



Test 1

passage 1

儿童嬉戏玩耍的重要性

THE IMPORTANCE OF CHILDREN' S PLAY

Brick by brick, six-year-old Alice is building a magical kingdom. Imagining fairy-tale turrets and fire-breathing dragons, wicked witches and gallant heroes, she' s creating an enchanting world. Although she isn' t aware of it, this fantasy is helping her take her first steps towards her capacity for creativity and so it will have important repercussions in her adult life.

一块又一块积木，六岁的 Alice 正在搭建一个魔法王国。通过想象那些童话故事里的塔楼和喷火的巨龙、邪恶的巫师和勇敢的英雄，她在创造一个充满神秘魅力的世界。尽管她自己并没有意识到这一点，但这种天马行空的幻想正在帮助她迈出创造力的最初几步，从而将会对她今后的成年生活产生重要的影响。

Minutes later, Alice has abandoned the kingdom in favour of playing schools with her younger brother. When she bosses him around as his 'teacher' , she' s practising how to regulate her emotions through pretence. Later on, when they tire of this and settle down with a board game, she' s learning about the need to follow rules and take turns with a partner.

几分钟之后，Alice 抛下了这个王国，开始和她的小弟弟玩起了假装上学的游戏。当她扮演他的“老师”指挥他干这干那的时候，她是在通过这种假扮行为练习如何控制自己的情绪。



再后来，等他们玩腻了这个游戏，坐下来开始进行一局棋盘游戏的时候，她是在学习了解：需要遵守规则并与搭档交替出手。

‘Play in all its rich variety is one of the highest achievements of the human species,’ says Dr David Whitebread from the Faculty of Education at the University of Cambridge, UK. ‘It underpins how we develop as intellectual, problem-solving adults and is crucial to our success as a highly adaptable species.’

“玩耍嬉戏，以其各种各样的丰富形式，是人类这个物种最伟大的成就之一，”英国剑桥大学教育系的 David Whitebread 博士这样说。“它为我们如何成长为有智慧、能解决问题的成年人奠定了基础，也对我们成功地成为一个有着高度适应能力的物种起着至关重要的作用。

Recognising the importance of play is not new: over two millennia ago, the Greek philosopher Plato extolled its virtues as a means of developing skills for adult life, and ideas about play-based learning have been developing since the 19th century.

对游戏之重要性的认可并非什么新鲜事：两千多年以前，希腊哲学家柏拉图（Plato）就热烈赞美了它的好处，认为它是为成年生活开发各项技能的手段，而自从 19 世纪以来就不断在发展出各种寓学习于游戏的理念。

But we live in changing times, and Whitebread is mindful of a worldwide decline in play, pointing out that over half the people in the world now live in cities. ‘The opportunities for free play, which I experienced almost every day of my childhood,



are becoming increasingly scarce,' he says. Outdoor play is curtailed by perceptions of risk to do with traffic, as well as parents' increased wish to protect their children from being the victims of crime, and by the emphasis on 'earlier is better' which is leading to greater competition in academic learning and schools.

但我们生活在变化中的时代里，而 Whitebread 注意到了玩耍这件事在全球范围内的缩减，他指出：全世界有一半以上的人口现在居住在城市里。“自由玩耍，我在童年里几乎每天都有机会体验，现在却正变得越来越稀缺，”他说道。户外玩耍活动之所以被削减，是出于对交通事故风险的担忧，以及家长们逐渐攀升的、保护自己孩子不受犯罪行为侵害的愿望，同时还由于当前对“更早就是更好”的强调，这导致了在学科学习和学校中更激烈的竞争。

International bodies like the United Nations and the European Union have begun to develop policies concerned with children's right to play, and to consider implications for leisure facilities and educational programmes. But what they often lack is the evidence to base policies on.

诸如联合国和欧盟这样的国际组织已经开始着手制定一些关注儿童游戏权利的政策，并开始考虑这对休闲设施和教育项目所产生的连带影响。但他们通常所缺少的是赖以制定各项政策的证据。

'The type of play we are interested in is child-initiated, spontaneous and unpredictable - but, as soon as you ask a five-year-old "to play", then you as the researcher have intervened,' explains Dr Sara Baker. 'And we want to know what



the long-term impact of play is. It's a real challenge.'

“我们所感兴趣的那类游戏是儿童自己开启的、自发进行的和不可预测的——但是，一旦你让一个五岁大的孩子‘去玩儿吧’，那你作为研究者就已经是进行了干预，” Sara Baker 博士这样解释。“而我们想要了解游戏的长线影响是什么。这是个真正的挑战。”

Dr Jenny Gibson agrees, pointing out that although some of the steps in the puzzle of how and why play is important have been looked at, there is very little data on the impact it has on the child's later life.

Jenny Gibson 博士表示同意并指出：虽然在游戏究竟何等重要、以及为什么如此重要这个谜题中，有一些阶段已经得到了审视研究，然而在它对儿童之后的人生究竟产生何种影响这个方面，还是数据寥寥。

Now, thanks to the university's new Centre for Research on Play in Education, Development and Learning (PEDAL), Whitebread, Baker, Gibson and a team of researchers hope to provide evidence on the role played by play in how a child develops.

现在，多亏了这所大学新成立的“教育发展学习型游戏研究中心”(简称 PEDAL) Whitebread、Baker、Gibson 这些人和一支研究团队希望能提供出证据，展示游戏在一个儿童成长的过程中到底扮演何种角色。

'A strong possibility is that play supports the early development of children's



self-control,’ explains Baker. ‘This is our ability to develop awareness of our own thinking processes — it influences how effectively we go about undertaking challenging activities.’

“存在这样一种极大的可能性：游戏助力了儿童自我控制的早期发展阶段，” Baker 解释说。

“这种能力使我们有意识地关注自我的思考过程——它影响到了我们能多有效率地去从事各种富于挑战的活动。

In a study carried out by Baker with toddlers and young pre-schoolers, she found that children with greater self-control solved problems more quickly when exploring an unfamiliar set-up requiring scientific reasoning. ‘This sort of evidence makes us think that giving children the chance to play will make them more successful problem-solvers in the long run.’

Baker 博士在一项对幼儿和学龄前儿童展开的研究中发现：在探索一个需要引入科学分析的陌生领域时，有着更强自控力的儿童能更快地解决问题。“这类证据令我们确信，给予儿童嬉戏玩耍的机会从更长远来看将会让他们成长为更成功的问题解决者。”

If playful experiences do facilitate this aspect of development, say the researchers, it could be extremely significant for educational practices, because the ability to self-regulate has been shown to be a key predictor of academic performance.

研究者们认为，如果游戏体验确实能促进这个方面的发展，这对于教育领域该如何举动来说就是极度重要的，因为已经有证据证明：自我管控能力是学业成就高低的一个关键性预示因



素。

Gibson adds: 'Playful behaviour is also an important indicator of healthy social and emotional development. In my previous research, I investigated how observing children at play can give us important clues about their well-being and can even be useful in the diagnosis of neurodevelopmental disorders like autism.'

Gibson 补充说：“游戏行为还是健康的社交和情感发展的一个重要指标。在先前的研究中，我曾了解过观察游戏中的儿童如何可以为我们提供重要线索，从而看出他们是否处在良好的成长状态，甚至还能诊断出例如自闭症这样的神经发展失调问题提供帮助。”

Whitebread's recent research has involved developing a play-based approach to supporting children's writing. 'Many primary school children find writing difficult, but we showed in a previous study that a playful stimulus was far more effective than an instructional one.' Children wrote longer and better-structured stories when they first played with dolls representing characters in the story. In the latest study, children first created their story with Lego*, with similar results. 'Many teachers commented that they had always previously had children saying they didn't know what to write about. With the Lego building, however, not a single child said this through the whole year of the project.'

Whitebread 最近的研究是创立一个基于游戏的方法来培养儿童的写作能力。“很多小学生都觉得写作很难，但是我们在先前的一项研究中证明：一个游戏性的刺激远比一个教学性的



刺激有效得多。”如果孩子们跟代表故事中各个角色的娃娃们玩儿过，他们就能写出更长和更有条理的故事来。在最近的研究中，孩子们先用乐高积木创造出了自己的故事，之后的结果也是类似的。“很多教师评价说，他们先前总是遇到一些孩子说自己不知道该写些什么。然而，用了搭乐高积木的法子以后，在这个项目整整一年的时期里，没有一个孩子再这样说过。”

Whitebread, who directs PEDAL, trained as a primary school teacher in the early 1970s, when, as he describes, ‘the teaching of young children was largely a quiet backwater, untroubled by any serious intellectual debate or controversy.’ Now, the landscape is very different, with hotly debated topics such as school starting age.

Whitebread 现在是 PEDAL 中心的主任，他在 20 世纪 70 年代早期接受了小学教师的培训，他这样描述那个时候的情况：“幼儿教育这个领域在当时基本上是一潭死水，不会受到任何严肃学术讨论或矛盾争辩的扰动。”现在，情况变得极其不同，出现了备受热烈讨论的话题，例如开始上学的年龄。

‘Somehow the importance of play has been lost in recent decades. It’ s regarded as something trivial, or even as something negative that contrasts with “work” . Let’ s not lose sight of its benefits, and the fundamental contributions it makes to human achievements in the arts, sciences and technology. Let’ s make sure children have a rich diet of play experiences.’

“不知怎的，玩耍嬉戏在近几十年间失去了其重要性。它被视作某种微不足道的，甚至是负



面的、有悖于‘努力发奋’的行为。我们千万不要忽视了它的益处，以及它对人类在艺术、科学和技术领域中取得成就所产生的根本性贡献。让我们确保孩子们能享有游戏体验的丰富大餐吧。”

Passage 2

共享单车行动计划在全球范围内的增长

荷兰工程师 Luud Schimmelpennink 如何协助设计城市里的共享单车行动计划

A The original idea for an urban bike-sharing scheme dates back to a summer's day in Amsterdam in 1965. Provo, the organisation that came up with the idea, was a group of Dutch activists who wanted to change society. They believed the scheme, which was known as the Witte Fietsenplan, was an answer to the perceived threats of air pollution and consumerism. In the centre of Amsterdam, they painted a small number of used bikes white. They also distributed leaflets describing the dangers of cars and inviting people to use the white bikes. The bikes were then left unlocked at various locations around the city, to be used by anyone in need of transport.

A 城市共享单车行动计划的最初创意可以追溯到 1965 年阿姆斯特丹的一个夏日。想出这个点子的组织，Provo，是荷兰的一群希冀改变社会的积极行动分子。他们相信这一行动计划，称为 Witte Fietsenplan，是对空气污染和消费主义所带来的威胁的一个解决办法。在阿姆斯特丹市中心，他们把少量旧自行车涂成了白色。他们还分发小册子来描绘汽车带来的危险并邀请人们使用那些白色自行车。这些自行车接下来就被留在城里四下不同的地点，没



有上锁，由任何需要使用交通工具的人们自取。

B Luud Schimmelpennink, a Dutch industrial engineer who still lives and cycles in Amsterdam, was heavily involved in the original scheme. He recalls how the scheme succeeded in attracting a great deal of attention - particularly when it came to publicising Provo's aims - but struggled to get off the ground. The police were opposed to Provo's initiatives and almost as soon as the white bikes were distributed around the city, they removed them. However, for Schimmelpennink and for bike-sharing schemes in general, this was just the beginning. The first Witte Fietsenplan was just a symbolic thing,' he says. 'We painted a few bikes white, that was all. Things got more serious when I became a member of the Amsterdam city council two years later.'

B Luud Schimmelpennink 是一位荷兰工业工程师，目前仍居住在阿姆斯特丹并骑着自行车到处转悠，他曾紧密参与了最初的行动计划。他回忆起这项计划如何成功吸引到了大批注意力——特别是在将 Provo 的目标广而告之这个方面——但在起步执行时却举步维艰。警方并不认同 Provo 的主张，几乎是白色自行车一放置在城市各处，他们就会把这些车清走。不过，对于 Schimmelpennink 本人和共享单车行动计划这个总体概念来说，这不过只是开始。“第一次的 Witte Fietsenplan 只不过是象征意义上的，”他说。“我们把几辆自行车刷成了白色，仅此而已。两年后当我成为了阿姆斯特丹市议会成员的时候，一切才变得更加郑重其事起来。



C Schimmelpennink seized this opportunity to present a more elaborate Witte Fietsenplan to the city council. 'My idea was that the municipality of Amsterdam would distribute 10,000 white bikes over the city, for everyone to use,' he explains.

'I made serious calculations. It turned out that a white bicycle - per person, per kilometre - would cost the municipality only 10% of what it contributed to public transport per person per kilometre.' Nevertheless, the council unanimously rejected the plan. 'They said that the bicycle belongs to the past. They saw a glorious future for the car,' says Schimmelpennink. But he was not in the least discouraged.

C Schimmelpennink抓住了这个机会，向市议会呈上了一份更加详细周密的Witte Fietsenplan计划。“我的看法是，阿姆斯特丹可以在全城投放10,000辆白色自行车，让所有人使用，”他解释说。“我做了认真严谨的计算。结果发现一辆白色自行车——每人，每公里——需要市政当局花费的投入只是它在每人每公里能为公共交通所做贡献的刊物。”然而，市议会全体一致地否决了这个计划。“他们说自行车属于过去。他们看到的是汽车所拥有的辉煌未来，”Schimmelpennink这样说。但他完全没有感到气馁。

D Schimmelpennink never stopped believing in bike-sharing, and in the mid-90s, two Danes asked for his help to set up a system in Copenhagen. The result was the world's first large-scale bike-share programme. It worked on a deposit: 'You dropped a coin in the bike and when you returned it, you got your money back.'

After setting up the Danish system, Schimmelpennink decided to try his luck again



in the Netherlands - and this time he succeeded in arousing the interest of the Dutch Ministry of Transport. 'Times had changed,' he recalls. 'People had become more environmentally conscious, and the Danish experiment had proved that bike-sharing was a real possibility.' A new Witte Fietsenplan was launched in 1999 in Amsterdam. However, riding a white bike was no longer free; it cost one guilder per trip and payment was made with a chip card developed by the Dutch bank Postbank. Schimmelpennink designed conspicuous, sturdy white bikes locked in special racks which could be opened with the chip card - the plan started with 250 bikes, distributed over five stations.

D Schimmelpennink从来没有放弃过对共享单车的信念，在20世纪90年代中期，两个丹麦人找他帮忙在哥本哈根建立一个这样的系统。结果这成为世界上第一个大规模的共享单车项目。它依赖一份押金来运作：“你在自行车里投入一枚硬币，而等你把车还回来时，就能拿回自己的钱。”在建立起丹麦那个系统以后，Schimmelpennink决定在荷兰再碰一次运气，而这一次，他成功唤起了荷兰交通部的兴趣。“时代已经变了，”他回忆道。“人们已变得更加关注环境问题，并且在丹麦的尝试也已证明了共享单车是完全有可能的。”一项新的Witte Fietsenplan计划于1999年在阿姆斯特丹推出。不过，骑一辆白色自行车不再是免费的了；每趟骑行需要花费一盾（以前的荷兰货币单位），使用一张由荷兰银行Postbank开发出来的芯片卡进行付费。Schimmelpennink设计了醒目坚固的白色自行车，锁在特殊的车架上，用芯片卡可以开锁——计划开始时共有250辆自行车，分别布置在五个站点。

E Theo Molenaar, who was a system designer for the project, worked alongside



Schimmelpennink. 'I remember when we were testing the bike racks, he announced that he had already designed better ones. But of course, we had to go through with the ones we had.' The system, however, was prone to vandalism and theft. 'After every weekend there would always be a couple of bikes missing,' Molenaar says. 'I really have no idea what people did with them, because they could instantly be recognised as white bikes.' But the biggest blow came when Postbank decided to abolish the chip card, because it wasn't profitable. 'That chip card was pivotal to the system,' Molenaar says. 'To continue the project we would have needed to set up another system, but the business partner had lost interest.'

E Theo Molenaar 是项目的一位系统设计师，与 Schimmelpennink 并肩工作。“我记得就在我们进行车架测试时，他宣布他已经设计出了更好的产品。但是当然了，我们只能用已有的那些来继续推进。”不过，这个系统容易招来故意破坏和偷窃。“每个周末过去以后，总会有几辆自行车不见了，”Molenaar 说。“我实在想不通人们能拿它们干什么，因为它们立刻就会被认出来是白色自行车呀。”然而最大的打击来临，是在 Postba 做出决定撤销芯片卡的时候，因为它不能营利。“那张芯片卡是整个系统的核心，”Molenaar 这样说。“如果要把项目继续进行下去，我们就需要建立另外一个系统，但是商业伙伴已经失去了兴趣。”

F Schimmelpennink was disappointed, but - characteristically - not for long. In 2002 he got a call from the French advertising corporation JC Decaux, who wanted to set up his bike-sharing scheme in Vienna. 'That went really well. After Vienna, they set up a system in Lyon. Then in 2007, Paris followed. That was a decisive



moment in the history of bike-sharing.’ The huge and unexpected success of the Parisian bike-sharing programme, which now boasts more than 20,000 bicycles, inspired cities all over the world to set up their own schemes, all modelled on Schimmelpennink’s. ‘It’s wonderful that this happened,’ he says. ‘But financially I didn’t really benefit from it, because I never filed for a patent.’

F Schimmelpennink 感到失望，但是——出于他本人的性格特点——并没有失望很久。

在 2002 年，他接到一家法国广告公司 JC Decaux 的电话，这家公司想在维也纳设立一套他的共享单车系统。“那个系统运行得非常顺利。在维也纳之后，他们又在里昂创办了一个系统。接下来在 2007 年，巴黎也跟进了。那在共享单车的发展史上是个决定性的时刻。”

巴黎共享单车项目现在拥有 20,000 多辆自行车，它巨大而出乎意料的成功引发了世界各地的城市纷纷开始建立自己的类似系统，全部以 Schimmelpennink 的设计为蓝本。“发生的这一切真是太妙了，”他说道。“但是从财务角度来说，我并没有真正从中获利，因为我始终没有申请过专利权。”

G In Amsterdam today, 38% of all trips are made by bike and, along with Copenhagen, it is regarded as one of the two most cycle-friendly capitals in the world - but the city never got another Witte Fietsenplan. Molenaar believes this may be because everybody in Amsterdam already has a bike. Schimmelpennink, however, cannot see that this changes Amsterdam’s need for a bike-sharing scheme. ‘People who travel on the underground don’t carry their bikes around. But often they need additional transport to reach their final destination.’ Although



he thinks it is strange that a city like Amsterdam does not have a successful bike-sharing scheme, he is optimistic about the future. 'In the '60s we didn't stand a chance because people were prepared to give their lives to keep cars in the city. But that mentality has totally changed. Today everybody longs for cities that are not dominated by cars.'

G 在阿姆斯特丹，全部交通行为的 38%是用自行车完成的，而它与哥本哈根一起，被视为全球最适宜自行车出行的两个首都城市之一——然而这座城市再未设立过另一个 Witte Fietsenplan 计划。Molenaar 相信这也许是因为阿姆斯特丹的每个居民都已经有一辆自行车了。但是，Schimmelpennink 并不认为这一点就改变了阿姆斯特丹对一项共享单车行动计划的需求。“乘坐地铁的人们不能扛着自己的自行车走来走去。但是他们经常需要一些额外的交通工具来抵达自己最终的目的地。”虽然他觉得像阿姆斯特丹这样一座城市居然没有一项成功的共享单车计划这件事很奇怪，但他对将来持乐观态度。“在 20 世纪 60 年代我们没有机会，因为人们随时准备为了把汽车留在城里而不惜一切代价。但是那样的思维已经完全改变了。今天，每个人都渴望拥有未被汽车所统治的城市。”

Passage 3

激励因素与酒店业

A critical ingredient in the success of hotels is developing and maintaining superior performance from their employees. How is that accomplished? What Human Resource Management (HRM) practices should organizations invest in to acquire



and retain great employees?

酒店要经营成功，一个至关重要的因素就是培养并保持其雇员高水准的表现。这是如何达成的？企业应当在人力资源管理（简称 HRM）方面投入哪些做法来找到和留住优秀雇员呢？

Some hotels aim to provide superior working conditions for their employees. The idea originated from workplaces - usually in the non-service sector — that emphasized fun and enjoyment as part of work-life balance. By contrast, the service sector, and more specifically hotels, has traditionally not extended these practices to address basic employee needs, such as good working conditions.

有些酒店会试图为其员工提供一流的工作条件。这个理念源自于有一些工作场所——通常是在非服务性领域——会强调乐趣与享受来作为保持工作生活平衡的一部分。相比较之下，服务行业，且更具体来说也就是酒店业，传统上并没有将这些做法进行延展以满足员工的基本需求，例如良好的工作环境。

Pfeffer (1994) emphasizes that in order to succeed in a global business environment, organizations must make investment in Human Resource Management (HRM) to allow them to acquire employees who possess better skills and capabilities than their competitors. This investment will be to their competitive advantage. Despite this recognition of the importance of employee development, the hospitality industry has historically been dominated by underdeveloped HR practices (Lucas, 2002).



Pfeffer(1994) 强调说,为了在全球商业环境下成功,各家公司必须在人力资源管理(HRM) 方面有所投入,以确保它们招到比其竞争者拥有更高技能与能力的雇员。这种投资将为它们带来竞争力方面的优势。虽然这种员工发展的重要性已经广受认同,但酒店业一直以来的主流现象都是人力资源方面的各项措施不如人意(Lucas,2002)。

Lucas also points out that ‘the substance of HRM practices does not appear to be designed to foster constructive relations with employees or to represent a managerial approach that enables developing and drawing out the full potential of people, even though employees may be broadly satisfied with many aspects of their work’ (Lucas, 2002). In addition, or maybe as a result, high employee turnover has been a recurring problem throughout the hospitality industry. Among the many cited reasons are low compensation, inadequate benefits, poor working conditions and compromised employee morale and attitudes (Maroudas et al., 2008).

Lucas 还指出,“HRM 做法中的内容被设计出来似乎并不是为了增强与雇员之间的建设性关系,也不是为了呈现这样一种管理方法,能赖以培养和挖掘人们的最大潜能,哪怕雇员们也许已经大体上对自己工作的很多方面感到满意了”(Lucas,2002)。此外,或许正因为如此,员工高流动率一直是整个酒店行业中反复出现的一个问题。在众多离职原因里有:低薪酬、少福利、恶劣工作环境,以及处处妥协让步的员工士气与心态(Maroudas et al., 2008)。

Ng and Sorensen (2008) demonstrated that when managers provide recognition to



employees, motivate employees to work together, and remove obstacles preventing effective performance, employees feel more obligated to stay with the company. This was succinctly summarized by Michel et al. (2013): 'Providing support to employees gives them the confidence to perform their jobs better and the motivation to stay with the organization.' Hospitality organizations can therefore enhance employee motivation and retention through the development and improvement of their working conditions. These conditions are inherently linked to the working environment.

Ng 与 Sorensen(2008) 的研究证明：当管理者为雇员提供了认可、激励员工团结合作并移除那些影响了高效工作的障碍时，员工们就会感到更有义务留在这家公司。这一点由 Michel et al.(2013) 言简意赅地总结了出来：“为员工提供支持给了他们更好地完成自己工作的信心，以及留在这家企业的动力。”因此，酒店业公司可以通过改善和提升其工作条件来加强其员工的工作动力和稳定性。这些条件都必然与工作环境有所关联。

While it seems likely that employees' reactions to their job characteristics could be affected by a predisposition to view their work environment negatively, no evidence exists to support this hypothesis (Spector et al., 2000). However, given the opportunity, many people will find something to complain about in relation to their workplace (Poulston, 2009). There is a strong link between the perceptions of employees and particular factors of their work environment that are separate from the work itself, including company policies, salary and vacations.



虽然貌似员工都倾向于以消极态度看待自己的工作环境,而这种倾向性又会影响到他们对自己工作特点的反应,然而没有任何证据可以支持这种假想 (Spector et al.,2000)。不过,一旦有了机会,很多人都能就自己工作场所的某些方面抱怨上几句 (Poulston,2009)。在员工感受与其工作内容本身之外的工作条件——特别是公司政策、薪酬和假期之间,存在着极强的相关性。

Such conditions are particularly troubling for the luxury hotel market, where high-quality service, requiring a sophisticated approach to HRM, is recognized as a critical source of competitive advantage (Maroudas et al., 2008). In a real sense, the services of hotel employees represent their industry (Schneider and Bowen, 1993). This representation has commonly been limited to guest experiences. This suggests that there has been a dichotomy between the guest environment provided in luxury hotels and the working conditions of their employees.

这样的情况对于奢侈酒店市场来说尤为棘手,因为在这个领域中,需要借助一套成熟完善的 HRM 方法来达成的高质量服务被公认为是竞争优势的一个核心性来源 (Maroudas et al.,2008)。从真正意义上来说,酒店员工所提供的服务就代表了他们的行业(Schneider and Bowen,1993)。这种代表性通常都仅仅限于客人的体验。这显示出:奢侈酒店提供的客人的居住环境与其雇员的工作环境之间,存在着一道巨大的鸿沟。

It is therefore essential for hotel management to develop HRM practices that enable them to inspire and retain competent employees. This requires an



understanding of what motivates employees at different levels of management and different stages of their careers (Enz and Siguaw, 2000). This implies that it is beneficial for hotel managers to understand what practices are most favorable to increase employee satisfaction and retention.

因此，对于酒店管理者来说，开发出能让他们用以激励和留住高水平员工的 HRM 手段，是至关重要的。这就要求他们能理解：在不同管理层级上和员工职业发展的不同阶段里，能激励员工的因素分别是哪些(Enz and Siguaw,2000)。这也就意味着，酒店经理们如果了解哪些做法最有利于增加员工满意感和留职率，将是极有好处的。

Herzberg (1966) proposes that people have two major types of needs, the first being extrinsic motivation factors relating to the context in which work is performed, rather than the work itself. These include working conditions and job security. When these factors are unfavorable, job dissatisfaction may result. Significantly, though, just fulfilling these needs does not result in satisfaction, but only in the reduction of dissatisfaction (Maroudas et al., 2008).

Herzberg(1966) 提出：人们有两种主要需求，第一种是外在激励因素，它与人们开展工作的背景环境而不是工作本身有关。这包括工作条件与职业安全感。当这些因素不利时，就可能造成人们对工作的不满。但是，了解这一点非常重要：仅仅只满足这些需求并不能达成满意感，而不过是减少了不满意感而已 (Maroudas et al.,2008)。

Employees also have intrinsic motivation needs or motivators, which include such



factors as achievement and recognition. Unlike extrinsic factors, motivator factors may ideally result in job satisfaction (Maroudas et al., 2008). Herzberg's (1966) theory discusses the need for a 'balance' of these two types of needs.

员工也有内在激励需求或者驱动力，其中包括成就与认同这样的因素。不同于外在因素，驱动力因素在理想状况下也许可以达成工作满意感 (Maroudas et al., 2008)。Herzberg (1966) 的理论探讨了在这两种需求之间找到“平衡”的必要性。

The impact of fun as a motivating factor at work has also been explored. For example, Tews, Michel and Stafford (2013) conducted a study focusing on staff from a chain of themed restaurants in the United States. It was found that fun activities had a favorable impact on performance and manager support for fun had a favorable impact in reducing turnover. Their findings support the view that fun may indeed have a beneficial effect, but the framing of that fun must be carefully aligned with both organizational goals and employee characteristics. 'Managers must learn how to achieve the delicate balance of allowing employees the freedom to enjoy themselves at work while simultaneously maintaining high levels of performance' (Tews et al., 2013).

工作中的乐趣感作为一项驱动因素所具有的影响力也有人进行过探索。比如，Tews、Michel 和 Stafford (2013) 开展过一项研究，专门关注美国一个连锁主题餐厅中的员工。结果发现，趣味活动对于员工表现有着良性影响，而管理者对于寻找乐趣行为的支持会对降低流动率有着良性影响。他们的研究发现支持了这样一个观点：乐趣感也许的确有着有益的影响力，



但是必须小心谨慎地对那种乐趣感进行范围限定 ,以使其同时符合公司目标和员工性格特点。

“管理者们必须学会如何在允许员工有自由在工作时间内好好享受而同时又能保持高水平表现之间取得微妙的平衡” (Tews et al., 2013)。

Deery (2008) has recommended several actions that can be adopted at the organizational level to retain good staff as well as assist in balancing work and family life. Those particularly appropriate to the hospitality industry include allowing adequate breaks during the working day, staff functions that involve families, and providing health and well-being opportunities.

Deery (2008) 推荐了好几个可以在公司层面上采纳的做法 , 以留住优质员工并帮助其平衡工作与家庭生活。那些尤其适用于酒店业的手段包括 : 允许在工作日内有充足的休息次数、能让家人也参与其中的员工活动 , 以及提供体检与福利机会。