

# 激勵認知模式芻論

許道然

THE MOTIVATIONAL COGNITION MODEL

by

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激勵認知模式目的在從心理層面來探討管理者和員工對於激勵的看法，並企圖以曲線圖來分析此一現象。此模式認為管理者對激勵的認知，是希望透過激勵措施來提高工作績效；而員工的激勵認知，則希望可以從激勵措施中得到工作滿足。不幸地是，管理者和員工對激勵的認知却往往難以一致。其結果可能造成二種現象：一為組織的過度給付，即組織當局付出了太多的誘因。一為組織和員工的認知差距，即員工認為組織提供的誘因過少。此一認知差距使得組織當局所自詡的激勵措施變得毫無意義，並且導致員工的挫折感。為了彌補認知差距所帶來的不快，員工可能會以減少貢獻（怠工）或需求組織增加酬賞（加薪）的手段抗爭。此一模式主張，在員工所付出的某一特定貢獻（努力）水準下，如所獲酬賞能與組織之成本維持均衡，在曲線圖上可以形成激勵無異曲線，此曲線意味著在不同的努力水準上，組織所支付的成本，恰好是員工覺得滿意的酬賞，二者之間將沒有認知差距。

## ABSTRACT

The purpose of the Motivational Cognition Model is to discuss the viewpoints of managers and workers for motivating through psychological dimension. And try to analyze the viewpoint by graphic. This model suggest that manager's cognition to motivating is expected to increase the performance from motivating, In the other side, the worker's cognition to motivating is desired to get the satisfaction from incentives which offered by the organization. However, it is difficult to have the accordance between the cognition of managers and workers that will cause the following two phenomenons: One is the over-pay of organization, it means the organization offers too much incentives. The other is the cognitive discrepancy

between both of them, it means the employees consider the incentives supplied by organization too less. This discrepancy makes the motivating which is provided by the organization turn into nonsensical. Meantime, it will lead into the worker's frustration. In order to compensate for the anxiety from the discrepancy, employees will probably reduce the contributions (for example: SABOTAGE) or request to add pay. The model emphasizes that it will be a "Motivational Indifference Curve" in the graphic, if the rewards of the employees is equalled to the cost of organization, under a specific level of workers' contributions (efforts). This curve means there are no any cognitive discrepancy, as the cost of organization is just same as the reward which the workers feels satisfactory, under the different level of efforts.