

## Unit 8

### Motivating Employees

#### 激励员工

#### Comprehension questions:

1. What is motivation?
2. What are the three key elements in the definition of motivation?
3. Can you explain the motivational process?
4. What are its business implications?

#### Part A Exercises

- 1) **Directions:** Listen to the news item carefully and complete the following blanks by filling in the missing words.

NEW YORK — \_\_\_\_\_ years after the Sept. 11 terror attacks on the United States, the nation continues to \_\_\_\_\_ as the world combats an ever-present global threat. Funerals for \_\_\_\_\_ are still being held, Hollywood has confronted a subject it once avoided and the government continues to \_\_\_\_\_ its approach to the War on Terror. Remembrance ceremonies this weekend are being held around the country, and plans for \_\_\_\_\_ are being developed, reworked and criticized. FOXNews takes a look at where things stand four years after \_\_\_\_\_ terrorists hijacked four airplanes and caused the deaths of nearly \_\_\_\_\_ people.

- 2) **Directions:** Listen to the second passage carefully and decide if the following statements are T (true) or F (false).

- (1) (     ) After the 9.11 terror attacks, the fire was immediately put out.
- (2) (     ) As part of healing process, funerals were held and supporting groups have been established.
- (3) (     ) Patrick Dowdell wears a steel bracelet with his own name stamped on it.
- (4) (     ) Patrick Dowdell was a senior at West Point, set to graduate in May.
- (5) (     ) Patrick Dowdell's plan for Sept. 11, 2005 was to go into the infantry and kill terrorists.

#### Part B Exercises

- 1) **Directions:** Listen to the following passage carefully and complete the following note-taking model.

◆ Argument by the behavioral scientists:

The behavioral scientists prefer non-monetary factors as stimulants to employee motivation. The non-monetary factors include: \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, etc.

◆ Arguments by Ed Locke:

We argue that money is \_\_\_\_\_;

Money is \_\_\_\_\_;

\_\_\_\_\_;

Money also performs \_\_\_\_\_ by which employees assess the value the organization places on their services and by which employees can compare their value to others.

- ◆ Equity theory suggests: money has \_\_\_\_\_ in addition to \_\_\_\_\_. We use pay as the primary \_\_\_\_\_ against which we compare our \_\_\_\_\_ to determine if we are being treated equitably. \_\_\_\_\_, from the organization to employees, of how much it values the contribution of each.

2) **Directions:** *Listen to the passage again and fill in the blanks with correct figures.*

The best case for money as a motivator can be reflected in a study done by me a few years ago. I looked at \_\_\_\_\_ methods for motivating employee performance: 1) money, 2) goal setting, 3) participation in decision making, and 4) redesigning jobs to give workers more challenge and responsibility. I found that the average improvement from money was \_\_\_\_\_ percent; goal setting increased performance \_\_\_\_\_ percent; participation in decision making improved performance by less than \_\_\_\_\_ percent; and job redesigning positively impacted performance by an average of \_\_\_\_\_ percent. Are you convinced? Moreover, every study I conducted revealed that money as a method of motivation resulted in some improvement in employee performance. Such evidence demonstrates that money may not be the only motivator, but it is difficult to argue that it doesn't motivate.

**Part C Exercises**

1) **Directions:** *Listen to the interview and fill in the blanks on motivational problems.*

We have all seen the "\_\_\_\_\_" employees who have severed their physiological contact with the organization. Nothing seems to \_\_\_\_\_. They firmly park their brains and their enthusiasm in the staff car park in the morning, \_\_\_\_\_ them with gusto 30 seconds after the official end of work time. However they \_\_\_\_\_ avoid doing anything that warrants dismissal and are content to keep their heads down, doing the \_\_\_\_\_ and volunteering nothing. This leaves the company with little option but to mark them down as candidates for the next round of \_\_\_\_\_.

- 2) **Directions:** *Listen to the interview again and complete the following information on management techniques.*

Management techniques to repair and restore motivation:

<b><i>Management techniques:</i></b>	<b><i>Description (note-taking)</i></b>
1. Meaningful work	To give
2. Information & resources	To give
3. Training	To ensure
4. Career development	To demonstrate
5. A sense of team spirit	To foster
6. Recognition	To recognize
7. Feedback	To provide
8. Pay	To pay

### **👤 👤 Acting out**

1. Debate: Conduct a debate on “money as motivator”. One side supports the

statement “Money motivates;” the other side considers non-monetary factors more important in motivating employees.

2. Interview: Hold interviews with at least five students in your university and ask them to rank the 8 motivational techniques listed by Larry Gill according to importance and explain why. Report the result back to your classmates.

### Key to exercises:

#### Part A

- 1) (1) Four (2) heal (3) victims (4) refine  
(5) memorials (6) 19 (7) 3,000

2)

- 1) F 2) T 3) F 4) T 5) F

#### Part B

1)

- Argument by the behavioral scientists:  
The behavioral scientists prefer non-monetary factors as stimulants to employee motivation. The non-monetary factors include: challenging jobs, goals, participation in decision making, feedback, cohesive workgroups, etc.
- Arguments by Ed Locke:  
We argue that money is the crucial incentive to work motivation;  
Money is the vehicle by which employees can purchase numerous need-satisfying things they desire;  
Money also performs the function of scorecard by which employees assess the value the organization places on their services and by which employees can compare their value to others.
- ◆ Equity theory suggests: money has symbolic value in addition to its exchange value. We use pay as the primary outcome against which we compare our inputs to determine if we are being treated equitably. Pay is a message, from the organization to employees, of how much it values the contribution of each.

2)

- (1) 4 (2) 30 (3) 16 (4) 1 (5) 17

#### Part C

1)

- (1) quit-but-stay      (2) fire them up      (3) re-engaging      (4) shrewdly      (5)  
minimum      (6) redundancies

2)

- Give employees as much meaningful work as possible.
- Give employees the information and resources needed to do a good job.
- Demonstrate a commitment to career development and promotion from within.
- Foster a sense of team spirit.
- Publicly recognize and congratulate employees for good work. Celebrate success; create heroes.
- Provide regular and specific feedback to all staff through both formal appraisal and informal channel of communication. Encourage feedback from staff and involve employees in decision that affect their work.
- Pay people what they are worth. Consider such factors as market forces, predatory competitors and the contribution each individual makes.