



# How Reinforcement & Recognition Motivates Employees

While a performance pay bonus or a raise can make you feel like working harder, what intangible rewards can have a similar effect?



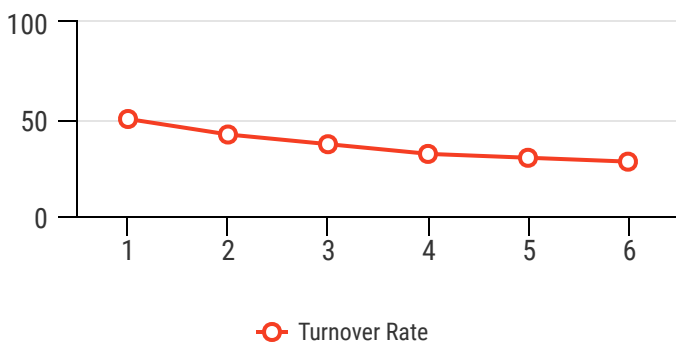
## Positive Reinforcement Motivates!

The Society of Inventive Travel Executives Foundation in 1992 conducted a survey and found that 63% of participants considered "a pat on the back" to be a meaningful incentive.

**Example:** "Great job on your report! Keep up the good work!"



## 6-Year Turnover Decrease



## Recognition Lowers Turnover!

- Diebergs Markets in 1998 had a 50% turnover rate
- They introduced a recognition and feedback program
- Turnover was reduced from 50% to 28% after 6 years of this program

## Operant Conditioning in Behavioural Change

Operant conditioning is the use of reinforcement or punishment as a consequence of an individual's actions. Reinforcement increases the probability of behaviour reoccurring and punishment reduces the probability of behaviour reoccurring.

Reinforcement



Punishment