of collaboration.
4. Provide both positive and negative feedback and constructive criticism.
5. Make employees feel as if they are partners rather than workers.
6. Handle conflicts in an open and professional manner.
7. Provide continuous opportunities for improvement and employee growth.
8. Encourage creativity in problem solving.
9. Recognize employees for jobs well done.
10. Allow employees to make mistakes, as these become learning opportunities.

关于员工激励的历史观点 Historical Perspectives on Employee Motivation

LO 1-2

Throughout the 20th century, researchers have conducted numerous studies to try to identify ways to motivate workers and increase productivity. From these studies have come theories that have been applied to workers with varying degrees of success. A brief discussion of two of these theories—the classical theory of motivation and the Hawthorne studies—provides a background for understanding the present state of human relations.

古典激励理论

Classical Theory of Motivation

The birth of the study of human relations can be traced to time and motion studies conducted at the turn of the century by Frederick W. Taylor and Frank and Lillian Gilbreth. Their studies analyzed how workers perform specific work tasks in an effort to improve the employees' productivity. These efforts led to the application of scientific principles to management.

According to the **classical theory of motivation**, money is the sole motivator for workers. Taylor suggested that workers who were paid more would produce more, an idea that would benefit both companies and workers. To improve productivity, Taylor thought that managers should break down each job into its component tasks (specialization), determine the best way to perform each task, and specify the output to be achieved by a worker performing the task. Taylor also believed that incentives would motivate employees to be more productive. Thus, he suggested that managers link workers' pay directly to their output. He developed the piece-rate system, under which employees were paid a certain amount for each unit they produced; those who exceeded their quota were paid a higher rate per unit for all the units they produced.

古典激励理论

classical theory of motivation

theory suggesting that money
is the sole motivator for
workers

We can still see Taylor's ideas in practice today in the use of financial incentives for productivity. Moreover, companies are increasingly striving to relate pay to performance at both the hourly and managerial level. Incentive planners choose an individual incentive to motivate and reward their employees. In contrast, team incentives are used to generate partnership and collaboration to accomplish organizational goals. Boeing develops sales teams for most of its products, including commercial airplanes. The team dedicated to each product shares in the sales incentive program.

More and more corporations are tying pay to performance in order to motivate—even up to the CEO level. The topic of executive pay has become controversial in recent years, and many corporate boards of directors have taken steps to link executive compensation more closely to corporate performance. Despite these changes, many top executives still receive large compensation packages. Larry Ellison, CEO of Oracle, earns \$96.2 million in annual compensation.⁶

Like most managers of the early 20th century, Taylor believed that satisfactory pay and job security would motivate employees to work hard. However, later studies showed that other factors are also important in motivating workers.

霍桑实验

The Hawthorne Studies

Elton Mayo and a team of researchers from Harvard University wanted to determine what physical conditions in the workplace—such as light and noise levels—would stimulate employees to be most productive. From 1924 to 1932, they studied a group of workers at the Hawthorne Works Plant of the Western Electric Company and measured their productivity under various physical conditions.